

# Plan BTV New North End Plan Development

## Request for Proposals (RFP)

**Responses due by Friday, August 23, 2024 at 4:00 pm**

Send responses to: Eleni Churchill, Transportation Program Director, at  
[echurchill@ccrpcvt.org](mailto:echurchill@ccrpcvt.org)

### 1.0 Introduction

The Chittenden County Regional Planning Commission (CCRPC), in partnership with the City of Burlington, invites qualified firms, or a team of firms, to submit written proposals for the development of a comprehensive planBTV: New North End (NNE) project. The objective of this project is to establish a long-term vision for Burlington's New North End neighborhoods, guiding future growth and infrastructure investments to create a vibrant, welcoming, accessible, and sustainable collection of distinct districts and neighborhoods. The maximum budget for this project is \$200,000 in total; \$160,000 from Federal Highway PL Funds and \$40,000 from the City of Burlington.

The New North End, characterized by postwar suburban development, single-unit dwellings, multi-unit developments, and significant open spaces, requires a detailed planning approach. This plan will address diverse land uses, demographic shifts, and evolving community needs. The City seeks to build on prior planning efforts, including the [2019 planBTV: Comprehensive Plan](#), the [2015 North Avenue Corridor Study](#), the [2017 Walk Bike Master Plan](#), and ongoing updates to neighborhood zoning codes and stormwater planning.

The planBTV: New North End project will involve data-driven analysis and City-led public engagement, ensuring that the community's vision and values are integral to the planning process. The selected consultant(s) will work closely with City staff, CCRPC, and a Steering Advisory Committee composed of key collaborators, interested parties, and community residents.

Key tasks for the consultant(s) will include:

- Analyzing and integrating an existing conditions analysis and input gleaned from public visioning workshops into the plan.
- Developing a comprehensive plan that integrates land use, transportation, housing, and infrastructure strategies.
- Identifying infill development opportunities and creating detailed urban design frameworks for focus areas.
- Planning for multi-modal transportation and enhancing the North Avenue corridor and Burlington Greenway.
- Assessing regulatory barriers and conducting an equity impact assessment.
- Delivering a final plan with actionable strategies, an implementation matrix, and recommendations for necessary ordinance amendments.

This is a unique opportunity to shape the future of Burlington's New North End, addressing critical issues such as housing affordability, transportation accessibility, climate resilience, and community placemaking. The CCRPC and the City of Burlington are committed to a planning process that is inclusive, data-driven, and responsive to the needs and aspirations of all New North End residents.

## **2.0 Submission Requirements**

Please submit a technical and a cost proposal (separate document) via email to Eleni Churchill ([echurchill@ccrpcvt.org](mailto:echurchill@ccrpcvt.org)) by **Friday, August 23, 2024 at 4:00 pm**. Proposals received after the deadline will not be accepted. Technical proposals are limited to **15 pages** for the project understanding, scope, team experience, allocation of team member hours for each task, schedule, and community engagement plan; with an additional **up to 5 pages** allowed for summary of team members experience with development of similar plans. If the respondent does not receive an acknowledgement email from the CCRPC of the submittal, it is the respondent's responsibility to verify the proposal receipt with the CCRPC Project Manager.

Please indicate if you are licensed to do business in the State of Vermont; consultants are not required to be licensed to respond to this RFP, but they will be required to obtain the license prior to being awarded a contract.

### **2.1 Questions and Contact**

Please email Eleni Churchill at [echurchill@ccrpcvt.org](mailto:echurchill@ccrpcvt.org) if you have any questions about this request for proposals. CCRPC will maintain a list of questions and answers on the CCRPC RFP website (<https://www.ccrpcvt.org/resources/rfprfqgrants/>). Questions will be accepted until **Friday, August 2, 2024 at 3 PM** with responses posted by **Wednesday, August 7, 2024** to ensure all parties have adequate time to review the answers.

### **2.2 Technical Proposal**

The Technical Proposal should demonstrate that the consultant understands the intent and scope of the project; the character of the deliverables required for completion; and the specific tasks that must be performed to supply these services. In addition, consultant qualifications necessary to successfully complete this project should be demonstrated. Please include the following information in the technical proposal.

#### **Cover Letter & Project Abstract**

This section should introduce the consulting firm and summarize the consultant's overall understanding of the project. It should briefly describe the proposed approach to be taken to achieve project goals and objectives.

#### **Methodology**

This section will address the overall project goals and specific tasks described in the introductory section of this RFP and the subsequent Scope of Work (SOW). In addition to the stated SOW tasks, consultants are encouraged to propose additional tasks and methodologies that are relevant and might enhance this project. The consultant should give a detailed description for each proposed task, deliverables and milestones.

## **Role of Key Staff, Qualifications & Timeline**

The consultant should identify key individuals assigned to this project and describe their role and responsibilities in this work. Submit resumes for only those individuals who will participate in the proposed project. Clearly identify the project manager and other key individuals assigned to this project and include their function and/or responsibility along with their level of involvement in this project. Tables indicating estimated labor hours per task as outlined in the SOW should be provided. Include a Gantt chart indicating project timetable and major milestones (meetings and deliverables).

## **References**

Please provide names and contact information for three references who can speak to your qualifications along with a brief description of the work performed for them.

## **2.3 Cost Proposal**

The cost proposal should be emailed as a separate attachment and list the prime consultant and any sub-consultants separately and include the following:

- Assigned personnel hours and costs for the completion of each task as detailed in the SOW, direct expenses, overhead rate, and fee. Please provide the same information for any new/proposed task.
- Detailed cost proposal for each proposed subconsultant.

## **3.0 Scope of Work**

The Scope of Work (SOW) has been developed. A breakdown of tasks and responsibilities by the Consultant or team is anticipated to include the phasing and tasks listed below. Respondents are invited to provide recommendations for additional tasks envisioned to make this work successful.

### **3.1 PHASE 1 - VISIONING**

#### **Task 1: Existing Conditions Analysis and Issue Identification**

##### **A. Assessment of Current Conditions and Trends**

Prior to the Consultant team joining the project, City staff will compile a summary Assessment of Current and Future Conditions that will review the topics below. The report will be available to the Consultant upon the commencement of their work:

- History of the New North End
- Past zoning regulations
- Adopted planning studies and policies
- Community demographics
- Existing land use patterns
- Property Ownership
- Housing
- Parks, Open Space and Places

- Community and Cultural Facilities
- Retail and Commercial Access
- Climate Resilience
- Water, Wastewater and Stormwater Conditions and Capacity
- Development trends
- Transportation

**B. Equity Assessment**

City staff, including members of the Racial, Equity, Inclusion and Belonging Office, will assess how the current conditions and trends identified in Task 1A impact or are experienced differently across racial and ethnic differences. The assessment will identify prevailing inequities that should be addressed in the planBTV: New North End's process, including public engagement, and its final recommendations.

**C. Planning Coordination**

PlanBTV: New North End's planning process is concurrent to three related City of Burlington and CCRPC initiatives: the planBTV: Walk Bike Action Plan Update, the VT 127 Shared Use Path Scoping & Feasibility Study, and the City's Open Space Plan. Office of City Planning staff will facilitate one or more coordination meetings with appropriate City, CCRPC and consultant staff from each project. The purpose of the meeting(s) is to share project documents, files and other resources, as well as collaborate on planning content and engagement activities to ensure consistency across interrelated plans. Separate from this task, City and CCRPC will maintain regular coordination meetings throughout these planning processes, meetings for which consultant attendance is not expected.

**D. Advisory Committee**

A project advisory committee consisting of members from key stakeholder groups and community residents will provide policy guidance and feedback at project milestones. The city will form the Advisory Committee prior to the Consultant joining the project. Each project phase will include frequent engagement with the Advisory Committee.

***Anticipated Deliverables– to be produced by City staff***

- *Summary Assessment of Current and Future Conditions, including the Task 1B Equity Assessment, maps, data visualization and other necessary material.*

**Task 2: Visioning and Values**

**A. Public Visioning Workshops**

Prior to the Consultant team's commencing work on the project, City and CCRPC staff will facilitate a series of in-person and virtual public workshops to discuss and identify community visions and values for the New North End. The workshops will also explore community priorities for Plan sub-areas and focus areas, the latter of which will receive the highest detail of urban design, mobility, and wastewater analysis and strategy creation.

**B. Vision Statement, Community Values, Challenges and Opportunities**

Based on the feedback received, City staff and the project Advisory Committee will confirm a vision statement and a set of community values that has general consensus. Included in this task will be a documentation of initially-understood challenges and opportunities in reaching the vision with respect to the community's values.

In addition to new priorities expressed in the plan's early engagement, the vision will tie into the 2019 planBTV: Comprehensive Plan, previous planning projects, and ongoing initiatives by highlighting ways to:

- Re-envision the New North End as an evolving collection of neighborhoods and mixed-use hubs, all with a strong sense of place;
- Facilitate the transition to a dynamic multi-use North Avenue corridor with multimodal (bicycle, pedestrian, and transit) amenities;
- Feature design, landscaping, and placemaking amenities to better reflect the New North End's diversity and distinct districts, and to improve its ecological and economic performance; and,
- Synergize concurrent visions from various city departments and partner organizations for bicycle and pedestrian infrastructure, parks, housing, transit, water resources and social infrastructure, among other elements.

**C. Plan Sub-Areas and Focus Areas**

City staff and the Advisory Committee, incorporating community input, will confirm boundaries of planning sub-areas and potential focus areas. The four to five sub-areas are larger geographies containing an informally or formally recognized neighborhood or group of neighborhoods. Designating these sub-areas will facilitate place- and mobility-based planning investigations, the goal of which is to ensure that all New North End residents can conveniently access essential commercial services and community opportunities. The four focus areas are smaller, discrete development sites consisting of one or more properties that should have the highest potential to evolve into vibrant, accessible, place-rich districts that guarantee 15-minute proximity to New North End residents. Through already-completed planning and engagement work, two focus areas have already been identified on North Avenue, with the remaining focus areas to be determined through Task 2 visioning engagement. Known focus areas include:

- The Ethan Allen Shopping Center
- The North Avenue corridor between Plattsburg Avenue and Gosse Court

Additional focus areas should include larger infill sites that could accommodate relatively significant residential and/or mixed-use development, as well as community mobility hubs.

**D. Vision and Values Road Show**

At this point, City staff will obtain feedback on the vision statement, community values, challenges and opportunities, sub-areas, and focus areas through a series of pop-up events, an open house, and similar public engagement methods. Online engagement will be offered as well. The purpose of these engagement exercises will be to confirm the community's support for the stated vision statement(s) and values and agreement with the plan's foundation prior to commencing the project's next phases.

**Anticipated Deliverables – to be produced by City staff**

- *Draft Vision Statement, Community values, and a list of all Challenges and Opportunities.*
- *Sub-Areas and Focus Areas Summary, including map(s) identifying all areas and preliminary visions and goals as collected during Advisory Committee and community engagement.*
- *Summary of all public engagement conducted at this point*

**Task 3: Onboarding + Orientation**

**A. Consultant Kick-Off**

City staff will facilitate a Kick-Off meeting with the consultant team and Advisory Committee. The purpose of the meeting is to review Task 1A: Assessment of Current and Future Conditions, the project work plan, and confirm objectives for project public engagement.

**B. Public Engagement Plan**

Prior to the commencement of public engagement, the consultant, in collaboration with City staff, will create a public engagement plan that ensures access and equity for the New North End's communities. In creating this Engagement Plan, the City and Consultant(s) will incorporate findings from the Task 1B Equity Assessment to ensure that disadvantaged communities are intentionally engaged and that culturally appropriate engagement activities are offered. The Office of City Planning staff has demonstrated success in City-led engagement and anticipates that it will lead significant portions of the engagement process. However, the selected consultant(s) will bring their experience creating and leading innovative and equitable engagement strategies to this task, including in-person and web-based tools.

Public engagement will include but not be limited to the opportunities below and will be incorporated into each Plan phase:

- Attending local events such as Leddy Park Beach Bites, or a little league game.
- Setting up shop in the neighborhood by utilizing a vacant storefront or the library in the New North End to allow people to come in, learn more about the project and talk with a planner about the project;
- Holding pop-up events like a trivia night or a coffee klatch at local businesses and/or community centers—maybe even having community members play with Legos or Urban Blocks to help them think about how they want the North Avenue Corridor to look;
- Online engagement opportunities, including scheduled community meetings and open-ended surveying;
- Engagement-in-a-box activities that allow for self-directed, convenient access;
- Property owner and other stakeholder interviews; and,
- Workshops or charrettes that allow for detailed analysis and strategization for specific areas.

**Anticipated Deliverables – to be produced by consultant**

- Public Engagement Plan

## **3.2 PHASE 2 – PLANNING + URBAN DESIGN**

### **Task 4: Sub-Area Planning**

#### **A. Infill Analysis**

Through a combination of GIS and on-the-ground investigation, the consultant(s) will identify underutilized residential, commercial and/or public properties that could accommodate infill development in a manner that addresses the City's housing, equity and climate goals while respecting and evolving the New North End's built character. This task should use as its primary tools the recently adopted and in-progress Neighborhood Code, which facilitates small multi-unit housing development throughout Burlington's neighborhoods, as well as zoning and urban design strategies to be explored in more detail in later phases. Some properties identified in this analysis that were not identified during Task 2C above may become Focus Areas for more detailed study, as described below.

#### **B. Focus Area Frameworks**

Working within the four Focus Areas identified in Task 2, the consultant will produce an urban design framework for each focus area. The frameworks should be produced through an iterative process including alternative framework options. This work will consist of the following components:

- Property owner interviews;
- Charrettes with property owners and other stakeholders, including residents where appropriate and feasible;
- Investigation of desired building types and scale;
- Mobility planning, including the redesign of existing infrastructures as well as concepts for new paths and streets that would be needed;
- Open space and ecological design opportunities;
- Housing capacity and non-residential square footage projections;
- 2-D and 3-D drawings communicating framework concepts;
- High-level financial analysis to determine order of magnitude private and public investment needed to implement each framework, as well as the potential public value of Focus Area redevelopment.

#### **C. Integrating the planBTV: Walk Bike Action Plan Update**

The consultant(s) will integrate up-to-date bicycle and pedestrian safety priorities and strategies as produced in the City's concurrent update to the Walk Bike Action Plan. These strategies, along with the Neighborhood TDM Planning described below, will form the basis for integrating Focus Area Frameworks into the larger sub-area planning. As such, revisions and/or additions to the Action Plan Update may be necessary.

#### **D. Neighborhood TDM Planning**

Incorporating the Neighborhood TDM Framework model created in Burlington's Citywide Transportation Options Study, the consultant will develop one framework for each sub-area. The purpose of these frameworks is to expand transportation options in Burlington's diffuse residential neighborhoods and



facilitate a transition to a less car-dependent future for the New North End. The TDM Framework is attached here for reference.

**E. Placemaking, Public Art and Open Space**

Burlington is a city rich in the arts and where placemaking through urban design and other creative endeavors is highly valued. However, the New North End lacks much of the public art and place-supporting infrastructure that exists in other parts of the city like the Old North End, Downtown and the South End. In this task, the consultant will identify locations where placemaking and public art could have the biggest impact, the community partners who should be lifted up in creating these places, and any initial concepts that could be pursued during plan implementation. This task should also address opportunities to improve access to existing open spaces and beaches.

**F. Water, Wastewater and Stormwater Infrastructure Field Assessment**

The Consultant, using City-provided data and modeling, will conduct a detailed assessment of the plan's Focus Areas and any other intensive redevelopment opportunities identified in Task 3A, evaluating the conditions of existing infrastructure assets and elements, gauging their capacity and limitations, itemizing the value of assets and elements, and determining costs to maintain and/or upgrade assets and elements. This task will also produce a mapping of the locations and conditions of water, wastewater and stormwater assets and elements. All work in this Task will be coordinated and confirmed with staff from the City's Water Resources Division.

***Anticipated Deliverables – to be produced by consultant***

- *Individual Sub-Area Plans incorporating the work of each Task 3 sub-task. Each of the four to five Sub-Area Plans should be illustrative and user-friendly, with 2-D and 3-D drawings.*
- *Four Individual Focus Area Frameworks, including conceptual mobility infrastructure, public realm elements, and building scale and location. These Frameworks will be delivered in the form of 2-D Plans and diagrams, 3-D diagrams and/or renderings, and accompanying statistics, including potential for residential and non-residential development (in housing units and square footage) and high-level cost estimates.*
- *Public Engagement Summary*

**Task 5: Area-Wide Mobility Planning**

**A. North Avenue Multi-Modal Concepts**

North Avenue is the central spine connecting all areas of the New North End to each other. It is also one of just two roads providing access from the study area to Downtown and other parts of the city. The corridor was most recently studied in the 2015 North Avenue Corridor Study, as well as the 2017 planBTV: Walk Bike. Throughout the years, the community has expressed both a desire to transform the street into a multi-modal corridor and to retain significant space for cars. This task represents the next major milestone in assessing community interest in transforming the corridor. The consultant, incorporating Sub-Area planning from Task 3, will identify strategies to address the following topics:

- Transit, including short- and long-term strategies to build upon the success of GMT Route 7;
- Bicycle infrastructure;



- Pedestrian infrastructure;
- Accessibility;
- Placemaking;
- Resilience and Ecological Design; and,
- Opportunities to relocate and/or remove existing curb cuts and to minimize the creation of new curb cuts

#### **B. Burlington Greenway**

The Burlington Greenway is a world-class multi-use path that runs the entire length of the City from north to south, frequently within view of or directly adjacent to Lake Champlain. The Greenway is both a recreational and transportation corridor. In this task, the consultant will identify strategies to address the following topics:

- Opportunities to enhance the path's performance as a commuter and primary transportation route connecting the New North End's neighborhoods to its planned mixed-use districts;
- Wayfinding;
- Placemaking; and
- Safety.

#### **C. VT 127 Shared Use Path**

VT 127 is a state highway, a portion of which serves as one of two roads connecting the New North End to Burlington and neighboring Colchester. The road itself is not subject to this study. However, the multi-use path running on the east side of the highway is a major recreational and transportation connection into Burlington's Old North End and is currently being re-evaluated. The consultant will incorporate the findings and recommendations of the CCRPC-led VT 127 Shared Use Path Scoping & Feasibility Study including identified connections to the path from the New North End's neighborhoods.

#### ***Anticipated Deliverables - to be produced by consultant***

- *North Avenue Plan, including typical sections and conceptual plans for major intersections and Focus Area access points. Implementable concepts relating to each of the points in Task 4A above should be included.*
- *Burlington Greenway Framework Plan*
- *VT 127 Shared Use Path preferred connection from completed scoping study.*
- *Public Engagement Summary*

### **3.3 PHASE 3: THE PLAN**

#### **Task 6: New North End Plan**

##### **A. Regulatory Review**

The consultant will conduct a review of the city's Comprehensive Development Ordinance, including adopted and proposed reform to the City's residential zoning districts, and other City ordinances, including but not limited to the Burlington Code of Ordinances Chapter 26: Wastewater, Stormwater and Pollution Control. The consultant will identify major regulatory barriers and challenges in carrying

out the vision of the New North End and the goals of the city as expressed during the planning process. This work will be instrumental in identifying a priority list of changes to zoning (text and map) and Chapter 26 regulations.

#### **B. Summary Equity Assessment**

The Consultant will assess how the Plan's recommendations address the inequities identified in Task 1B. The work of assessing the Plan's impacts should be carried out throughout the Phase 2 work to avoid recommendations that insufficiently mitigate or exacerbate existing inequities. This task will therefore produce summary draft Plan content that will be incorporated throughout the final Plan document.

#### **C. Draft Plan Content**

The final Consultant deliverable will be the full text in Microsoft Word format, and standalone graphics for each plan chapter. The text and graphics will incorporate all deliverables from Phases 1 and 2. City staff will complete the layout and production of the final plan.

#### **D. Implementation Matrix**

The consultant(s) will deliver a matrix of Plan goals and their respective actionable planning strategies. Each action item should include a prioritization and implementation timeline as well as responsible internal and external parties. For strategies that involve capital projects or other financial commitments, order of magnitude costs should be provided.

#### ***Anticipated Deliverables - to be produced by consultant***

- *Regulatory Review Memo documenting all required ordinance and standards amendments needed to implement the Plan*
- *Equity Impact Assessment Memo*
- *Final work product in the form of full text and graphics for each plan chapter*
- *Implementation Matrix in the form of an Excel spreadsheet (or another agreed-upon format)*

## **4.0 Proposal Evaluation and Consultant Selection**

Responses to this request will be evaluated by a selection committee consisting of staff from CCRPC and the City of Burlington.

### **4.1 Evaluation Criteria**

Responses will be scored using a predetermined point methodology for each of the factors below for a total of 100 points.

- A demonstrated understanding of the project, approach, methodology and responsiveness to the scope – **50** points
  - A thoughtful and innovating approach in addressing the project's scope and key challenges;
  - Experience with developing comprehensive masterplans for communities;

- Proven experience with community engagement, in particular with underserved populations; and
- Quality and thoroughness of the proposal and clearly laid out schedule, tasks, and deliverables.
- Relevant experience of the firm and Qualifications of Key Staff – **30 points**
  - Provide examples that demonstrate experience with successful completion of similar plans within the last five years; and
  - Provide information on key staff's experience in the last 5 years.
- Firm's DBE (Disadvantaged Business Enterprise) status; and/or partnerships or regular sub-contracting or vendor relationships with DBE firms – **10 points**
- Information provided to us by references - **10 points**

Once the technical proposal is reviewed and scored, the cost proposal information will be reviewed for consistency with the technical proposal. Project cost will be considered in the selection but is not the deciding factor. Specific attention will be given to the commitment of key staff and the overall labor effort proposed, and their relationship to the estimated project cost.

## **4.2 Interviews and Presentations**

CCRPC reserves the right to invite top-ranked consultants for interviews prior to awarding the contract. In this process, the review committee may ask the respondents to give an oral presentation of their respective proposals. The purpose of this oral presentation is to provide an in-depth analysis of certain qualifications, experience in performing similar services, and an opportunity for the proposer to clarify or elaborate on their qualifications without restating the proposal to the review committee. The optional interview and presentation are merely to present facts and explanation to the review committee but not to negotiate any terms of the contract or selection process. The interview and presentation, if deemed necessary by the review committee, could be held either virtually or in-person. The consultants will be notified of the day and time at least 2 weeks prior to the meeting.

## **4.3 Contract Award**

The contract will be awarded based on a competitive selection and scoring process. The technical proposal evaluation, cost proposal review and interviews and presentations (if held) will be taken into account in making a final decision to award the contract. It should be noted that the consultant with the lowest cost proposal will not necessarily be awarded the contract.

# **5.0 General Terms and Conditions**

## **5.1 Contract Requirements**

This project is using funds from the Federal Highway Administration. The awarded contractor will be subject to the contracting requirements outlined in 2 CFR 200. Consultants may have standard terms and conditions which are required to be submitted with the proposal, however, the CCRPC reserves the right to negotiate such terms and conditions and will not accept the Consultant's standard form in lieu of the Standard State Provisions for contracts and grants.

The CCRPC will enter into a contract with the selected consultant that will pay for approved services to achieve the deliverables as articulated in the scope of work, as well as expenses and materials used during the period of the agreement.

## **5.2 Confidentiality**

The successful response/proposal will become part of the contract file and will become a matter of public record, as will all other responses received. If a proposer includes any material that is considered to be proprietary and confidential under 1VSA, Chapter 5, the proposer shall clearly designate the material as such, explaining why such material should be considered confidential. Under no circumstances can the entire response or cost proposal be marked confidential.

## **5.3 Public Participation Plan**

The CCRPC adheres to the 2014 Public Participation Plan (<http://www.ccrpcvt.org/aboutus/public/>) for all its activities. The Plan outlines the CCRPC's principles and goals, aligns our strategies and activities with specific levels of engagement appropriate to each, and provides evaluation methods for determining the effectiveness of our initiatives.

## **5.4 Non-Discrimination and Title VI**

CCRPC and the consultant shall comply with the provisions of the Title VI of the Civil Rights Act of 1964, the Civil Rights Restoration Act of 1987, and subsequent related acts, and all other federal statutory laws which provide in whole or in part that no person or entity on the grounds of race, color, national origin, sex, physical disability, or veteran status be excluded from participation in, be denied the benefits of, or be otherwise discriminated under the State, federal and USDOT assisted contracts, programs and activities.

## **5.5 Proposal Conditions**

The CCRPC may issue addenda/amendments to this RFP which will be available on the CCRPC website at <http://www.ccrpcvt.org/resources/rfprfqgrants/>. It is the proposer's responsibility to check for updated information on the website and submit the amendments available on the CCRPC website.

All proposals shall be submitted in accordance with requirements set forth in this RFP for consideration. It is the consultant's responsibility to ensure timely submittal of the proposal on or before the due date and time.

The CCRPC is not responsible, in part or whole, for costs incurred in the preparation of the proposal in response to this RFP. The cost of preparing, submitting, and presenting the proposal is at the sole expense of the consultant. All proposals become the property of the CCRPC upon submission. The CCRPC reserves the right to seek clarification of any proposal submitted and to select the proposal that best promotes the public interest.

The CCRPC reserves the right to reject any and all proposals received as a result of this solicitation, to negotiate with any qualified source, to waive any formality and any technicalities or to cancel the RFP in part or in its entirety. This solicitation of proposals in no way obligates the CCRPC to award a contract.