

**NEW YORK STATE
URBAN DEVELOPMENT CORPORATION d/b/a Empire State Development**

Buffalo Billion Investment Strategy Implementation Support Services

Request for Proposal

**PROPOSAL DUE DATE: May 6, 2013 at 2PM
(Late proposals cannot be accepted)**

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I. BACKGROUND

NEW YORK STATE'S OBJECTIVES

One year ago, Governor Cuomo pledged a historic \$1 billion for the economic redevelopment of the Buffalo/Niagara Region. Already, the people of Buffalo have begun to believe that the region has positive momentum and there is a sense that Buffalo really is rising again. The Governor's pledge has made clear that New York State is committed to the future of Buffalo and he has given Buffalo a once in a lifetime chance to take advantage of this public and visible commitment to move the region forward in an unprecedented manor.

As a result of this commitment the community has come together and gone to work to develop a plan for how Western New York can best use the Governor's investment to stimulate private investment, create jobs, and accelerate growth. The Governor asked the Western New York Regional Economic Development Council to work with Empire State Development to lead the development and implementation of the Buffalo Billion Investment Strategy. Empire State Development then engaged several metropolitan development experts to forge the Buffalo Billion Investment Strategy.

Buffalo has some world-class assets that will position it -- with the right enabling conditions in place -- to compete for opportunities in the new economy. Some of these assets include a platform for tourism in the beauty of Niagara Falls and the exceptional architecture of the city of Buffalo; strength in high-growth advanced manufacturing subsectors such as materials processing and chemicals; concentration in life sciences, with opportunities to further commercialize cutting-edge research; access to land that is ripe for development; supportive infrastructure; and a pervasive civic pride entailing a sense of ownership, belonging, and optimism in residents that other cities would be lucky to have.

To date, hundreds of community stakeholders have participated in developing the Regional Council's plan for the "Buffalo Billion". Through working sessions, conferences, one-on-one interviews, surveys, and focus groups, leaders of both large and small businesses, universities and colleges, community foundations and nonprofits, and both regional and municipal governments have contributed to the plan. The plan is simple: the region will draw upon the collective capacity of the public, private, and nonprofit sectors to make better use of Buffalo's world class assets; elevate Buffalo's relative areas of strength with investment in workforce and innovation that could transform their ability to compete; and create opportunities for new ideas and sectors to be born and to flourish in an environment designed for business development.

But Buffalo has more than just a plan. It includes six specific signature initiatives requiring immediate implementation. An implementation structure and governance approach is defined, which will ensure effective implementation of the Buffalo Billion Investment Strategy which includes stakeholder engagement and commitment and, perhaps, most importantly, the community momentum to make these first initiatives a reality.

Empire State Development in collaboration with the Western New York Regional Economic Development Council is launching six implementation councils, represented by a diverse group of area stakeholders who will bring expertise to the council's areas of concentration (health and life sciences, manufacturing, tourism, workforce, entrepreneurship and revitalization), will provide guidance on signature initiative design and will issue the resolution and execution of each initiative.

The Buffalo Billion's six signature initiatives include:

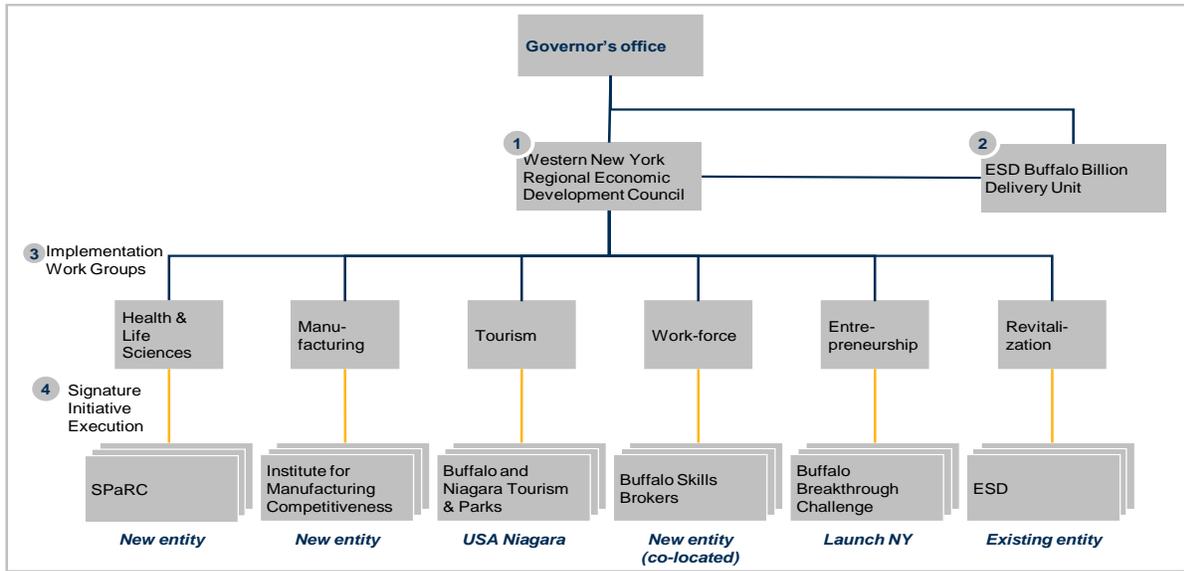
- Buffalo Center for Manufacturing Innovation: a state-of-the-art facility to support the growth of the region's manufacturing sector. It will be a shared services enterprise that provides support in commercializing applied research, developing more efficient optional processes, enabling entry into new markets, and up-skilling the existing workforce.
- The Buffalo Science Productivity and Research Catalyzer (SPaRC): to help bring breakthrough healthcare innovations to market. The Accelerator supports researchers in developing translational research, acquiring patents, and then licensing those patents or developing them into businesses.
- Buffalo Niagara Tourism Program: a regional tourism program to leverage the world-class tourism assets in Niagara Falls and the City of Buffalo through a more coordinated and sophisticated marketing strategy; investments and increased programming in the Niagara State Park; investments in other regional tourism assets and amenities; and the creation of regional offerings.
- The Buffalo Skills Partnership: a skills broker with initial investments in Rapid Right Skilling. The partnership will make Buffalo's workforce system the most flexible, diverse and responsive in the nation by aligning education and training behind the skills employers need to expand and workers need for job success.
- Buffalo Breakthrough Business Challenge: a world-class business plan competition to catalyze the region's entrepreneurial ecosystem. Winners will receive initial funding, incubator space, mentorship and introductions to leading venture capital firms.
- Better Buffalo Fund: to make targeted investments through a dedicated fund to support high impact economic and community development projects. A competition will determine the best investments, based on overall strategic fit, impact, proven capacity for execution and commitment of additional funds.

The full plan can be found at [http://regionalcouncils.ny.gov/themes/nyopenrc/rc-files/westernny/Buffalo Billion Investment Development Plan February 2013.pdf](http://regionalcouncils.ny.gov/themes/nyopenrc/rc-files/westernny/Buffalo_Billion_Investment_Development_Plan_February_2013.pdf)

Now is the time to seize this momentum. Community expectations are high and community leaders have organized themselves into "Implementation councils" to support the development of each signature initiative. They have begun to reach out to potential investors and to companies with the potential to bring jobs to the region and they have put their own names and reputations behind this Buffalo Billion plan.

Maintaining this momentum will require a real and visible show that the plan is being implemented. In addition to funding from the New York State, the success of this plan will require quickly building capacity for implementation. The following structure and responsibilities are planned to support implementation of the Buffalo Billion Investment Strategy.

Potential Buffalo Billion governance structure



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Specific roles and responsibilities for each of the entities in the organization structure are as follows:

1. The WNY Regional Economic Development Council
 - a. Objectives:
 - i. Ensure synergies across strategies are achieved
 - ii. Ensure the goal (transforming the economy) and total impact are achieved
 - b. Key Tasks:
 - i. Create/Identify entities to “own” initiatives
 - ii. Determine composition of each Implementation Council
 - iii. Analyze performance and recommend strategy/initiative adjustments
2. Buffalo Billion Delivery Unit – ***this unit will primarily consist of contractors to ESD through this solicitation. More details on the Delivery Unit Charter can be found on page seven.***
 - a. Objectives:
 - i. Ensure that the right funding and infrastructure is in place for delivery of Wave 1 Signature Initiatives
 - ii. Support the Council by providing objective information and advice on progress
 - iii. Support the execution of Signature Initiatives through advice and assistance in implementation
 - iv. Communicate transformation to public
 - v. Responsible for budget requests going forward
 - b. Key Tasks:
 - i. Identify sufficient funding sources to meet Signature Initiative needs

- ii. Create and train team
- iii. Create and embed tools and routines
- iv. Commence problem solving assistance on Signature Initiatives
- v. Commence tracking and monitoring

3. Implementation Work Groups

a. Objectives:

- i. Provide the Council with updates on progress
- ii. Provide guidance to the Signature Initiative owners on Signature Initiative design, issue resolution and implementation
- iii. Provide ideas & input to ESD on budget

b. Key Tasks

- i. Assist and guide the implementation of Signature Initiatives within a given strategy
- ii. Generate ideas for subsequent Signature Initiative designs for proposal to the Delivery Unit
- iii. Assist in attraction and retention activities including identification and engagement

4. Signature Initiative Owners:

a. Objectives:

- i. Ensure on time, on budget delivery of the Signature Initiative
- ii. Anticipate and resolve barriers to implementation
- iii. Augment Signature Initiative design to achieve impact on or ahead of schedule
- iv. Provide input on future Signature Initiative design and sizing

b. Key Tasks:

- i. Agree on milestones, metrics and trajectories
- ii. Implement initiative

II. SOLICITATION

Through this announcement, the New York Urban Development Corporation d/b/a Empire State Development (ESD) is soliciting proposals from firms specializing in economic development project management that will help implement the existing Buffalo Billion Investment Strategy to leverage the \$1 Billion state investment into transformational development positively impacting the City of Buffalo and surrounding area. The objective of this investment is to realize a significant, regional impact and return on New York State's investment in the Buffalo economy.

ESD is seeking a qualified contractor to provide full-service project management services including stakeholder engagement, metropolitan development strategy and initiative implementation support. ESD is particularly interested in firms with experience in transformative, turnaround economic development strategies and successful track record of project management experience to implement plans.

Minority- and women-owned businesses are especially encouraged to bid. Note also that a joint venture proposal to perform the functions solicited is acceptable, and MWBE enterprises may partner with others in substantive ways to submit bids.

ESD requires contractors with demonstrated experience in the following:

- ❖ Track record of delivering results across multiple work streams;
- ❖ Experience developing and implementing comprehensive metropolitan business plans in other former industrial based regions including operational and financial plans for investment and implementation with demonstration of return on investment;
- ❖ Planning and implementation support for capital development projects.
- ❖ Strong familiarity with cutting edge, transformative economic strategies and best practices in other regions of the US and globally;
- ❖ Detailed understanding of the Buffalo region economy and the Buffalo Billion Investment Strategy;
- ❖ Improving economic opportunity throughout regions, especially for historically disadvantaged populations, to create sustainable, inclusive, long-term economic growth that promotes diversity and reduces disparities.
- ❖ Stakeholder engagement to build community support and validation of stages of plan implementation; and
- ❖ Engaging diverse communities across the categories of income, race/ethnicity and geography to ensure all interests and perspectives are infused into the implementation process.

III. SCOPE OF SERVICES AND DELIVERABLES

The chosen consultant will serve as the “Buffalo Delivery Unit: supporting ESD in successful implementation of the Buffalo Billion Investment Strategy.

Delivery Unit – Detailed Charter:

Purpose: what is it?

- Support Signature Initiative owners during implementation and operation through problem solving, planning support and guidance
- Track and report on the progress of the Signature Initiative to the Regional Economic Development Council
- Assess Signature Initiative efficacy
- Lead budget requests
- Design new Signature Initiatives

Approach: What does it do?

- Work with Signature Initiative owners to anticipate and resolve challenges, and push the implementation and performance of the Signature Initiatives
- Track progress and report to the strategy Implementation Work Group
- Analyze the strategy’s progress and recommend changes
- Design new Signature Initiatives within each strategy

Rationale: Why does it work?

- The Delivery Unit is experienced in implementation and problem resolution; and can therefore help the Signature Initiative Executive Director anticipate and resolve challenges
- The Delivery Unit is independent from the Signature Initiatives; and can therefore report objectively on progress and obstacles
- As a contractor to ESD, the Delivery Unit is positioned to recommend new Signature Initiatives and budget

Composition: Who is in it?

- Head of Delivery Unit – ESD Regional Director
- Support team through contractor

DELIVERABLES:

There are several key overall objectives for the next year.

- Achieve agreed upon targets and milestones across multiple initiatives: key initiatives need to achieve an aggressive progress trajectory that is broadly acknowledged by key stakeholders.
- Install execution capabilities, organizational structures, and leadership: ensure organizations, leaders, and staff is in place to execute high priority strategies and signature initiatives.
- Deepen community stakeholder engagement: build on the work done to date to ensure there is comprehensive engagement of and communication with the private sector, academic institutions, and all other important community stakeholders on progress to date and goals going forward; inspire broad public support and commitment by communicating the Buffalo Billion

plan broadly, explaining key milestones, bringing transparency to what is being done, and sharing results and progress.

Specific tasks required in the scope of work:

1. Provide overall senior project management across all Buffalo Billion Investment strategies and initiatives. Interim project management (delivery unit team service) is being provided by a combination of ESD personnel and a short term consultant agreement. Long term project management will be provided by the successfully winner of this solicitation. Support will be needed to:
 - a. Implement a rigorous performance management approach that will help ensure impact and responsible use of New York State resources;
 - b. Support overall program management effectively;
 - c. Assist in developing an overall integrated work plan with “reasonably unreasonable” timelines and milestones for each Signature Initiative and for the project as a whole;
 - d. Help ensure that the overall Buffalo Billion program is managed well and that deep, proactive communications and community engagement continue;
 - e. Contribute to coordination across all Buffalo Billion implementation work streams and ensure appropriate sequencing of activities.

2. Implementation of Signature Initiatives: Launch and support **three** of the six high priority Signature Initiatives and establish the infrastructure needed to ensure their long-term success. To meet these objectives and maintain the considerable momentum generated to date, ESD has prioritized strategies and Signature Initiatives that require external support in the next year. They include: Revitalization, Workforce Development and Tourism initiatives. Specific activities for each:
 - a. Support the Initiative Implementation Work Groups for each of three Signature Initiatives (Workforce, Tourism & Revitalization) responsible for overseeing the implementation of the strategies and Signature Initiatives;
 - b. Assist in the creation or designation of specific implementation organizations responsible for executing against the business plans for the high priority Signature Initiatives, that build off agreed upon success targets;
 - c. Track and report progress to key stakeholders, adjust plans accordingly;
 - d. Help source the Signature Initiative leadership; transfer knowledge of strategies/ initiatives to leaders and staff as they join;
 - e. Oversee/support execution of key activities outlined in the high priority Signature Initiative business plans:
 - i. Tourism key activities – Year 1
 1. Enhanced regional tourism marketing campaign developed and implemented;
 2. Visitor market research undertaken and completed;
 3. Solicitations for private sector partners to (re)develop key properties in Downtown Niagara Falls to add tourist amenities;
 4. Solicitations for private sector partners to provide enhanced programming at NY State Park.
 - ii. Workforce key activities – Year 1
 1. Implement a pilot program for advanced manufacturing rapid right skilling;

2. Launch Skills Broker to serve as liaison between industry and training education to better align training/education system with industry needs;
 3. Develop an advanced manufacturing and energy training institute to meet gaps in training needs.
- iii. Revitalization key activities – Year 1
1. Launch process and make awards to projects for key revitalization activities including:
 - Implementing Complete Streets, Improving Corridors and Greening Gateways;
 - Catalyzing Transportation and Transit Oriented Development
 - Investing in Buffalo’s Downtown: Implementing the Buffalo Building Reuse Plan;
 - Redeveloping the Waterfront as a vital regional asset;
 - Revitalizing Target Neighborhoods.

IV. SUBMISSION OF PROPOSALS

Your proposal must include the following:

1. A narrative proposal (maximum 25 pages) encapsulating how you intend to assist ESD in meeting the objective within the parameters of the Scope of Services. At a minimum, the narrative should:
 - Identify the specific team members who will be on this project, their roles on this project, provide their resumes;
 - Explain your experience in similar metropolitan development initiatives of this scale including ability to demonstrate success and outcomes;
 - Demonstrate that the agency has sufficient capabilities, resources and staff to deliver high quality services on a short time frame and within budget. ESD expects the process to launch immediately after a contract is awarded and is providing a one year timeframe for completion from contract execution.
 - Explain how you will engage area stakeholders in the investment implementation strategy to help ensure appropriate community support;
 - Demonstrate your knowledge of best practice economic development implementation strategies in other communities;
 - Explain your approach, process and timeline for the engagement.
2. Scope of Services/Detailed Budget
 - A detailed scope of services with specific plans, including staff, time and budget allocation for the deliverables identified in pages 7 -9 in Section III. For each task identified, list all proposed subcontracting, sub-consultant and/or independent contracting opportunities and indicate to which you have identified a NYS certified MWBE to perform such subtask. The selected consultant will be paid on a time and material basis in accordance with Schedule A - Conditions Applicable to the Corporation's Agreements for Materials/Services. All terms and conditions contained in Schedule A will be incorporated and made a part of the contract with the selected contractor. Schedule A can be found at http://www.esd.ny.gov/CorporateInformation/Data/RFPs/RequiredForms/ScheduleA_November2009.pdf.
 - A detailed budget which shall include at a minimum:
 - (i) for each task identified in the scope of services, the expected hours dedicated to the task, the hourly rate for the expected individual(s) completing the task and the total expected cost for completion of the task;
 - (ii) a detailed list of all expected administration expenses, including telecommunications, supplies and other miscellaneous costs;

- (iii) travel expenses incurred which shall be reimbursed in accordance with State rates, as identified in Schedule A; and a total expected cost to ESD for completion of all tasks.

3. Conflict of Interest Statement

Please submit a statement describing whether the representation of ESD would create any potential conflict of interest, or appearance of impropriety, relating to other clients/customers of the respondent or former officers and employees of ESD. Indicate what procedures will be followed to detect, notify ESD of, and resolve any conflicts.

Identify any past, pending or threatened state or federal litigation or proceedings of any administrative or ethics board or similar body proceedings to which you or any of your partners are a party and which would either materially impair your ability to perform the services enumerated herein, or, if decided in an adverse manner, materially adversely affect the financial condition of your firm.

Any firm selected pursuant to this RFP will be required to advise ESD of any developments during the term of this appointment with respect to existing and/or any new conflicts, civil or criminal legal investigations, pertinent litigation and/or regulatory action involving the firm or its employees which could impact the firm's role or ability to perform the consulting services.

4. Additional Requirements

Submission requirements and required forms are detailed in Section XI. RFP Review List, Part 1: Required Submissions (page 20)

Inquiries and submissions

Ten (10) copies of each proposal and one (1) electronic copy on CD/USB must be received by May 6, 2013 at 2PM. Late proposals cannot be accepted. Faxed or electronically transmitted proposals will not be accepted.

Proposals shall be delivered clearly labeled as "Buffalo Billion Investment Strategy Implementation" to:

Christina Orsi
Regional Director, Western New York
Empire State Development Corporation
95 Perry Street, Suite 500
Buffalo, New York 14203-3030

Submission of Questions: All questions must be emailed to **Christina Orsi** at corsi@esd.ny.gov with "Submission of Questions" in the subject line by **April 26, 2013**

Responses to all questions of a substantive nature will be provided in writing, via ESD's website (<http://esd.ny.gov/CorporateInformation/RFPs.html>) to all known potential bidders. Bidders are encouraged to check the web site frequently for an updated list of questions and

answers. A list of questions about the program that are received from potential applicants, and answers to those questions, as well as any changes, additions or deletions to the RFP, will also be posted on ESD's web site, along with the electronic version of this RFP. Applicants should note that all clarifications are to be resolved prior to the submission of a proposal and are urged to check ESD's web site frequently for notices of any changes, additions or deletions to the RFP.

If you are unable to access the Web site, please contact Christina Orsi to arrange for alternate delivery. All questions and answers shall become a formal addendum to the RFP.

Schedule of pertinent dates

Release of RFP	April 12, 2013
Deadline for Submission of Questions	April 26, 2013
Submission of Proposals	May 6, 2013 at 2PM
Announcement of Successful Bidder	May 23, 2013 (tentative)
Contract Begins	June 1, 2013 (tentative)

V. QUALIFICATION REQUIREMENTS

1. Prior to the proposal due date for this RFP, your company must be a going concern with five years of experience in the project management consulting with a minimum of three years of experience working with metropolitan regions in economic transition to create competitive advantages to compel investment and create jobs. A joint venture proposal to perform these functions is acceptable.
2. Demonstrated experience of the firm and staff assigned to this project in implementing a regional business development strategy based on rigorous market analysis, best practices transformative economic strategies that include operational and financial plans for investment.
3. You must have the economic resources to pay expenses in advance of reimbursement from the State as well as the staff and administrative expenses itemized in your proposal (Budget). Said economic resources shall include the coincidental funds described on the Budget sheet.
4. As noted in the *VII. Selection Criteria*, bidders must supply a minimum of three references that can substantiate the quality of the bidder's work and service. Your references will be contacted to determine if they are consistently satisfied with your work and services.
5. If your company has performed similar services as those listed above for any New York State agency in the past, you must disclose the name of the agency, describe the scope of work provided, and state the rates charged for all services. ***You must also state whether you will agree to reduce those rates by 10% or more if awarded this contract, in order to comply with Executive Order #10.*** <http://www.governor.ny.gov/executiveorder/10>
6. It is New York State and ESD policy to comply with all Federal, State and local laws, policies, orders, rules and regulations prohibiting unlawful discrimination because of race, creed, color, national origin, sex, sexual orientation, age, disability or marital status, and to take affirmative action in working with contracting parties to ensure that Minority and Women-Owned Business Enterprises (MWBEs), Minority Group Members and women share in the economic opportunities generated by ESD and its subsidiaries, and participate in projects or initiatives, and/or the use of their funds. ESD's non-discrimination and affirmative action policies will apply to this initiative. The ESD Office of Contractor and Supplier Diversity Unit (OCSD) is available to assist you in identifying New York State certified MWBEs that can provide goods and services in connection with the contract. If you require MWBE listings, please call the OSCD at (212) 803-3225. See Section VI for MWBE requirements.
7. In the event firms are submitting joint proposals, at least one of the firms must meet all the qualifications.

VI. MWBE REQUIREMENTS

CONTRACTOR REQUIREMENTS AND PROCEDURES FOR BUSINESS PARTICIPATION OPPORTUNITIES FOR NEW YORK STATE CERTIFIED MINORITY- AND WOMEN-OWNED BUSINESS ENTERPRISES AND EQUAL EMPLOYMENT OPPORTUNITIES FOR MINORITY GROUP MEMBERS AND WOMEN

NEW YORK STATE LAW

Pursuant to New York State Executive Law Article 15-A, ESD recognizes its obligation under the law to promote opportunities for maximum feasible participation of certified minority-and women-owned business enterprises and the employment of minority group members and women in the performance of ESD contracts.

In 2006, the State of New York commissioned a disparity study to evaluate whether minority and women-owned business enterprises had a full and fair opportunity to participate in state contracting. The findings of the study were published on April 29, 2010, under the title "The State of Minority and Women-Owned Business Enterprises: Evidence from New York" ("Disparity Study"). The report found evidence of statistically significant disparities between the level of participation of minority-and women-owned business enterprises in state procurement contracting versus the number of minority-and women-owned business enterprises that were ready, willing and able to participate in state procurements. As a result of these findings, the Disparity Study made recommendations concerning the implementation and operation of the statewide certified minority-and women-owned business enterprises program. The recommendations from the Disparity Study culminated in the enactment and the implementation of New York State Executive Law Article 15-A, which requires, among other things, that ESD establishes goals for maximum feasible participation of New York State Certified minority- and women – owned business enterprises ("MWBE") and the employment of minority groups members and women in the performance of New York State contracts.

Business Participation Opportunities for MWBEs

For purposes of this solicitation, ESD hereby establishes an overall goal of 20% for MWBE participation. A contractor ("Contractor") on the subject contract ("Contract") must document good faith efforts to provide meaningful participation by MWBEs as subcontractors or suppliers in the performance of the Contract and Contractor agrees that ESD may withhold payment pending receipt of the required MWBE documentation. The directory of New York State Certified MWBEs can be viewed at: <http://www.esd.ny.gov/mwbe.html>.

For guidance on how ESD will determine a Contractor's "good faith efforts," refer to 5 NYCRR §142.8.

In accordance with 5 NYCRR §142.13, Contractor acknowledges that if it is found to have willfully and intentionally failed to comply with the MWBE participation goals set forth in the Contract, such finding constitutes a breach of Contract and ESD may withhold payment from the Contractor as liquidated damages.

Such liquidated damages shall be calculated as an amount equaling the difference between: (1) all sums identified for payment to MWBEs had the Contractor achieved the contractual MWBE goals; and (2) all sums actually paid to MWBEs for work performed or materials supplied under the Contract.

By submitting a bid or proposal, a bidder on the Contract (“Bidder”) agrees that the provisions contained in Appendix F shall be incorporated into the Contract and will submit the following documents and information as evidence of compliance with the foregoing:

- A. Bidders are required to submit a MWBE Utilization Plan (attached Appendix F) with their bid or proposal. Any modifications or changes to the MWBE Utilization Plan after the Contract award and during the term of the Contract must be reported on a revised MWBE Utilization Plan and submitted to ESD.
- B. ESD will review the submitted MWBE Utilization Plan and advise the Bidder of ESD acceptance or issue a notice of deficiency within 30 days of receipt.
- C. If a notice of deficiency is issued, Bidder agrees that it shall respond to the notice of deficiency within seven (7) business days of receipt by submitting to the ESD, [address, phone and fax information], a written remedy in response to the notice of deficiency. If the written remedy that is submitted is not timely or is found by ESD to be inadequate, ESD shall notify the Bidder and direct the Bidder to submit, within five (5) business days, a request for a partial or total waiver of MWBE participation goals (attached Appendix F). Failure to file the waiver form in a timely manner may be grounds for disqualification of the bid or proposal.
- D. ESD may disqualify a Bidder as being non-responsive under the following circumstances:
 - a) If a Bidder fails to submit a MWBE Utilization Plan;
 - b) If a Bidder fails to submit a written remedy to a notice of deficiency;
 - c) If a Bidder fails to submit a request for waiver; or
 - d) If ESD determines that the Bidder has failed to document good faith efforts.

Contractors shall attempt to utilize, in good faith, any MBE or WBE identified within its MWBE Utilization Plan, during the performance of the Contract. Requests for a partial or total waiver of established goal requirements made subsequent to Contract Award may be made at any time during the term of the Contract to ESD, but must be made no later than prior to the submission of a request for final payment on the Contract.

Contractors are required to submit a Contractor’s Quarterly MWBE Contractor Compliance & Payment Report (attached Appendix F) to the ESD Contractor Diversity Unit, by the 10th day following each end of quarter over the term of the Contract documenting the progress made toward achievement of the MWBE goals of the Contract.

Equal Employment Opportunity Requirements

By submission of a bid or proposal in response to this solicitation, the Bidder/Contractor agrees with all of the terms and conditions of Appendix F. The Contractor is required to ensure that it and any subcontractors awarded a subcontract over \$25,000 for the construction, demolition,

replacement, major repair, renovation, planning or design of real property and improvements thereon (the "Work") except where the Work is for the beneficial use of the Contractor, shall undertake or continue programs to ensure that minority group members and women are afforded equal employment opportunities without discrimination because of race, creed, color, national origin, sex, age, disability or marital status. For these purposes, equal opportunity shall apply in the areas of recruitment, employment, job assignment, promotion, upgrading, demotion, transfer, layoff, termination, and rates of pay or other forms of compensation. This requirement does not apply to: (i) work, goods, or services unrelated to the Contract; or (ii) employment outside New York State.

Bidder further agrees, where applicable, to submit with the bid a staffing plan (attached Appendix F) identifying the anticipated work force to be utilized on the Contract and if awarded a Contract, will, upon request, submit to ESD, a workforce utilization report identifying the workforce actually utilized on the Contract if known.

Further, pursuant to Article 15 of the Executive Law (the "Human Rights Law"), all other State and Federal statutory and constitutional non-discrimination provisions, the Contractor and sub-contractors will not discriminate against any employee or applicant for employment because of race, creed (religion), color, sex, national origin, sexual orientation, military status, age, disability, predisposing genetic characteristic, marital status or domestic violence victim status, and shall also follow the requirements of the Human Rights Law with regard to non-discrimination on the basis of prior criminal conviction and prior arrest.

Please Note: Failure to comply with the foregoing requirements may result in a finding of non-responsiveness, non-responsibility and/or a breach of the Contract, leading to the withholding of funds, suspension or termination of the Contract or such other actions or enforcement proceedings as allowed by the Contract.

The required contract language and forms referenced in this Section VI are contained in Appendix F.

VII. SELECTION CRITERIA

Proposals that meet all the requirements of the RFP will be evaluated by the Review Committee based on the following Selection Criteria:

Experience (30 points) Demonstrated experience of the firm and staff assigned to this project in developing a regional business development strategy based on rigorous market analysis, best practices transformative economic strategies that include operational and financial plans for investment and implementation.

Ability to perform the required services (30 points). Evaluation of approach proposed to accomplish the Scope of Services and ability to perform scope in given timeframe. Demonstrate that the agency has sufficient capabilities, resources and staff to deliver high quality services on a short time frame and within budget.

Consulting Approach (20 points). How well the bidder meets the qualification requirements included in the RFP.

Cost (20 points). Evaluation of completed budget submitted with the proposal.

References. Proposals must include a minimum of three references (including the name and address of the organization, contact name and telephone number) that can substantiate the quality of the bidder's work to be considered for an award of this project.

ESD reserves the right to short list proposals and to interview prospective consulting teams prior to final scoring. ESD also reserves the right to seek final and best offers from bidders prior to making any contract award.

VIII. MISCELLANEOUS CONDITIONS

The issuance of this RFP and the submission of a response by a firm or the acceptance of such a response by ESD does not obligate ESD in any manner. ESD reserves the right to:

1. amend, modify or withdraw this RFP;
2. revise any requirement of this RFP;
3. require supplemental statements or information from any responsible party;
4. accept or reject any or all responses hereto;
5. extend the deadline for submission of responses hereto;
6. negotiate or hold discussions with any firm and to correct deficient responses which do not conform to the instructions contained herein; and
7. cancel, or reissue in whole or in part, this RFP, if ESD determines in its sole discretion that it is its best interest to do so.

ESD may exercise the foregoing rights at any time without notice and without liability to any responding firm or any other party for its expenses incurred in preparation of responses hereto or otherwise. All costs associated with responding to this RFP will be at the sole cost and expense of the responding firm.

All information submitted in response to this RFP is subject to the Freedom of Information Law (FOIL), which generally mandates the disclosure of documents in the possession of ESD upon the request of any person unless the content of the document falls under a specific exemption to disclosure. In addition, all Proposals may be discussed at meetings of the ESD Directors, which meetings are subject to the Open Meetings Law.

IX. INSURANCE AND OTHER REQUIREMENTS

The selected contractor will need to provide evidence of the following insurance:

- Commercial General Liability insurance - \$1 million per occurrence / \$2 million aggregate.
- Auto Liability insurance - \$1 million per occurrence / \$1 million aggregate
- Excess Umbrella Liability insurance - \$1 million per occurrence / \$ 1 million aggregate
- Professional Liability insurance - \$1 million minimum
- Must show evidence of Worker's Compensation & Employer's Liability insurance at State statutory limits.
- Must show evidence of Disability insurance coverage at State statutory limits.
- The NYS Urban Development Corporation d/b/a Empire State Development must be named as an additional insured on a primary and non-contributory basis on all of the following policies: Commercial General Liability, Auto Liability, and Excess Liability policies
- All policies above should include a waiver of subrogation in favor of NYS UDC d/b/a ESD.

X. STATE TAX AND FINANCE LAW REQUIRMENTS – PROHIBITION ON LOBBYING

1. State Tax Law Section 5-a

Any contract resulting from this solicitation is also subject to the requirements of State Tax Law Section 5-a (“STL 5-a”). STL 5-a prohibits ESD from approving any such contract with any entity if that entity or any of its affiliates, subcontractors or affiliates of any subcontractor makes sales within New York State of tangible personal property or taxable services having a value over \$300,000 and is not registered for sales and compensating use tax purposes. **To comply with STL 5-a, all respondents to this solicitation must include in their responses a properly completed Form ST-220-CA, a copy of which is included in Appendix E.**

Also in accordance with the requirements of STL 5-a, any contract resulting from this solicitation will require periodic updating of the certifications contained in Form ST-220-CA. Solicitation responses that do not include a properly completed ST-220-CA will be considered incomplete and non-responsive and will not be considered for contract award. Only the prime consultant completes Form ST 220-CA, but Schedule A to Form ST 220-CA requires detailed information from the sub-consultants, such as tax ID number, etc., if applicable. Moreover, if applicable, certificates of authority must be attached by the prime consultant and all the sub-consultants.

2. State Finance Law Sections 139-j and 139-k

State Finance Law Sections 139-j and 139-k (collectively, the “Procurement Requirements”) apply to this RFP. These Procurement Requirements: (1) govern permissible communications between potential respondents and ESD or other involved governmental entities with respect to this RFP; (2) provide for increased disclosure in the public procurement process through identification of persons or organizations whose function is to influence procurement contracts, public works agreements and real property transactions; and (3) establish sanctions for knowing and willful violations of the provisions of the Procurement Requirements, including disqualification from eligibility for an award of any contract pursuant to this RFP. Compliance with the Procurement Requirements: (1) all communications regarding this RFP, from the time of its issuance through final award and execution of any resulting contract (the “Restricted Period”), be conducted only with the designated contact persons listed below; (2) the completion by respondents of the Offerer Disclosure of Prior Non-Responsibility Determinations, and the Offerer’s Affirmation of Understanding of and Agreement pursuant to State Finance Law (each form is accessible at the Required Forms for Vendors link at the ESD web site under “RFPs/RFQs”); and (3) periodic updating of such forms during the term of any contract resulting from this RFP. **Respondents must submit the Offerer Disclosure of Prior Non-Responsibility Determinations, and the Offerer’s Affirmation of Understanding of and Agreement pursuant to State Finance Law, as part of their submittal. A copy of the forms are attached as Appendix B.**

The Procurement Requirements also require ESD staff to obtain and report certain information when contacted by prospective bidders during the restricted period, make a determination of the responsibility of bidders and make all such information publicly available in accordance with applicable law. If a prospective bidder is found to have knowingly and willfully violated the State Finance Law provisions, that prospective bidder and its subsidiaries, related or successor entities

will be determined to be a non-responsible bidder and will not be awarded any contract issued pursuant to this solicitation. In addition, two such findings of non-responsibility within a four-year period can result in debarment from obtaining any New York State governmental procurement contract.

For the purpose of compliance with State Finance Law Sections 139-j, contact with Christina Orsi, Western New York Regional Director is considered permissible. Contact information for Ms. Orsi is provided in Section IV.

This is not a complete presentation of the provisions of the Procurement Requirements. A copy of State Finance Law Sections 139-j and 139-k can be found at:

<http://esd.ny.gov/CorporateInformation/RFPs.html> (under “ESD Policy Regarding Permissible Contacts under SFL 139”). All potential Respondents are solely responsible for full compliance with the Procurement Requirements. Both the prime consultant and the sub-consultants complete the forms required above.

3. Vendor Responsibility

ESD encourages vendors to register in the State's Vendor Responsibility System (VendRep System). The VendRep System allows business entities to enter and maintain their Vendor Responsibility Questionnaire information in a secure, centralized database. New York State Procurement Law requires that state agencies award contracts only to responsible vendors. Vendors are invited to file the required Vendor Responsibility Questionnaire online via the New York State VendRep System or may choose to complete and submit a paper questionnaire. To enroll in and use the New York State VendRep System, see the VendRep System Instructions available at www.osc.state.ny.us/vendrep or go directly to the VendRep system online at <https://portal.osc.state.ny.us>. For direct VendRep System user assistance, the OSC Help Desk may be reached at 866-370-4672 or 518-408-4672 or by email at helpdesk@osc.state.ny.us.

Vendors opting to file a paper questionnaire can obtain the appropriate questionnaire from the VendRep website http://www.osc.state.ny.us/vendrep/forms_vendor.htm and execute accordingly pertaining to the company's trade industry.

4. Office of State Comptroller Review

This contract may be subject to review and approval by the Office of the State Comptroller (“OSC”) pursuant to Public Authorities Law section 2879-a and the regulations issued thereunder. Such OSC review and approval may be required of contracts with a value in excess of one million dollars, or modifications to contracts that result in an aggregate value in excess of one million dollars, where such contracts are paid in whole or in part with monies appropriated by the State, or were awarded on a basis other than a competitive procurement (as that term is defined in the law and regulations). If this contract is subject to OSC review and approval, then the contract shall not be valid and enforceable, nor shall ESD have any liability of any kind arising from or in connection with this contract, unless and until OSC approval has been received.

5. Compliance with the Iran Divestment Act

As part of ESD procurement guidelines, upon submission of proposal, the consultant shall comply with the Iran Divestment Act. The following language shall be submitted on company letterhead and signed by the consultant:

By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to paragraph (b) of subdivision 3 of section 165-a of the state finance law.

XI. RFP REVIEW LIST

Part 1: Required Submissions

- Request for Proposal (RFP) Response Form
- Narrative Proposal (25 pages maximum)
- Detailed Scope of Services
- Project Budget
- Resumes of Expected Team Members
- A copy of your company's Equal Employment Opportunity Policy Statement and MWBE Utilization Plan
- List of References
- Procurement Lobbying Disclosure Pursuant to Sections 139-J and 139-K of State Finance Law
- Non-Collusive Bidding Certification
- Contractor Certification to Covered Agency (Form ST-220)
- New York State Vendor Responsibility Questionnaire
- Certification of No Conflict of Interest
- Statement on company letterhead in compliance with Iran Divestment Act.

Part 2: Addendum

- APPENDIX A - Request for Proposal (RFP) Response Form
- APPENDIX B – Procurement Lobbying Disclosure Pursuant to Sections 139-J and 139-K of State Finance Law
- APPENDIX C - Non-Collusive Bidding Certification
- APPENDIX D – New York State Vendor Responsibility Questionnaire
- APPENDIX E – Contractor Certification to Covered Agency (Form ST-220)
- APPENDIX F – MWBE Contract Language and Forms