

CITY OF ROCHESTER UPSTATE NY MWBE CONFERENCE 2023



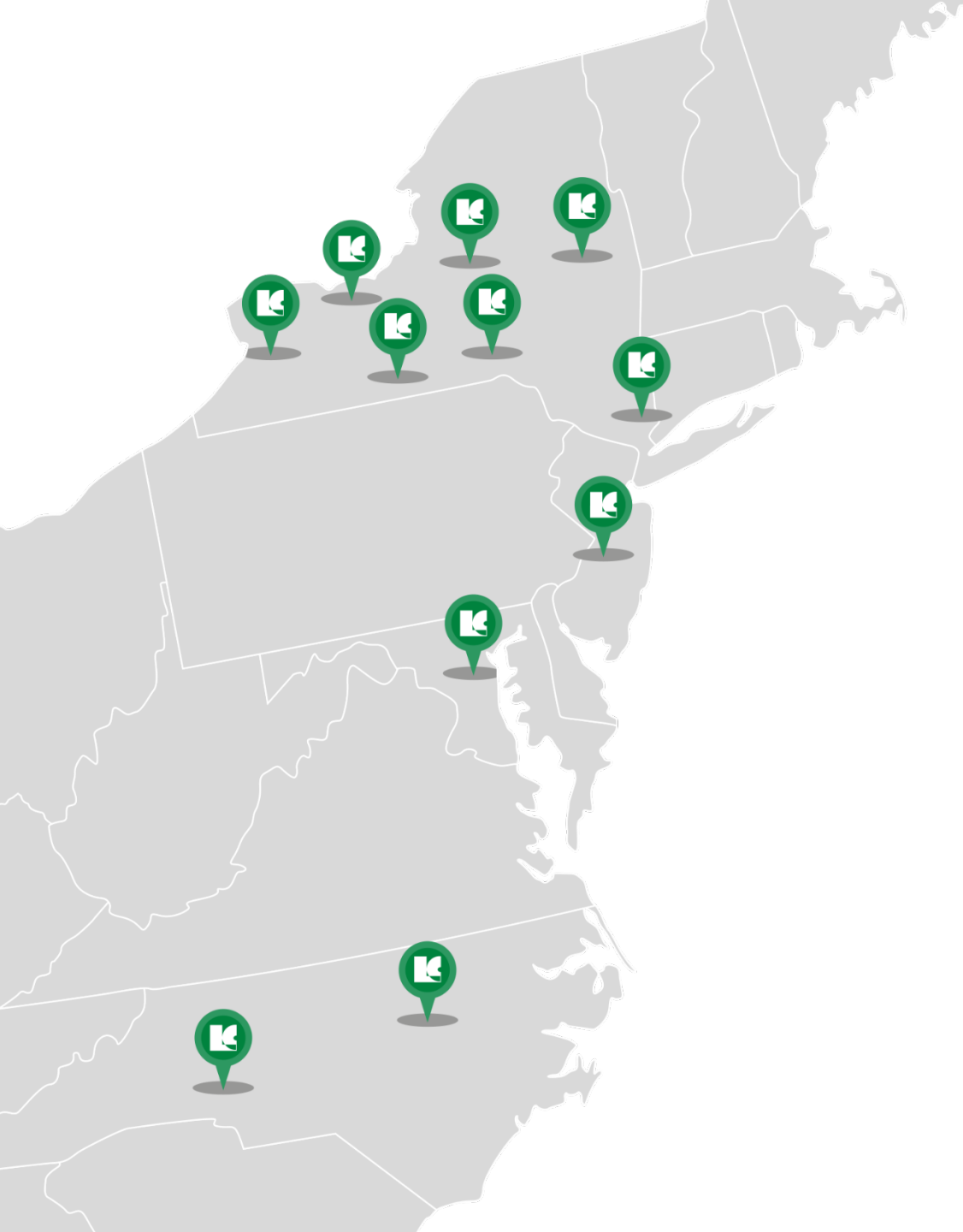
The ABC's of RFP's

Travis L. Miller

Business Development, LeChase Construction LLC

March 19, 2023





About LeChase

Established in 1944

750+ construction professionals

Manage \$1.4+ billion in construction annually

Top 100 contractors in the nation

Most volume in New York State north of NYC

Commitment to sustainable construction

Continuous pursuit towards world-class safety

Table of Contents

- **WHAT IS A RFP?**
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- **COMPONENTS OF A RFP**
- **CREATING YOUR PROPOSAL RESPONSE**
- **WHAT CAN YOU DO TO ENHANCE YOUR CHANCES OF WINNING?**
- **QUESTIONS & ANSWERS**

WHAT IS A RFP?



Request for Proposal (RFP)

DEFINITION: A formal process that provides fair and open competition within a standardized framework for proposal submission and evaluation.



Bid vs. RFP

- **BID**- Criteria for award is based on:

lowest responsive and responsible bidder

- **RFP**- Criteria for award is based on:

a multiple factor evaluation that seeks to assure quality performance or delivery while adding value; final fee can be negotiated



The Needs Associated with a RFP

PROFESSIONAL SERVICES:

Professional services involve specialized skill, training and expertise, scientific or technical knowledge, use of good judgment or discretion, and/or a high degree of creativity.

REQUEST FOR PROPOSALS

ROCHESTER SCHOOLS
MODERNIZATION PROGRAM
PHASE 3

PROGRAM MANAGEMENT
SERVICES

Prepared by
Rochester Joint Schools Construction
Board

March 14, 2023



An aerial, grayscale photograph of a large stadium under construction. The stadium's steel framework is visible, showing the seating bowl and the roof structure. Construction equipment, including cranes and trucks, is scattered around the site. The text "HOW DO YOU DETERMINE IF YOU SHOULD RESPOND TO A RFP?" is overlaid in large, bold, green capital letters across the center of the image. A thick black horizontal line is positioned below the text.

**HOW DO YOU DETERMINE
IF YOU SHOULD RESPOND
TO A RFP?**

Read! Read! Read! the RFP

1st READ: Read the RFP once to understand if you are eligible for the work

2nd READ: Read the RFP to understand the technical aspect of the work

3rd READ: Read the RFP to understand how to apply and the effort it will
take to do so



Ask Questions to Gain Clarity

- After you read through the RFP, ask any questions that you are unsure of. Assume nothing. There is usually a finite Q&A period where you can submit inquiries.
- Some questions to consider:
 - *Is there an incumbent?*
 - *If a repeat, were there any dissatisfactions where you seek improvement?*
 - *Are technical ambiguities clarified?*
 - *Are there any apparent omissions?*
 - *Are there other consultants who play a role in making this a success?*



Are you a Responsible Vendor/Supplier/Contractor?

1. Possess Integrity

2. Previous Performance

3. Legally Capable

4. Financially & Organizationally Sound



Understand the Evaluation Criteria

- The evaluation criteria is your guide!
- Understand that - assuming a level playing field - these are the grounds on which you will, or will not, be selected
- Don't waste time going after opportunities that are beyond your capabilities
 - *Go/No-Go*
- Typical evaluation criteria:
 - *Technical expertise* ➤ *Organizational capability* ➤ *Pricing*
 - *Past performance* ➤ *Financial capability* ➤ *Quality Assurance*



Understand the Evaluation Criteria

	Category	Weight	Score
1	Project and construction management experience	20	
2	Team composition	5	
3	On-Time & On-Budget performance on previously completed projects	15	
4	Specific Project Approach and Construction Management Services	10	
5	Knowledge of State Education Department Rules/Regulations/Guidelines including the following: <ul style="list-style-type: none"> a. SED Project Application and Approval Process b. SED Office of Facilities & Management Services Forms c. Application and Certificate for Payment (Form AIA Document #G702/Cma) d. Change Orders and Process for Approval of Change Orders 	25	
6	Cost	25	
TOTAL		100	





COMPONENTS OF A RFP

Introductory Portions

- **Table of Contents**
- **Description of Owner/Program Background & Objectives**
- **General Scope of Services**
- **Submission Format**
- **Submission Schedule & Instructions**
- **Selection Process**



Detailed Requirements & Specifications

- **Technical Proposal Submission Requirements**
- **Relevant Past Experience**
- **Staffing Plan and Personnel Resumes**



Detailed Requirements & Specifications

- **Contractual Terms & Conditions**
- **Insurance**
- **Fee/Multiplier**



Appendix

- **Exhibits**

- *Graphs, Charts, Templates, Renderings*

- **Regulatory Statutes, Commitments, Disclosures**

- **Addendum Acknowledgements**



An aerial, grayscale photograph of a large stadium under construction. The stadium's circular structure is visible, with the steel framework of the seating bowl and upper tiers partially completed. In the foreground, there are stacks of construction materials, including long pipes or beams. A large crane is positioned near the bottom right of the stadium. The background shows a parking lot with several vehicles and some smaller buildings. The overall scene is active and industrial.

CREATING YOUR PROPOSAL RESPONSE

Adopt an Owner-centric Mentality

- Throughout the process always meditate upon these questions:
 - *“What do I have to offer to fill the need and how can I best present it?”*
 - *“How am I going to solve their problem better than a competitor?”*
 - *“How am I going to add value?”*
- Ensure your proposal demonstrates a complete understanding of the customer’s needs
- See the bigger picture



Follow the Format

- Follow the outline sequence
- If there are little to no formatting requirements, try to mirror the RFP
- Structure the proposal so it is easy for the evaluator to read and score
- Always have a table of contents, and use tabs if necessary
- Make it easy for the evaluators to find information – collate all attachments in the correct order
- Use graphics and pictures (captions), but only if relevant or to make a point
- Use one eye-friendly font consistently throughout



Disqualifying No, No's

Don't Be Late!



Sample RFP Schedule

17. Time Frame and Key Dates

<u>Event</u>	<u>Date</u>
Issue RFP	March 14, 2023
Individuals/Firms confirm interest in submitting	March 30, 2023
Clarification Questions Due	March 30, 2023 by 4p.m.
Clarification Answers provided to all interested parties	April 6, 2023
Deadline for Submission (receipt) of RFP Responses	April 19, 2023 by 2 p.m.
Interviews with Short Listed Firms	May 3 and 4, 2023
Recommendation for Award (anticipated)	May 15, 2023 (RJSCB meeting)



Disqualifying No, No's

- Late submission
- Improper formatting
- Incomplete responses
- Poor proposal organization
- Poorly written
- Irrelevant past performance
- Parroting back requirements without discussing methods



Be Specific and Detailed

- **Example:** *Explain your process for submitting invoices and ensuring accuracy.*
 - **Losing Response:** *ABC Company will review all invoices for accuracy and completeness and submit them according to the guidelines.*
 - **Winning Response:** *ABC Company's Accounting Clerk (employee name!) will review invoices for accuracy and completeness. (Mr./Ms.) will check to ensure the following items are present and accurate on each invoice: Contract number, remittance address, unit/quantity, price, date, point of contact and any additional items requested*



Persuasive Writing

Use the acronym “NOSE”

- “N”: Understanding your prospect’s needs
- “O”: Surfacing desired outcomes
- “S”: Presenting the solution
- “E”: Providing evidence of your solution’s validity



The Cover and Title Page

- The cover of your proposal makes the first visual impression of your submission. But in addition to the photography or artwork you choose to use, make sure it includes the following:
 - *The RFP title*
 - *The owner + logo*
 - *Your company + logo*
- A title page is optional unless requested. If so, it should include the bulleted items above, plus:
 - *owner's RFP agent, delivery address, submittal deadline date*
 - *Your company's executive agent, office address, contact info*



Table of Contents

- A table of contents is highly recommended because it confirms to the evaluator that you followed the RFP outline format and it is a ready resource to help navigate to a particular page or section. But make sure:
 - *It is accurate in reflecting page locations and section breaks*
 - *Your page numbers are properly sequenced*
 - *Connection dots or hashes are inserted*
 - *It affirms your placement of divider tabs and pages*



Cover Letter

- The cover letter of your proposal makes the first written impression of your submission.
 - *“You may not win a contract based on the quality of your cover letter, but you can definitely lose the chance with a poor one.”*
 - *Always written by the executive within your company who will best represent your strategic interests in pursuit of the contract.*
 - *Through concise (preferably one page) wordsmithing, convey you genuinely appreciate the opportunity to respond, you understand the importance of the owner’s need and why it is being procured and that you are confidently bringing the resources, experience and personnel to successfully fulfill the role.*



Executive Summary

- Sometimes on larger projects that present a scope of services with great complexity, the RFP may ask for an executive summary. If so, follow these guidelines:
 - *Offer an introductory paragraph about the project.*
 - *Provide an overview of the challenges that the purchase will solve. "N"*
 - *State the goals and expected outcomes "O"*
 - *Introduce what you offer that will fill the need "S"*
 - *Share previous experience of successful demonstrated performance "E"*



Company History

Details about:

- Company age
- Legal structure
- Executive ownership
- Office location(s)
- Geographic radius of operations
- # of employees
- Subsidiaries
- Certifications held
- Industry association memberships
- Range of services offered or commodities procured
- Annual sales volume



Staffing Plan

- Explain how and by whom the project will be managed. You must convince the Owner you are presenting credible personnel who are experienced and competent
- Identify the project manager
- Explain who will be staffed on the project, and the chain of command
- Include an organizational chart (including subs and suppliers) to visualize your proposed team's structure



Bard



MAYA LIN STUDIO
BIALOSKY

DBI Projects



KEN OSMUN
PE, DBIA, CM-LEAN, LEED BD+C
PROJECT EXECUTIVE



DAVID HOLLANDER
CM-LEAN
VICE PRESIDENT



BILL BURY
LEED BD+C, CGC, CPE
SR PROJECT MANAGER



REXIS TECHNOLOGY
WBE
BIM COORDINATION



DACK CONSULTING
MWBE
SCHEDULING &
PROJ ENGINEERING

Preconstruction

Construction



PETER MUENCH, CHC
VICE PRESIDENT OF
PRECONSTRUCTION



ERICA MCCARTHY
PROJECT MANAGER



UWE KISS, CM-LEAN
SUPERINTENDENT



MIKE MESSINA
CHIEF MEP ESTIMATOR



CHRISTINA MUENCH
ARCHITECTURAL ESTIMATOR



SCOTT LAWLER
DBIA, LEED AP
STRUCTURAL/EASTERN NY
ESTIMATOR



**IN-HOUSE
PRECON TEAM**

TRADE CONTRACTORS

CORPORATE SUPPORT



STEVE BILLS
VICE PRESIDENT



TRAVIS MILLER
DIVERSITY &
INCLUSION OFFICER

Resumes

- A quality set of resumes will present a structured team of qualified staffing resources whose combined skillsets and abilities will collaborate to deliver the commodity or service requested in the RFP.
- Resumes must be:
 - *Well written*
 - *Concise but thorough*
 - *Updated with most recent work/project history (including time span)*
 - *Format Uniformity*
 - *Sequenced in order of hierarchy (matching org chart)*
 - *Include a thumbnail portrait if possible*



Demonstrated Experience / Portfolios

- Identify previous relevant projects or contracts with similar scopes of services or commodities procured.
- Each portfolio page (uniform format) should have the following:
 - *Title*
 - *Location*
 - *Contract duration dates*
 - *Brief description of services*
 - *Photos (before, underway, finished)*
 - *Reference contact*



Specific Approach & Management Plan

- Use the acronym “NOSE”
 - *Need*
 - *Outcome*
 - *Solution*
 - *Evidence*

- **cost effective solutions and the opportunity to propose innovative alternatives meeting the stated objectives**



References

- If possible, list references of individuals associated with the same projects/contracts displayed in your portfolio of previous experience.
- **ALWAYS**, ask clients beforehand for permission to serve as referrals. Make sure their contact info is current. Inform them of some details about the procurement you are pursuing so they can be prepared to provide an effective referral.



Fee Proposal

- Do your research to determine if you are competitive!
- Collect intelligence. Look at past contracts (submit a FOIA or FOIL) to see how they were priced
- Understand the full implications of the type of fee requested
 - *Fixed price*
 - *Cost + level of effort*
 - *Straight multiplier*
- Ensure that your pricing includes ALL of your costs, i.e., overhead, insurance, contingencies



Fee Proposal

- Know your internal costs
- General and Administrative (G&A) expenses
 - *Expenses that are the residual costs necessary to run a business*
- Overhead
 - *Costs that contribute to the ultimate completion of the contract but cannot be expressly allocated to one particular contract*



Fee Proposal

- As you prepare your fee, remember to have an “owner-centric mentality”
- Typically, in public sector procurement, municipalities, agencies and government are risk-averse – if they see a fee proposal whose price is considered unreasonably low, they can justify rejecting it
- Public sector government also wants to save the tax-payers money, and so if your bid is unreasonably high, they can justify rejecting it.
- There is no project or contract worth jeopardizing your company’s financial health and stability



Concluding Portions

- Appendix
 - Disclosures
 - MWBE Documentation
 - Addendum Acknowledgements
-
- Sometimes a notary public signature is required.



Proposal Closeout, Packaging & Delivery

- Always have a qualified person proofread the final draft
- Use of neat, attractive proposal covers, printed tabs and binding spirals help make your proposal more aesthetically pleasing to the eye and convenient for perusing by evaluators
- Growing trend toward deletion of or fewer requested printed copies vs. digital files submitted on a flash drive or emailed
- Plan and arrange for dependable logistics to guarantee timely delivery



Proposal Closeout, Packaging & Delivery

Don't Be Late!



An aerial, grayscale photograph of a large circular stadium under construction. The stadium's steel framework is visible, showing the tiered seating areas and the central field. A tall, thin tower structure is being built in the center. In the foreground, there are stacks of steel beams and a large crane. The surrounding area includes a parking lot with several vehicles and some smaller buildings. The text "AFTER THE PROPOSAL IS DELIVERED" is overlaid in the center in a bold, green, sans-serif font.

**AFTER THE PROPOSAL IS
DELIVERED**

Post Submittal

- If not contained within the RFP, find out the selection schedule
- Respond to any requests promptly
- Cross check with references to see if they were contacted
- If applicable, prepare for a potential oral interview or finalist presentation
- Check-in periodically with owner if deadline for interviews or notice-to-award passes without any communication



Debrief

- A debriefing is an opportunity for you to meet in-person, talk by phone, or correspond by email about the outcome of a competitive RFP process

- **ASK FOR A DEBRIEF SESSION WHETHER YOU WIN OR LOSE!**

- **If you won-**

- *Did you win by a large margin, or barely?*
- *What were the strengths and weaknesses about your proposal?*

- If you lost-**

- *What could have been better?*
- *What do I need to do to ensure I win the next procurement opportunity?*



An aerial, high-angle photograph of a large stadium under construction. The stadium's circular structure is visible, with the steel framework of the seating bowl and upper tiers partially completed. The interior of the stadium is a flat, light-colored surface. Surrounding the stadium are various construction elements: stacks of steel beams, a large crane, a concrete pump truck, and other heavy machinery. In the background, there are parking lots with several white pickup trucks and a building. The entire image has a light green tint. Overlaid on the center of the image is the text "WHAT CAN YOU DO TO ENHANCE YOUR CHANCES OF WINNING?" in a bold, green, sans-serif font. A thick black horizontal line is positioned below the text.

**WHAT CAN YOU DO TO
ENHANCE YOUR CHANCES
OF WINNING?**

Be prepared!

- Create a strategic business plan
- Identify your core business capabilities
- Identify your geographic service area(s)
- Identify your Government business codes: NAICS, PSC, NIGP
- Get certified if you are eligible
- Create a standardized process for reviewing RFPs and submitting them by organizing the following digital files:
 - *Company Profile* ➤ *Project portfolios* ➤ *Resumes* ➤ *References*
 - *Quality assurance plan* ➤ *Organizational charts*



Take the Initiative

- Try to identify, meet and develop a relationship with the owner before the restricted period
- Attend regional procurement events
- Attend MWBE business development events
- Attempt to identify customer's needs before an RFP is formally advertised
- Attend pre-bid conferences
- Find out if there is an incumbent and who it is



Utilize Resources

- **Regional Procurement Technical Assistance Centers (PTAC's)**
- **Small Business Development Centers (SBDC's)**
- **Reach out to private sector MWBE procurement specialists**
- **New York State Contract Reporter - Official website of New York State procurement activity**
 - *(<http://ogs.ny.gov/bu/pc/Docs/Guidelines.pdf>)*
- **Who advertises on NYSCR?**
 - *State agencies* ➤ *Authorities* ➤ *State/City universities*
 - *Public benefit corporations* ➤ *Some municipalities, museums, libraries, and schools, prime contractors*



An aerial, top-down view of a large circular stadium under construction. The stadium's seating bowl is visible, with the outer rim and some internal structural elements in place. The interior field area is a flat, light-colored surface. Surrounding the stadium are various construction materials, including stacks of steel beams and rebar. Several pieces of heavy machinery, such as a large crane and a forklift, are positioned around the site. The entire scene is overlaid with a semi-transparent green filter. The text "QUESTIONS & ANSWERS" is centered in a bold, green, sans-serif font, with a thick black horizontal line underneath it.

QUESTIONS & ANSWERS

THANK YOU!



City of Rochester, NY
Malik D. Evans, Mayor
Rochester City Council

