

Request for Proposal No.: ICMAHO/PM Production Design/2018

Questions/Answers

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION
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icma.org

1. You mention using an established, layout-ready design template. Does that already exist OR will the firm you choose design that template for the first issue and then use that template throughout the remainder of the year for each issue.

ICMA response: The current template already exists and the chosen firm will create the issues using that template. While we are contemplating a redesign, any redesigns would be done apart from the monthly layout so as to not disrupt the flow of the magazine production process. Redesign is a separate scope of work and is not part of this RFP. Should PM/ICMA require a firm to redesign the magazine, that request will be put out at a later date, as a separate RFP. The firm chosen for layout may compete for that contract as well.

If the magazine is redesigned, a new template will be provided and production will continue on as usual, just with a new design. If a redesign required changes in scope (for example, we expanded each issue an extra 16 pages), we would renegotiate with the layout vendor.

2. If we are designing the first magazine issue how closely does each following monthly issue need to be? Same fonts and styles, layout etc. with different covers and photos or does each month really start over with design?

ICMA response: The magazine runs along an established template. Cover and feature article layouts change to suit the subject matter and word count, and require the creativity of the layout designer, but most fonts, styles, etc. are consistent from month to month.

Two example issues can be accessed here:

Jan/Feb 2018:

https://www.dropbox.com/s/e4htelukaufu52s/0118_PM_FullBook_LoRes.pdf?dl=0

November 2017:

https://www.dropbox.com/s/q5dtdykgmdby474/1117_PM_FullBook_ToPrint_LoRes.pdf?dl=0

3. If we are NOT designing a new magazine (not redesigning) and template is provided, what format is the layout-ready design template in?

ICMA response: You will be picking up from previous issues in InDesign format. Each issue has a highly-structured and easy-to-follow set of paragraph and character styles in the InDesign document, and all fonts and recurring links will be provided. The winning

respondent may alter the InDesign file's internal structure to suit their preferred workflow and naming conventions.

4. We have a contract with Thinkstock for stock photos. We can factor in that costs. IF you would like us to use other photos NOT in our photo bank are you able to reimburse for photos?

ICMA response: To date, PM has not requested use of photos that are not in a designer's photo bank. Sometimes PM will supply photos to accompany articles that are provided by authors. If it happens that only a for-purchase photo from outside either the firm's or PM's photo banks will do, PM will purchase the photo or reimburse the designer upon layout approval from PM staff.

5. Will you have a lot of pull quotes or info graphics in the magazine that is needed? If so, do you estimate how many per issue?

ICMA response: Yes, there are pull quotes. An estimate for one issue with 10 to 13 articles is 15 of them.

6. Would we have to ever design advertisements or do we get the traffic advertisements from the editor or ad agency print ready and we just insert?

ICMA response: Ads supplied by editor or ad agency. In the past 9 years, the designer has needed to design maybe 2 small-sized [professional card] ads.

7. It says deliver in XML format. We use Adobe products. Is print ready PDF fine? What files would the printer need? You also state in the RFP **"Prepare and deliver each issue in XML format based on an agreed-upon schedule (see example provided in this RFP).** I do not see where the sample is that you provided. Do you have that or can you point me in the right direction?

ICMA response: We apologize, a sample was supposed to have been included with the RFP. It is attached here. This is a simple process, requiring extracting the text from the final issue, and coding it with style markers in TextEdit or a similar free app, so it can be easily imported into our website.

8. Converting the magazine layout to an online publication. Do you use a third party vendor like "issuu" or would you like us to provide an online PDF version? Or is there another way you would like it presented on the web?

ICMA response: The current workflow is to post the final PDF on the web and also post much of the content on the web in HTML format, which is why we ask for the XML files. Beyond those two methods, which are already part of the scope, we are exploring new ways of presenting our content online. If you have any other processes you use or recommend, please detail them in the proposal, with the additional fixed-cost amount that adding this to each month's workflow would cost. This should be separate from the monthly fixed cost

for layout as we are still in the exploratory phase of expanding to digital, and do not want to bundle it in with the layout price.

9. For the sample timeline you have initial proof to client mid month. Client gives vendor edits back on or around the 20th then the 23rd to the 27th is final exchange of proofs. How many rounds of edits would the vendor likely to make in that week?

ICMA response: Usually 2 rounds of serious editorial and layout changes; can be 1 or 2 more with minor editorial changes.

10. Are you open to a Canadian agency for this RFP, considering we have worked across the US and are doing so currently? (we see you have indicated the submission of a W8, so we take this to understand that you are open to it)

ICMA response: Yes. Please provide pricing in USD.

11. Could you let us know if there are any scoring metrics associated with the geography of the agency?

ICMA response: All work can be done online so geography is not a consideration.

12. Could you let us know what the budget is for this work?

ICMA response: ICMA is a cost conscious 501(c)3 organization. Please provide your most competitive pricing including any available discounts.

13. For the digital publication, are we to only provide for the details of the options or would you like to see pricing as well?

ICMA response: please provide details and pricing per issue.

14. Traditionally we do not provide for annual revenue figures for RFPs, would you be comfortable if we did not do so? We can provide for reference letters from our financial institution and our accountant, along with providing for our D&B # for you to look us up independent of our own records should you like to do so.

ICMA response: Please provide adequate responses to the requirements in the RFP.

15. With reference to the advertisements, I am looking to confirm that we are to only place the same and not look for appropriate advertisers for your publication. Could you confirm?

ICMA response: Yes, this is correct.

16. For image searches and procurement for the same, could you estimate on average how many articles or pages would require visuals and how many?

ICMA response: Refer to available PDF of a sample issue

17. Would we be able to see a couple of the finalized magazines to review the same for our proposal?

ICMA response: Refer to available PDF

18. Could you verify that we are to only review the content as it pertains to our work for layout and visuals and not to identify any copy issues and/or provide for any editing/copywriting services for the same "Review content, raise questions, and discuss ideas in monthly meetings (by phone or by email) with the editor." ?

ICMA response: This is correct. No editorial work, only design and production.

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1 <?xml version="1.0" encoding="UTF-8" standalone="yes"?>
2 <Root><div>
3 <h1>Brownfields As a Mainstream Investment </h1>
4
5 <h2>Core to land use decision making </h2>
6 <p.byline>By Tad McGalliard </p.byline>
7
8 <p>It can be argued that one of the most innovative and successful
... outcomes to emerge from the past 30 years of sustainability are the
... policies, programs, public private partnerships, and more that have been
... created to help clean up and reuse brownfields. </p>
9 <p>During this time, local governments have increased their knowledge
... about brownfields and have begun to mainstream their cleanup and
... redevelopment as part of their core responsibilities. Local governments
... lead or support brownfields redevelopment in a number of ways, as
... described next. </p>
10
11 <h3>Planning for Better Places </h3>
12 <p>Local governments are incorporating brownfield redevelopment goals and
... objectives into their commonly used plans and strategies, including those
... that are focused on sustainability and livability, economic development,
... region-al transportation, disaster and hazard mitigation, small-area
... designations, parks, and recreation and open space. </p>
13 <p>The community of Russellville, Kentucky, for instance, met several
... goals in various plans through redevelopment of a former car dealership to
... create a new fire station and sports and recreation fields as well as
... green infrastructure.1 </p>
14 <p>The award-winning Mecklenburg Livable Communities Plan (Mecklenburg
... County, North Carolina, http://livablemeck.com/plan/mlcp.pdf) includes key
... strategies, actions, and measures focused on brownfields and vacant land
... (see Figure 1). </p>
15
16 <h3>Facilitating Engagement </h3>
17 <p>Tools to connect community stakeholders—residents and businesses
... alike—in robust engagement approaches are more widely used now for
... brownfields projects than ever before. While such traditional approaches
... as public meetings are still available, it is far easier to reach
... constituents through online, social media, and specialized digital
... approaches. </p><p>The city of Pleasant Prairie, Wisconsin, for instance,
... used an online platform to solicit comments for a planning process
... involving the redevelopment of a former drive-in theater property. The
... city's platform received more than 335 comments on the various plan
... alternatives that were proposed for the project.2 </p>
18
19 <h3>Using and Adapting Local Financing Tools </h3>
```

20 <p>Local governments continue to suggest that some of the biggest
... challenges for cleaning up and reusing brownfield properties are those
... associated with financing. Because of their location, contamination, and
... other factors, many brownfield properties remain upside down—that is, the
... site's value is less than the cost of cleaning it up for productive reuse.
... </p>

21 <p>Creativity in leveraging and layering financing is often required to
... make the economics of a redevelopment project work. Local governments have
... long used financial tools for economic development and have adapted many
... to support local brownfields priorities. </p>

22 <p>By far the tool local governments use most widely to mitigate financial
... challenges is tax increment financing (TIF). The Pittsburgh Technology
... Center, a \$104 million development project that had struggled to get off
... the ground, is now one of the showcase redevelopment projects in the city
... of Pittsburgh, Pennsylvania. In addition to various sources of local and
... state government funding, a \$7.4 million TIF program was used to finance
... the remainder of the project.³ </p>

23 <p>In many places, communities have established other financial approaches
... to foster redevelopment, including property and income tax credits or
... adjustments, special tax districts, loan guarantees and revolving loan
... funds, direct grants, and municipal bond programs. </p>

24 <p>Many local governments have worked with development financing
... institutions to secure new market tax credits to help propel brownfields
... projects forward. While not widespread, some communities have begun to
... look toward foundation and philanthropic organizations as possible
... financial partners for redevelopment projects. </p>

25 <p>A project to redevelop a municipal dump into a library in
... Shepherdstown, West Virginia, received several hundred thousand dollars in
... foundation grants to support the initiative.⁴ </p>

26 <p>Some communities have also created public-private partnerships (P3) to
... meet the goals of a local project. In Owensboro, Kentucky, the city's need
... for a new convention center led local developers to become partners on a
... local riverfront brownfields project that has stimulated redevelopment
... across the city's core, creating a robust pace of new public and private
... investments.⁵ </p>

27

28 <h3>Exercising Nonfinancial Tools </h3>

29 <p>A variety of nonfinancial tools have been adapted or developed to
... support brownfields development. In many places, for example, local
... governments offer some level of support to conduct environmental site
... assessments of properties. </p>

30 <p>Tampa, Florida's brownfields program offers targeted environmental site
... assessments.⁶ Other commonly used tools include infrastructure
... improvements to improve the value of areas, neighborhoods, and communities
... ripe for redevelopment; assistance with land aggregation and land banking;

30... expedited permitting; planning, design, and engineering assistance; and
... density allowances. </p>
31
32 <h3>The Value of Investing in Brownfields Redevelopment </h3>
33 <p>According to recent ICMA survey data (forthcoming Brownfields and Local
... Governments 2018 Survey Report), local government practitioners have these
... reasons to believe that their jurisdictions should invest human and
... financial resources in local brownfields actions: </p>
34
35 <p>• Protecting the environment as well as the public health of local and
... regional residents. </p>
36 <p>• Eliminating blight and increasing local tax bases. </p>
37 <p>• Creating jobs and economic opportunity. </p>
38 <p>• Prepping land for new commercial activities to develop. </p>
39 <p>• Creating more livable communities. </p>
40
41 <p>Across the U.S., thousands of brownfield properties have been
... redeveloped; however, there are likely hundreds of thousands more to go in
... large and small communities. Although precise numbers are hard to come by,
... most communities have some level of brownfields or redevelopment
... challenges. </p>
42 <p>The continued maturation of local expertise in dealing with these kinds
... of community issues is likely to be necessary for the foreseeable future.
... Local governments—in tandem with residents, elected leaders, and community
... organizations—have a lot at stake, and even more to gain. </p><p>The
... creativity, resourcefulness, and all-around management and leadership
... skills of the typical professional local government practitioner are just
... what the situation calls for . . . and reason to be hopeful about the
... future. </p>
43
44 <p.endnote>Endnotes and Resources: </p.endnote>
45 <p.endnote>1
... [http://dca.ky.gov/Case%20Studies%20Library/
... CaseStudy2012RussellvilleFireStation.pdf](http://dca.ky.gov/Case%20Studies%20Library/CaseStudy2012RussellvilleFireStation.pdf). </p.endnote>
46 <p.endnote>2
... [http://www.pleasantprairieonline.com/openvillagehall/index.asp?pd_url=http
... %3A%2F%2Fwww.peakdemocracy.com%2Fp%2F173#peak_democracy](http://www.pleasantprairieonline.com/openvillagehall/index.asp?pd_url=http%3A%2F%2Fwww.peakdemocracy.com%2Fp%2F173#peak_democracy). </p.endnote>
47 <p.endnote>3
... [https://www.cmu.edu/steinbrenner/brownfields/Case%20Studies/pdf/pittsburgh
... %20 technology%20center%20-%20LTV.pdf](https://www.cmu.edu/steinbrenner/brownfields/Case%20Studies/pdf/pittsburgh%20technology%20center%20-%20LTV.pdf). </p.endnote>
48 <p.endnote>4
... [https://www.epa.gov/sites/production/files/2015-11/documents/
... shepherdstown_ success_story.pdf](https://www.epa.gov/sites/production/files/2015-11/documents/shepherdstown_success_story.pdf). </p.endnote>
49 <p.endnote>5
... <http://www.lanereport.com/22530/2013/07/owensboro-new-downtown-riverfront>.

49... </p.endnote>
50 <p.endnote>6
... [https://www.tampagov.net/economic-and-urban-development/programs/
... brownfields-assessment-grant-program.](https://www.tampagov.net/economic-and-urban-development/programs/brownfields-assessment-grant-program) </p.endnote>
51
52 <p>Figure 1. Mecklenburg Livable Communities Plan. </p>
53 <p>Mecklenburg County, North Carolina, has been concerned about brownfield
... redevelopment goals and objectives for some time and developed a specific
... plan (<http://livablemeck.com/plan/mlcp.pdf>) to address them. Here's an
... excerpt from that plan: </p>
54
55 <p>Strategy </p>
56 <p>• Promote the redevelopment, reuse, and rehabilitation of declining and
... vacant properties. </p>
57
58 <p>Actions </p>
59 <p>• Adjust and adopt local government policies and zoning regulations to
... provide flexible redevelopment of declining and vacant properties.
... </p><p>• Develop a temporary infill strategy, including audit of locations
... and countywide map to encourage infill and redevelopment. </p>
60 <p>• Preserve history through the repurposing of older structures and
... analyze architecture in communities to identify well-designed and
... culturally significant structures. </p>
61 <p>• Support developers' integration of local plans and use of other local
... government tools. </p>
62 <p>• Promote well-designed, artistic, and iconic structures in developed
... areas. </p>
63
64 <p>Measures </p>
65 <p>• Infill and redevelopment activity: Number of residential and
... commercial building permits in targeted reinvestment areas in Mecklenburg
... County, North Carolina. </p>
66
67 <p>Brownfields Conference 21 Years in the Making </p>
68 <p>For more than two decades, ICMA has partnered with the United States
... Environmental Protection Agency (EPA) on the National Brownfields
... Conference. Roughly equal in size to ICMA's own annual conference, the
... brownfields conference attracts several thousand registrants, more than
... 100 exhibitors, and offers more than 125 educational sessions, special
... events, and networking opportunities. </p>
69 <p>In 1996, a cross-section of stakeholders came together in Pittsburgh
... for the very first brownfields conference. The conference's return to
... Pittsburgh in December 2017 (www.brownfields2017.org) offers an
... opportunity to reflect on the maturation of the brownfields sector, as
... well as the continuing importance of local government policies, programs,

69... and partnerships that support the clean-up and production of formerly used
... manufacturing and commercial properties. </p>
70
71 <p>Brownfields Roots </p>
72 <p>The period from 1965 to 2008 brought a series of national laws into
... existence that have basically established the framework for today's
... national, state, regional, and local environmental management system.
... During the 1960s, the Solid Waste Disposal Act and the National
... Environmental Policy Act were signed into legislation. In 1970, President
... Richard Nixon's administration founded EPA. The Clean Air Act of 1970
... established regulatory requirements for air emissions from stationary and
... mobile sources of pollutants. </p>
73 <p>The Clean Water Act (1972), as the name suggests, set guidelines for
... the discharge of contaminants into U.S. waters. Other key legislation
... included the Endangered Species Act (1973), the Safe Drinking Water Act
... (1974), the Resource Conservation and Recovery Act (RCRA) (1976), the
... Pollution Prevention Act (1990), and the Comprehensive Environmental
... Response, Compensation, and Liability Act (CERCLA) (1980). </p>
74 <p>CERCLA, or Superfund as it's often called, provides mechanisms to clean
... up uncontrolled or abandoned hazardous sites and to protect environmental
... and public health from toxic exposures. </p>
75 <p>As of 2017, more than 1,000 sites remain on the National Priorities
... List (NPL), an EPA-maintained database of the dirtiest former commercial
... and government (e.g., former military bases) properties across the
... country. </p>
76
77 <p>The Conundrum </p>
78 <p>A key element of Superfund established that a polluter pays principle,
... which opened the door for regulatory agencies to define potentially
... responsible parties, or PRP, that could be on the hook for cleanup costs
... associated with sites listed on the Superfund NPL. </p>
79 <p>In the years after Superfund authorization, local governments across
... the U.S. took note that lenders for real estate deals, particularly in
... urban areas, were increasingly risk averse to investment on formerly used
... properties, citing a fear of becoming a PRP. </p>
80 <p>Interpretations of the regulatory framework associated with the
... Superfund law suggested that all past, present, and future property owners
... of formerly used sites could be liable for contamination. With this
... mindset, many owners of various kinds of properties—even such small
... parcels as gas stations—abandoned their sites and declared bankruptcy
... rather than face the prospect of expensive lawsuits. And, because future
... property owners were held liable, the sites remained undesirable to
... developers and investors. </p>
81 <p>In the early 1990s, EPA created the national brownfields program to
... develop research, programming, and grant funding to help local communities

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81... overcome the challenges of potentially contaminated properties. In a
... significant move, the Small Business Liability Relief and Brownfields
... Revitalization Act (2002) amended Superfund by clarifying CERCLA liability
... protections and providing funds to support various state, tribal, and
... local partners. </p>
82
83 <p.author>Tad McGalliard is director, research and policy and strategic
... development, ICMA, Washington, D.C. (tmcgalliard@icma.org).</p.author>
84
85 <Image href_fmt="images/iStock-502777200_Feat_1_fmt.jpg"
... href="file:///images/iStock-502777200_Feat_1.jpg"></Image>
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... href="file:///images/McGulilard%2c_Tad_-_Feature.jpg"></Image>
89 </div></Root>
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