



REQUEST FOR PROPOSALS
AUTONOMOUS MUNICIPALITY OF CAGUAS
Comprehensive Disaster Recovery and Grant Management Services

1. INTRODUCTION

During the month of September 2017, Hurricanes Irma and Maria delivered devastating blows to Puerto Rico, resulting in the largest and most complex disaster response and recovery effort in U.S. history. Irma skirted the northern coast of the Island from September 6-7, 2017 as a Category 5 storm, causing significant flooding, regional power and water outages, and other impacts to the Island's infrastructure. Exactly thirteen days later and before Irma's response operation had even concluded, Maria slammed into Puerto Rico on September 20, making a direct strike as a strong Category 4 storm and causing widespread devastation and destruction the likes of which Puerto Rico has never seen.

Maria represent a "worst case scenario" for Puerto Rico, tracking east to west across the Island and leaving a path of destruction. Within a matter of hours, 100% of Puerto Rico's population, economy, critical infrastructure, social service network, healthcare system, and even the Government became casualties of the storm. As such, Maria caused massive infrastructure and property damage and loss of life.

On September 5th and 17th, 2017, Governor Ricardo Rossello requested separate Federal declaration of emergency and disaster for Puerto Rico related the impacts of Irma and Maria. Subsequently, President Donald Trump approved Puerto Rico's Emergency Declaration (EM-3384) and Major Disaster Declaration (DR-4336) related to the impact of Irma, and Emergency of Declaration (EM-3391) and Major Disaster (DR-4339) associated to the impact of Maria.

Caguas is a city and municipality of Puerto Rico (U.S.) located in the Central Mountain Range of the Island. It is one of the municipalities that was stricken by the eye wall of Maria, being one of the most devastated towns. The City of Caguas was specifically included in the following declarations: DR-4336, EM-3391, and DR-4336.

The potential for protracted recovery operations and the need to also address daily operations in the recovery setting have led the City of Caguas to solicit post-disaster assistance from qualified contracting firms. Specifically, the Autonomous Municipality of Caguas seeks experienced and qualified firms which would be interested to work with the City providing Disaster Recovery Strategic and Grant Management Services in connection to the aftermath of Hurricane María.

2. SCOPE OF SERVICES

The purpose of this Request for Proposal (RFP) is for the Municipality of Caguas to acquire comprehensive Disaster Recovery Strategic and Grant Management services. The selected contractor, working closely with Municipality staff, will assist in strategically managing the projects development and administration of the federal and/or state disaster programs related to the declared emergencies or the disaster that occur during the term of this contract. Services provided in the development of such programs may include, but are not limited to the following.

a. Organizational Assistance

- Provide support related to the formulation of the needed organization and budget structure to sustain the overall recovery efforts.
- Assist in the development of a disaster recovery team.
- Assist in the development of a comprehensive recovery plan which includes short, medium, and long-term strategies.
- Improve use of federal funding to assist with recovery efforts including assistance in the identification of opportunities to identify grants to meet recovery funding requirements.

b. Grant Management Support

- Formulate and establish procedures to manage the grants in accordance with United State Federal Government (Federal) and Puerto Rico specific regulations.
- Provide knowledge, experience, technical competence, and oversight in the planning, administration, implementation and execution of the following FEMA-administered programs: Public Assistance, Hazzard Mitigation and Individual Assistance; HUD-administered Community Development Block Grant (CDBG) program; and other Federal and Puerto Rico grant and assistance programs in compliance with Federal and Puerto Rico guidance.
- Map the flow of documentation and requirements, and related policies and procedures required for transparent program administration of disaster recovery funds.
- Provide assistance related to the management of funds requested and received. Participate in meetings with Federal grant agencies as required by the Municipality.
- Establish quality assurance / quality control reviews and assessments associated with the payments process to ensure that they are in compliance with Federal and Puerto Rico regulations and conform to best practices.

- Prepare quarterly progress reports and other reports related to disaster funds as required.
- Develop dashboards and reports that promote transparency, efficiency and accountability.
- Formulate the checklists necessary to assess whether applicant files are completed and in compliance with federal requirements.
- Provide technical assistance as required by the Municipality.

c. FEMA-Public Assistance, Hazzard Mitigation and HUD-CDBG Advisory Services

- Develop a process/system to efficiently submit grant applications, identify eligible projects, capture costs, prepare cost reports, reconcile invoices, and close-out projects.
- Attend meetings with relevant local, state, and federal officials to address eligibility and process issues.
- Provide knowledge, experience and technical expertise in dealing with the **Public Assistance (PA) Program** regulations.
- Proactively identify and resolve issues that may arise related to the funding completed and forthcoming work.
- Provide engineering, cost estimating, and architectural support, among other types of technical assistance.
- Assess damage to municipal infrastructure components and facilities. Assist in determining if any eligible damages have not been quantified and presented to inspectors/Project Officers.
- Obtain, analyze and gather field documentation, including gathering relevant records in order to extract pertinent information.
- Review all data and supporting documentation to determine eligible adequate costs.
- Evaluate and assist in the formulation of FEMA PA Emergency and Permanent Work Project Worksheets, to include Cost Estimating, developing Detailed Damage Descriptions and Dimensions (DDD) and project Scope of Work (SOW).
- Assist in identifying, developing and evaluating opportunities for hazard mitigation projects to reduce or eliminate risk from future events.

- Prepare hazard mitigation proposals, grant applications, benefit cost analysis, and other services related to Hazard Mitigation Grant Program, Pre-Disaster Mitigation, and other mitigation programs
- Evaluate alternate and/or improved projects.
- Evaluate the appropriateness of the use of FEMA pilot programs.
- Review Project Worksheets (PW) to determine final eligible costs and third party refunds/reimbursements.
- Reconcile eligible costs and prepare PW versions.
- Prepare first and second appeals, and work with the Municipality through any arbitration.
- Monitoring reconstruction efforts, reconcile change orders with PA scope of repair, and prepare progress payments.
- Perform PW closeouts.
- Conduct assessments that identify housing, infrastructure, and the economic disaster recovery needs.
- Develop and submit HUD required Action Plan for Disaster Recovery, Action Plan Amendments, performance reporting, and grant closeout.
- Prepare projects for audit and respond to audit finding, as required.

3. RFP RESPONSE TIMELINE

The RFP process shall adhere to the following schedule.

RFP Process	Date	Time*
RFP Issued	February 12, 2018	-
Contractor's Electronics Questions Due	February 16, 2018	5:00 p.m.
Municipality Responses to Contractor's Questions	February 21, 2018	5:00 p.m.
Proposal Due Date	March 1, 2018	3:00 p.m.
Interviews (if needed)	March 5-9, 2018	-

*(Puerto Rico Time)

4. PRE-PROPOSAL QUESTIONS

Questions concerning the specifications in this Request for Proposals (RFP) should be directed to the External Resources Director. Questions will be received until February 16, 2018 at 5:00 pm (Puerto Rico Time). An addendum summarizing all questions and answers will be posted to the Municipality's website, within the RFP post.

Address questions to:
External Resources Director
Mr. Rubén Redondo
Email: ruben.redondo@caguas.gov.pr

Proponent who submit questions with their proposal that have not been addressed during the questions and answers period will be null and void.

5. PROPOSAL SUBMISSION

Proposals are to be submitted on March 1, 2018, no later than 3:00 pm (Puerto Rico Time). Responses to the RFP submitted after the prescribed deadline may not be accepted. Respondents shall submit their proposals electronically only to the following email address and to the attention to:

Autonomous Municipality of Caguas
Comprehensive Disaster Recovery and Grant Management Services RFP
Attention: Víctor M. Coriano – Secretary of Administration
Email: vcoriano@caguas.gov.pr

Physical Address:
Municipal Government Center (2nd floor)
External Resources Department
Padial St. #01, Intersection with José Mercado Ave.
Caguas, Puerto Rico

Proposals can also be delivered in paper format to the Municipality's physical address, but it is the Municipality's preference to receive proposal in electronic format only to the email specified above.

6. PROPOSAL FORMAT

Proposals must be clear, succinct, and not exceed 40 pages of 8 ½" x 11" paper of no less than 12 point font. Responses must follow the format outlined herein. The Municipality may reject as non-responsive, at its sole discretion, any proposal or any part thereof that is incomplete, inadequate in its response, or departs, in any substantive way from the required format.

Proposal responses shall be organized in the following manner. Sections should be tabbed to identify the location of the required information.

- Cover Letter/Letter of Intent
- Experience and Capacity
- Approach and Methodology
- References
- Estimated Cost and Price

a. Cover Letter/Letter of Intent

The cover letter shall be addressed to Mr. Víctor M. Coriano, Secretary of Administration. It must contain the following:

- Identification of organization, including name, address and telephone number.
- Name, title, address, and telephone number of contact person during period of proposal evaluation.
- A statement to the effect that the proposal shall remain valid for a period of not less than 90 calendar days from the date of submittal.
- Signature of a person authorized to bind the Firm to the terms of the proposal.

b. Experience and Capacity

Describe the types of services the respondent offers that relates to this RFP. Provide specific details on any previous experience with federally funded disaster recovery programs and projects. Identify engagement and or staff experience with entities comparable to the Municipality for which the respondent provides or has provided, similar services within the last 10 years. Respondents must indicate the dollar value of the recovery disaster program for which has provided similar services to the ones contemplated in their RFP. Detail at least one to three (1-3) similar engagement and/or experience with private and public-sector clients that would demonstrate that the respondent can provide the requested services. Each example should include:

- Name of the organization.
- Description of the engagement or experience and objectives of the project including beginning and ending dates.
- Examples of recommendations offered to the client and the results of the implementation of those recommendations.
- Information regarding the project that would demonstrate successfully experiences by the client, as a result of the recommendations. This may include performance metric and improvements.
- If the example involves a private sector client, describe how the experience could be applied to the public sector.
- Description of the Federal funding programs managed during the engagement.
- Description of key infrastructure programs or projects advanced as part of the engagement, if any.

The Municipality may seek information from references regarding subjects that include, but not limited to, the quality of services provided, anticipated ability to perform the services required in this RFP and the responsiveness of the respondent to the client during the engagement. Please provide at least three (3) references for the prime Respondent and two (2) for any partners or sub-contractor. Each reference should include the name, title, company, address, phone number and email address of the reference. Inability to contact a reference will not be looked upon favorably.

Provide a summary of the Respondent's technical expertise that describes the respondent's unique capabilities. This narrative should highlight the Respondent's ability to provide Disaster Recovery and Grant Management Services. Provide biographical summaries for Key Individual and their proposed roles. Resumes can be attached as an appendix and will not count toward the page limit of the proposal.

In addition, identify any **Sub-Consultants** and **Local Parties** incorporated into the team and clearly explain their expertise, expected role and value to the engagement.

Specify the primary contact person for the respondent (name, title, location, telephone number, and email address).

c. Approach and Methodology

This section shall include, in narrative, outline, and/or graph form the offeror's approach to accomplishing the tasks outlined in the Scope of Services section of this RFP. A description of each task and deliverable and the schedule for accomplishing each shall be included.

Provide examples of how the proposed approach has achieved success in specific, relevant projects for public or private sector organizations similar to the Municipality of Caguas. The example should contain enough information for the evaluator to ascertain the success of the projects accomplished by the Respondent.

Identify existing staff that will be involved in strategic recovery and grant management services, including each staff member's proposed role in the organization, their relevant qualifications, and the allocation of their time to this engagement. Clearly identify the members of the team that are expected to be residing in Puerto Rico and will serve as local contact for the engagement purposes.

d. References

Provide a list of municipalities/counties that your firm has partnered with for these types of services. Any City/County from the submitted list may be randomly selected and contacted as part of the Respondent's evaluation process. Each client listed should include the following information.

- Name of Organization and Contact
- Title of Contact
- Address (delivery and email)
- Telephone Numbers

e. Estimated Cost and Price

Respondents should submit a proposal setting forth the **defined costs** for service. The costs must include the hourly rates of all team members, the applicable overhead, and all non-labor related other direct costs. Respondents should make their best efforts to arrive at an aggregated total cost estimation and total hours estimations. Respondents can provide a list of assumptions and qualification to provide context for the estimation.

On the other hand, respondents are required to submit their **price proposal** considering the estimated cost and a reasonable mark-up, but based mainly on results. Respondents shall clearly describe the pricing model proposed and provide a clear explanation of how it correlate to the performance and results.

7. EVALUATION CRITERIA

This is not a bid. There will not be a public bid opening. Proposal will be evaluated based on but no necessarily limited to the following criteria:

Criteria	Weights
Qualifications, experience and capacity of the proposed firm for the requested services.	20%
Demonstration of prior successes with similar services and projects.	20%
Technical Approach	20%
Price Proposal	15%
Qualifications and experience of the proposed team members for the requested services.	15%
Integration of Local Parties	10%

Respondents to this RFP shall provide information in their proposals that demonstrate the following qualifications:

- Respondents must demonstrate experience and success in implementing federal disaster recovery program and/or providing advisory, consulting, and project management support services for federal disaster recovery programs. Previous experience with hurricane relief funded programs, will be factored into experience.

- b. Respondents must have experience related to federally funded disaster recovery programs and significant infrastructure projects.
- c. Respondents must be able to comply with an accelerated delivery or performance schedule. Respondents that demonstrate they have the staff available to begin immediately will be scored higher than those who need more time, or whose responses are vague.
- d. Respondents must have adequate financial resources to perform the contract, or the ability to obtain them; **financial statements for the past 2 years will be required or equivalent financial records must be included in the proposals.**
- e. Respondents that outline a clear and straightforward approach to staffing and working with the Municipality to provide expert/strategic advisory and compliance support services will score higher, than those that do not.
- f. Respondents shall identify key goals and objectives, and methods for achieving high standards for the delivery of services, in expectation of meeting or exceeding these goals.
- g. Respondents shall explain how they will be organized to effectively deploy support for the Municipality and clearly identify engagement managers and different workstream leaders.
- h. Respondents that demonstrate a strategic integration of **Local Parties** will receive positive remarks. It is important respondents are willing to engage local parties as team members and key individuals. Despite that the scope of services pertains to numerous Federal regulations, the services will be rendered for the benefit of Puerto Rico, which requires clear understanding of local regulations, policy framework and infrastructure and fiscal challenges of the Island. Local parties can significantly complement the services of U.S. based firms and enhance the effectiveness of Respondents in the implementation and deployment of the required services.
- i. Respondents must have a satisfactory record of integrity and business ethics.
- j. Respondents that are corporations, partnerships, or any other legal entity, U.S. or Puerto Rico based, shall be properly registered or capable of being registered to do business in Puerto Rico and the U.S. at the time of the submission of their proposals, and comply with all applicable Puerto Rico or U.S. laws and/or requirements.
- k. Respondents shall be required to sign a contract for services developed and approved by the Municipality. A list of documents that are required in the Standard Municipality contract for services is included in the following link:

<http://www.hacienda.gobierno.pr/publicaciones/carta-circular-num-1300-16-16>

8. FINAL SELECTION

A team, comprised of Municipality staff, will be responsible for the proposal evaluations. This team, in accordance with the criteria listed above, will evaluate all proposals received as specified. The Municipality team members, in applying the major criteria to the proposals, may consider additional sub-criteria beyond those listed, as may come to light through the review of the various proposals. During the evaluation period, the Municipality of Caguas reserves the right to interview the top selected firms or all the responding firms. The Municipality's final selection will be the firm which, in the Municipality's opinion, is the most responsive and responsible, meets the Municipality's requirements in providing this service, and is in the City's best overall interest. The Municipality maintains the sole and exclusive right to evaluate the merits of the proposals received.

Firms will be objectively evaluated based on their responses to the project scope outlined in the RFP. The written proposal should clearly demonstrate how the firm could best satisfy the requirements of the Municipality.

The Municipality reserves the right to make such investigations as it deems necessary as to qualifications of any and all firms submitting proposals in response to this RFP. The Municipality further reserves the right to reject any and all proposals received in response to this RFP, when determined to be in the Municipality's best interest. In the event that all proposals are rejected, the Municipality reserves the right to re-solicit proposals.

The Municipality reserves the right to make an award without further discussion of the proposal submitted. The Municipality shall not be bound or in any way obligated until both parties have executed a contract. The Municipality also reserves the right to delay the award of a contract or to not award a contract. The RFP may be awarded by individual task or total proposal, whichever is most advantageous to the Municipality of Caguas.

The Municipality will not be responsible for any expenses in the preparation and/or presentation of the proposals, oral interviews or for the disclosure of any information or material received in connection with this RFP.

The general conditions and specifications of the RFP and the selected proposal, as amended by agreement between the Municipality and the Contractor including e-mail or written correspondence relative to the RFP, may become part of the contract documents. Failure of the Contractor to perform as represented may result in elimination of the Contractor from competition or in contract cancellation or termination.
