

**Town of Littleton  
Request for Proposals  
For  
Planning Consultant**

**RFP 2018-001**

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Attachments

- A. Certificate of Non-Collusion
- B. Statement of Tax Compliance

## **I. PROJECT BACKGROUND AND GOALS**

The Town of Littleton recently commissioned a comprehensive Master Plan to guide the Town's actions and decisions through the next ten years (the "2017 Littleton Master Plan"). The 2017 Littleton Master Plan describes the strong and widespread interest of residents in a re-imagined and re-vitalized Common. Re-vitalization of Littleton Common includes potential changes to the Town infrastructure within the Common including the installation of a sewage system serving the Littleton Common Sewage System District, Complete Street improvements, public gathering areas and public amenities. The Town now wishes to engage a planning consultant to assist it in implementing this portion of the 2017 Littleton Master Plan.

The Town is seeking planning consulting services to: (1) develop a set of proposed zoning regulations for the Littleton Common/Beaverbrook sections of the Town; (2) develop multiple models that illustrate what a re-designed and re-vitalized Town Common might look like; and (3) provide analyses of the economic impacts of such renditions of revitalization. The product(s) from the work requested are:

- Prepare multiple options for commercial and residential development of the Common area that address community goals of re-vitalizing the Common while preserving the small-town, historical and rural atmosphere of Littleton.
- Prepare economic impact analyses including Cost/Benefit Analyses of such options.
- Assist Town Counsel with the preparation of proposed zoning bylaws and associated regulations that are supported by Littleton Town Boards and ready for Town meeting that bring any and all out of compliance zoning regulations into compliance with state and federal law.
- Assist the Town with necessary reporting for the Executive Office of Energy and Environmental Affairs "Planning Assistance Grant".

The Town seeks to nurture the Common to be a gathering place for residents of all ages and to preserve Historic Resources in the area. As such, it must support a variety of commercial and residential development, redevelopment and restoration along with associated amenities for the public who chose to access the Common. Among the desired goals for the Common expressed in the 2017 Littleton Master Plan are small shops, services aimed at area residents, safe walkways and access, and housing. A preference for a Common that presents itself as a small town New England Common but reflecting the history of Littleton as a farming village is a vision shared among many residents.

With the Town is looking to provide modern waste management infrastructure to the Common to address and mitigate potential health threats from failing septic systems in and around the Common, the opportunity to encourage property owners, residents, and other stakeholders to carefully consider a fresh look and take appropriate action has arisen. The Town and all stake holders now face many questions, choices and options and the answers and potential solutions will guide the revitalization of the Common as well as the impacts, benefits

and costs to the Town and its residents. Potential questions and issues that need to be addressed are:

- What are the benefits and tradeoffs of encouraging mixed use?
- What combinations of commercial and residential sites provide the greatest benefits to the Town (financial, social, commercial and residential) and what are the tradeoffs in terms of cost (impact on taxpayers and Town finances, traffic flow and transportation, parking)?
- What is the impact of limiting town potential economic, commercial and residential gains by emphasizing small scale changes?

The process for determining proposed changes to zoning bylaws and developing alternative visions for how the Common might be developed needs to include extensive outreach to and input from all stakeholders including Town residents, business and property owners, Town Counsel, and Town Boards and Committees. Any proposed zoning regulations and strategies designed to foster development and re-vitalization of the Common must also work to protect the small-town, historic and rural atmosphere that defines Littleton. All models showing development options for the Common must include an economic impact analysis measuring the costs and benefits to the Town and stakeholders.

## II. SCOPE OF WORK

- a. Read and understand the 2017 Master Plan, including but not limited to, Chapters 2, 3, 5 and 10 (including pages 175-183); (2) the 2017 Littleton Master Plan Charrette (October 25, 2016); and (3) the Summary of Public Input Town-Wide Public Forum (June 13, 2016).
- b. Utilize publically available maps, assessor office lot size data bank and other information, and other sources, for King Street and Great Road comprising the Littleton Common sewer district.
- c. Become familiar with the parcels of private property via on site observations of the area comprising the Littleton Common Sewer District, Beaver Brook District and surrounding areas.
- d. Review potential infrastructure changes for the Common including installation of sewage system, Complete Streets improvements and other components.
- e. Carry out a critical review and assessment of the existing Zoning Bylaw including but not limited to Article IV Site Plan Requirements, Section 173-20 Village Common District, Article V Use Regulations, and Article XXIV Mixed Use, of their limiting effects on achieving the goals described in the 2017 Littleton Master Plan for the revitalization of the Common including but not limited to housing, amenities, parking, building height, sustainable land use, contributing to Town revenues, infrastructure changes in the Common, historic resources and economic factors that affect small and medium businesses and others. This review will likely touch on many sections of the Zoning Bylaw, including Sections II Definitions, VII Parking, IX Landscaping and Screening, and XIV Aquifer and Water Resource District.
- f. Obtain Town Counsel's review of Zoning regulations and by-laws of the Town of Littleton and diagnoses of any non-compliance with state and/or federal law and assist Town Counsel with proposals of changes necessary to bring such non-compliant regulations and by laws into compliance.
- g. Conduct community-wide meetings and forums (a minimum of 3) to gather input from Town residents as well as conducting meetings with Town Boards, Committees and officials and property and business owners.
- h. On the basis of items a-e and g as cited above, construct at least four different architectural/landscape renditions in 3D of the proposed Littleton Common Sewer District, using current CAD design software such as, but not limited to, Sketchup Pro and Turbo CAD Deluxe capable of generating animations in which lot coverage and building heights can be dynamically altered. At least one rendition should be based on the current land use and building structures and other existing conditions of the Littleton Common. The remaining three should each present varying density and different types of structures, including those of varying heights consistent with the current and proposed changes in zoning for mixed use.
- i. Using the four renditions prepared in h, above, prepare an economic impact analysis of each, using (at a minimum) the US Bureau of Economic Analysis and the Bureau of Canadian Statistics, as standards.
  - 1) Include current trends in US retail industry along with the role of The Point, trends in housing in Littleton and in the I-495 corridor and other pertinent factors developed in consultation with the Town.

- 2) Compare and contrast the results of the economic impact analyses with the vision and goals set out in the 2017 Littleton Master Plan.
- j. Prepare renditions created in h, above, in a form suitable for inclusion in Littleton's website and in a format that allows users to see each rendition with brief descriptions and associated economic impact analysis.
  - k. Present final plans and recommendations to the Town via community-wide forum, meetings with Town Boards and Committees and at Town Meeting.
  - l. Framework Paper: Work with Town Counsel to advise and inform the Town concerning results of initial assessments of zoning bylaws. Present framework paper with initial results and assessments. Outline policy decision points and gather feedback from Planning Board, Board of Selectmen, Master Plan Implementation Committee, residents, property owners, and business owners.
  - m. Outline Zoning Bylaw Amendments: Assist Town Counsel with the formulation and presentation to Board of Selectmen, Planning Board, and Master Plan Implementation Committee of an outline and descriptions of zoning bylaw changes and any necessary mapping that address limitations found therein, including but not limited to: housing, amenities, parking, building height, sustainable land use, contributing to Town revenues and cost, infrastructure changes in the Common, historic resources, and economic factors such as those affecting retail industry.
  - n. First Reading, Second, and Third Draft Zoning Bylaw Amendments: Work with Town Counsel to formulate and present to Board of Selectmen, Planning Board, and Master Plan Implementation Committee rationales for such alterations to zoning bylaws, including any necessary mapping that reduce and/or eliminate such limitations that impede revitalization of the Littleton Common as described in the 2017 Littleton Master Plan including but not limited to: housing, amenities, parking, building height sustainable land use, contributing to Town revenues and cost, infrastructure changes in the Common, historic resources, and economic factors such as those affecting retail industry.
  - o. Public Outreach for First, Second, and Third Reading Draft Zoning Bylaw Amendments: Outreach to current property owners in the Littleton Common, residents and stakeholders. Present first, second, and third reading drafts and descriptions of zoning bylaw amendments and associated mapping, including the rationales that reduce or eliminate limitations that might impede revitalization of the Littleton Common as described in the 2017 Littleton Master Plan.
  - p. Final Draft Zoning Bylaw Amendment for Public Hearing: Assist Town Counsel with drafting and presenting final draft Zoning Bylaw Amendment(s) and proposed map amendment(s) to the Planning Board for a Public Hearing and submission to Town Meeting for approvals. Prepare public outreach documents for the Public Hearing and in preparation for Town Meeting, including any maps. Assist Town Counsel with drafting Planning Board regulations to implement proposed zoning bylaw amendments.
  - q. Provide required reporting information for the Executive Office of Energy and Environmental Affairs Planning Assistance Grant.

### III. MINIMUM QUALIFICATIONS

- a. The firm and its team must have at least five years' experience in urban design, urban economics, planning, public policy, management consulting, architecture, and statistics.
- b. the principal and project manager to be assigned to this project must be available for meetings with the Town on days or evenings, as required.
- c. The firm must have previous experience in the management of public information processes, conducting assessments, and drafting of municipal zoning regulations. Completion of two such projects in municipalities in Massachusetts within the last five years is required, and completion of at least five overall is desired.
- d. The firm must have proven experience in the public sector and working with federal state and municipal agencies and neighborhood as well as business organizations.
- e. The volume of the firm's current and projected workload must not adversely affect its ability to immediately initiate work and to follow through with the project in a timely and professional manner. The firm and all team members must be capable of devoting a significant amount of time in this project in order to complete the work within the schedule outline in this RFP.
- f. Significant experience developing and implementing public participation techniques such as holding public stakeholder and neighborhood meetings conducting key persons interviews and developing citizen surveys.

### IV. COMPARATIVE EVALUATION CRITERIA

The selection committee will review all proposals to determine which contain all proposal submission requirements and meet the minimum qualifications. Those that do not will be not accepted. Those proposals that contain all proposed submission requirements and meet the minimum qualifications may be asked for interview and will be evaluated based on the following comparative evaluation criteria:

- a. Staffing plan and methodology: including the professional qualifications of all project personnel with particular attention to training, educational background, and professional experience. Demonstrated expertise and experience of the principal in charge project manager and other key personnel, and any consultants to be assigned to the project, including professional registration of the consultants and their qualifications:

Highly advantageous: the plan of services proposes a detailed, logical, creative and highly efficient scheme for producing a complete project that addresses all of the required issues and meets all of the minimum applicant qualifications detailed in Minimum Qualifications.

Advantageous: the plan of services proposes a credible scheme for producing a complete project that addresses all of the required issues and meets all of the minimum applicant qualifications detailed in minimum qualifications.

Not advantageous: the plan of services is not sufficiently detailed to fully evaluate, or the plan does not contain all the components necessary to produce

a complete project that addresses all of the required issues and meets all the minimum applicant qualifications detailed in minimum qualifications.

Unacceptable: the plan of services does not meet all of the minimum applicant qualifications detailed in minimum qualifications.

- b. Depth of experience with similar projects, and prior experience with public contracts and relevant codes, laws, regulations, economic impact analyses in the urban setting, design and architecture:

Highly advantageous: the consultant has at least five years of experience consulting with municipalities on projects of similar size and scope to this project.

Advantageous: the consultant has at least three years of experience consulting with municipalities on projects of similar size and scope of this project.

Not advantageous: the consultant has had less than three years of experience but more than one year consulting with municipalities on projects of similar size and scope to this project.

Unacceptable: the consultant has less than one year of experience consulting with municipalities on projects of similar size and scope in this project.

- c. Ability and knowledge to serve as a resource to the town as evidenced by direct involvement in (1) project utilizing innovative zoning techniques, (2) projects involving public-private ventures and innovative economic development practices, (3) projects utilizing mixed-use smart growth revitalization strategies, (4) ability to create and use dynamic architectural renditions of urban development projects suitable for deployment in mixed media including websites, and (5) ability to use cost/benefit analytic techniques and other economic impact assessment tools appropriate and valid to provide outcome models suitable for the urban setting, as well as available to aid public understanding of options.

Highly Advantageous: substantial involvement i.e. lead consultant in each of the five types of projects specified.

Advantageous: involvement in each of the five types of projects specified.

Not Advantageous: involvement in at least two of the five types of projects specified.

Unacceptable: involvement and no more than one of the five types of project specified.

- d. Strength and credibility of client references: prior client satisfaction with working relationship, project management, capabilities, and technical expertise in developing similar projects:

Highly Advantageous: more than four clients who consider consultant's service satisfactory or better.

Advantageous: only three clients who consider consultant's services satisfactory or better.

Not Advantageous: only two clients who consider consultant's services satisfactory or better.

Unacceptable: fewer than two clients who consider client's<sup>[MH1]</sup> services satisfactory, or better or three or more clients who consider your services unsatisfactory.

- e. Desirability of approach to the project as well as a demonstrated understanding of all project components and public outreach needs. Littleton places a premium on the applicant's approach to the project and the ability to present a program of services which complies with the required project scope in a manner which is clear, concise and complete with respect to required activities and creative with respect to including unique or fresh methods of gathering input and presenting concepts.

Highly advantageous: the response contains a clear, creative, and comprehensive plan that addresses all of the project objectives stated in the RFP.

Advantageous: the response contains a clear plan that addresses most of the project objectives stated in the RFP.

Not Advantageous: the response does not contain a clear plan that addresses most of the project objective stated in the RFP.

Unacceptable: the response does not contain any plan to address the project objectives stated in the RFP.

- f. Demonstrated ability to meet project budget and project schedule.

Highly Advantageous: all of the consultant's references indicate that the projects on their behalf were completed within budget and on schedule with minimal insignificant delays.

Advantageous: one of the consultant's references indicates a project was not completed within budget attributable to the consultant or with substantial delays attributable to the consultant and no current project or project

completed in the last three years' has experienced substantial delays attributed to the consultant.

Not Advantageous: two of the consultant's references indicate that the project was not completed within budget attributable to the consultant or was completed with substantial delays attributable to the consultant, and no current project completed in the last year experienced substantial delays attributable to the consultant.

Unacceptable: more than two of the consultant's references indicate that the project was not completed within budget attributable to the consultant or was completed with substantial delays attributable to the consultant.

g. Familiarity with the Town of Littleton:

Highly Advantageous: very familiar with the Town of Littleton.

Advantageous: some familiarity with the Town of Littleton.

Not Advantageous: minimal familiarity with the Town of Littleton.

Unacceptable: unfamiliar with the Town of Littleton.

**V. PROPOSAL SUBMISSION REQUIREMENTS**

Submission of a technical and a price proposal is required. The price proposal must be sealed and submitted separately from the technical proposal. ***The deadline for submitting proposals either in person or by mail is 1:00 PM on February 6, 2018. Late proposals shall be rejected. Postmarks will not be considered. Proposals should be addressed to Town of Littleton, Town Administrator’s Office – Room 306, PO Box 1305; L37 Shattuck Street Littleton, MA 01460.***

- a. Technical Proposal: Five (5) printed copies of the technical proposal must be submitted in a sealed envelope, along with one electronic version on a USB stick, clearly marked:

PROPOSAL ENVELOPE A – TECHNICAL PROPOSAL  
TOWN OF LITTLETON – PLANNING CONSULTANT  
Consultant Name:\_\_\_\_\_.

The Technical proposal must contain the following information:

- 1) **Cover Letter**: a cover letter introducing the Consultant (firm) and the proposal Consultant team, including sub-consultants, and identifying the project manager and the name, title, address and telephone number of the person with authority to negotiate and contractually commit to all services. The cover letter shall be signed as follows: (1) if the respondent is an individual, by her/him personally; (2) if the respondent is a partnership, by the name of the partnership, followed by the signature of each general partner; and (3) if the respondent is a corporation, by the authorized officer, whose signature must be attested to by the Clerk/Secretary of the corporation and the corporate seal affixed.
- 2) **Table of Contents**
- 3) **Statement of Project Understanding and Approach**: A statement, not exceeding three pages, that describes the Consultant’s understanding of the project, the Consultant’s approach, and key considerations and guideposts that, in the Consultant’s view, are essential to project success.
- 4) **Scope of Services**: A proposed scope of services that is detailed and responsive to the project as outlined in this RFP.
  - The scope should be detailed by tasks (and subtasks if appropriate) beginning with the tasks identified in this RFP and expanding where the consultant feels is appropriate and necessary.
  - It should be organized chronologically in clearly defined phases, milestones, or components with proposed completion dates for each. Tasks may overlap or run simultaneously.
  - Include an estimated schedule of hours that the Consultant expects to spend on the various project tasks and sub-tasks, broken down by project team member.
  - The Town’s staffing resources are limited. The proposed scope should, to the extent necessary, define what organizational support would be needed from the Town.

- 5) **Project Team:** Provide the names and specific educational backgrounds, qualifications and expertise of all professional members of the Consultant's and sub-consultant's (if any) project team who will perform the work related to some or all of the project tasks. Identify the person who will be the project manager with ultimate responsibility for the work.
  - 6) **Relevant Experience and Prior Performance:** Provide details of relevant experience and prior performance for all the members of the Consultant team, including the sub-consultant's team members if any.
  - 7) **References:** Respondents shall provide at least three references.
  - 8) **Competing Commitments:** Respondents shall disclose any commitments that they may have that may compete or interfere with the respondent's ability to perform the Project in an expedient manner.
  - 9) **Certificates:** signed certificates of non-collusion and tax compliance attached to this RFP.
- b. Price Proposal: Five (5) printed copies of the price proposal are required for submission. The price proposals must be submitted separately from the technical proposal, and sealed in a separate envelope marked:

PROPOSAL ENVELOPE B – PRICE PROPOSAL  
TOWN OF LITTLETON – PLANNING CONSULTANT  
Consultant Name: \_\_\_\_\_.

The price proposal must contain:

- 1) The proposed fee for the entirety of all services proposed in the technical proposal, including but not limited to travel, meetings, telephone, postage, and reproduction.
- 2) A breakdown of the professional service fees by each task and sub-task as shown in the Technical Proposal.
- 3) The hourly rates to be charged by the Consultant for services performed by each team member.
- 4) Consultants must agree to honor price quotes until April 6, 2018.

### **Proposal Form**

All proposals shall be received and evaluated in conformance with the requirements of Applicable Law and the RFP.

Each proposal set must clearly state "Non-Price Services Proposal" and include a separate sealed envelope containing a "Price Proposal."

A proposal Selection Committee shall separate the "Price Proposal" from the "Non-Price Services Proposal". The "Price Proposal" will not be opened until a review and ranking of the Services "Non-Price Services Proposal" by the Selection Committee.

The Selection Committee will determine whether the Non-Price Proposals contain all Proposal Submission Requirements and meet the Minimum Qualifications set forth

herein. Failure of a proposal to contain any proposal submission requirement(s) and/or meet a minimum qualification will disqualify the proposal from further consideration. The Committee shall state in writing its reason for disqualifying any proposal.

### **Modification of Proposals**

A Consultant may correct or modify a proposal by written notice received by the Town prior to the receipt deadline. Modifications must be submitted in a sealed envelope clearly labeled "Modification No. \_\_\_\_." Each modification must be numbered in sequence, and must reference the original RFP.

After the receipt deadline, a Consultant may not change any provision of the proposal in a manner prejudicial to the interests of the Town or fair competition. Minor informalities will be waived or the Consultant will be allowed to correct them. If a mistake and the intended proposal are clearly evident on the face of the document the mistake will be corrected to reflect the intended correct proposal, and the Consultant will be notified in writing; the Consultant may not withdraw the proposal. A Consultant may withdraw a proposal if a mistake is clearly evident on the face of the document, but the intended correct proposal is not similarly evident.

### **Withdrawal of Proposals**

Proposals may be withdrawn prior to the time of receipt of proposals, only on written request to the Town. No Consultant shall withdraw his proposal within a period of sixty (60) days after the date set for the receipt of proposals.

### **Unexpected Closures**

If at the time of the scheduled receipt deadline, the Town Offices are closed due to uncontrolled events such as fire, snow, ice, wind, building evacuation, etc. the receipt of proposals will be postponed to the next normal business day at the time posted in the request for proposals. Proposals will be accepted until that date and time.

### **Rule for Award of Contract**

A contract will be awarded to the Consultant offering the most advantageous proposal, taking into consideration all evaluation criteria as well as price. The Town reserves the right to reject any or all proposals as it deems to be in the best interest of the Town.

### **Execution of Contract**

Upon the acceptance of selected consultant's submittal, the Town will incorporate into its Standard Contract, appropriate specifics for this procurement and submit the contract to the successful consultant for signing. In the event that the selected consultant fails, neglects or refuses to execute the contract within a specified number of days after receiving a copy of the contract from the Town, the Town may at its option terminate and

cancel its action in awarding the contract and the contract shall become null and void and of no effect.

Incorporated by reference into the contract to be executed by the Town and the selected consultant will be all of the information presented in or with this RFP and the accepted portions of the consultant's response thereto.

**ATTACHMENT A**

**CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under the penalties of perjury that this bid or bid has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business partnership, corporation, union, committee, club or other organization, entity or group of individuals.

\_\_\_\_\_  
Signature of person submitting contract/bid

\_\_\_\_\_  
Date

\_\_\_\_\_  
Name of Business

**ATTACHMENT B**

**STATEMENT OF TAX COMPLIANCE**

Pursuant to M.G.L. c. 62C, §49A, I certify under the penalties of perjury that, to the best of my knowledge and belief, I am in compliance with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

\_\_\_\_\_  
*Social Security Number or  
Federal Identification Number*

\_\_\_\_\_  
*Signature of Individual or  
Corporate Name*

\_\_\_\_\_  
*Corporate Officer  
(if applicable)*