

COURSE SYLLABUS  
**STUDIO: ADVANCED RFP RESPONSE**  
**FALL 2017**  
**PLAN A6390**  
**3 CREDITS**

**THURSDAYS, 2:00PM to 4:00PM, 200 FAYERWEATHER**

(Workshops/Tutorials on Tuesdays, 6:00pm to 8:00pm, 200 Fayerweather)

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## **I. COURSE DESCRIPTION**

*Cities have the capability of providing something for everybody, only because, and only when, they are created by everybody.*

— Jane Jacobs, The Death and Life of Great American Cities

### **Objectives**

To examine the use of public procurement in real estate development from both the public and private sectors; to introduce various goals, objectives, and agendas behind drafting a real estate request for proposals (RFPs); develop core competencies in identifying, determining, and evaluating real estate opportunities; develop core competencies in conceptualizing and drafting a solicitation; and develop core competencies in creating a vision, identifying value, forming a proposal, and presenting a convincing and compelling written, verbal, and visual presentation.

## **Description**

Public Procurement is one of the most powerful tools a municipality can implement to leverage its greatest assets, engage its communities, create economic opportunities in its populace, and affect widespread change in its neighborhoods. The Requests for Proposal (or RFP) process typically starts years before an award is made with the search for opportunities to add value and create opportunity in a particular neighborhood. Understanding the early stages of these efforts and doing a deep exploration of the iterative process by which the scope of many RFPs are determined is the first step in successfully responding to an RFP.

This studio-based class will introduce students to the background, research, politics, community input, and economic agendas that go into the making of a city-sponsored RFP using an neighborhood currently being studied for development opportunities by various city agencies. Students will work in groups to analyze the current trends in the market, make-up of the neighborhood, and interests in the community, and identify dormant opportunities. Students will then select a site, create a set of goals and objectives for the selection, and devise the scoring criteria. In teams of 3 and 4 students, the class will then focus on preparing iterative responses for the mock-RFP they have designed, and finally will utilize various strategies and techniques to create a clear vision for the project; outline a strategic and competitive response to the RFP; develop a compelling initial design, massing, program, and pro-forma.

## **II. COURSE REQUIREMENTS AND ASSIGNMENTS**

### **Threshold Requirements**

Students are required to attend classes one through fourteen, including the mid review and final presentations; students are strongly encouraged to attend all tutorials; each team of students should arrange to meet with the professor at least once during office hours before the final presentations.

Attendance will be taken each week – and all in-class participation shall be noted; any required absence should be brought to the professor’s attention on the first day of class; any unforeseen absences should be brought to the professor’s attention as soon as possible; unexcused absences will count against the final grade, and determination of whether or not an absence is excused is at the sole discretion of the professor.

Distracting and/or inappropriate use of phones, laptops, and/or other devices during class will not be tolerated and shall be treated as an unexcused absence.

Each team is required to submit all of the assignments fully completed and on time; each individual team member shall be responsible for at least one presentation; each team is required to utilize all of its members to present during the Final Presentations.

Classes will typically be divided into lectures, group discussions, and team presentations; technical assistance will be provided during the tutorials; individual and team feedback (desk crits) will be provided during office hours.

Students will be expected to complete the required readings for each class, submit two relatively short individual assignments, make a group presentation during the first half of the semester, submit an RFP for the midterm review with the class, and submit an RFP response for the Final Presentations with their team.

### **III. COURSE GRADING CRITERIA**

Course grading criteria are as follows:

- Completion of readings, in-class participation, and attendance: 20%
- Group assignments: 20%
- Individual Assignment: 20%
- Midterm presentation and submissions: 20%
- Final group presentation and submission: 20%

Only exceptional performers will receive a High Pass. Those who fall short on more than one major assignment will receive a Low Pass. For group projects, peer-grading shall be used to a limited extent.

### **IV. READINGS**

Students will be expected to complete readings in advance of class. With the exception of those from the required textbook, these will be posted at least one week in advance on Courseworks.

#### **Required textbook(s):**

1. Zoning Handbook, 2011 Edition; The City of New York (*available online*)
2. Housing New York: A Five-Borough, Ten-Year Plan; 2014; The City of New York (*available online*)
3. What Is Affordable Housing?; NYC Edition; 2009; Center for Urban Pedagogy (*available online*)

4. Affordable Housing in New York: The People, Places, and Policies That Transformed a City; 2015; Nicholas Bloom, Matthew Lasner; Princeton University Press

**Recommended textbook(s):**

5. A History of Housing in New York City; 1990; Richard Plunz; Columbia University Press

6. Cities for People; 2010; Jan Gehl, Richard Rogers; Island Press

7. Housing Design: A Manual; 2nd Edition, 2012; Bernard Leupen, Harald Mooij; NAI010 Publishers

8. Professional Real Estate Development: the ULI Guide to the Business; 3rd Edition, 2012; Richard Peiser, David Hamilton; Urban Land Institute

9. How to Kill a City: Gentrification, Inequality, and the Fight for the Neighborhood; 2017; Peter Moskowitz; Nation Books

10. The Power Broker, Robert Caro, 1975; Vintage

11. Death and Life of American Cities, Jane Jacobs; Vintage

**V. COURSE OUTLINE**

**Class 1: September 7, 2017: INTRODUCTION**

Assignments due: *n/a*

Required readings: *n/a*

**Class 2: September 14, 2017: An Introduction to Procurement**

Assignments due: *n/a*

Required readings: *Housing New York: A Five-Borough, Ten-Year Plan*

**Class 3: September 21, 2017: Understanding the Neighborhood**

Assignments due: Group N<sup>o</sup>. 1—Presentation

Required readings: *What is Affordable Housing?*

**Class 4: September 28, 2017: Analyzing the Market**

Assignments due: Group N<sup>o</sup>. 2—Presentation

Required readings: *Affordable Housing in New York?*

**Class 5: October 5, 2017: Determining the Envelope**

Assignments due: Group N<sup>o</sup>. 3—Presentation

Required readings: *Zoning Handbook, Zoning for Quality and Affordability, Mandatory Inclusionary Housing*

**Class 6: October 12, 2017: Evaluating the Financing**

Assignments due: Group N<sup>o</sup>. 4—Presentation

Required readings: *Professional Real Estate Development: the ULI Guide to the Business*

**Class 7: October 19, 2017: MIDTERM REVIEW**

Assignments due: Group N<sup>os</sup>. 1 through 4—RFP Presentation and Review

Required readings: n/a

**Class 8: October 26, 2017: Creating your Narrative**

Assignments due: n/a

Required readings: *Cities for People*

**Class 9: November 2, 2017: Planning your Program**

Assignments due: Group N<sup>os</sup>. 1 and 2—Progress Pin-Up

Required readings: n/a

**Class 10: November 9, 2017: Designing your Project**

Assignments due: n/a

Required readings: *Housing Design: A Manual*

**Class 11: November 16, 2017: Financing your Proposal**

Assignments due: Group N<sup>os.</sup> 3 and 4—Progress Pin-Up

Required readings: n/a

**Class 12: November 23, 2017: THANKSGIVING BREAK**

**Class 13: November 30, 2017: Presenting your Vision**

Assignments due: Group N<sup>os.</sup> 1 through 4—Mock Presentation

Required readings: n/a

**Class 14: December 7, 2017: FINAL REVIEW**

Assignments due: Group N<sup>os.</sup> 1 through 4—Proposal Presentation and Review

Required readings: n/a

**VI. FINAL EXAMS AND PROJECTS**

**Midterm Presentation, Final Presentation, and Submission Requirements**

Subject to further modification as the semester progresses, each team is required to complete, present and submit an RFP comprised of one (1) printed, bound, 8.5x11 full-color booklet incorporating all of the material necessary to properly communicate the intention of this RFP as described and determined throughout the semester; and an RFP Response comprised of two (2) printed 30”x40” full-color boards and one (1) printed, bound, 8.5x11 full-color booklet incorporating all of the material necessary to properly respond to this RFP as described and determined throughout the semester.