

CITY OF PORTSMOUTH, NH
RFP #39-15
REQUEST FOR PROPOSALS
CONSULTING SERVICES
MASTER PLAN

The City of Portsmouth is requesting proposals from qualified consultants to prepare a Master Plan for the City in accordance with RSA 674:2.

Specifications and Request for Proposal forms may be obtained by visiting the Finance/Purchasing Department section of the City of Portsmouth website at www.cityofportsmouth.com/finance/purchasing.htm.

Sealed Proposals, plainly marked “RFP #39-15, Consulting Services, Master Plan ” on the outside of the mailing envelope, addressed to the Finance/Purchasing Department, City Hall, 1 Junkins Avenue, Portsmouth, NH 03801 will be accepted until **4:00 p.m. on Thursday, December 18, 2014**.

An **optional pre-proposal meeting** will be held on **Monday, December 1, 2014 at 1:00 p.m.** in Conference Room A, 1st Floor, City Hall, 1 Junkins Ave., Portsmouth, NH. All proposers will have an opportunity to ask questions at this meeting.

Requests for additional information should be directed in writing to Rick Taintor in the City of Portsmouth Planning Department at rtaintor@cityofportsmouth.com. The **deadline for questions and requests for additional information is 4:00 p.m. on Monday, December 8, 2014**.

Addenda to this RFP, if any, including written answers to questions, will be posted on the City of Portsmouth website under the project heading.

If you have administrative questions please contact the Finance/Purchasing Department at the following number: (603) 610-7227.

The City of Portsmouth reserves the right to reject any or all proposals, to waive technical or legal deficiencies, and to accept any proposal that it may deem to be in the best interest of the City.

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COMMUNITY PROFILE

The City of Portsmouth is a seaport community on the Piscataqua River, at the border between New Hampshire and Maine. It is a regional economic and cultural hub for seacoast New Hampshire and adjacent towns in Maine and lies 60 miles north of Boston, Mass., and 50 miles south of Portland, Maine. The City has a land area of 15.4 sq. mi. and a population of approximately 21,000 residents.

Settled in 1623, Portsmouth is the nation's third-oldest city with a rich heritage as a working seaport and the home of the State's only deep water port. The City's quality of life, business climate, arts and cultural resources, and education facilities have attracted a wide variety of industries employing young, entrepreneurial and highly skilled workers in the technology, finance, biotech and health sectors.

Portsmouth has a thriving downtown area that hosts an eclectic mix of artistic and cultural offerings including museums, historic properties, galleries, theatres, and other entertainment venues, as well as civic organizations, cafes and restaurants, retail stores, and professional offices. Radiating outward from downtown are the Islington Street and Market Street corridors. Islington Street houses businesses which primarily cater to servicing local needs, while the Market Street corridor primarily offers hospitality and tourism related businesses as well as some professional offices. The Route 1/Lafayette Road corridor and the outer Woodbury Avenue area are home to industrial and office parks, strip malls, and stand-alone restaurants and retailers.

In addition to its local business and industrial districts, Portsmouth has several regionally significant economic resources. Pease International Tradeport occupies 3,000 acres in the northwest part of Portsmouth and in the adjacent part of Newington. Created through the conversion of the former Pease

Air Force Base, the Tradeport now provides more than 7,000 jobs in some 4 million square feet of office and industrial space. The Tradeport also includes the Portsmouth International Airport with commercial, general aviation and military operations. The Port of New Hampshire occupies about 11.5 acres at the edge of the downtown and serves industrial and commercial uses as well as the Isle of Shoals Steamship Company. Across the river in Kittery, ME, the Portsmouth Naval Shipyard employs about 4,700 civilian personnel.

Due to the presence of the Port of New Hampshire, the Pease International Tradeport, and the downtown area, Portsmouth has an unusually diverse economy for a city of its size. Because of its accessible location, the City attracts skilled workers from as far as Portland, ME and Boston, MA. Almost half of working residents are employed locally, but the bulk of Portsmouth's workforce commutes into the City. Portsmouth has 2.24 jobs per member of the civilian resident workforce.

The availability of developable land at Pease, a skilled workforce, and good public and private infrastructure give Portsmouth a competitive advantage within and beyond the region. Consequently, the City enjoys lower unemployment rates and higher incomes than found in nearly all surrounding communities.

Portsmouth also serves as the cultural destination for the region. This has resulted in a significant creative economy of for-profit and non-profit businesses ranging from theatres and museums to galleries and design/architectural firms. The City's non-profit cultural institutions and organizations are estimated to contribute over \$40 million to the local economy. These organizations, along with many year-round cultural offerings, make Portsmouth a preferred tourist destination as well as a desirable place to live.

The City offers a variety of residential environments ranging from historic neighborhoods close to the downtown core, to 1950s and 1960s subdivisions (Elwyn Park, Pannaway Manor, etc.), to planned unit developments from the 1980s and 1990s (The Woodlands, Tidewatch, Tucker's Cove). In the last 10 years, a significant amount of new multifamily development has occurred in and around the downtown area, along with continuing conversion of older dwellings to multifamily condominium ownership. Portsmouth has the highest percentage of rental housing (51%) and the lowest percentage of detached single-family homes (40%) in the Seacoast region, and provides more than one-third of the total rent-assisted dwelling units in Rockingham County (almost 900 units).

DEVELOPMENT TRENDS

Downtown

Downtown Portsmouth continues to experience a high level of redevelopment activity, dominated in recent years by the multi-phased Portwalk project which includes three hotels totaling 380 rooms, 170 residential condominium and apartment units, an event center, and several restaurants and retail uses. Additional projects currently under construction in the downtown include 143 Daniel Street, 67-77 State Street, 233 Vaughan Street and 30 Maplewood Avenue, totaling 42 dwelling units plus ground-floor retail. A mixed-use project at 111 Maplewood Avenue containing 70 dwelling units and ground-floor retail and restaurant has received all local approvals and will start construction in 2015. Several other projects currently being reviewed by local land use boards will add around 50 new dwelling units and additional retail space.

A major project that is moving through local land use reviews is the proposed Harborcorp development bounded by Russell Street, Deer Street and Maplewood Avenue. Facing three existing hotels (Sheraton Harborside, Residence Inn by Marriott and Hampton Inn), the Harborcorp project is planned to include another 90-room hotel, a conference center, 14 condominium units and a 40,000 sq. ft. Whole Foods Market. Across Maplewood Avenue, planning is under way for redevelopment of several commercial sites into a mix of new residential, retail and office uses, along with a potential new municipal parking facility.

Longer term, the General Services Administration is beginning the disposition process for the McIntyre Federal Building on Daniel Street, which will open up a 2.2-acre site in the heart of the downtown for redevelopment.

Other Areas

The Lafayette Road (US Route 1) corridor is continually seeing redevelopment projects of various sizes. In the past three years, a former automobile dealership has been redeveloped with two retail/office buildings; and a site previously containing a restaurant/conference center and a gas station has been redeveloped into a mixed-use project containing a pharmacy, bank and restaurant (with an additional pad site still to be developed).

In 2010, as part of a comprehensive revision of the Zoning Ordinance, the City created a new “Gateway Planned Development” option to encourage higher-quality and mixed-use redevelopment on Lafayette Road. The first project to take advantage of this option was the 100,000 sq. ft. corporate headquarters for Service Credit Union near the southern end of the corridor. The Southgate Plaza shopping center has been undergoing a renovation and expansion for several years, and the owners have recently announced a plan to add 100 dwelling units as part of a “lifestyle center” repositioning of the center, which would also be permitted as a Gateway Planned Development.

A tract of land on the north side of the Route 1 Bypass is being considered for up to 300 residential units with some ancillary retail and service uses. This project would include a new public road connection between the Bypass and Bartlett Street, which has long been an objective of the City in order to improve the connection from Route 33 to the downtown and to reduce traffic impacts on the Bartlett St. and Woodbury Ave. residential neighborhoods. The project will require rezoning, and the current proposal is to extend the Gateway district to this area in order to allow for the Gateway Planned Development option.

A nonresidential subdivision project is being planned for a large tract of land between Borthwick Avenue and Islington Street, near the Portsmouth Regional Hospital. The project would create a new road providing improved access from the West End to the Hospital and would open up two or three sites for new office development.

RECENT COMMUNITY PLANNING ACTIVITIES

The Planning Department, along with other municipal departments, has been carrying out various planning projects relating to land use, transportation, natural resources, historic preservation, and climate change. The most significant projects in terms of staff effort and broad impact are the creation and adoption of a form-based zoning ordinance for the downtown area and the development of a city-wide Bicycle and Pedestrian Plan. Other recent and pending planning projects include a climate adaptation study, a wayfinding program and plan, and the creation of a computerized 3D model of the Historic District to aid

in project review. A list of recent plans and reports is attached to this RFP, and information on planning projects can be found at www.planportsmouth.com.

Building on the initial form-based zoning effort for the core of the downtown, the City is moving forward to expand this approach to two additional areas. The first of these is the North End, between the existing “character districts” and the North Mill Pond, for which a design charrette will be held on November 10-13, 2014. Another charrette is planned for February 2015, for the Islington Street corridor, extending from the downtown to the Route 1 Bypass. Concurrent with these efforts, the City is developing design standards for the Historic District, which overlaps much of the area included in the first three form-based zoning projects. In addition, the New Hampshire Division of Historic Resources has contracted with a consulting firm to prepare a detailed inventory of buildings in the downtown area for a potential National Register Historic District nomination.

Transportation issues have been prominent in recent years. In October 2013, the City Council adopted a Complete Streets Policy as well as policies in support of pursuing designation as a Bicycle Friendly Community and Walk Friendly Community. Implementation of these policies is just beginning, and it is anticipated that context-sensitive transportation and complete streets will be a particular focus of the Master Plan.

Off-street parking is a major issue in downtown and has been the subject of several reports and studies over the past five years. Preliminary planning is under way for construction of a new 450-550 space garage at the edge of the downtown area.

PROJECT PURPOSE

Under New Hampshire state law, the Planning Board is required to prepare and periodically amend and update a Master Plan to guide development in the City. Portsmouth’s current Master Plan was adopted in 2005 and is available for review at <http://planportsmouth.com/MasterPlanFinalComplete-Aug2005.pdf>. Updates to the Economic Development and Housing existing conditions sections were prepared in 2014 with consultant assistance and are available at www.planportsmouth.com/masterplan. Several other plans and reports prepared since 2005 are listed at the end of this RFP.

The purpose of this project is to prepare a new Master Plan to be presented to the Planning Board for adoption in early 2016. The Master Plan will:

- update the 2005 Plan with respect to existing conditions and trends;
- evaluate progress on recommendations of the 2005 Plan, and determine which recommendations are still relevant;
- include a variety of opportunities for public participation;
- incorporate information and recommendations from existing planning documents;
- consider regional planning efforts, including the Rockingham Planning Commission’s Regional Master Plan and the master plans of abutting towns; and
- provide specific action recommendations to achieve the identified vision, goals and priorities.

The 2005 Master Plan provides a solid foundation for the new Master Plan, and some sections of the 2005 Plan may not need substantial revision or updating. However, it is anticipated that the 2015 Master Plan

will differ in several ways from the current Plan. First, the new Plan should have a stronger focus on active transportation and context-sensitive transportation planning, building on City Council policy statements regarding Complete Streets and support for Bicycle-Friendly Community and Walk-Friendly Community designations. Second, the Plan may have more focus on neighborhoods or other sub-areas of the City. Third, issues related to climate change and sustainability should be addressed throughout the Plan.

SCOPE OF WORK

The Consultant's role will be to prepare a Master Plan under RSA 674:2, and as further described in this Request for Proposals. The Consultant shall provide the effort and resources for all aspects of this project – including meeting facilitation and presentations, steering committee attendance and presentations, report writing and revising, and outreach and communications. Staff of the Planning Department will work closely with the consultant, providing management, support and supervision as necessary.

Project Management

The Consultant shall establish a clear and consistent communication framework for the duration of the project. The proposed scope of work should include an effective project management approach that includes regular project updates and coordination between the Consultant and City staff. If this proposal involves a team of consultants, the lead firm and designated project manager shall be clearly identified.

Public Outreach and Participation

An effective public outreach and participation process will be vital to the success of the Master Plan. The Consultant should have proven ability in public outreach and be able to provide professional and qualified facilitators to assist at public forums.

Public input will be sought at three points during the Master Plan process:

1. Vision, Goals and Priorities (March – June 2015)
2. Review of Draft Master Plan (September – October 2015)
3. Review of Final Master Plan (January – February 2016)

The scope of work should include a variety of public outreach strategies to reach a broad cross-section of the community including, but not limited to, public forums/workshops open to all residents, stakeholder or focus group discussions, and use of social media and/or web-based tools. The City also anticipates a minimum of 8 work sessions with the Planning Board, one presentation to the City Council, and ongoing coordination meetings with Planning Department staff.

In the last two to three years, the City has experienced an increased level of concern and controversy regarding the rate and type of development, particularly in the downtown area. This has been reflected in the emergence of several citizen groups which have focused on specific development projects and on the City's development review processes in general. The selected consultant will need to be skilled at facilitating discussion in a highly charged environment.

The 2005 Master Plan is widely judged to have been successful in large part because of the community "ownership" of the product resulting from an effective outreach and involvement effort. The success of

the Master Plan process will likewise be dependent on the extent to which a diversity of perspectives are brought into the process and reflected in the Plan.

Master Plan Content

Vision:

The Master Plan shall include a Vision statement as described in RSA 674:2,II(a), based on extensive public outreach and involvement.

Master Plan Sections:

The Master Plan shall document existing conditions and trends, and goals and objectives for the following elements as described in RSA 674:2.

Land Use	Recreation
Transportation	Utility and Public Services
Community Facilities	Cultural, Archeological and Historic Resources
Economic Development	Housing
Natural Resources	Coastal Management
Natural Hazards	

Based on the visioning and existing conditions phases of the project, the City may determine that the Master Plan should also include one or more of the following optional chapters described in RSA 674:2:

Regional Concern	Community Design
Neighborhood Plan	Energy

The consultant may suggest opportunities to combine elements into common sections or add additional elements as appropriate.

The consultant shall incorporate into the Master Plan the Housing and Economic Development Existing Conditions reports as well as relevant data, information, goals and objectives, and recommendations of the Bicycle and Pedestrian Plan, the Water and Wastewater Master Plans, and other City planning documents.

Implementation:

The Master Plan shall include an Implementation section as described in RSA 674:2,II(m). The Implementation section should identify who will be responsible for each recommended strategy or action, estimated costs and possible funding sources, and measures of success or benchmarks that will help to gauge the City’s success in reaching the intended outcome.

PROJECT SCHEDULE

The selected consultant shall begin work within two weeks of contract signing and complete all tasks according to the following general timeline:

January – March 2015	Existing Conditions
March – June 2015	Vision, Goals and Priorities

June – August 2015	Draft Master Plan
September – October 2015	Community Review of Draft Plan
November – December 2015	Final Master Plan
January – February 2016	Community Review of Final Plan
March 2016	Adoption by Planning Board
April 2016	Presentation to City Council

This schedule is subject to modification by mutual agreement of the City and the consultant.

PROJECT DELIVERABLES

The Proposal shall specify the deliverables by task, which shall include at a minimum:

- One (1) reproducible hard copy and (1) electronic copy each in Adobe PDF and MS Word format of interim drafts and final report including narrative and graphics.
- Any maps and supporting map data prepared by the consultant for the report, provided in GIS format compatible with ArcMap 10.0 and referenced to the coordinate system in NH State Plan, NAD83 (1996) with units in feet.
- Spreadsheets and charts in MS Excel format including support data for all tables and graphs included in the report.

All information, data, documents, photos, computer records, and other materials of any kind acquired or developed by the consultant pursuant to this project shall be the property of the City of Portsmouth.

CITY ROLE

Planning Department staff will be responsible for administering the project and overseeing the consultant's work on this project. City staff will provide information on related studies and planning initiatives and will make available the City's GIS data layers that have relevance to the project scope.

PROPOSAL REQUIREMENTS

Proposals shall include the following and shall be organized using each of the elements listed below as section headings:

- Firm Description: Provide a brief description of the firm including firm size and area of specialization, location of corporate headquarters, and location of office proposed to handle this project.
- Project Team: Provide names and resumes of key staff who will be assigned to the project. Each team member's education and qualifications shall be listed. The project manager shall be clearly identified. If different consultants will be teaming together, indicate the lead consultant.
- Project Understanding: Provide a statement summarizing how the consultant and/or project team is particularly qualified for this project.

- D. Scope of Services: Describe the consultant’s approach and technical plan for accomplishing the work listed herein. The Consultant is encouraged to elaborate and improve on the tasks listed in the RFP; however, the consultant shall not delete any requested scope tasks.
- E. Project Schedule: Provide a schedule, itemized by task, for completing the scope of work.
- F. Project Budget: Provide a proposed project budget itemized by task and total project cost stated as a firm fixed fee. Labor and direct costs should be identified by task. Hourly rates for project staff shall also be provided.
- G. Comparable Projects: Description of related project experience and role of key staff.
- H. References: At least three (3) references for similar projects, including current contact name and phone number.

Submittals shall be printed on two sides of the page and shall not have a plastic cover. Seven hard copies and a digital copy of the proposal in a searchable PDF format shall be submitted.

FUNDING

The maximum project budget currently available for this project is \$150,000 inclusive of labor and all project expenses related to the scope of work. An additional \$50,000 is being requested through the FY2016 capital budget. The total proposed budget for the tasks included in this RFP shall not exceed this amount, and consultants should identify how they would approach this project both with and without the FY2016 funding request.

EVALUATION CRITERIA

Proposals will be evaluated according to the following:

- 1. Responsiveness to submission requirements 10 points
- 2. Qualifications of firm and project team members 30 points
- 3. Previous related work and references 30 points
- 4. Strength of proposed scope of services 30 points

The City, at its discretion, may select a firm outright or select one or more finalist(s) for in-person and/or telephone interviews.

CONTRACT DOCUMENT

Upon selection, the highest ranking firm will be invited to enter into contract negotiations with the City. When the contract is executed by both parties, the Consultant will be instructed to commence providing the work outlined in the contract. All information, data, documents, photos, computer records, and other materials of any kind acquired or developed by the consultant pursuant to this project shall be the property of the City of Portsmouth. If the City is unable to reach agreement with the highest ranking firm, the City may enter into negotiations with the next highest ranking firm.

ADDITIONAL INFORMATION

Requests for additional information should be directed in writing to Rick Taintor in the City of Portsmouth Planning Department at rtaintor@cityofportsmouth.com. The deadline for questions and requests for additional information is **December 8, 2014, at 4:00 p.m.** Answers will not be sent directly to interested parties. Written answers to questions will be posted on the City of Portsmouth Finance / Purchasing Department's website under the project heading in the form of an addendum.

INDEMNIFICATION AND INSURANCE REQUIREMENTS

The Contract will require the Consultant to agree to pay on behalf of and hold harmless the City of Portsmouth for all claims arising in whole or in part from its work on behalf of the City.

Consultant will be required to maintain insurance in such form as will protect the Consultant from claims and liabilities for damages for bodily injury, including accidental death, and for property damage, which may arise from operations under this contract. Consultant shall also be required to maintain professional liability insurance. Amounts and coverages shall be subject to contract negotiations.

RESERVATION OF RIGHTS

The City reserves the right to negotiate a contract for specific tasks identified in this scope of work depending on funding availability.

The City reserves the right to reject any or all submittals, to waive technical or legal deficiencies, to proceed or not to proceed with any subsequent interview process, or to negotiate without further process any contract as may be in the best interest of the City.

The City further reserves the right to undertake such investigation as it deems necessary to evaluate the qualifications of the Consultant and to evaluate its submittal. Firms may be asked to submit releases as part of the investigation and review of qualifications. Failure to provide a release if requested will result in disqualification. All concepts, designs, information and cost-savings ideas that may be generated during the selection process shall become the property of the City of Portsmouth.

REFERENCE PLANS, STUDIES AND REPORTS

See <http://planportsmouth.com/plansandreports.html> for a list of Planning Department plans and reports.

2005 Master Plan: <http://planportsmouth.com/MasterPlanFinalComplete-Aug2005.pdf>

Land Use and Zoning

- Downtown Form-Based Zoning Ordinance: <http://planportsmouth.com/formbasedzoning.html>

Transportation

- Blue Ribbon Committee on Transportation Policy (2013):
<http://www.planportsmouth.com/tpc-report.html>
- Bicycle and Pedestrian Plan: <http://planportsmouth.com/bike-pedestrian-masterplan2014.html>
- Wayfinding Plan: <http://planportsmouth.com/wayfinding.html>
- Downtown Parking Reports
 - Parking Supply and Demand Analysis (2012):
<http://www.cityofportsmouth.com/transportation/reportdowntownparkingfinalreport.pdf>

Economic Development

- Economic Development Existing Conditions Report (2014)
 - Regional Economic Development Center of Southern New Hampshire (REDC),
2014 Comprehensive Economic Development Strategy (CEDS) Update:
<http://redc.com/pdfs/Ceds%202014%20Website.pdf>

Natural Resources

- Vernal Pool Inventory
- Public Undeveloped Land Assessment (PULA) (2010):
http://planportsmouth.com/PULA_complete_final.pdf

Natural Hazards

- Climate Change Vulnerability Assessment and Adaptation Plan (2013):
<http://planportsmouth.com/crri/index.html>

Recreation

- Comprehensive Recreation Needs Assessment Study (2010):
<http://www.cityofportsmouth.com/recreation/RecNeedsStudyReportMay2010.pdf>

Utility and Public Services

- 2013 Water System Master Plan:
http://cityofportsmouth.com/publicworks/Portsmouth_WaterSystem_MasterPlan_2013.pdf and
<http://cityofportsmouth.com/publicworks/PortsmouthWaterSystemMasterPlanReportFigures.pdf>
- Wastewater Master Plan and related documents:
<http://www.portsmouthwastewater.com/resources.html>
- Stormwater: <http://www.cityofportsmouth.com/publicworks/stormwater.htm>

Housing

- Blue Ribbon Committee on Housing (2008):
 - A Road Map to Affordable Housing:
<http://www.cityofportsmouth.com/community/HousingReportPart1.pdf>
 - Background Information on Housing in Portsmouth:
<http://www.cityofportsmouth.com/community/HousingReportPart2.pdf>
- Housing Existing Conditions Report (2014)

Other

- Islington Street Corridor Improvement Plan (2009):
http://www.cityofportsmouth.com/economic/FINALACTIONPLAN100212_Islington_actionmatrix.pdf

Current Planning Projects

- Market Street Gateway Plan