

**YOUNGSTOWN BUSINESS INCUBATOR
THE VINDICATOR BUILDING – 107 VINDICATOR SQUARE, YOUNGSTOWN, OHIO**

**REQUEST FOR PROPOSALS:
PROFESSIONAL OWNERS REPRESENTATION AND REDEVELOPMENT PLANNING**

AUGUST 16, 2024

INTRODUCTION

THE YOUNGSTOWN BUSINESS INCUBATOR (YBI) IS SEEKING PROPOSALS FROM QUALIFIED AND EXPERIENCED OWNERS REPRESENTATIVES AND CONSULTANTS WITH AMPLE CAPACITY TO PREPARE A REDEVELOPMENT PLAN AND STRATEGY FOR THE FORMER VINDICATOR BUILDING, LOCATED IN DOWNTOWN YOUNGSTOWN, OHIO.

THE VINDICATOR PROJECT IS ONE OF THE MOST IMPORTANT STRATEGIC REDEVELOPMENT SITES FOR THE REGION AND WILL ACT AS A CATALYST TO INCREASE ECONOMIC GROWTH BY PROVIDING A FACILITY THAT CAN MEET THE POWER AND SPACE REQUIREMENTS NEEDED TO HOUSE GROWING ADDITIVE MANUFACTURING ORGANIZATIONS.

THE PURPOSE OF THIS SCOPE OF WORK IS TWOFOLD:

FIRSTLY, TO ASSIST THE YBI IN PROGRESSING THEIR MISSION OF RE-SHORING MANUFACTURING WITHIN THE MAHONING VALLEY BY CREATING A DEVELOPMENT PLAN AND STRATEGY FOR THE VINDICATOR BUILDING THAT CONSIDERS THE END USE OF THE SPACE, THE FEASIBILITY OF THE STRUCTURE IN HOUSING SPECIFIC MANUFACTURING PROCESSES, THE REQUIREMENTS OF CURRENT AND FUTURE FUNDING SOURCES, AND ENSURING ONGOING OPERATIONAL/FINANCIAL SUSTAINABILITY.

AND SECONDLY, TO FACILITATE PROCUREMENT AND MANAGEMENT OF ALL NECESSARY TECHNICAL SPECIALISTS AND THEIR PROCEDURES THAT ARE NEEDED TO TRANSLATE THE DEVELOPMENT PLAN INTO ACTIONABLE DRAWINGS AND RENDERINGS THAT CONSIDER THE NEEDS OF A COMPLEX CAPITAL SOURCE STRUCTURE AS WELL AS THE END USES OF THE SPACE.

THEREFORE, THE PROJECT STAKEHOLDERS WISH TO HIRE PROFESSIONALS THAT ALIGN WITH THEIR CLEARLY DEFINED VISION, MISSION, VALUES, AND GOALS.

The vision for the Youngstown Innovation Hub is to establish Youngstown as the epicenter for market ready Additive Manufacturing technologies for industrial applications and leverage the technology's unique capabilities to build upon the existing Aerospace and Defense supply chain in the region.

Our vision is ambitious and to realize it we have identified key focus areas that will drive our efforts. Together, these goals and objectives will guide our actions as we work towards establishing Ohio as the nation's leader in additive manufacturing.

The goals and objectives include:

- Expansion of facilities and equipment to meet demand.
- Create programs and capabilities that will increase the amount of IP suitable for commercialization.
- Creation of a talent pipeline across all facets of the technology - from design and engineering to technicians.
- Commercialization programs that leverage the region's assets to improve the speed to market.
- Securing government, non-profit, and private capital investments.
- Supporting large and small businesses by attracting them to the Northeast Ohio (NEO) region, fostering their growth and encouraging them to stay.
- Increasing the competitiveness and market verticals of Small to Medium Enterprises (SMEs).

PROPERTY OVERVIEW

THE STRUCTURE IS LOCATED AT 107 VINDICATOR SQUARE IN YOUNGSTOWN, OHIO AND CONSISTS OF 13 PARCELS.

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The Youngstown Vindicator Building was designed in 1969 and 1970. Construction began in 1970 and was finished around 1972. There are a total of 5 levels including the lower level, mezzanine, first floor, second floor, and penthouse (third floor) total roughly 110,000 square feet. The building is a concrete framed structure with no load bearing walls. The structure was designed in its entirety for a robust uniform load of 250 pounds per square foot. The floor-to-floor heights vary by floor. In general, the building has had some minor renovations at various points in time and appears to be in good overall condition.

The building was built to be heated (building heating and domestic water heating) with District Steam from Youngstown Thermal. The originally building had its own chiller plant for cooling. Potable water is provided by Youngstown Water and the sewer is treated by the municipal wastewater plant. Electricity is provided by First Energy (Ohio Edison) via (2) independent circuits or loops. There is a natural gas fired emergency generator located in the 3rd floor

penthouse that feeds a small number of emergency panels throughout. Natural gas is supplied by Dominion East Ohio Gas. The building is protected throughout by a wet and dry fire protection system and has a separate fire line.

In general, the first and second floors were office and support spaces for the vindicator news and reporting cycles, while the lower level was for newspaper printing and production. It was stated that the paper rolls were delivered via a rail spur along the river and delivered via an underground rail to the lower level of the facility. Once the finished and bound stacks of newspapers were ready, they were brought to the first floor via the freight elevator and shipped out via the loading docks.



SUMMARY OF PROJECT STAKEHOLDERS

THE YBI, AS THE PROJECT SPONSOR AND PRIMARY CONTRACT HOLDER, AIMS TO TRANSFORM THE SITE INTO A STATE-OF-THE-ART FACILITY THAT WILL ENHANCE THEIR CAPACITY TO HOUSE GROWING ADDITIVE MANUFACTURING COMPANIES THAT HAVE UTILIZED THE SERVICES OF YBI.

THE REDEVELOPMENT OF THE VINDICATOR BUILDING IS EXPECTED TO HAVE A PROFOUND STATE AND REGIONAL IMPACT, BOOSTING ECONOMIC GROWTH, FOSTERING THE LOCAL START-UP ECONOMY, AND ACCELERATING THE LEGACY MANUFACTURING THAT YOUNGSTOWN IS KNOWN FOR, INTO THE INDUSTRY 4.0 ENVIRONMENT.

FUNDING SOURCES

THE VINDICATOR PROJECT WILL ENCOMPASS A DIVERSE ARRAY OF FUNDING SOURCES.

WHILE CERTAIN SOURCES HAVE ALREADY BEEN SECURED, OTHERS WILL BE UNLOCKED AS A DIRECT OUTCOME OF THE SUCCESSFUL COMPLETION OF THE TECHNICAL DILIGENCE, DESIGN, ENGINEERING, REMEDIATION, AND DEMOLITION PHASES. THE ACQUISITION OF SPECIFIC FUNDING SOURCES MAY BE CONTINGENT UPON THE PROGRESS MADE BY THE SELECTED REPRESENTATIVE(S) IN THEIR DESIGNATED SCOPE OF WORK.

CONSIDERING THIS DYNAMIC FUNDING ENVIRONMENT, PROJECT STAKEHOLDERS PLACE A PREMIUM ON PARTNERING WITH A PROFICIENT TEAM CAPABLE OF NOT ONLY EXECUTING THEIR ASSIGNED RESPONSIBILITIES BUT ALSO ADEPTLY FAMILIARIZING THEMSELVES WITH THE EVOLVING FUNDING LANDSCAPE. THIS ADAPTABILITY ENSURES THAT THE PROJECT CAN HARNESS ADDITIONAL FUNDING OPPORTUNITIES AS THEY ARISE, THUS MAXIMIZING THE FINANCIAL RESOURCES AVAILABLE FOR THE REALIZATION OF THE VINDICATOR BUILDINGS' REDEVELOPMENT.

PROJECT TEAMS

THE YBI IS ACTIVELY SEEKING TO COLLABORATE WITH A COMPREHENSIVE AND HOLISTIC TEAM THAT CAN SEAMLESSLY INTEGRATE EXPERTISE ACROSS TECHNICAL DILIGENCE, ARCHITECTURE, AND ENGINEERING DISCIPLINES TO SUPPORT THE PROJECT GOALS AND FUTURE REDEVELOPMENT.

AS A REQUIREMENT OF THE PROPOSAL RESPONSE, THE YBI ENCOURAGES PROFESSIONALS WITH COHESIVE AND SYNERGISTIC TEAMS THAT COLLECTIVELY REPRESENT A SPECTRUM OF SKILLS AND INSIGHTS ESSENTIAL TO THE SUCCESSFUL EXECUTION OF THIS MULTIFACETED PROJECT. THIS COLLABORATIVE APPROACH ENSURES THAT THE ENTIRE SPECTRUM OF CHALLENGES AND OPPORTUNITIES PRESENTED BY THE VINDICATOR BUILDING REDEVELOPMENT CAN BE EFFECTIVELY ADDRESSED. BY FORMING

INTEGRATED TEAMS, THE YBI IS COMMITTED TO FOSTERING A SEAMLESS FLOW OF KNOWLEDGE, CREATIVITY, AND EXPERTISE THAT WILL BE INSTRUMENTAL IN THE EXECUTION OF THIS PROJECT.

SCOPES OF WORK

RESPONDENT WILL COMPLETE THE FOLLOWING SCOPES AND PROCURE TECHNICAL SPECIALISTS TO AID IN THEIR PURSUIT THAT WILL LEAD TO A COMPLETE REDEVELOPMENT STRATEGY AND CONCEPTUAL LEVEL DESIGNS AND RENDERINGS.

REDEVELOPMENT PLAN AND STRATEGY:

- **DETERMINE END USES AND USERS**
 - **COORDINATION WITH YBI TO HIGHLIGHT INDUSTRY NEEDS AND TRENDS.**
 - **COORDINATION WITH PROSPECTIVE TENANTS TO DETERMINE SPECIFIC VS. GENERAL BUSINESS NEEDS.**
- **MAXIMIZE SPACE UTILIZATION**
 - **IN COLLABORATION WITH LICENSED ARCHITECTURAL PROFESSIONALS, ENSURE THE STRUCTURE IS UTILIZED TO THE HIGHEST EXTENT FEASIBLE TO PROVIDE OPERATIONAL SUSTAINABILITY FOR THE YBI AS WELL AS FAIR RENTS FOR PROSPECTIVE AND FUTURE TENANTS.**
- **CREATION AND PURSUIT OF A FEASIBLE CAPITAL STACK**
 - **HIGHLIGHT SPECIFIC PUBLIC AND/OR PRIVATE CAPITAL SOURCES THAT ARE FEASIBLE FOR THE PROJECT TO PURSUE.**
 - **ASSIST IN IDENTIFYING, GRANT WRITING, BUDGETING AND SECURING OF NEW FUNDS AND IMPLEMENTATION OF FUNDS THAT HAVE THAT PREVIOUSLY HAVE BEEN APPLIED FOR OR AWARDED.**
 - **ASSIST IN SECURING CAPITAL TO FUND THE PROJECT.**
- **FINANCIAL PROFORMA TO ENSURE FUTURE OPERATIONAL/FINANCIAL SUSTAINABILITY**
 - **CREATION OF A 20-YEAR OPERATIONAL PROFORMA TO PROVE FINANCIAL SUSTAINABILITY.**

- TO BE USED TO SECURE POTENTIAL DEBT.
- ASSIST IN PROCURING ANY NECESSARY TECHNICAL SPECIALISTS TO PROGRESS THE PROJECT.
 - A NON-COMPREHENSIVE LIST OF POTENTIAL SPECIALISTS COULD INCLUDE:
 - ARCHITECTURE
 - BUILDING ENCLOSURE ENGINEERING
 - MECHANICAL, ELECTRIC, PLUMBING, FIRE PROTECTION
 - SECURITY, AV, IT SPECIALISTS
 - ENVIRONMENTAL ENGINEERING
 - LEGAL & ACCOUNTING FIRMS
 - GENERAL AND ENVIRONMENTAL CONTRACTORS

OTHER CONSIDERATIONS FOR SUCCESS:

- CLEAR COMMUNICATION AND COLLABORATION AMONG VARIOUS STAKEHOLDERS, INCLUDING ENGINEERS, ARCHITECTS, CONSULTANTS, AND REGULATORY BODIES.
- THOROUGH UNDERSTANDING AND ADHERENCE TO LOCAL ZONING LAWS, PERMITS, AND LAND USE REGULATIONS.
- SUSTAINABLE DESIGN PRACTICES TO MINIMIZE THE PROJECT'S ECOLOGICAL FOOTPRINT.
- REGULAR PROGRESS UPDATES AND MILESTONES TO ENSURE TRANSPARENCY AND ACCOUNTABILITY.
- RISK MANAGEMENT STRATEGIES TO ADDRESS POTENTIAL SETBACKS AND DELAYS.

WE STRONGLY ENCOURAGE ALL PROSPECTIVE RESPONDENTS TO PROPOSE ANY ADDITIONAL SCOPES OF WORK THAT THEY BELIEVE WILL CONTRIBUTE TO THE SUCCESSFUL REALIZATION OF THE PROJECT'S OBJECTIVES.

WE VALUE INNOVATIVE AND COMPREHENSIVE APPROACHES THAT CAN ENHANCE THE OVERALL QUALITY, EFFICIENCY, AND SUSTAINABILITY OF THE DEVELOPMENT. ANY SUGGESTED SUPPLEMENTARY SCOPES OF WORK SHOULD ALIGN WITH THE PROJECT'S

VISION, ADHERE TO RELEVANT REGULATIONS, AND DEMONSTRATE A CLEAR UNDERSTANDING OF THE SITE'S UNIQUE CHARACTERISTICS.

YOUR CREATIVE INPUT AND THOUGHTFUL RECOMMENDATIONS ARE GREATLY APPRECIATED AS WE AIM TO CREATE A TRULY EXCEPTIONAL PRODUCT THAT POSITIVELY IMPACTS OUR COMMUNITY.

NOTE: RESPONDENTS ARE ENCOURAGED TO AUTHOR THEIR SCOPE NARRATIVES IN ALIGNMENT TO THE PROJECT STAKEHOLDERS' VALUES.

PROPOSAL SUBMISSION:

TO FAIRLY EVALUATE ALL PROPOSALS RECEIVED, THE PROJECT STAKEHOLDER TEAM REQUESTS THAT EACH SUBMISSION ADHERE TO THE FOLLOWING FORMAT:

COVER SHEET – COMPANY NAME, COMPANY OFFICE ADDRESS, PRIMARY CONTACT, PRIMARY CONTACT EMAIL, PRIMARY CONTACT PHONE

SECTION 1 – COVER LETTER EXPLAINING HOW YOUR PROJECT TEAM WILL ADHERE TO PROJECT STAKEHOLDER'S MISSION, VISION, VALUES, GOALS (1 PAGE MAXIMUM)

SECTION 2 – LIST OF COMPANIES OR ORG CHART OF PROJECT TEAM SUBMISSION (1 PAGE) + COMPANY PROFILES (1 PAGE MAXIMUM PER COMPANY)

FOR COMPANY PROFILES INCLUDE: SERVICES PROVIDED SPECIFIC TO SCOPE, OFFICE ADDRESS CONDUCTING SCOPE OF WORK, NUMBER OF PROFESSIONALS IN OFFICE, YEARS IN BUSINESS, DISTANCE FROM SITE, NUMBER OF SUCCESSFULLY COMPLETED PROJECTS

SECTION 3 – SCOPE OF WORK + PROJECT APPROACH (6 PAGES MAXIMUM)

SECTION 4 – SCHEDULE WITH KEY MILESTONES AND DATES (2 PAGES MAXIMUM)

SECTION 5 – KEY PROJECT TEAM MEMBER(S)' EXPERIENCE AND QUALIFICATIONS (1 PAGE RESUME PER PERSON, 8 PAGES MAXIMUM)

NOTE: KEY PROJECT MEMBERS MEAN THE INDIVIDUALS WE WILL BE WORKING WITH DAY-TO-DAY. IF A PRINCIPAL OF A FIRM IS PROPOSED, THEY WILL BE EXPECTED TO BE INVOLVED IN THE DAY-TO-DAY OF THE PROJECT.

SECTION 6 – PROJECT PROFILES (1 PROFILE PER PAGE, 8 PAGE (PROJECT) MAXIMUM)

TOTAL MAXIMUM NUMBER OF PAGES: 30-40 PAGES DEPENDING ON HOW MANY COMPANIES ARE A PART OF PROJECT TEAM TO COMPLETE SCOPES

PROPOSALS THAT OMIT ANY OF THESE REQUIREMENTS MAY NOT BE CONSIDERED FOR EVALUATION.

SITE VISIT AND CLARIFICATIONS

INTERESTED FIRMS ARE INVITED TO TOUR THE PROPERTY ON WEDNESDAY, AUGUST 28, 2024 AT 10:00 AM.

PLEASE RSVP YOUR INTENT TO TOUR THE SITE TO HRUBY@YBI.ORG WITH YOUR COMPANY NAME, FIRST AND LAST NAMES OF THE INDIVIDUALS ATTENDING, AND THEIR EMAIL ADDRESSES. ALL COMMUNICATION AND ADDENDUMS THROUGHOUT THE PROCUREMENT PROCESS WILL BE SENT TO THESE EMAIL ADDRESSES AND ALSO POSTED ON THE YBI WEBSITE: WWW.YBI.ORG.

Interested parties that are unable to attend should reach out to the provided email to express interest and to be added to our list for any updates.

REPRESENTATIVES FROM THE YOUNGSTOWN BUSINESS INCUBATOR, BUILDING OWNER AND LOCAL ECONOMIC DEVELOPMENT PROFESSIONALS MAY BE PRESENT.

ALL QUESTIONS AND CLARIFICATIONS SHOULD BE SUBMITTED VIA EMAIL TO HEIDI RUBY, THE YOUNGSTOWN BUSINESS INCUBATOR, HRUBY@YBI.ORG NO LATER THAN FRIDAY, SEPTEMBER 6, 2024 AT 5PM.

RESPONSES TO ALL QUESTIONS AND CLARIFICATIONS SHALL BE RELEASED VIA AN ADDENDUM TO ALL PARTIES THAT EXPRESS INTEREST IN THIS PROJECT.

CONTRACT AND SUBMISSION

ALL CONTRACTS WILL BE HELD WITH THE DEVELOPER, THE YOUNGSTOWN BUSINESS INCUBATOR (YBI).

WRITTEN PROPOSALS SHOULD BE ADDRESSED TO:

**THE YOUNGSTOWN BUSINESS INCUBATOR
ATTN: HEIDI RUBY
241 W. FEDERAL ST.
YOUNGSTOWN, OH 44503.**

BY 2:00 PM, MONDAY, SEPTEMBER 30, 2024, ALL PROPOSALS SHOULD BE SUBMITTED DIGITALLY VIA EMAIL, WITH SUBJECT LINE “YBI VINDICATOR 2 BUILDING “IN A PDF FORMAT TO:

INFO@YBI.ORG

ONCE SENT, A MEMBER OF THE YOUNGSTOWN BUSINESS INCUBATOR TEAM WILL CONFIRM SUCCESSFUL RECEIPT OF THE PROPOSAL.

PROCUREMENT SCHEDULE

TASK / MILESTONE	DATE (2024)	TIME	NOTES
RFP RELEASED	8/16/24	N/A	YBI.ORG WEBSITE, TRIBUNE CHRONICLE NEWSPAPER
SITE TOUR(S)	8/28/24	10:00 AM	107 VINDICATOR SQ.
QUESTIONS / CLARIFICATIONS DUE	9/6/24	5:00 PM	
QUESTIONS / CLARIFICATIONS RESPONSES	9/13/24	5:00 PM	
PROPOSALS DUE	9/30/24	2:00 PM	
WRITTEN PROPOSAL SCORING	10/1-10/4/24		
ANNOUNCEMENT OF RESULTS	10/4/24		VIA EMAIL AND YBI.ORG
SHORT-LISTED PROJECT TEAM IN PERSON INTERVIEWS (TOP 3)	10/7-10/11/24	TBD	SCHEDULING BASED UPON COMMITTEE AVAILABILITY
FINAL SELECTION ANNOUNCEMENT	11/1/24		VIA EMAIL AND YBI.ORG
CONTRACT NEGOTIATIONS / FINALIZATION	10/14-10/25/24		SCHEDULES WILL BE BASED ON COMMITTEE MEMBERS AVAILABILITY.
MOBILIZATION / START DATE	TBD	TBD	

NOTE: THE YOUNGSTOWN BUSINESS INCUBATOR RESERVE THE RIGHT TO MODIFY THE PROCUREMENT SCHEDULE DURING AND AFTER THE FORMAL RFP PROCESS.

EVALUATION CRITERIA OF WRITTEN PROPOSAL SUBMISSIONS AND INTERVIEWS

PROPOSALS WILL BE EVALUATED BY A COMMITTEE THAT IS MADE UP OF REPRESENTATIVES FROM THE YBI STAFF AND LOCAL ECONOMIC DEVELOPMENT PROFESSIONALS. SCORES WILL BE CALCULATED BASED ON THE FOLLOWING CRITERIA AND TABLE:

METRIC	HIGHEST POSSIBLE SCORE
ALIGNMENT WITH VISION AND MISSION	20
SCOPE OF WORK	20
SCHEDULE	20
KEY PROJECT TEAM MEMBER(S)' EXPERIENCE AND QUALIFICATIONS	20
COMPANY'S LOCAL / REGIONAL PRESENCE	20
TOTAL	100

TOTAL POSSIBLE SCORE- 100 POINTS MAXIMUM. PROJECT STAKEHOLDER TEAM WILL RANK THE RESPONSES TO THIS RFP PER THE CRITERIA LISTED ABOVE AND WILL INTERVIEW THE TOP 3 PROJECT TEAMS.

THE SAME SCORING CRITERIA WILL BE RE-APPLIED TO THE TOP 3 PROJECT TEAM INTERVIEWS.

THE HIGHEST-SCORING PROJECT TEAM WILL ENTER CONTRACT NEGOTIATIONS WITH PROJECT STAKEHOLDERS.

IF NEGOTIATIONS ARE UNSUCCESSFUL, THE NEGOTIATIONS WILL BE TERMINATED, AND THE PROJECT STAKEHOLDER TEAM WILL NEGOTIATE WITH THE SECOND HIGHEST RANKED PROJECT TEAM AND THEN THE 3RD.

THANK YOU