

Questions and Answers on City of Detroit Sustainability Action Agenda (SAA) Request for Proposals

Last Updated 1/18/18

Sustainability Pre-Bid Meeting Questions and Answers from January 5, 2018

- Can you further define the requirement to engage one percent of Detroit's population?
 - Anticipating touching 7,000 individuals across all of the various touchpoints available. Engagement means soliciting some sort of input and quantifying it beyond giving presentations to large groups of people, i.e.

- How will the Department of Neighborhoods (DONs) be involved in community engagement? How will Sustainability Office interact with the community as well?
 - Any consultant will need to work closely with the DON District Managers and Sustainability Office Staff to schedule meetings with community groups, develop and roll out the ambassador program, ensure that this engagement is coordinated with other engagements happening, and in all areas of engagement for this planning process. In addition, DON staff will be involved in proposal review. * revised 1/11/2018

- What's the role of transportation and integration with other transportation efforts underway?
 - Sustainability Office intends to provide an over-arching set of outcomes, goals, and action steps that will drive more detailed strategies in sub-areas like transportation. Will work with other departments and agencies, including City of Detroit Office of Mobility Innovation. Will use existing plans and identify gaps. Eventually, may dive deeper into identified sub-areas and would like to have flexibility in the contract to request some deeper dives on the part of the consultant.

- Will this process address every area of the city or just targeted areas of the city?
 - Intent is to be in every area of the city while recognizing resource constraints may determine depth of reach. There are no designated geographic focus areas. The sustainability strategy will address the city overall.

- What happens with the Sustainability Ambassador program after the consultancy ends?
 - It will be managed through the Sustainability Office, and once the consultant's tenure ends, the Office will continue to manage the ambassadors.

- How do you envision the Sustainability Ambassadors working?
 - An ideal ambassador is someone who is working in her/his own community. The vision is less to dispatch ambassadors to specific areas so much as it is to plug in to people already living in a particular geographic area so they can leverage their community knowledge and connections.
 - Budget should include a stipend for Ambassadors.

- Will Sustainability Ambassador be coordinated with other Ambassador programs in Detroit?
 - Yes, ideally, but the prevailing goal will be geographic coverage.

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- How will the Sustainability Office engage other City departments?
 - Sustainability Office staff will form a commission of departmental representatives from the departments and leverage working groups already in place to review and provide input to the action plan throughout the process.

- How will the consultant be expected to work with City departments?
 - Sustainability staff will be primary in working with City departments on City strategy. The consultants will need to be looped into that, although Sustainability Office will be the lead. The vision is to gain buy-in for the action plan within the City structure as development of the action plan progresses. Consultants will be asked to provide presentation and visual materials for engagements with internal departments.

- Can you elaborate on the green infrastructure and sustainable technologies plan on page 47?
 - This is part of the 2012 charter that called for the development of this plan. This was originally intended to be developed by BSEED, but that is no longer the direction. The Sustainability Action Plan will fulfill the Charter requirement.

- Can you expound on the expectation that program documents should be available in multiple languages?
 - Based on the number of multiple language groups in Detroit, the Sustainability Office expects to have a need to develop and use multi-lingual outreach materials.

- On page 46, item 3, can you expound on what materials are required?
 - Once the Sustainability Plan is complete, the Sustainability Office will require materials to market the plan via multiple formats and media – including documents that can easily be shared digitally.
 - All materials should be provided also in web ready formats.

- Can you define what success looks like in eight years?
 - All Detroiters have the opportunity to participate in multiple opportunities to improve their lives through sustainability opportunities. This could mean access to green jobs, improved housing stock, reduced flooding, etc.
 - Overall, The City has integrated sustainability defined as the triple bottom line into all of our operations. The action plan has contributed to an improved quality of life for all of our citizens.

- What do you think is going to be the highest quality existing condition information? Where does existing condition information need to be supplemented?
 - Energy and housing quality data will likely be a challenge. The transportation realm is a lot more robust, as is the food sector data. Air quality data is fairly robust, but not at the needed granularity. Data on land use type is fairly good but needs significant updating. The City can provide aggregate data on waste, but would be helpful to be able to disaggregate this more.

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- Are there other sustainability plans that serve as good models?
 - New York and Chicago are excellent examples in terms of comprehensiveness, although they had a great deal of resources. Washington, DC has an impressive plan, particularly impressive communications materials. Baltimore has an excellent equity plan. Philadelphia also is a good example – their web materials are quite good. Boston’s recent master planning process had a lot of innovative engagement techniques.
- Are there other resources that will be utilized for the implementation of the plan? Future grants, etc?
 - There likely will be more resources available for implementation. There is high interest within the local philanthropic community in the sustainability plan. There is also the possibility of reaching out to national funders who haven’t been tapped yet. The office might also look at public-private partnerships.
- What do you see as the role of non-City actors in plan implementation? Non-profits, businesses, etc.?
 - See them playing a pivotal role in moving the plan forward. There are opportunities for commitments from multiple actors. Non-profit actors likely will play a large role in the formation of the plan and plan implementation.
- What about working with state agencies?
 - They are important enablers of this work. The State has been very supportive of energy work underway already. It will be critical to engage them in the process.
- What is the process for marrying this to Detroit’s Master Plan?
 - To bring many of these ideas into fruition, it is important to integrate many of the sustainability strategies into the Master Plan among with many other policy vehicles.

Additional SAA RFP Questions and Answers received via email through January 16, 2018

- Is each subconsultant required to submit a separate proposal form (submitted at the same time as the prime consultant’s proposal form) with a price identified for each component/task as listed on page 14 of the RFP?
 - No, the subconsultant is not required to submit a separate proposal form. Mark up of sub-consultant cost by the Prime is a non-disclosure item.
- The proposal form indicates that the prime consultant’s complete fees by task is inclusive of subconsultant’s fees. Do you require that the prime consultant include pricing as one single item in their proposal form, or should the prime’s pricing be broken out as separate line items for the prime and subconsultants?
 - Pricing is reflected as one single item.

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- Should the prime submit one Attachment C for the prime and subconsultant's hourly rates, or should each subconsultant submit their own attachment C?
 - No, Attachment C should only be submitted by the Prime consultant.

- On page 44 when it says, "Participation in more than one Consultant team will result in rejection of all responses by that prime Consultant or joint venture", does that mean that a Prime on one proposal can still be a Subconsultant on other proposals? (the following sentence makes it sound like this is the correct interpretation, but standing alone the quoted sentence negates that).
 - A prime Consultant and/or joint venture partner(s) may only submit one response to the Request for Proposal. Participation in more than one Consultant team will result in rejection of all responses by that prime Consultant or joint venture. A SubConsultant may be a member of several teams responding to this Request for Proposals. A Consultant can only be prime or joint on one response but subconsultants can be members of several teams. A prime on one proposal cannot serve as a sub on another team.

- Should the cost for engagement materials, i.e. meeting room rental, refreshments, materials etc. for the study be included in the itemized fee?
 - Yes

- Does the City intend for any of the interim deliverables prior to the final Sustainability Action Agenda Report to be public facing (e.g. the synthesis of public feedback)?
 - Yes, a high level, summary document outlining the draft outcomes, goals, actions, and metrics (Action Agenda) should be available for the public to review and provide feedback on in physical meetings and online.

- What City staff or resources could be available to contribute to web site development or web-based form of community engagement that the city may wish to have posted on city-owned domains?
 - The Web Team for the city will be available to assist with all web related needs.
 - The Mayor's Communication Team and Media Services will be able to assist with video, social media, and other communications needs related to the Action Agenda.

- Is the budget proposed for Alternative Outreach and Engagement Strategies (Optional Task 8) supposed to be in addition to the items outlined in the scope of services or included in the maximum budget of \$365,000?
 - The Alternative Outreach and Engagement Strategies (Optional Task 8) should replace part of the main scope of engagement so the budget would replace an equivalent portion of that budget.

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- Page 5 lists three roles City staff anticipate playing in the project but does not explicitly note a role in community engagement. Please clarify if and how the City would expect to be involved in community engagement activities, especially given the description of Office of Sustainability engagement in the final paragraph of page 2 (ending on page 3). If possible, delineation of specific city versus consultant roles would be helpful.
 - All community engagement will be planned and executed with the involvement of staff from the Department of Neighborhoods and the Office of Sustainability.
 - City Staff will be the spokesperson for the effort and the public face of the effort.
 - Consultant staff will help plan the engagement strategy and techniques, offer staff support for capturing, coding, and quantifying sentiments, create materials (digital and print) to assist with the engagement, and create strategic planning draft documents based on the engagement.
 - The OoS and DoN can connect consultants to existing organizations to help provide pro-bono or volunteer facilitators and group leaders to be able to have small group facilitation and topic area focus groups to be able to engage the maximum number of people in this effort

- Please provide additional clarification on the nature and level of detail of the “communication strategy” requested on page 8, K(6)(d) to be included in the proposal.
 - This communication strategy refers to a strategy for how to engage the maximum number of Detroit residents and City agencies in this planning strategy.
 - This strategy is more explicitly spelled out in Exhibit A: Scope of Services (page 45): 1) c) and 2) a)

- The budget referenced on page 45 says “\$365,000, including the required owner’s contingency of \$15,000 [emphasis added].” Should this be interpreted to mean the maximum fee that can be proposed for services and anticipated expenses is \$350,000?
 - Yes

- Please define “Plan Element” as used in Exhibit A, (2)(e)-(f) on page 46. Does the reference to Phase I indicate “plan elements” should be interpreted to include “issues”, “challenges” and “solutions” as described in (1)(c)(i) on the previous page?
 - Plan Elements refers to the larger topical areas that different chapters of the Action Agenda will focus on, based on initial resident feedback around challenges and ideas, guided by the staff of the Office of Sustainability.
 - Paragraph 3 on page 3 spells out potential topics or Plan Elements for chapters in the final Action Agenda document.

- Exhibit A, (2)(f) on page 46 references “preliminary” actions and “mid-term goals.” Do the references map in any way to the three time periods associated with the project (near-, medium- and long-term)? In other words, does this indicate a desire for greater focus on prioritization of near-term actions compared to medium- and long-term?
 - Whereas Outcomes and Goals will tend to be longer term, each should include Action Steps and Target Metrics at the various timeframes identified: near-, medium- and long-term so that tangible steps towards achieve those goals and outcomes can begin to be taken immediately.
 - There is a distinct preference for identifying short term action steps that can be taken immediately rather than longer term ones.

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- Should the references to documentation of “project related correspondences” on page 48 (6)(c) be interpreted to include or exclude any particular types of correspondence?
 - The project manager should be cced on all correspondence from the consultant team to entities outside of the consultant team.
 - Correspondence internal to the consultant team does not need to be shared with the project manager.

- Item O on page 11 references a requirement for the consultant to produce and keep “written records of all meetings attended.” Does this include keeping detailed minutes of each meeting?
 - Yes

- Page 36 Section 12.05 states “The Professional Contractor’s obligations under this Article 12 shall survive the expiration or termination of this Agreement.” Is there a specific time duration associated with the obligation survival?
 - 1 Year

- Subsection 13.08 of the Professional Services Agreement requires subcontractors to maintain “insurance identical to the insurance coverages set forth in this Article 13, including but not limited to the requirements set forth in Section 13.07, and such additional coverages as the DEGA may require of such Consultant or subcontractor.” Recognizing that this requirement could inhibit the participation of small organizations and local independent consultants in a manner inconsistent with the goals of having a versatile and diverse local team described on page 12, could exceptions to this requirement for subconsultants under a certain size be considered?
 - The Prime consultant is required to maintain insurance as stated in the contract and is liable for its team
 - It is up to the Prime to ensure that the SubConsultant is providing applicable coverage for the project.

- Should subconsultants also sign Attachment H (page 51)?
 - Yes

- What is the relationship between the Sustainability Action Plan and the Public Lands Framework Plan RFP that was also talked about on the webinar back in August? Will there be an RFP coming out for that soon? Are both projects intended to occur concurrently, or will the Public Lands Framework Plan be deferred until the Sustainability Action Plan is completed? Are some of the elements that were described for the Public Lands Framework Plan now included in the Sustainability Action Plan?
 - The Sustainability Action Plan and the Public Lands Framework Plan are two separate projects under two different departments. The two projects are separate and their timelines do not influence one another. The SAA is a broad overall study, and as such, while topic areas may overlap, is not intended to deliver specific elements of the Public Lands project. Internal staff will ensure that outcomes are coordinated.

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- Would DEGA consider modifying Attachment B to include a Limitation of Liability to cap direct damages that may arise out of this agreement? We have a long history of reaching mutually agreeable terms and conditions with many governmental entities and we believe modifying this item will enable us to provide the professional services which you are requesting, while protecting the interests of both parties.
 - Typically no. If the consultant would like to provide a list of recommendations, they must be provided on company letterhead and included with the bid proposal forms.

- Date of Interview? In the RFP the date given is a Sunday, so just checking.
 - The intent is that interviews will be scheduled with finalist teams throughout the week of Monday, February 12 through Friday, February 16.

- The RFP references existing studies to be used for the SAA but then the Q&A suggests that new studies may be required due to data quality of existing studies. To what extent does the City expect to have new studies completed as part of this SAA?
 - The City will work with the final team throughout their data gathering process to understand what data gaps there may be and form a strategy for addressing the gaps. In some cases the needed information may be obtained through a different source; in others, if the data gap is significant, filling that gap may become a recommendation of the SAA.

- Could the City further explain how the SAA satisfies the GIST requirement? The GIST seems to be technically specific while the SAA seems to work at a higher level with a priority outcome being the Ambassador plan.
 - The Charter states that: " The Department shall study the matter and prepare and implement a long-term strategic plan ("Green Initiatives and Sustainable Technologies Plan" or "GIST Plan") for the establishment, use and support of green initiatives, technologies and businesses, utilizing public and private partners. "
 - We expect that the full SAA will accomplish the above stated mission of the GIST once the full scope of the effort is completed.

- What are the milestones in the Detroit Master Plan delivery that dovetail with this scope?
 - The Detroit Master Plan is not in an active revision process so it is not possible to assess how milestones dovetail with the SAA. The City is creating a number of large studies which will likely have implications for the future Master Plan when it is updated and it is anticipated that recommendations from the SAA will be relevant to those updates.

- Given the timeframe for the development of the SAA with the stakeholders, it appears that existing plans and reports will form the basis of the SAA. Is there an expectation for additional technical engineering analyses within the timeframes assigned or is it assumed that the SAA will identify where additional analyses are needed as next steps in the overall process?
 - There may be some work led by other departments going on during the SAA process that could be relevant but by and large it is assumed that the SAA will identify where additional analyses are needed as next steps in the overall process.

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- Given the proposed timeline, it appears that the teams will stop work on the SAA while conducting each of the three 6 week stakeholder outreach programs. Is this correct?
 - The timeline is for illustrative purposes and can be modified by the contractor (with the exception on the final deliverable due date)
 - We would not expect ALL work on the SAA to halt during those times, but would expect that input generated during the engagements is incorporated into subsequent drafts of the SAA.
 - We expect that there would be ample work to complete related to the specific engagements happening at the time.

- In order for the Phase 3 stakeholder outreach to work with the timeline as illustrated, and to use a completed SAA that has gone through the 20 day review process, it seems that the Final Plan Development Phase as shown on page 46 should extend through the end of October with Phase 3 Stakeholder work starting afterwards. Otherwise of the six weeks shown on the Final Plan Development, 20 days of that time is for review. Is that correct?
 - Review of the final plan by City representatives will begin in October or when the plan is completed (ideally, city representatives are reviewing the plan during the development phase as well)
 - Yes, Plan Rollout would likely begin in November or later once it has been approved by the City.

- Should the consultant team assume that the translations will be included within the fee assigned and if so, how many translations are expected and of which languages? Does the timeframe for translations extend beyond the illustrated timeframe or is it intended to be included within the timeframe?
 - Specific Summary documents (Executive Summary) must be offered in at least 2 languages beyond English: Spanish, Arabic. Translation could be done beyond the included timeframe as long as it is completed before the launch events commence.

- For the Equal Opportunity Form, would a copy of the notarized form be acceptable to be delivered at the date / time of delivery, with the original to follow?
 - Yes

- Is possible for a subcontractor to be considered to the awarded team if they appeared on a different submittal that was not chosen? We understand we can be on multiple teams as a subcontractor. If we team up with a group that is not awarded the overall bid, and our skillset could be useful to the winning team, will the DEGA facilitate that introduction to be included after the final bids are submitted?
 - No. The Primary consultant provides a list of all subcontractors working on the project, prior to issuance of the contract. ANY changes of subcontractors must be in writing to the owner and thus approved by the owner. The DEGA will not make any introductions on behalf of any team.

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- Sustainability Ambassadors Program Stipends: At the pre-bid meeting it was announced that the budgets submitted as part of this RFP should include stipends for the Sustainability Ambassadors. It was also clarified that management of the Ambassadors would pass to the Sustainability Office after the tenure of the selected consultant ends. Since the management of the program will pass to the City, can you provide clarity on what the City considers to be fair stipends for ambassadors?
 - While this is a stipend rather than a wage, the time required vs. the stipend offered should not be so disproportionate as to have no correspondence between expected hours of work and stipend amount.
 - Payment can be phased and remitted once certain deliverables are completed (surveys, etc.)

- Community Messaging and Internal Approvals: Can the Sustainability Office please provide clarity around internal City approval timelines for content shared with communities? For example, there is a proposed 6 week window to create the draft plan before beginning Phase 2 of stakeholder engagement around the draft. What internal approvals will this content need to go through before engagement with external stakeholders begins?
 - It is expected that drafts affecting specific departments will be reviewed by those departments during the drafting process, so as to not add to the timeline
 - Drafts will be prioritized for review internally so as to avoid impacts to the timeline
 - Final approvals will be expedited to the extent possible