



Buffalo Niagara Medical Campus

Creating Knowledge. Transforming Lives.



REQUEST for QUALIFICATIONS

to complete a

*Comprehensive Transportation, Traffic and Parking Plan
for the Buffalo Niagara Medical Campus*



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I. Introduction

The Buffalo Niagara Medical Campus Inc. (“BNMC”) requests qualifications from qualified multi-disciplinary design, planning, and engineering professionals interested in the preparation of a *Comprehensive Transportation, Traffic and Parking Plan*. This Request for Qualifications (“RFQ”) provides background on the current and future conditions on the Buffalo Niagara Medical Campus, as well as anticipated scope of services desired.

The Buffalo Niagara Medical Campus is strategically located on one-hundred acres in the northeast portion of downtown Buffalo¹. The campus has evolved into a world-class medical center that includes the region’s major health care and research-related institutions. The BNMC is home to over 3.5 million square feet of research, clinical and support space, primarily located in the following major institutions:

- Buffalo General Hospital operated by Kaleida Health (“KH”),
- Buffalo Hearing & Speech Center,
- Buffalo Medical Group,
- Hauptman-Woodward Medical Research Institute (“HWI”),
- Roswell Park Cancer Institute (“RPCI”),
- Olmsted Center for the Visually Impaired,
- University at Buffalo (“UB”), and
- Upstate New York Transplant Services (“UNYTS”).

BNMC Inc., a 501(c)(3) organization founded in 2001 by key health care/research institutions, the City of Buffalo and neighborhood stakeholders, serves as the entity charged with collaboratively planning and implementing certain real estate, streetscape, parking and other projects and programs for the medical campus. Its functions include: promoting the clinical, research and academic excellence of its member institutions; coordinating, improving and increasing current campus infrastructure; advancing economic development and entrepreneurial opportunities; and engaging the Allentown and Fruit Belt neighborhoods adjacent to the medical campus.

The BNMC’s Board of Directors is made up of representatives from the above eight institutions, the City of Buffalo, Erie County, as well as the Fruit Belt and Allentown neighborhoods. Member institution representation consists of the Chief Executive Officer and the institution’s respective Board of Director’s Chair. Ultimate adoption of the Plan will require BNMC Board approval.

The medical campus is home to over 8,000 employees and its member institutions host over 1 million annual patient visits. The medical campus is experiencing rapid growth and development increasing demand for parking and transportation services. Recent infrastructure investments include:

¹ See Attachment A: Map

- Hauptman-Woodward Medical Research Institute- an 80,000 square foot, **\$24 million** facility opened in May 2005,
- University at Buffalo: New York State Center for Excellence in Bioinformatics and Life Sciences- a 140,000 square foot, **\$52 million** facility opened in June 2006, and
- Roswell Park Cancer Institute: Center for Genetics and Pharmacology- a 170,000 square foot, **\$72 million** opened in September 2005.

Recent property acquisitions by BNMC Inc. include a 4.5 acre surface lot at the southern terminus of the campus (589 Ellicott St), a 500,000 sq. ft. six-story vacant industrial facility (791 Washington St.), a 120,000 sq. ft. four-story semi-occupied facility (640 Ellicott St.) and an attached 12,500 sq. ft surface parking lot. This acquisition represents nine acres on the medical campus which until recently were controlled by interest other than BNMC member institutions.

Additionally, just south of the medical campus' border (Goodell St.) the University at Buffalo recently acquired the former M. Wile property. This 144,000 sq. ft. four-story semi-occupied facility sits on a three acre plot.²

These recent developments in combination with member institutions' continued growth are the forces necessitating analysis of the current transportation, traffic and parking systems on and around the medical campus.

II. Scope of Work

This Request for Qualifications is an opportunity for a transportation consulting firm or team of firms to enter into a Consultant Agreement with the BNMC for the creation of a *Comprehensive Transportation, Traffic and Parking Plan for the Buffalo Niagara Medical Campus*. The Plan will be a reference document and implementation tool for parking strategies and transportation options on the medical campus. The creation of this Plan will require expertise in the following areas:

- Parking Supply and Demand Analysis,
- Parking and Transportation Demand Management
- Financial Pro Forma Development and Feasibility Analysis,
- Best Practice Reviews,
- Campus Parking and Transportation Master Planning,
- Land Use Planning,
- Urban Design, including Transit Oriented Design and Development,
- Traffic Analysis,
- Public Transit Systems and Operations,
- Knowledge of Local Transportation Systems and Land Use Patterns,
- SEQRA Requirements and Processes,
- Parking Structure Design, and
- Parking Structure Expansion Analysis.

² See attached Map A

Due to various member institution master planning initiatives currently underway and the fact that, respective outcomes are still under investigation, consideration will need to be given to the fact that the scope of the *Comprehensive Transportation, Traffic and Parking Plan for the Buffalo Niagara Medical Campus* will need to be phased in its approach.

The firm or team selected will be required to have available personnel who have been successful in the professional services and activities as described in the Scope of Work. The firm or team selected will be required to advance the project congruent with a BNMC Master Plan Update to be led by Chan Krieger Sieniewicz (“CKS”).³ Additionally, the firm or team selected will be required to advance the project congruent with the *Four Neighborhoods, One Community Plan* which is examining the relationships between the BNMC, Allentown and Fruit Belt neighborhoods and Downtown Buffalo, led by Sasaki Associates, Inc (“Sasaki”).

The firm or team will need to coordinate their efforts with CKS and Sasaki to lessen the opportunity for redundant data/meeting requests of BNMC member institutions. Additionally, the firm or team will be required to consult with the BNMC’s current parking management partner, AllPro Parking, LLC and appropriate member institution leadership to ensure recommendations/findings/proposals reflect an understanding of current operations and existing conditions. When and as directed by BNMC, the firm or team shall perform services to include, but not be limited to, the following:

A. Review Existing Information:

1. *BNMC Master Plan and Implementation Strategy* available at <http://www.4shared.com/account>⁴
2. *BNMC Campus Parking Study* available at <http://www.4shared.com/account>
3. *NFTA Allen-Medical Campus/Summer-Best Stations Transit Oriented Development* available at <http://www.4shared.com/account>
4. Land use and master planning studies by other institutions (UB, Roswell Park, Kaleida, etc.),
5. Desman Associates’ *Parking Needs Assessment Downtown Buffalo, New York* available at http://www.bcarparking.com/ftp_only/Parking_Study_2006.pdf,
6. Existing land use and parking inventories,
7. Planned and proposed changes to public or private transit services in the area, and
9. Any other documents and/or data that during the course of the investigation may be relevant to the creation of the Plan.

B. Describe Existing Conditions and Prototypes:

1. Validate and/or supplement existing land use inventory.
2. Develop data regarding personnel travel patterns/frequency represented by BNMC, i.e., UB employees vs. Hauptman Woodward employees, etc.
3. Develop data regarding employee and visitor parking in the surrounding neighborhoods and proximate private parking lots not within BNMC boundaries.
4. Develop data regarding existing vehicular and pedestrian traffic patterns and road capacities.
5. Validate and/or supplement existing parking inventory information,
 - a. Off-street (parking owned/controlled and not owned/not controlled by BNMC and BNMC member organizations)
 - i. Because medical uses generate a significant amount of in and out parking activity and have variable hours of operation, an hour-by-hour parking

³ See attached *BNMC Master Plan Update Schedule*

⁴ Account name and password available by e-mailing Mark McGovern at <mailto:mmcgovern@bnmc.org>

- occupancy survey should be conducted. Parking restrictions, structure or lot, capacity, daily/hourly costs for different user groups, assigned parking and utilization should be documented by facility.
 - ii. Contractual agreements related to off-street parking facilities should be described.
 - b. On-street parking restrictions, cost, metered/non-metered status, capacity and utilization should be documented by block.
 - c. Analyze existing parking conditions to determine the shortfall or surplus of on-street and off-street parking.
6. Validate and or supplement existing shuttle service and transit utilization,
- a. Conduct an employee survey to determine whether any employees would utilize public transit if it were less costly or made more convenient (by adding a bus route or stop, by creating a park and ride lot, if employer sponsored Transit reimbursements were offered (see D.1.c below) and examine employee behaviors at various price points to understand impact on usage.
7. Develop a minimum of three (3) case studies of other similar medical campus, with regards to parking management, policy, transportation options and goals.

C. Project Future Conditions:

1. Develop a parking model to determine the supply and demand of parking within the study area, for both current conditions and future conditions as currently understood, presented and projected by member institutions (in two-year increments up to 2014 and five year increments up to 2024) to include:
 - a. Analyze pipe-line projects and future build out potential (based on BNMC and member institution input) to determine the amount and preferred location of on-street, off-street, structured parking available/required in the near future.
 - i. Describe any expected changes to the existing parking supply by the analysis year.
 - ii. Describe any expected changes to parking demand by the analysis year, both in terms of background traffic increases as well as new demand generated by specific development projects in the study area. Describe which users (by location and type of space-hourly/daily/monthly) would be negatively impacted by any projected shortfall. This inventory needs to include the potential for losses of parking inventory associated with capital projects, operational changes in parking management, to the BNMC, parking needs associated with bringing new tenants institutional expansion and other issues affecting supply.
 - iii. Consider the potential to share required new parking spaces with other adjacent parking supply owners (i.e. other office buildings). The intent is to determine whether new parking supply can be reduced by sharing parking where feasible (see D.1.a.ii below).
 - b. Develop a comprehensive demand and supply model that considers the system of parking supply and demand throughout downtown and to better balance supply and demand over a larger area through the use of fixed rail and other public transit options in the downtown. Coordinate this study with ongoing data collection and analysis by districts throughout downtown. For example, consider the effect of expanding the free fare zone on the Metro Rail to the Allen-Medical Campus Station and then better linking that station to the entire BNMC campus.
 - c. For each growth initiative at each institution, consider the likelihood of occurrence.

D. Propose Solutions and Implementation Strategies:

1. Propose innovative solutions and implementation strategies to meet patient, staff and students, special event needs, visitor/guest, and neighborhood study area needs. Strategies should examine a broader range of potential solutions including but not be limited to infrastructure, supply and demand, policy, parking management, transportation options and transit oriented development. The range of measures that should be considered include but are not limited to the following:
 - a. Provision of additional off-street parking spaces within a convenient walking distance (1/4-mile radius) from the BNMC;
 - i. Evaluate alternative parking development locations based on location convenience to users and environment impact(s), ownership, capacity, and potential economic development impacts,
 - ii. Consider joint facilities and alternative ownership/management models.
 - b. Modification of existing on-street parking regulations in an appropriate manner.
 - c. Implementation of new transit services or trip reduction initiatives (e.g., employee ride sharing program, implementation of a TransitChek program that provides a financial incentive to use transit) that would change the projected modal split or reduce the number of vehicles traveling to (and parking at) the BNMC. Analyze transit opportunities to connect respective properties, explore transit enhancements /usage. Identify park and ride opportunities for special events, engagements, etc.
 - d. Measures to encourage more efficient use of existing study area parking facilities.
 - e. Development or usage of underutilized parking facilities at satellite locations between ¼-mile and 1/2 –mile from BNMC to provide a low-cost parking alternative for employees.
 - f. Develop strategies to integrate any required new parking facilities with the urban streetscape, with a view of incorporating new ground floor and second floor uses that enliven and animate the pedestrian streetscape, create pedestrian-friendly environments, and avoids creating blank walls upon the streetscape.
2. For all recommended options, develop a detailed financial analysis identifying the cost to implement and the ongoing annual costs to maintain the solution. For structured parking and surface parking solutions, develop a cost estimate for the solution and a detailed estimate of O&M costs, resulting in an estimated minimum monthly expected cost per space.

E. Participate in Meetings and Institutional Outreach:

1. The firm or team of firms will be required to meet with BNMC staff and institution representation,
2. The firm or team of firms will be required to produce and/or make presentations to BNMC's Board of Directors and various institutional entities as needed, and
3. The firm or team of firms will be required to provide a summary of all meetings attended.

F. Produce a Comprehensive Transportation, Traffic and Parking Plan in both Draft and Final form.

G. Conduct other parking related studies as directed by BNMC (e.g. site specific financial feasibility studies).

H. Respond to periodic parking related questions from BNMC post-production of the Plan.

III. Submittal Format and Content

All respondents are required to follow the format specified below. The contents of the submittal must be clear, concise and complete. Each submittal shall be tabbed according to the number system below to facilitate easy retrieval of information.

- A. *Submittal Cover*: Include submittals title and date submitted, the name, address, telephone and fax numbers, and e-mail addresses for the principal contact(s) for the proposal.
- B. *Cover Letter*: The cover letter should be no more than three pages in length and summarize the firm's interest and qualifications to conduct the scope of work described, including:
 - 1. Describe why your firm/team considers itself to be the best qualified to direct the project and perform the scope of work required,
 - 2. For the prime consultant and each subconsultant, identify the office location that will manage the project for the firm.
 - 3. Identify the team members (i.e. joint-venture partner(s) and sub-consultant(s); please include the title and signature of the firm's contact person for the submittal. The signatory shall be a person with official authority to contract on behalf of the company, and
- C. Describe the team's understanding of the project and approach to the scope of work outlined above.
- D. *Professional Qualifications and Experience*: Provide relevant information in relation to previous experience and outcomes associated with the development of a campus Comprehensive Parking Plan including but not limited to the following information⁵:
 - 1. Names and locations of similar projects the key personnel assigned to the project have conducted or participated in within the last ten (10) years including:
 - a. Name of project, location, client and dates of service,
 - b. Brief description of services provided,
 - c. Key personnel involved, and
 - d. Client reference contact information.
 - 2. Name, address, contact person and phone number of agency overseeing the planning effort,
 - 3. Up to (no more than) two samples of an urban campus Comprehensive Parking Plan or similar work completed in the previous five years. Please limit samples to ten (10) pages each. Samples submitted do not need to be complete documents, but enough information to provide examples of layout and content, and
 - 4. Include names of proposed team members who worked on these "submitted sample" projects.

IV. Submittal Evaluation Criteria

Submittals received by BNMC will be evaluated according to the criteria below:

- A. Conformance to the requested RFQ format,
- B. Project Understanding and Approach

⁵ Responses should include both firm's qualifications and organizational chart with key staff identified and resumes of key staff attached.

- B. Organization, presentation and content of the submittal,
- C. Relevant experience and technical competence of the firms and individual professional staff assigned to the project, including principal firm(s), joint venture-partner(s) and subconsultant(s),
- D. Expertise and experience in understanding and analyzing parking/transportation/traffic/management needs within an urban campus environment,
- E. Expertise and experience in development of parking models to determine the supply and demand for both current parking needs and future pipe-line scenarios,
- F. Demonstrated understanding and knowledge of the local environment and willingness to dedicate experienced resources to interface with BNMC and member institutions,
- G. Demonstrated ability to provide and deliver services in a timely and competent manner,
- H. Ability to meet the insurance requirements as stated in the Terms and Conditions of this RFQ, and
- I. References review.

V. Consultant Selection Process

- A. The BNMC and its Project Management Group will review submitted qualifications. The Project Management Group contains the following members: Representatives from the BNMC, UB, RPCI, KH, City of Buffalo.
- B. The BNMC may opt to select up to three (3) consulting teams submitting qualifications for a "short-list" of the most qualified firms/teams, using the selection criteria listed previous.
- C. The BNMC may request an interview of one or more of the short-listed firms. It is requested that the designated project managers from the prime and joint venture firms attend. Firms will be given ten days to prepare for the interview.
- D. One firm may be selected and asked to submit a detailed proposal that responds to the scope of work for contract negotiation purposes. The selection shall be based on the Statement of Qualifications, and if conducted, the strength of the interview.
- E. If contract negotiation fails, BNMC may choose a second firm for contract negotiation, may choose to end the process, or may elect to request additional information or interviews. Any changes in the selection process would be made in writing at that time to all firms who submitted a Statement of Qualifications.

ix. Submittal Schedule

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| A. RFQ published and disseminated | March 11, 4 PM |
| B. Deadline for emailed questions/clarifications regarding RFQ. | March 19, 4 PM |
| C. Question response date | March 21, 4 PM |
| D. Statement of Qualifications Due | March 28, 4 PM |
| E. Respondent Interview | April 18 (times tbd) |
| F. D. Consultant Selection | May 1, 4 PM |

XI. Submittal Deadline and Project Point of Contact

One original and eight (8) copies of the submittal shall be delivered no later than **March 28th by 4:00pm** Eastern Standard Time, to:

Mark M. McGovern
Project Manager
BNMC Inc.
701 Ellicott Street, Suite 401
Buffalo, NY 14203
716-881-8917
mmcgovern@bnmc.org

Incomplete submittals, incorrect information, and/or late submittals shall be cause for disqualification. Copies received via fax **shall not** qualify for consideration.

XII. Terms and Conditions

A. *Right to Reject Submittals:* Issuance of this RFQ does not commit BNMC to award a contract, to pay any costs associated with the preparation of a response to this request, or to procure a contract for services.

BNMC reserves the right to reject any and all submittals for any reasons. Selection is also dependent upon the execution of a mutually acceptable contract with the successful respondents. Each and every submittal shall be valid for not less than ninety (90) days from the date of receipt.

B. *Insurance:* The firm(s) selected to perform the work described in this RFQ will be required to provide evidence of public liability and property damage insurance with limits of not less than \$1,000,000 per occurrence for all covered losses and not less than \$2,000,000 general aggregate for injury to, or death of, one or more persons and/or property damage arising out of a single accident or occurrence insuring against all liability of the BNMC, Inc., its assignees, agents and representatives, AllPro Parking LLC, and member institutions (Roswell Park Cancer Institute, Buffalo Hearing and Speech, University at Buffalo, Hauptman Woodward Medical Research Institute, Inc., Kaleida Health, Olmsted Center for the Visually Impaired, Buffalo Medical Group and Upstate New York Transplant Services), selected consultant, its subcontractor(s) arising out of, or in connection with, the performance of work under contract with BNMC. Professional liability insurance (errors and omissions) shall be required of selected firm in the minimum amount of \$1,000,000. Said insurances shall be provided at the sole cost and expense of the firm selected.

C. *Non-Discrimination Policy:* The BNMC is strongly committed to equal opportunity in the solicitation of professional services to ensure that consultants doing business with the BNMC are equal opportunity contractors and employers. As such, the respondent shall not discriminate on the basis of race, gender, sexual orientation, age, or disability in the solicitation, selection, hiring and/or treatment of subcontractors, vendors, and/or suppliers. Consultant understands and agrees that violation of this clause shall be considered a material breach of the contract and may result in contract termination, debarment, and/or other sanctions.

The BNMC looks forward to the receipt of your submittal and participation in this exciting opportunity. If you have any questions regarding this RFQ, please contact the Project Point of Contact, Mark McGovern as identified above.



Saski Associates		2008																																																														
Chan Krieger Sieniewicz		January							February							March							April							May							June							July							August							September						
		7	14	21	28	4	11	18	25	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18	25	1	8	15	22	29																								
SASAKI ASSOCIATES		Phase 1 : Review and Synthesis																																																														
		Task 1.1: Project Initiation/Site Reconnaissance																																																														
		Task 1.2: Review and Synthesis																																																														
		Task 1.3: Development Issues & Opportunities																																																														
		Task 1.4: Framework Plan																																																														
Phase 2: Development Strategies		Task 1.5: Work Sessions/Community Process																																																														
		Task 2.1: Development Strategy Alternatives																																																														
		Task 2.2: McCarley Gardens Relocation Strategy																																																														
		Task 2.3: Work Sessions/Community Process																																																														
Phase 3 : Action Plan		Task 2.4: Alternative Evaluation/Preferred Direction																																																														
		Task 3.1: Draft Plan																																																														
		Task 3.2: Implementation Strategy																																																														
Summary of Work Sessions		Task 3.3: Work Sessions/Community Process																																																														
		Task 3.4: Plan Documentation																																																														
BNMC/Stakeholders		Community Forums / Neighborhood Meeting																																																														
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