



## LOWER MANHATTAN DEVELOPMENT CORPORATION

### REQUEST FOR PROPOSALS Program Coordination Services

*The Lower Manhattan Development Corporation ("LMDC"), a subsidiary of the New York State Urban Development Corporation d/b/a Empire State Development Corporation, seeks proposals to provide Program Coordination Services to support the operations of the Lower Manhattan Construction Command Center (LMCCC)*

**January 24, 2011**

Pre-proposal conference: Monday, February 7, 2011 10:00 AM EST

**Deadline for responses: February 23, 2011 5:00 PM EST**

A mandatory pre-proposal conference will be held on February 7, 2011 at 10:00AM at LMDC's offices located at 1 Liberty Plaza, 20<sup>th</sup> Floor, New York, NY 10006. Questions must be submitted in writing and received no later than 5:00PM on February 10, 2011 marked "Attention: Dan McCormack" by mail to LMDC at the address above or by facsimile to: (212) 442-4999. Addenda to this RFP, including responses to the written questions, will be posted on the LMDC web site [www.RenewNYC.com](http://www.RenewNYC.com) and the LMCCC web site [www.LowerManhattan.Info](http://www.LowerManhattan.Info) by February 14, 2011. LMDC will not accept, and cannot respond to, questions via any other methods.

## **I. GENERAL INFORMATION**

### **A. Mission and Structure of the Lower Manhattan Development Corporation**

The Lower Manhattan Development Corporation (“LMDC”) was established in late 2001 to develop and revitalize Lower Manhattan in the aftermath of the September 11, 2001 terrorist attacks. As it relates to the work of LMDC, Lower Manhattan refers to all areas in Manhattan south of Houston Street.

LMDC is a subsidiary of the New York State Urban Development Corporation, doing business as Empire State Development Corporation (“ESDC”), a political subdivision and public benefit corporation of the State of New York, created by Chapter 24 of the Laws of New York, 1968, as amended. LMDC is governed by a sixteen member Board of Directors, eight of whom were nominated by the Governor of the State of New York and eight of whom were nominated by the Mayor of the City of New York.

LMDC is funded by federal appropriations administered by the United States Department of Housing and Urban Development (“HUD”) through its Community Development Block Grant (“CDBG”) program. To date, approximately \$2.8 billion has been allocated to LMDC under such appropriations. (See Defense Appropriations Act of 2002, Public Law 107-117 and Supplemental Appropriations Act of 2002 for Further Recovery from and Response to Terrorist Attacks on the United States, Public Law 107-206). Partial Action Plans relating to the expenditure of some of these funds are available on LMDC’s web site:

<http://www.renewnyc.com>.

### **B. Mission and Structure of the Lower Manhattan Construction Command Center**

In November of 2004, the Governor of New York and the Mayor of New York City signed joint Executive Orders creating the Lower Manhattan Construction Command Center (“LMCCC”) and in December of 2010, they issued new Executive Orders extending the LMCCC’s mission. The Joint Executive Orders charged the LMCCC with coordination and oversight of all Lower Manhattan construction projects. The Command Center will take steps to minimize the impact of ongoing construction on residents, businesses, and workers in Lower Manhattan. The LMCCC will bring together private developers, public agencies, utilities, businesses, and residents in one location. In addition to its oversight and coordination responsibilities, the LMCCC provides a forum for expeditious and consistent decision-making on disputes among agencies.

### **C. Overview of Services Requested and the Submission Process**

LMDC needs the services of a firm to provide program coordination efforts for the LMCCC in connection with lower Manhattan redevelopment projects. LMDC may also utilize this firm to

provide additional miscellaneous program coordination services for construction projects anticipated to be funded by private and public stakeholders. LMDC may select one or more firms to provide some of the requested services, or LMDC may select a single firm to provide all services requested. Firms interested in submitting proposals to provide such services are required to follow the recommended guidelines and instructions contained in this Request for Proposals ("RFP"). In the event it becomes necessary to revise any part of this RFP, revisions will be provided by addenda posted on the LMDC web site: <http://www.renewnyc.com>.

Proposals should provide a straightforward, complete and concise description of the firm's capabilities to satisfy the requirements of the RFP. Please prepare ten (10) copies of your proposal and work samples. Each copy of the proposal should be bound in a single volume and include any documentation you may wish to submit.

Firms submitting a proposal in response to this RFP may be required to give an oral presentation of their proposal to LMDC/LMCCC. This oral presentation may provide an opportunity for the firms to clarify or elaborate on the proposal but will in no way change the original submission. Engagement staff should be present at the oral presentation. LMDC/LMCCC's request for an oral presentation shall not constitute acceptance of a proposal.

Proposals must be received no later than 5:00 PM EST, February 23, 2011. Deliver all proposals to:

RFP/RFQ PROCESSOR  
Lower Manhattan Development Corporation  
One Liberty Plaza, 20<sup>th</sup> Floor  
New York, NY 10006  
Attn: LMCCC Program Coordination Services

LMDC reserves the right to reject any or all proposals submitted if such election is deemed to be in the best interest of LMDC. LMDC assumes no obligation, no responsibility and no liability for costs incurred by the responding firms prior to the issuance of a contract.

The current schedule for this effort is as follows:

- January 24, 2011 – RFP Issued
- February 7, 2011 – Pre-Proposal Conference
- February 10, 2011 – Deadline for submitting questions
- February 14, 2011 – Addendum and answers to questions posted on [www.RenewNYC.com](http://www.RenewNYC.com) and [www.LowerManhattan.Info](http://www.LowerManhattan.Info)
- February 23, 2011 – Responses Due
- Early March, 2011 – Oral Presentations Conducted
- March 2011 – Firm Selected

Subject to annual review and approval by the LMDC Board of Directors, the selected firm will be retained for an initial one year with an option for LMDC to renew for two additional one year contracts.

## **II. ANTICIPATED SCOPE OF SERVICES**

LMDC is seeking one or more firms to assist LMCCC in its planning, coordination and administration work in Lower Manhattan. LMDC requests proposals for one or more firms to provide services on a task order contract, including but not limited to the scope of work described generally below.

### **A. Purpose and Project Area**

The Program Coordination Firm, selected through this RFP process will begin work with LMDC/LMCCC upon award of contract. LMDC anticipates utilizing the services of a firm to assist in the oversight and coordination of all construction projects in Lower Manhattan, an area defined as south of Canal Street and southwest of Rutgers Street from the Hudson River to the East River. Construction includes all construction work requiring governmental action or permit, including work performed in City or State streets or highways.

### **B. Technical Scope of Work**

#### **PART 1.0 GENERAL INFORMATION**

##### **1.1 Introduction**

The Program Coordinator (“PC”) will be the primary day-to-day coordinator of the Lower Manhattan construction projects, working under the direction of the LMCCC. The PC will be responsible for coordinating and organizing logistics, scheduling, and other actions relating to the various construction projects, in addition to taking all appropriate steps to insure all construction proceeds in a coordinated manner, maintaining the overall agreed-to program schedule and implementing measures to minimize disruption to the Lower Manhattan residential and business community. The PC will have the authority and the responsibility to coordinate with the owners, developers, designated agency representatives, project construction managers and contractors (“Stakeholder”) engaged in the pre-construction, construction and close-out phases of the projects. Each Stakeholder will remain responsible for the management of their respective construction project.

A major portion of the scope is the identification, analysis, design and subsequent recommendation of relocated and temporary facilities for the Stakeholders. The PC may be asked to determine and develop a master construction staging plan which will identify storage areas for goods and materials, project lay-down areas and logistics plans.

## 1.2 Personnel Qualifications and Staffing Requirements

The PC will provide the personnel necessary to appropriately staff the project and to accommodate the requirements of the LMCCC. Such personnel will be experienced and knowledgeable in applicable laws, regulations, statutes, and codes. The PC will supply to the LMCCC copies of all resumes, matriculations/degrees, licenses, and accreditations for all key personnel assigned to the project. Key personnel will be subject to individual interviews, adjustments in the proposed roles and responsibilities and the final approval of the LMCCC.

## PART 2.0 SCOPE OF SERVICES

The PC will provide comprehensive program coordination services under the direction of the LMCCC and the designated Stakeholder Project Executives. The PC will be responsible for all program coordination functions necessary to assist LMCCC and Stakeholders with the development of tools to ensure the redevelopment proceeds in a coordinated and expeditious manner.

### A. Master Construction Coordination Planning Services

1. Support Weekly Construction Project Status Meetings, Monthly Construction Coordination Meetings, and Bi Weekly Community Meetings. These meetings will provide a location for CDOT, NYPD, and DOB to interface with project personnel. Project meetings will track:

- Construction schedules and status
- Street and sidewalk impacts
- Community notifications of closures, or noisy work
- Deliveries of cranes and rigs
- Interface with other projects

2. Issue weekly construction coordination map showing active construction projects and street impacts in Lower Manhattan. This map is to be derived from the LMCCC website [www.LowerManhattan.info](http://www.LowerManhattan.info), which is updated weekly as part of the construction coordination process.

3. Work with City and State Agencies to identify projects and/or events that will have short or long-term impact on the street construction projects, delivery networks, and bus routes in Lower Manhattan. Notification of these impacts will be communicated at weekly construction meetings. Events to be tracked include:

- Road Closures, Detours, and Capacity Restrictions
- Street Fairs, Parades, Movies Shoots and other special events
- Construction Embargoes

4. At six month intervals evaluate key logistical supply issues including: material, equipment, and construction personnel.
  - Breakdown deliverable into supply streams
  - Determine if demand and supply issue is local, regional or national
  - Using available data develop schedule loaded supply and demand curves.
  - Support LMCCC's work with City and State Agencies in developing solutions to Lower Manhattan logistics issues.
  - As requested work with other regional logistical studies to coordinate data.
5. Support development and maintenance of a Metrics Matrix which tabulates the cost and qualitative benefits to the Lower Manhattan Construction project stakeholders and community of the benefits received from the LMCCC.
6. Issue monthly report that details critical issues and status of all contract tasks. Provide updates for inclusion in the LMCCC website.

**B. Master Schedule Services & Monthly Executive Summary Report**

1. Schedules provided by Projects shall be integrated into Master Integrated Schedule. Currently there are over 500 elements linked to the P6 Primavera Master Schedule reflecting all construction projects in Lower Manhattan.
2. Based upon Project Schedules provided the various phases of construction will be identified by PC so that the schedules may be logistically loaded for concrete, steel and various labor trades. The individual project logistically loaded schedules will be added according to various parameters so that the current and future levels of demand may be assessed.
3. Project Schedules will be linked to the LMCCC Lower Manhattan Model. The existing Digital Project software model will require updating and further development. The model includes all major construction projects in Lower Manhattan such as the World Trade Center, the MTA Fulton Street Transit Center, NYC Street Redevelopment projects, private projects and others. This interface will allow the user to identify the active projects and road impacts based upon the construction schedules of the various projects.

**C. Project Coordination Services**

1. Prior to start of construction obtain and review Project Plans, Schedules, Phasing and Logistical Plans to verify:
  - Construction schedules identify up-to-date key construction and delivery milestones.
  - Bus stops and lay-by lanes have been relocated as needed.
  - Contractor use of sidewalks and roadways is consistent with CDOT/SDOT permits.
  - Perform Studies and Analysis of project community impacts i.e., on traffic, sidewalks, residents, pedestrians, businesses, buses, taxis, black cars.

2. Support Projects by attending project meeting on site or at field offices. Update project schedules, coordination with other projects, and assist coordination with:
  - Con Edison, DEP, Verizon and other utility request for services
  - CDOT and City DOB permits
  - Parking and traffic issues with the NYC Police Department
  - Relocation of Buses and Shelters with NY City Transit Surface
3. Perform Weekly Site Survey of ongoing projects:
  - Review Maintenance and Protection of Traffic and Maintenance of Site. Notify contractors, appropriate officials, and Project owners of violations or issues.
  - Verify compliance with crew commitments, work hours, and construction progress
  - Identify significant issues having schedule impacts. Ensure these impacts are reflected in project schedule updates.
  - Review schedule updates provided and verify consistency with site progress
  - Provide input for LMCCC Website postings
4. Support LMCCC and Bi-Weekly Community Stakeholders meetings by maintaining meeting minutes and providing private project construction status information. Support and attend Community Board Meetings.
5. Participate and support Construction Permit Enforcement Taskforce. Attend meetings, maintain documentation, perform field inspections of reported problems and provide information to NYC enforcement agencies. Maintain record of construction violations in GIS database.

**D. Intelligent Transportation System (ITS) Maintenance**

This state-of-the-art system requires a contract administrator experienced with traffic monitoring systems. The ITS components include 27 Traffic Monitoring Cameras, 8 Variable Message Signs Boards, 13 Transponder Readers, Highway Advisory Radio Broadcast Stations, 32 Video Detection Cameras, 120 Microwave Detectors, Central Hardware and Software.

The following contract management services are required to support the maintenance and operation of the ITS.

1. Contract Management
  - Documents Tracking and Control
  - Reviews, Comments on contractor schedule
  - Project Meetings and Minutes
  - Budget Tracking
  - Schedule of Values
  - Respond to Contractor's RFI's
  - Verification of Consultant stored equipment and materials

- Change Order Evaluations
- Contractor Invoice Review and Recommendations
- Equipment Inspection and Status
- Project Closeout
- Review and comment on documents submitted by consultant

**E. Traffic and Pedestrian Modeling**

1. Studies will evaluate traffic flows, truck movements, alternative routes and pedestrian movements. Aimsun, Paramics, Synchro, Legion and other traffic models will be used as appropriate to the particular issues being evaluated. Studies will include:

- Impacts of the City street reconstruction program and proposed MPT
- Impacts of WTC Site and other construction trucking on Lower Manhattan
- Pedestrian routing associated with street closures, construction and special events
- Use of pedestrian managers and traffic enforcement agents
- Traffic Impact cost and contract acceleration benefit analysis
- Analysis of truck turning radii to determine construction site accessibility

**F. 3-D and 4-D Modeling**

1. Update 3-D Model - The 3-D model is to be updated based upon the latest project schedules and plans provided by the major Lower Manhattan stakeholders. LMCCC is currently utilizing Digital Project software, but approved equal software with the same capabilities will be considered. The model is used to graphically simulate project construction consistent with schedules provided by stakeholders. It is also used as a tool for analysis, optimization and interference studies on large, complex projects in Lower Manhattan. When provided by stakeholders, logistics plans for cranes, access ramps, hoists and delivery roads will also be integrated into the model

2. Integrate 3-D Model to Schedule - The 3-D model will be linked to Program Schedules. The 4-D model will be developed based upon an integration of the 3-D Digital Project Software Model with a Summary Schedule Excel extract from a Primavera Database.

3. Management and Presentation of the Model - The model will be managed and maintained to be able to provide timely presentation of vignettes and be used in coordination meetings and in presentations to the project sponsors.

4. Development of 4-D Models for LMCCC Website – [www.LowerManhattan.Info](http://www.LowerManhattan.Info). The website will provide viewers with road and building construction visualizations overlaid onto a 3-D Google map. The viewer will be able to select specific time periods in the future and determine the schedule based status of the project. The 4-D application used for the map is Google SketchUp.

## **G. CCR Process**

The CCR Process allows Lower Manhattan stakeholders a confidential forum to raise and investigate issues and formulate solutions.

1. Support and facilitate meetings among Port Authority, Silverstein Properties, MTA, SDOT, NYC agencies and other stakeholders to address issues. Integrate schedules, diagrams, and other materials to facilitate discussions. Record action items and issue minutes.
2. Obtain and catalogue drawings so that they are available for construction logistics review and assessment.
3. Work with logistics personnel to assess and review: schedules, logistical considerations, near-site and off-site staging, pedestrian and vehicular impacts.
4. Provide independent analysis of project schedules, progress, risks, and potential mitigations when requested by the Governor and/or Mayor.

## **III. SUBMISSION REQUIREMENTS**

Please letter your responses exactly as the questions are presented herein. Please limit your submission to ten (10) one-sided pages, not including work samples, which must be included in a separate, bound, appendix. Interested firms are invited to submit proposals that contain the following information:

### **A. Experience, Structure, and Personnel**

1. A history of the firm's experience providing construction management/owner's representation services to economic development organizations, municipalities, other governmental entities, private developers, not-for-profits and civic organizations.
2. A description of the firm's organizational structure, including resumes of the principals, project manager(s) and professional staff who would work directly with LMDC should the firm be selected.
3. Samples of up to five (5) major projects that the firm has completed in the areas of Program Coordination. Samples may be redacted if necessary. Include the client, the name of a contact person who is able to provide a reference, a description of the nature of the work, the size and complexity of the project, and the amount and the agreed fee arrangements.
4. Any other information that you believe would make the firm's work on behalf of LMDC superior to that of other firms or information about your firm's specialty or particular skill to perform a specific requested service.

5. Firm's experience as Program Coordinator on large scale redevelopment projects.
6. Firm's experience coordinating multi-million dollar projects from the public and private sectors.

**B. Methodological Approach**

1. A description of how the firm intends to address the anticipated scope of services set forth in Section II of this RFP. In particular, a description of how the firm would propose to structure and staff a Program Coordination effort.
2. A statement explaining the firm's approach to construction management, including methods, analytical techniques, computer systems, or models, etc. that would be employed.
3. If the firm is not proposing to provide all requested services, please include a statement of which specific services the firm proposes to provide.

**C. Fee**

1. Total estimated firm fee for completion of the project.
2. A monthly rate for continued services after the completion of the initial contract term of 1 year.
3. A multiplier used to build up direct hourly rates to fully loaded rates and an annual proposed escalation for the optional two years of the contract.
4. The normal hourly rate of each principal and staff member whose resume is provided or whose job category may be required, and the rate used in the proposal.
5. A list of anticipated reimbursable expenses and the rate charged for each.
6. Any reduced fees offered to other municipalities, governmental entities, economic development or nonprofit organizations, and civic organizations.
7. Any other fees or charges.

**NOTE:** The fee proposal must be submitted in a separate, clearly marked, sealed envelope. The fees will not be opened until all proposals have been initially evaluated. Although proposed fees will be taken into account, LMDC reserves the right to negotiate a lower or different fee structure with any firm that is selected. LMDC reserves the right to request best and final offer fee proposals during the RFP evaluation process.

**D. Contact Information (NOTE: does not count toward 10-page limit)**

On a single cover sheet in your proposal, please provide:

1. The lead firm or individual name;
2. The lead firm's contact person;
3. License or certification information of lead firm principal or individuals working on the LMDC project;
4. Telephone, fax, and wireless numbers for firm principals or individuals working on the LMDC project;
5. E-mail address for firm principals or individuals working on the LMDC project;
6. The Street address of lead firm or individual;
7. The year the firm or individual practice established;
8. The MBE/WBE status of the firms (Minority-owned Business Enterprise or Women-owned Business Enterprise, as certified by New York State);
9. The type of work or specialty and size of firm; and
10. The signature of the lead individual, and the date of the signature.

**E. Conflicts of Interest (NOTE: does not count toward 10-page limit)**

1. Submit a statement describing any potential conflict of interest or appearance of impropriety, relating to other clients of the firm, or officers, directors, and employees of LMDC, that could be created by providing services to LMDC.
2. Indicate what procedures will be followed to detect and notify LMDC and to resolve any conflicts of interest.
3. Indicate any pending litigation and/or regulatory action by any oversight body or entity that could have an adverse material impact on the firm's ability to serve LMDC.
4. Indicate if the firm has ever had a prior contract with any governmental entity terminated for any reason, and provide an explanation.
5. Submit a completed Standard Business Background Questionnaire (Attachment 3).

6. Submit a completed Contractor Disclosure Contracts Form and the Contractor Disclosure of prior Non-Responsibility Determinations form (Attachment 5) in compliance with New York State Executive Order 127.

**F. Non-discrimination Policy (NOTE: Does not count toward 10-page limit)**

1. Firms with 50 or more employees shall submit a copy of their nondiscrimination or affirmative action plan.
2. Firms with less than 50 employees shall submit a statement of their commitment to equal opportunity and affirmative action from their chief executive officer.
3. Each responding firm must also complete and submit both
  - (a) Attachment 1 relating to the anticipated workforce to be utilized on the contract, and
  - (b) Attachment 2 relating to the anticipated participation of minority and women-owned business enterprises as subcontractors, if any.

All information and documents described in subsections A through F above must be included or addressed in the submission.

**IV. CRITERIA FOR SELECTION**

In evaluating proposals submitted pursuant to this request, LMDC places high value on the following factors, not necessarily in order of importance:

- Approaches in methodology with respect to the anticipated scope of services that demonstrate maximum comprehension of and ability to provide such services to LMDC.
- Demonstrated knowledge of the construction industry, with particular knowledge of the various construction, labor, and environmental rules and regulations.
- Experience of firm and employees to be assigned to the project in general, and in particular, in providing program coordination/management services on large scale construction and redevelopment projects in New York City.
- Quality of work product as demonstrated in submitted work samples.
- Innovative or outstanding work by firm that demonstrates the firm's unique qualifications to provide program coordination services.
- Number, complexity, and nature of program coordination projects handled by the firm.
- Number, complexity, and nature of projects coordinating utility relocation, street reconstruction, and logistics schemes to minimize project disruptions.
- Selected firm's staff ability, availability and facility for working with LMDC directors, officers, staff and consultants.
- Experience in working as part of a complex consultant team on a project involving multiple government and private entity interests.

- Conformity with or exceeding of applicable LMDC's policies as noted herein, including specific policies relating to nondiscrimination and affirmative subcontracting goals.
- Projected cost of services.

## V. CONTRACT TERMS AND REQUIREMENTS

The contents of the proposal prepared by the successful firms, with any amendments approved by LMDC, may, at LMDC's election, become a part of the contract that is signed as a result of this RFP Process.

The selected firms will be required to:

- Work with LMDC/LMCCC staffs and its consultants to provide construction management services to LMDC on matters that may arise in connection with the planning, development, and revitalization of Lower Manhattan.
- Maintain accurate accounting records and other evidence pertaining to costs incurred in providing services, and on LMDC request, to make such records available to LMDC at all reasonable times during the contract period and for six (6) years after the date of the final payment to the firms under the contract.
- Assume sole responsibility for the complete effort as required by this RFP, and be the sole point of contact with regard to contractual matters.
- Refrain from assigning, transferring, conveying, subletting or otherwise disposing of the contract or its rights, titles or interest therein or its power to execute such agreement to any other person, firm, partnership, company, or corporation without the prior consent and approval in writing of LMDC.
- Comply with applicable law governing projects initiated or supported by LMDC, including all applicable HUD/FTA requirements and regulations (Attachment 6).

LMDC may hire more than one firm that responds to this RFP. LMDC has no preference that all services are provided by the same firm and firms may choose to submit qualifications to provide less than all of the anticipated scope of services. Responding firms must specify which services they are proposing to provide. LMDC will review all proposals without prejudice regarding which services are proposed.

LMDC reserves the right to terminate any contract entered into as a result of this RFP at any time, provided that written notice has been given to the firm at least thirty (30) days prior to such proposed termination date.

## VI. MISCELLANEOUS CONDITIONS

### A. Obligation Only on Formal Contract

The issuance of this RFP, the submission of a response by any firm, and the acceptance of such response by LMDC do not obligate LMDC in any manner. Legal obligations will only arise on

the execution of a formal contract by LMDC and the firm(s) selected by LMDC. LMDC's formal contract will consist of more than one schedule, including one substantially in the form of the accompanying "Schedule A" (Attachment 4). LMDC provides this form for informational purposes only and may amend its schedules from time to time.

Responses to this RFP will be prepared at the sole cost and expense of the proposing firms. No materials submitted in response to this RFP will be returned.

**B. LMDC Reservation of Rights**

LMDC may (i) amend, modify, or withdraw this RFP, (ii) revise requirements of this RFP, (iii) require supplemental statements or information from any firm, (iv) accept or reject any or all responses hereto, (v) extend the deadline for submission of responses thereto, (vi) negotiate or hold discussions with any respondent and to waive defects and allow corrections of deficient responses which do not completely conform to the instructions contained herein, and (vii) cancel this RFP, in whole or in part, if LMDC deems it in its best interest to do so. LMDC may exercise the foregoing rights at any time without notice and without liability to any proposing firm or any other party for their expenses incurred in the preparation of the responses hereto or otherwise.

**C. Nondiscrimination and Affirmative Action Policies**

It is the policy of the State of New York and LMDC to comply with all federal, state and local laws, policies, orders, rules and regulations which prohibit unlawful discrimination because of race, creed, color, national origin, sex, sexual orientation, age, disability or marital status, and to take affirmative action in working with contracting parties to ensure that Minority and Women-owned Business Enterprises ("M/WBEs"), Minority Group Members and women share in the economic opportunities generated by LMDC's participation in projects or initiatives, and/or the use of LMDC funds. As a subsidiary of ESDC, LMDC follows ESDC's non-discrimination and affirmative action policy will apply to any contract entered into as a result of this RFP. LMDC has established a 20% M/WBE participation goal for its entire redevelopment project. The selected firm(s) shall be required to use best efforts to provide for the meaningful participation of United States M/WBE's, Minority Group Members and women in the execution of this contract. A copy of each responding firm's equal employment opportunity policy statement, Attachment 1 relating to the anticipated workforce to be utilized on the contract and Attachment 2 relating to the anticipated participation by M/WBEs as subcontractors, shall be included as part of the response to the RFP. The ESDC Affirmative Action Unit ("AAU") is available to assist you in identifying M/WBEs certified by the State of New York that can provide goods and services in connection with the contract anticipated by this RFP. If you require M/WBE listings, please call the AAU at (212) 803-3224.