



COMPREHENSIVE MASTER PLAN UPDATE REQUEST FOR PROPOSALS Master Plan Elements and RFP Proposal Submission Requirements

PROJECT OVERVIEW

The Town of Milford, New Hampshire Office of Community Development and Planning Board seek a qualified Consultant to lead and prepare a comprehensive Master Plan update. Milford faces many challenges in upland areas such as stormwater, and increased development pressures that impact the town's natural resources and municipal facilities and services.

The Milford Planning Board and its Master Plan Steering Committee conducted extensive outreach in the community throughout 2022 and 2023 including a community master plan-focused survey, a survey of municipal staff and departments, and a community workshop. The summary of this information is located on the Nashua Regional Planning Commission website and is entitled, "Envision Milford's Future." This can be found at https://www.nashuarpc.org/about_nrpc/our_region_communities/envision_milford/index.php and includes but is not limited to:

INSERT MAJOR THEMES FROM GROUP

Some examples

- Community Connectivity
- Municipal Operations and Growth
- Land Development and Growth
- Environment and Natural Resources
- Climate Change

The Board's update to the Master Plan will include a new theme-based Master Plan, informed by results from the public engagement conducted in 2022-2023 and additional community engagement anticipated as part of the Master Plan Update process. The Plan shall reference and utilize information from the current Master Plan, maps and other materials, as well as federal, state, regional and local technical references.

The Town's primary goals for the comprehensive Master Plan Update include the following:

- Clearly communicate information in a document that is easily accessible for members of the public and other users and presented both in printed form and a form that is easily transferred to the town's website.
- Complete a comprehensive analysis of existing conditions, including, but not limited to, infrastructure, conservation and restricted land, land available for development, present demand, municipal management, and environmental considerations—and identify challenges to be addressed.
- Create a streamlined summary document focused on the most critical issues facing the town today and into the future.
- Provide actionable recommendations to address current and future issues that result in positive outcomes for the town.

The Scope of the Work for the Master Plan Update will include, and the successful Consultant will be expected to

perform each of the following Project elements.

- a. **Community Outreach:** The Consultant shall review results from outreach efforts completed in 2022-2023, including a community survey, municipal survey, and community workshop data summary. The Consultant shall also be responsible for further evaluating this information for additional focal points and issues to be discussed. The Consultant will be required to organize community outreach events and opportunities such as focus groups and facilitate discussions at these events. The Consultant will also coordinate additional surveys and public input methods as needed and attend meetings.
- b. **Goals and Vision** The Consultant shall lead the Master Plan Project Team (MPPT), which is comprised of the Planning Board, Community Development Staff, and the Master Plan Steering Committee/Working groups, in reviewing the current draft vision statement developed in 2023 as part of those bodies' review of the Master Plan. The Consultant shall, where appropriate, recommend revisions or expansion of the Vision Statement, which shall act as a guiding chapter or section of the Master Plan based on further public input and discussion. The Consultant shall support this work by collaborating with the MPPT and, where appropriate, recommending the creation of creating working groups to develop achievable goals and objectives on topical issues of interest as part of the overall Community Outreach Plan.
- c. **Working Groups** The Consultant shall, where appropriate, recommend the establishment of working groups and the scope of those working groups to the MPPT, which shall include expected deliverables and schedules. The Consultant shall also coordinate with these working groups and manage data-gathering across said groups.
- d. **Data Collection and Analysis** The Consultant will be responsible for the following:
 - Collecting updated information, including, but not limited to, demographics, transportation, community facilities and services, housing needs and inventory, natural resources, history and heritage, recreation needs and opportunities, and adaptation. The MPPT shall assist the Consultant as needed in providing background information about the Town and its history. This updated data as well as background information and input received from future outreach and engagement will inform the working groups and will be incorporated into the final Master Plan document.
 - Review relevant research/studies previously completed for the Town of Milford and reference said research and studies in preparing the Master Plan. Such research and studies shall include, but shall not be limited to, Natural Resource Inventories, Open Space Recreation Plans, Conservation/Environment studies and information, Historical/Cultural Resource Assessments, Economic and Business Development/Retention studies, Land Use Development studies, amongst other pertinent materials. Consultant shall also review and incorporate regional and statewide reports relevant to future plans for the Town.
 - Complete a comprehensive analysis of existing conditions: strengths, needs, opportunities and weaknesses in order to recommend sustainable strategies to preserve Milford's agricultural roots and environmental resources while also supporting an economically robust future and providing access to housing.
- e. **Implementation.** The Consultant shall review the data collected and analysis and provide recommendations as to strategies to accomplish the goals of the Town and the mechanisms by which to reasonably implement those mechanisms. As part of identifying and providing those implementation strategies, the Consultant shall:
 - Provide details on the municipal regulatory structures that need to be amended to achieve the specified goals.
 - Identify which entities should carry out the steps needed to achieve the goals for the Master Plan.
 - Prepare a clear timeline for implementation that considers how best to prioritize the goals.

- Recommend amendments to the Town’s Zoning Ordinance, Building Code, Land Development Regulations, or other policy changes or amendments to other provisions of the Town Code, as well as potential capital improvement details, additional studies, and/or additional strategies that may be needed.
 - Identify resources necessary for implementation.
 - The Consultant is encouraged to be innovative and creative with the implementation of the plan. Some examples are “next step” kits for top priority projects and/or a related website or social media platform to keep the public informed of progress.
- f. **Final Draft Plan** The Consultant shall prepare, with the assistance of the MPPT, an engaging, useful Master Plan that can be implemented in a practical manner that is consistent with the options available under New Hampshire law. The Plan will be presented in written form and have an online presence. Visuals, graphics, summaries, and other presentation tools tailored to the various audiences shall be incorporated. The Master Plan shall include the following content sections/content areas:
- Executive Summary;
 - Introduction/Overview of the current state of the Town and overview of current and emerging issues;
 - Vision Statement;
 - Theme-Based content sections incorporating the input from 2022-2023 Envision Milford Community Charettes and Surveys, identifying the expected needs, challenges, and opportunities available to the Town;
 - Summary of public input (refer to the 2022-2023 Envision Milford Community Charettes input summary);
 - References to existing Master Plan Chapters and related/referenced documents, reports, and information as needed;
 - References to information used to create the Master Plan; and
 - Implementation Plan which outlines specific actions over a period of 10 years, funding needs, staff and town actions necessary to complete actions.

The Consultant will prepare a preliminary draft of the Master Plan for review by the MPPT and, subsequently the Planning Board, and the public. Consultant shall collect comments from stakeholders and shall prepare a final draft Master Plan for the Planning Board’s consideration and adoption at a public hearing.

The Consultant shall provide ten (10) reproducible hard copies and (1) electronic copy each in Adobe PDF and MS Word format of interim draft(s) and final Master Plan documents, including narrative, graphics, schedules, appendices, and addenda. Any maps shall be provided in PDF format. (Cost for mass production of final Master Plan documents will be the responsibility of the Town of Milford.) consultant shall also provide spreadsheets and charts in Excel format including supporting data for all tables and graphs.

PROJECT FUNDING

In 2022, the Milford Board of Selectmen approved the appropriation of \$100,000 to support the Comprehensive Master Plan Update project. Proposals submitted to this RFP shall be constrained to this funding level to complete all elements as detailed in the Responses and Scope of Work sections detailed below, inclusive of all costs, fees, and expenditures.

PROJECT SCHEDULE

The Consultant shall begin work upon contract approval and complete all tasks by December 31, 2025 (TBD). A completed preliminary draft of the Master Plan shall be delivered at least two months prior to the project completion

date to allow time for final review and revisions. The Consultant will provide a final draft Master Plan reflecting final revisions and will include supporting documents. The Consultant shall produce final draft(s) of the Master Plan for the Planning Board through the public hearing process culminating in adoption.

SUBMITTAL PACKAGE:

1. In total, ten (10) copies of the submittal, including attachments, are required.
2. Pages shall be no larger than letter-size (8 ½ x 11 inches) or, if folded to that dimension, twice letter size (11 x 17 inches). It is acceptable to produce the Submittal on both sides of the paper.
3. The Submittal must be in a sealed envelope plainly marked on the outside with the Consultant's name and project identification as follows: " **Proposal for Master Plan Update,**" Town of Milford, Office of Community Development, Milford, NH 03055, Attention: Terrey Dolan, Community Development Director.
4. Submittals must be received at Office of Community Development, Milford Town Hall, 1 Union Square, Milford, NH 03055 no later than 4:00 p.m., May 31, 2023.
5. Bidders are responsible for all of their costs in preparing and submitting bids hereunder.
6. Upon selection, the successful bidder shall be required to enter into a written contract with the Town within seven (7) days from notification of selection.
7. Each bid submitted shall include a signed statement from an authorized representative certifying as follows: "The undersigned certifies under the penalties of perjury that this bid is in all respects bona fide, fair and made without collusion or fraud with any other person, corporation, company, or other entity."

SUBMITTAL FORMAT FOR COST PROPOSAL:

1. Bidders should provide a cost proposal that provides an itemization of proposed costs, broken down by labor various work tasks associated with the work.
2. The total cost for the work should be provided on a lump sum, not to exceed basis.
3. The cost proposal shall identify the hourly rates for all personnel and consultants that will be working on the project and the expected number of hours of work needed for each task as part of their proposal and percent of the total budget.
4. Proposals should include a milestone billing schedule that acknowledges that the Town of Milford will hold 15% of the project funding until the final product has been reviewed and adopted.
5. Cost proposals should identify the hourly rate for personnel associated with the work that may be considered optional or outside the scope of the engagement.

SUBMITTAL FORMAT FOR STATEMENT OF QUALIFICATIONS AND PROPOSAL NARRATIVE:

1. Outside cover and first page shall contain the Title of the RFP: " **Proposal for Master Plan Update.**"
2. The Transmittal Letter will include:
 - a. A Description of the Firm, including, but not limited to, (i) the number of employees employed by the Consultant; (ii) the employees available for the work and their areas of specialization; (iii) the number of years the Consultant has been in operation; and (iv) the location of office(s) proposed to handle the work;
 - b. The names, contact information, and resumes of key staff who will be assigned to this work in a format that identifies each team member's education and qualifications;

- c. The identity of the Project Manager;
 - d. If different consultants will be teaming together, the identity of the lead Consultant;
 - e. A statement summarizing how the Consultant and/or Project Team is specifically qualified for this project;
 - f. A list of a minimum of three (3) references of comparable projects identifying the specific projects and the communities for which those projects were performed;
 - g. A statement indicating that to the best of the Consultant's abilities, all information contained in the Submittal is complete and accurate;
 - h. A statement granting the Town of Milford, NH and its representatives' authorization to contact any existing or previous client of the Consultant (or a Consultant's Team Member} for purposes of obtaining an independent evaluation of the Consultant's or a Consultant's Team member's performance; and
 - i. A description of how actual or perceived conflicts of interest will be prevented or mitigated that may exist or arise based on any relationships with the Town, Town officials, interested stakeholders, or other clients.
3. At least one copy of the transmittal letter must have the original signature of an officer of each principal firm that comprises the Consultant (not a sub-consultant).
 4. Proposals shall include a Proposal Narrative. The Proposal Narrative shall describe the Consultant's approach and technical plan for accomplishing the element described in the Scope of Work, including the methods and team member participation in their implementation. The Consultant is encouraged to elaborate and improve on the task listed in the Scope of work, but the Consultant shall not delete any of the scope of work tasks described herein.

The Scope of Work shall address the following:

- a. Consultant's specific proposal and strategy for addressing each element of the Project, as identified in items (a) through (f) in the Scope of Work;
- b. A detailed schedule, itemized by each element of the Project, as identified in items (a) through (f) in the Scope of Work, which includes timetables for accomplishment of milestones within the elements identified as items (a) through (f) in the Scope of Work;
- c. A Schedule of anticipated onsite meetings with the MPPT, working groups, the Planning Board, and public hearings/outreach meetings;
- d. Specific deliverables that will provided to address each element of the scope of Work identified as items (a) through (f) of the Scope of Work.

DESCRIPTION OF THE SELECTION PROCESS:

The Statement of Qualifications and Cost Proposals ("Submittal") will be evaluated by the Planning Board's Master Steering Committee.

The Master Steering Committee may request and consider additional information of Consultants beyond that sought in this RFP as the Planning Board, in its sole discretion, deems useful. In evaluating Submittals, the Master Steering Committee may, but shall not be required to, conduct interviews with bidders.

The Master Steering Committee shall review compliant proposals and shall determine the Consultant that the Board, in its sole discretion, deems best suited to perform the Work. Thereafter, the Master Steering Committee shall recommend a Consultant to the Planning Board for approval.

Thereafter, the Planning Board shall consider the Master Steering Committee and may, within the

Planning Board's discretion, to adopt that recommendation, conduct a further interview with the recommended Consultant, or reject the Master Steering Committee's recommendation, who may then proceed to consider other submittals.

The Master Steering Committee and the Planning Board may reject any or all bids for any reason.

In evaluating bids, the Master Steering Committee and the Planning Board may waive any of the requirements or formalities set forth in this Request for Proposals as the Planning Board deems appropriate in its sole discretion.

SELECTION CRITERIA:

Qualifications will be reviewed and evaluated by the Master Steering Committee and the Planning Board based on the following criteria:

1. The Completeness of the Proposal.
2. Consultant's experience and approach to similar projects.
3. Consultant's proposal and plan for accomplishing the Scope of Work;
4. The proposed contract price and hourly rates.
5. References from previous projects.
6. Professional qualifications of individuals assigned to the project.
7. Current work schedule availability and ability to adhere to project schedule.
8. Consultant's understanding of budget and ability to meet project budget.
9. Consultant's ability to reduce project costs, manage schedule, and work effectively with working groups and stakeholders.

No one criteria set forth above shall be determinative. The Master Steering Committee and the Planning Board may weigh the criteria set forth above as it deems fit within its sole discretion and may consider such other criteria as deemed appropriate and in the best interest of the Town.

CONTRACT DOCUMENT:

Upon final selection, the successful Consultant will be sent a contract for execution in a form and containing such terms deemed suitable by the Town's legal counsel.

Consultant shall be required to sign said written contract with the Town within seven (7) days from notification of selection.

When the contract is executed by both parties, the Consultant will be instructed to commence providing the work as outlined in the contract. All information, plans, documents, photos, and other materials of any kind acquired or developed by the Consultant pursuant to this project shall be the property of the Town of Milford, NH.

The contract shall include the following:

1. The requirement for the Consultant to maintain professional liability, worker's compensation, and motor vehicle insurance in an amount satisfactory to the Town and which covers assigned personnel who will be engaged the project, together with the requirement for Consultant to provide a certificate of insurance, advance notice of cancellation, and the naming of the Town as an additional

insured;

2. An indemnification clause that indemnifies, protects, and holds the Town harmless against the negligence and willful misconduct of the Consultant, its employees, and subcontractors;
3. An acknowledgment that all work products used or created in conjunction with the services cover under this Agreement shall be the sole property of the Town of Milford, and that, in the event of cancellation or termination, such products will remain with the Town of Milford;
4. An acknowledgment that the Consultant will be compensated as an independent contractor and will be responsible for providing F.I.C.A., Worker's Compensation, Unemployment Compensation & Liability to all employees assigned to the Town of Milford; and
5. Such other provisions as deemed necessary for the protection of the Town's best interests.

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