

COURSE SYLLABUS
THE ART OF THE RFP RESPONSE
SUMMER (A) 2017
PLAN A6378
1.5 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

Objective

To introduce and implement various strategies for planning and preparing a creative and competitive response to real estate requests for proposals (RFPs); develop core competencies in evaluating real estate opportunities, creating value, forming a proposal, and presenting a convincing and compelling written, verbal, and visual presentation.

Description

Since Mayor de Blasio took office in January of 2014, the City of New York and its sister agencies, have released thousands of Requests for Proposals, or RFPs, many of which include tremendous opportunities for creative developers with a clear vision to transform the urban landscape, impact the real estate market, and affect meaningful change in our city. The gateway to these opportunities is being able to navigate the RFP Process, and there is often very little separating a successful response and a disastrous one.

This studio-based class will introduce students to the art of preparing a successful RFP Response using an RFP recently released by the New York Department of Housing Preservation and Development (HPD): the 2016 SustainNYC RFP located on 111th Street in East Harlem.

The class as a group shall evaluate the scope of work called for in the RFP, analyze the possibilities within the RFP given current trends in the market, make-up of the neighborhood, and interests in the community, and identify dormant opportunities and avoid hidden pitfalls. In assigned teams of 3 and 4 students, students 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; and present a winning proposal specific to the East 111th Street site.

II. COURSE REQUIREMENTS AND ASSIGNMENTS

Threshold Requirements

Students are required to attend all six (6) classes; students are strongly encouraged to attend all five (5) tutorials and it is fully expected that at least one representative from each group be in attendance for each of the 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 Assignments 1 through 4 fully completed and on time; each individual team member shall be responsible for at least one pitch on behalf of the team; each team is required to utilize all of its members to present the Proposal 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.

III. COURSE GRADING CRITERIA

Course grading criteria are as follows:

- Completion of readings, in-class participation, and attendance: 25%
- Group assignments 1 through 4: 25%
- Individual pitch: 25%
- Final group presentation and submission: 25%

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
2. Housing New York: A Five-Borough, Ten-Year Plan; 2014; The City of New York
3. SustaiNYC Request for Proposals; June, 2016; NYC Housing Preservation & Development
4. What Is Affordable Housing?; NYC Edition; 2009; Center for Urban Pedagogy

Recommended textbook(s):

5. A History of Housing in New York City; 1990; Richard Plunz; Columbia University Press
6. Affordable Housing in New York: The People, Places, and Policies That Transformed a City; 2015; Nicholas Bloom, Matthew Lasner; Princeton University Press
7. Cities for People; 2010; Jan Gehl, Richard Rogers; Island Press
8. How to Kill a City: Gentrification, Inequality, and the Fight for the Neighborhood; 2017; Peter Moskowitz; Nation Books
9. Housing Design: A Manual; 2nd Edition, 2012; Bernard Leupen, Harald Mooij; NAI010 Publishers
10. Professional Real Estate Development: the ULI Guide to the Business; 3rd Edition, 2012; Richard Peiser, David Hamilton; Urban Land Institute

V. COURSE OUTLINE

Class 1: June 1, 2017: An Introduction to Procurement, Handicapping, and East Harlem

Assignments due: *n/a*

Required readings: *SustaiNYC Request for Proposals*

Recommended readings: *Affordable Housing in New York: The People, Places, and Policies That Transformed a City*

Class 2: June 8, 2017: Understanding the Community, Evaluating the Site

Assignments due: Pitch N^o. 1—“*Know Your Neighborhood(s)*”

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

Recommended readings: *Cities for People*

Class 3: June 15, 2017: Programming Space, Developing a Massing

Assignments due: Pitch N^o. 2—“*Know Your Massing(s)*”

Required readings: *Zoning Handbook*

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

Class 4: June 22, 2017: Building the Pro-Forma, Creating Value

Assignments due: Pitch N^o. 3—“*Know Your Program(s)*”

Required readings: *What is Affordable Housing?*

Recommended readings: *Housing Design: A Manual*

Class 5: June 29, 2017: Understanding the Narrative, Communicating a Vision

Assignments due: Pitch N^o. 4—“*Know Your Value(s)*”

Required readings: *n/a*

Recommended readings: *How to Kill a City*

Class 6: July 6, 2017: Final Presentations

Assignments due: Final Pitch & Final Submission

Required readings: *n/a*

Recommended readings: *A History of Housing in New York City*

VI. FINAL EXAMS AND PROJECTS

Final Presentation and Submission Requirements

Subject to further modification as the semester progresses, each team is required to complete, present and submit 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.