



City County Building, Room 2042 | 200 E Washington Street | Indianapolis, IN 46204

## **ADDENDUM 2**

### **Request for Qualifications**

for Professional Services Regarding

### **On-Call Architectural Design Review**

Issued October 11, 2017

## ADDITION: Pre-Submittal Conference – Attendance

First	Last	Company	Email	
1	Emily	Mack	City - DMD, Director	emily.mack@indy.gov
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3	Jason	Larrison	City - BNS, Director	jason.larrison@indy.gov
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5	Catherine	Pallotta	CORE Planning Strategies	catherine@coreplanningstrategies.com
6	Dawn	Olsen	Axis	dolsen@axisarch.com
7	Drew	White	Axis	dwhite@axisarch.com
8	Jeremy	Stewart	Curran Architecture	jstewart@curran-architecture.com
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10	Michael	Bricker	PUP	michael@peopleup.org
11	Paul	Puzzello	PUP	ppuzzello@gmail.com
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13	Lynn	Molzan	R+B Architects LLC	hop3020@aol.com
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17	Ron	Adams	WDI Architecture	ron.adams@wdiarchitecture.com

## ADDITION: Pre-Submittal Conference - Meeting Summary

Meeting was called to order and led by DMD Director Emily Mack. The Director expounded upon the contents of the Request for Qualifications (RFQ).

### Agenda:

1. **Sign-In** – Attendance of all meeting participants was recorded.
2. **Introductions** – Director introduced key staff members involved with the initiative.
3. **DMD's Objectives** –
  - DMD wants to positively impact Indianapolis' built environment by raising the bar on architecture and urban design. We "want more and want better" from proposed development.
  - Instead of creating a full-time staff role, DMD will pursue a new work model to provide design review support for city staff – outsourcing to a team of design experts in the areas of architecture, landscape architecture and urban design.
  - On-call design reviewers will provide complementary skillsets to those of City staff, working alongside the DMD team to critique a wide variety of designs submitted for approval and to provide recommendations for design modifications as needed.
4. **Qualifications** – DMD is seeking design reviewers with a combination of the following skills:
  - Technical
    - Current Indiana professional licensure as an architect or landscape architect
    - Strong knowledge base in design principles and best practices
    - Ability to interpret design guidelines as they operate within a greater framework

- Communications
  - Effective communication in written, verbal and graphic drawing forms
  - Ability to provide constructive feedback in a positive manner
  - As this role is a reflection on the City, the design reviewer must be thoughtful, tactful and diplomatic when conducting all communications with staff, developers and the greater design community
- Teamwork
  - Operate in a cooperative and supporting role to the DMD team
- Timeliness
  - The design review process is time critical.
  - DMD receives hundreds of applications for design approvals each year and project schedules vary greatly as they depend on which group provides final approval (e.g., Metropolitan Development Commission, zoning appeals, hearing examiners, hearing officers, etc.).
  - A delay in the reviewer's feedback could lead to a continuance from approval bodies' dockets – and could be costly to petitioners as 'time is money'

## 5. Design Reviewer Role

- Guiding Principle
  - Design reviewer is to work alongside City staff on a wide range of projects to ensure best practices are followed and that the City is getting great design
- Types of projects
  - Sites (e.g., plaza, park, streetscape)
  - Buildings
    - New construction (e.g., multi-family residential, mixed-use, hotels) – this represents the vast majority of projects to be reviewed
    - Large-scale rehabilitation
- Work with DMD Current Planning staff, including
  - Regional Center – typically a single person with a planning background is reviewing applications for design approval
  - Indianapolis Historic Preservation Commission (IHPC) – typically a few IHPC staff (with graduate level educations that included some architectural study) are reviewing applications for certificates of appropriateness
  - For projects that receive some financial benefit from DMD (e.g., block grants, home funds, market rate, affordable housing, TIF, tax abatement), reviewer will sometimes work with Community Investments or Economic Incentives groups
- Actions
  - Routine dialogue with staff as well as with applicants
  - Participate in meetings communicating with and providing constructive feedback to applicants (developers, designers, architects, engineers)
- Deliverables
  - Verbal and written design critique
  - Verbal, written and/or graphically conveyed recommendations for design modifications

## 6. Selection Process

- Respondents to follow schedule outlined in RFQ
- To avoid conflicts of interest, DMD plans to contract with multiple respondents (likely 4-6 total) for site and building design review
- A selection team will include both City and non-City members. The team will review/evaluate written Statements of Qualifications (SOQs) and conduct/rate interviews. The team will make selections based on a combination of the SOQs and interview performance.

## 7. Questions – DMD responded to questions from meeting participants (included below)

### ADDITION: Responses to Questions

Questions received up to October 6, 2017 at 9:00 a.m. are addressed below.

**Question 1:** Is the process of outsourcing design review services based on successful practice in other cities?

**Response 1:** The practice of outsourced design review services has been used successfully by other departments within the City of Indianapolis (e.g., DPW for engineering), other cities in Indiana (e.g., Bloomington for architecture) and across the nation. DMD's new design review approach was not modeled after a specific community but rather it was formulated by melding concepts that best fit their needs.

**Question 2:** How has DMD handled design review in past?

**Response 2:** While many cities across the nation include within their organizations a city architect or urban design team, the City of Indianapolis has historically never had such formalized roles and does not have the budget to develop these as full-time staff positions.

Design review has always been handled in-house by staff members mostly having backgrounds in planning, and only a few having some architectural education. DMD staff are fairly well equipped to review rehabilitation projects. Without extensive architectural design training, however, DMD could benefit from additional expertise in reviewing new construction projects. DMD therefore released the RFQ to solicit professional expertise to complement the staff's skillsets.

**Question 3:** How are conflicts of interest handled?

**Response 3:** DMD seeks to contract with multiple design reviewers to avoid conflicts of interest by assigning the review to people whose firms are not part of the project of interest. If the individual requested to conduct a review has a conflict of interest unknown to DMD they must recuse themselves from accepting that project per the code of ethics under their professional licensure.

**Question 4:** Is DMD soliciting firms or individuals?

**Response 4:** DMD is looking for a pool of 4-7 individuals with a collectively diverse technical background to provide design review services. Multiple people from a single firm may be proposed, each under their own SOQ submittal. DMD will enter an agreement with the firm, as opposed to the individual, with the understanding that the individual identified in the SOQ will be the main service provider. If the reviewer should change firms within the contract timeframe, DMD would terminate the initial contract and enter into agreement with the new firm.

**Question 5:** The RFQ requires submittal of hourly billable rates. Will DMD offer a single hourly rate to all reviewers?

**Response 5:** No, there will not be a single established rate. DMD understands that there will be ranges of billable rates amongst respondents based on level of experience and other factors. The selected design reviewers will individually negotiate fees with DMD.

**Question 6:** Is this a year-long contract?

**Response 6:** Yes, the contract is intended to extend from January 2018 through December 2018.

**Question 7:** What is the reviewer's liability in the event there is a lawsuit?

**Response 7:** Recommendations to petitioners are ultimately the responsibility of the City and therefore the reviewer would not be held liable or be named in the suit.

**Question 8:** The RFQ requires an architect or landscape architect with current licensure with the Indiana Professional Licensing Agency. Would the DMD instead consider a design reviewer certified by the American Institute of Certified Planners?

**Response 8:** DMD has capable urban planners on staff but is missing in-house architectural expertise, which is why the RFQ is seeking only licensed architects and landscape architects.

**Question 9:** What are the criteria for calling upon selected design reviewers?

**Response 9:** DMD will call upon the design reviewer for high-impact projects. While design reviews are not limited only to projects in the downtown area, it simply happens that most of the high impact cases are located within urban core. Exceptions may include high profile community development projects, those along key corridors, redevelopment of large industrial sites, or the building of new company headquarters.

**Question 10:** Will the design reviewer be the City's direct mouthpiece for promoting elevated design?

**Response 10:** No. The reviewer will draw on their professional experience to provide their design critique and recommendations to City staff. The City will consider the reviewer's opinions, but ultimately it is the City who issues the final recommendations.

**Question 11:** Will the architectural design reviewer ever work on teams and submit a joint critique or is all critique expected to be individually-based?

**Response 11:** While the majority of the reviewer's work will be creating individually-based design critiques, DMD may occasionally request teamwork amongst staff and other on-call reviewers.

**Question 12:** Will the design reviewer's identity be known to petitioners?

**Response 12:** DMD staff reports will have a section with the reviewer's written design critique and recommendations, but will not include the design reviewer's name. Obviously, if the role of the design reviewer calls for staff support in the form of in-person meeting participation, the design reviewer's identity will be known to the petitioner. The reviewer will have to be willing to have difficult conversations with petitioners and be able to tactfully provide constructive feedback in effort to improve the City's overall built environment.

**Question 13:** The RFQ states that the reviewer ‘must be able to manage a high volume of work and meet deadlines.’ Would you please quantify the expected work volume?

**Response 13:** The on-call design reviewer role is intended to both supplement DMD staff’s review capacity during periods of high workload and still meet hearing deadlines and to complement staff’s skillsets for complex and high-impact projects. DMD cannot provide a specific weekly hour workload estimate because the influx of applications is highly variable as are project scope and size; however, DMD typically reviews 2-12 high-impact cases per month and this workload would be distributed amongst the pool of 4-6 reviewers.

**Question 14:** Is there political pressure on projects?

**Response 14:** DMD’s planning professionals have been respected through all mayoral administrations. The Mayor’s Office does not interfere with land use, zoning, or design review cases. While the DMD Director provides oversight, she respects DMD’s professional planning staff and expertise, as well as the City’s adopted codes and plans, and allows them to do their jobs.

**Question 15:** Other than the City’s design guidelines, what other related goals should be considered?

**Response 15:** Before providing written responses, the reviewer will have discussions with the planner to learn the City’s strategy for that specific project, to share interpretation of the design’s compliance with guidelines and to identify potential challenges.

**Question 16:** Does DMD review major infrastructure projects?

**Response 16:** Major infrastructure projects are mostly under the purview of the Department of Public Works or state jurisdiction but in some cases DMD will provide input (e.g., INDOT project right of way is transformed into a park). Situations like these will likely be handled in-house by DMD staff.

**Question 17:** Will DMD review designs of streetscape or parks?

**Response 17:** If the City is funding a project then DMD will have a role in the design review to ensure tax payer dollars are being spent wisely on high quality design.

**Question 18:** Will the design reviewer be involved in Section 106 projects?

**Response 18:** No, DMD has a dedicated planner that does 106 projects and interacts with State and Federal agencies.

**Question 19:** The RFQ requires SOQs to be submitted on 3-hole punch paper. Should this be in a binder or loose?

**Response 19:** DMD will be compiling all SOQs into a binder for each member of the Selection Team to evaluate. Submit 10 binder-clipped, 3-hole punched copies (*not* in a 3-ring binder) of the SOQ.