Request for Qualifications
Vel R. Phillips Plaza
Artist Commission

Issued: August 17, 2023
Due Date: October 9, 2023

Image credit: Acts Housing
I. DESCRIPTION OF ARTIST COMMISSION OPPORTUNITY

The City of Milwaukee is transforming a surface parking lot into an activated social space to be named after Vel R. Phillips, one of the country’s leading Black woman jurists, politicians and civil rights leaders who was born and raised in Milwaukee.

Unique for the Plaza will be an original art work that honors Vel R. Phillips. The final art work will be a creative expression of her work breaking many social and cultural barriers for women, and for women of color, in Wisconsin as well as the United States. Elsewhere on the Plaza will be informational kiosks that provide information on Vel R. Phillips and her vital contributions to our community and our nation and providing context for and information on the final commissioned art work.

Goals for the Artist Commission include:

- the permanent placement of an art work of significant aesthetic value in today’s world
- the art work will engage Plaza users, downtown workers, residents, and visitors for a meaningful cultural experience
- the work will provide a focal point of attention in what will become a newly-bustling, multi-use space and will be visible to the surrounding areas
- the work will be of durable materials able to withstand weather and human interaction
- the work represents an engaged artistic practice

The all-inclusive budget for the Artist Commission is $600,000.
About Vel R. Phillips

We ask Artist/Artist Teams to consider Vel R. Phillips’ groundbreaking work, and the specific historical forces, political overlays and modern challenges that have shaped Milwaukee. The final chosen Artist/Artist Team will demonstrate an understanding of the nationwide/global consideration of monuments, and how we honor citizens and why.

Vel R. Phillips’s life dates:
February 18, 1924 – April 17, 2018

Vel R. Phillips quote:
“What have you done, today, that’s good?”

Vel R. Phillips’s many firsts:
• **1951**: First Black woman to graduate from the University of Wisconsin-Madison Law School
• **1956**: First woman and first Black citizen elected to Milwaukee’s Common Council
• **1960**: First Black citizen elected to the National Committee of either major political party
• **1971**: First woman judge in Milwaukee County, and first Black judge in Wisconsin
• **1978**: First Black citizen, and first woman, elected to statewide office (Secretary of State)
II. Phase 1: Submission of Qualifications

Professional Artists/Artist Teams interested in the Vel R. Phillips Plaza Commission are invited to submit their Qualifications for the first-round review by an Art Committee. Members of the Art Committee include curators, arts experts, community members, artists, members of the design team, City officials and staff who bring a variety of skills and backgrounds to the process. We encourage Artists/Artist Teams to consider the complex challenge of embodying Vel R. Phillips’s impact on our social, cultural and political landscapes.

Artist/Artist Team Qualification packages must include the following four elements (details below):

1. Cover Page
2. Résumé
3. Up to fifteen (15) images of works
4. 500-word Artist/Artist Team Statement

The Art Committee will weigh Qualifications based on the following criteria:

- history of Artist/Artist Team’s artistic accomplishments either outdoors or indoors, particularly a Commission by a municipality with its attendant guidelines and decision-making thresholds (25%)
- a demonstrated ability to use the budget as intended; demonstrated knowledge of materials and fabrication methods; or a practice that demonstrates material facility, problem-solving skills and ability to create a durable art work (25%)
- a distinct, innovative visual aesthetic that addresses place, that challenges our ideas about art and can communicate to a wide range of visitors (25%)
- the Artist/Artist Team’s stated connection and understanding of how Vel Phillips was a change-maker for the community and the country; an understanding of the value citizens of color have in shaping society (25%)
- The City of Milwaukee supports Local Business Enterprises [LBE] and Socially Responsible Contractors [SRC] in procurement efforts like this RFQ. Qualifying for and submitting the LBE and/or SRC paperwork is not mandatory to be considered for this RFQ.

If an Artist/Artist team qualifies for one or both two designated categories and submit the forms attached to this RFQ, they can be awarded a maximum of an additional 5 points towards their Phase I total.

For more information on LBE and SRC, see the following links:
https://city.milwaukee.gov/Purchasing/Programs/LBE
https://city.milwaukee.gov/Purchasing/Programs/Socially-Responsible-Contractors-SRC-Program

Once the Art Committee has reviewed and scored all Artist/Artist Team Qualifications, the Committee will select the top three candidates to develop a detailed Phase II Project Proposal upon signing a Memorandum of Understanding [MoU]. (Details on next steps are below.)
How to Submit Qualifications

Before submitting, Artists/Artist Teams must consider their ability and willingness to complete the Commission within the budget and timeframe outlined below. Artists/Artist Teams must commit to active collaboration with the City, Art Manager and design teams. If your schedule and prior commitments are an issue, we thank you for stepping aside and allowing other Artists/Artist Teams, who can fulfill the goals of this Artist Commission, to proceed.

All Qualifications must be submitted in a single PDF document in the following order:

1. A one-page cover page including:
   - Artist/Artist Team members’ name(s), address(es), email(s), studio phone(s), mobile phone(s).
     - If a Team is submitting, please indicate who is the primary contact for the Artist Commission Phase I process.
   - a list of three professional references (curator, public art administrator, other) including name, title, organization, email, phone number, reason for inclusion
   - do you qualify as a) Local Business Enterprise or b) Socially Responsible Contractor? Please answer Yes or No and submit the appropriate form attached to this RFQ. Qualification is not mandatory.

2. Artist/Artist Team résumé, up to three pages, focused on public art commissions or exhibitions of relevant scale and scope; articles, monographs, catalogues.

3. Up to 15 work samples numbered 1-15 that show previous public art works; sculpture and work in diverse materials relevant to this Commission should be prioritized as part of the 15 work samples:
   - a corresponding numbered sheet of information must include the following:
     - applicant’s name (Artist/Artist Team name does not need to be listed beyond Work Sample #1)
     - title & date of work
     - medium
     - art work dimensions (height, width, depth)
     - commissioning entity or exhibition sponsor (e.g., a gallery, museum, municipality)

4. A 500-word Artist/Artist Team statement answering the following three discussion prompts:
   a. What is your approach to making art; how do you feel your work engages audiences?
   b. Discuss one key experience working in the public realm (or within a complex installation environment) that would help us understand your ability to problem solve and communicate to a team with diverse backgrounds and goals.
     - When working on a large-scale project, what kind of a team do you assemble (e.g., studio manager, engineer, fabrication team, intern, etc.)?
     - If you have not yet created a work of public art, how do you intend to translate your work into a meaningful response to the opportunity at the Vel R. Phillips Plaza?
- The City of Milwaukee holds strict non-discriminatory practices, what steps will you take to assemble the appropriate, diverse team to meet the challenges of this public project?

c. What are your thoughts about the importance of this opportunity at a time of shifting discourse around public art in our shared landscape and why? What is your relationship to the accomplishments of leaders like Vel R. Phillips?

The size of this pdf file should be **no larger than 35MB**; there is no guarantee of receipt.

Artist/Artist Teams whose Qualifications are not complete or do not comply with stated requirements will be disqualified from consideration. The City of Milwaukee and the Vel R. Phillips Plaza Art Committee reserves the right to contact Artists/Artist Teams for clarification on their proposals in Phase I.

All applicants will receive consideration for Commission without regard to sex, race, religion, color, national origin or ancestry, age, disability, lawful source of income, marital status, sexual orientation, gender identity or expression, victimhood of domestic abuse or sexual assault, past or present membership in the military service, HIV status, domestic partnership, genetic identity, homelessness, or familial status, or an individual’s affiliation or perceived affiliation with any of these categories. We encourage Artists/Artist Teams from the BIPOC (Black, Indigenous, People of Color) and ALAANA (African, Latinx, Asian, Arab, Native American) identifying communities to apply in support of Vel R. Phillips's work and legacy.

**Orientation Session**
Wednesday, September 13, 1 pm CST
https://us02web.zoom.us/j/89495434763?pwd=RkRwSThpL1VqNkdwRytSWmVBdU5kQT09

**Meeting ID:** 894 9543 4763
**Passcode:** 761167
**Find your local number:** https://us02web.zoom.us/u/kx3D2PAQO

*Attendance is optional, but recommended.*
Recording will be posted to milwaukee.gov/velrphillipsRFQ

**Submit Qualifications to**
PhillipsPlazacom@milwaukee.gov

**Qualifications due**
**October 9, 2023, 11 am CST**
Late submissions will not be accepted.
Artist/Artist Teams are cautioned to allow ample time for transmittal of proposals by email.

**Questions?**
Scott Stange, DCD Procurement and Compliance Manager at:
PhillipsPlazacom@milwaukee.gov

**Website with Plaza images**
milwaukee.gov/velrphillipsRFQ
III. LOOKING AHEAD: PHASES II AND III

Phase II: Memorandum of Understanding/Request for Proposals
The top three Artists/Artist Teams chosen by the Art Committee for Phase II will receive a $10,000 stipend to develop a detailed Project Proposal, to be paid upon receipt of the completed Project Proposal. Each Artist/Artist Team must attend a mandatory orientation session with City officials and designers that will help deepen the Artist/Artist Teams’ understanding of the site and process.

Artists/Artist Teams will be asked to sign a Memorandum of Understanding stating that they will produce a Proposal and a City Designation of Confidential Trade Secrets and Proprietary Information sheet to protect their intellectual property and proprietary information included in the Project Proposal. The City also requires a completed Affidavit of No Interest from the Artist/Artist Teams shortlisted and prior to being interviewed. This provides that no official or employee of the City, or member of the Art Committee, has or will receive anything of value in connection with the final Artist/Artist Team selection.

Budget
Artists/Artist Teams will develop a detailed budget to accompany their Project Proposal. Budgets will take into consideration the following items that must not exceed $600,000, including contingency (this is not an exhaustive list and Artist/Artist Teams will capture all the elements of their work practice):

- all Artist/Artist Team’s design and project management fees
- studio assistants
- materials and supplies
- meetings with design and construction teams; design documents review
- design renderings for City design review
- historical and site research
- travel to fabrication sites, fabrication fees
- stamped structural engineering drawings
- out-going condition report conducted before work is crated
- crating and shipping
- permits for installation
- in-coming condition report when work is uncrated in Milwaukee
- cost for/proof of General Liability, Automobile and Worker’s Compensation insurance to cover artist and assistants on site
- travel accommodations for Artist/Artist Team and assistants during installation
- storage in Milwaukee, any material disposal
- installation crew (travel, materials, per diem, other), equipment rental
- detailed instructions on maintenance, with a list of processes, cleaning materials and equipment included
- 5% contingency to cover any cost overruns
Per City requirements, 25% of the combined expenditures on professional services (soft costs) and construction (hard costs) of the installation and construction budgets must be spent on companies/individuals that are certified by the City’s Small Business Enterprises [SBE] program. For a listing of SBE firms certified by the City of Milwaukee, visit the following link, click on the “SBE Business Directory” and then click on “Search for Certified Firms”: https://city.milwaukee.gov/Equity-and-Inclusion/Business.

Details regarding process, submission, Art Committee interview and presentation will be conveyed to the three Artist/Artist Teams during the mandatory orientation session.

**Phase III: Final Contract**

The final chosen Artist/Artist Team for the Vel R. Phillips Plaza Artist Commission will enter into a contract with the City of Milwaukee. This contract will provide guideposts for the collaborative relationship between the two partners and will support a positive connection for the benefit of the residents and visitors to the Plaza. Details on the contract will be shared with the final Artist/Artist Team.

Should the final chosen Artist/Artist Team and the City fail to negotiate a contract acceptable to both partners, the City and Art Committee reserve the right to offer the Artist Commission to the second or third Artist/Artist Team.

The Artist/Artist Team chosen for the Artist Commission will conduct a site visit (paid for by The City, outside of Artist Commission budget) to get a sense of the space, scale, materials and context of the Vel R. Phillips Plaza. Artist/Artist Team must provide a Certificate of Insurance for General Liability, Automobile and Worker’s Compensation in advance of their travel to Milwaukee. (Limits for coverage will be included with the contract.)

The Artist/Artist Team will present progress reports during the design process for feedback on constructability. The accepted proposal is subject to final approval by City of Milwaukee before construction/fabrication begins.
IV. FULL COMMISSION TIMELINE

2023

Phase I: Request for Qualifications
- Request for Qualifications release date: Thursday August 17
- On-line Orientation Session: September 13, 1 pm CST
- Questions due: Wednesday September 27
- Addendum posted (if necessary): Monday October 2
- Qualifications due: Monday October 9, 11 am CST
- Committee on-line review completed: Monday November 6, 5 pm CST
- Committee in-person review: Week of December 4
- Final Artist notifications: Week of December 18

2024

Phase II: Memorandum of Understanding/Request for Proposals
- Memorandum of Understanding and Request for Proposals to three Artists/Artist Teams: Week of January 1
- Signed MoU back to City for signature: January 26, 11 am CST
- City signed MoU to three Artists/Artist Teams: February 9, 11 am CST
- Artists/Artist Teams detailed Project Proposals due: Friday April 26, 11 am CST
- Final Committee on-line Proposal reviews: Week of May 13
- Committee interview with three finalists: Week of June 3
- Final Committee selection announced: Week of June 17

Phase III: Artist Commission
  - Contract Schedule
    - City contract/Disclosure Documents to Artist/Artist Team: Week of June 24
    - Artist/Artist Team return signed contract: July 19, 11 am CST
    - City counter-signed contract to final Artist/Artist Team: Week of July 22
  - Design Phase
    - Artist/Artist Team up-dates to Art Manager/City: Weekly
    - Artist/Artist Team video presentation 1: Week of August 28
    - Artist/Artist Team video presentation 2: Week of October 16
    - Final Artist/Artist Team video presentation 3: Tent. week of December 11
    - Final City approval: Tent. end of December

2025

Fabrication/Installation
- Fabrication begins: Week of January 6
- Artist/Artist Team up-dates to Art Manager/City: Weekly/Bi-monthly
- Begin draft for kiosk materials: Week of February 3
- Final kiosk materials approved by Artist/Artist Team and City Production of kiosk panels (outside of Artist/Artist Team budget): Week of March 10
- Artist/Artist Team begin plans for shipping/installation: Tent. week of April 7
- Art work insured, condition check, crated, shipped: Tent. week of April 28
- Art work final installation: Tent. week of May 12
More details on timeline and fee structure will be discussed at the time of contract negotiations.

The City recognizes that unavoidable events may delay the final installation of the Artist Commission; similarly, turn-around time for documents, design and fabrication may accelerate this timeline. The City and Art Manager will remain actively engaged to ensure the appropriate work flow, and subsequent payment for work as it is completed, to the mutual benefit of both parties. The City is a willing partner in ensuring the professional execution of the agreement and installation of the work that maintains the highest level of integrity for the Artist/Artist Team, the City, and its residents.
V. CITY OF MILWAUKEE DEPARTMENT OF CITY DEVELOPMENT GENERAL REQUIREMENTS

Interpretations of RFQ
No oral interpretations will be made as to the meaning of the RFQ requirements. All interpretations will be posted and answered on the Internet. If you received your RFQ from the Internet you will be responsible for keeping abreast of the addenda as they come in. All such addenda shall become a part of the RFQ, and all Artist/Apist Teams shall be bound by such, whether or not received.

Ethics
It is the policy of the City that contracts shall not be awarded to an Artist/Apist Team that includes individuals who have left City employment within the past 12 months, or individuals who are currently members of any City boards or commissions.

Equal Employment Opportunity
The Artist/Apist Teams agrees that there will not be discrimination as to race, sex, sexual orientation, religion, color, age, creed, or national origin in regards to obligation, work, and services performed under the terms of any lease ensuing from this RFQ. Artists/Apist Teams must agree to comply with Executive Order No. 11246, entitled “Equal Employment Opportunity” and as amended by Executive Order No. 11375, as supplemented by the Department of Labor Regulations (41 CFR, Part 60).

Indemnification
The Artist/Apist Team agrees that it will indemnify, save and hold harmless the City and/or the Redevelopment Authority of the City of Milwaukee (RACM), their officers, employees, or agents from and against all claims, demands, actions, damages, loss, costs, liabilities, expenses, judgments, and litigation costs, including reasonable attorney fees, photocopying expenses and expert witness fees, recovered from or asserted against the City and/or RACM on account of injury or damage to person or property or breach of contract to the extent that such damage, injury, or breach may be incident to, arising out of, or be caused, either directly or proximately, wholly or in part, by an act or omission, negligence or misconduct on the part of the Artist/Apist Team or any of its agents, servants, employees or subcontractors.

City and/or RACM shall tender the defense of any claim or action at law or in equity, arising out of or otherwise related to an act or omission, negligence, misconduct, or breach of contract on the part of the Artist/Apist Team or any of its agents, servants, employees or subcontractors, to the Artist/Apist Team or its insurer and, upon such tender, it shall be the duty of the Artist/Apist Team and its insurer to defend such claim or action without cost or expense to City and/or RACM.

Wisconsin Public Records Law
Artist/Apist Team understands that submissions to the Phase 1 RFQ are subject to the Wisconsin Public Records Law and the City is bound by such. City will honor confidentiality requests to the extent possible under applicable law. Artists advancing to Phase II will be required to submit a Designation of Confidential and Proprietary Information form.

Miscellaneous
The City reserves the right to waive informalities in any submittal, reject any or all submittals in whole or in part, with or without cause, and to accept that submittals which in its judgment best meets its needs.
DEPARTMENT OF ADMINISTRATION
PURCHASING DIVISION

LOCAL BUSINESS ENTERPRISE (LBE) PROGRAM
AFFIDAVIT OF COMPLIANCE

IMPORTANT: This form must be submitted with your bid or proposal to be considered for LBE status.

Bid/RFP #: ____________________________________________________________

Company Name: ________________________________________________________

Address: ________________________________________________________________

City, State, Zip: _________________________________________________________

This signed and notarized affidavit of compliance will be the contractor’s sworn statement that the business satisfies all of the following criteria:

1. Operates a business, or owns or leases property within the geographical boundaries of the City of Milwaukee. Post office boxes shall not suffice to establish status as a Local Business Enterprise.

2. A residential address may suffice to establish compliance as a Local Business Enterprise, but only if the business does not operate another business, or own or lease other real property, either within or outside the geographical boundaries of the City of Milwaukee.

3. Leased property shall not suffice to establish compliance as a Local Business Enterprise unless at least half of the acreage of all the real property owned or leased by the business is located within the geographical boundaries of the City of Milwaukee.

4. Has been doing business in the City of Milwaukee for at least one (1) year.

5. The business is not delinquent in the payment of any local taxes, charges or fees, or the business has entered into an agreement to pay any delinquency and is abiding by the terms of the agreement.

6. The business will perform at least 10% of the monetary value of the work required under the contract.

IMPORTANT: Is your business certified as a Small Business Enterprise (SBE) with the City of Milwaukee?

Please Select: ___Yes or ___No

NOTE: If you are the primary owner of more than one business location and the other business location(s) is not located within the geographical boundaries of the City of Milwaukee, the business you are seeking to qualify as a Local Business Enterprise must serve as the primary functionally operational entity that is capable of providing the required services, commodities, or supplies for the purposes of this Bid/RFP. If you own more than one business, please list the name of the business(es) and their addresses on the “Business Property Location” form.

SITE VISITS: Please note the contractor agrees to allow the City to verify Local Business Enterprise status by allowing City Staff to visit the operation(s) of the business that is seeking Local Business Enterprise status at any time without notice, in an effort to maintain the integrity of the City’s bidding process.

I hereby declare compliance with the City of Milwaukee Code of Ordinances Chapter 365.

Authorized Signature: ____________________________________________________

Printed Name: __________________________________________________________

Date: ____________________________________________________________________

PLEASE SUBMIT THIS FORM WITH YOUR BID OR PROPOSAL
AS INSTRUCTED IN THE SOLICITATION.
**Important Note:** This form must be submitted with your bid or proposal to be considered for LBE status.

<table>
<thead>
<tr>
<th>Bid / RFP #</th>
</tr>
</thead>
</table>

| **Property Location 1** |
| Name:   |
| Address:|
| City, State, Zip |
| Total Square Feet |

| **Property Location 2** |
| Name:   |
| Address:|
| City, State, Zip |
| Total Square Feet |

| **Property Location 3** |
| Name:   |
| Address:|
| City, State, Zip |
| Total Square Feet |

| **Property Location 4** |
| Name:   |
| Address:|
| City, State, Zip |
| Total Square Feet |

PLEASE SUBMIT THIS FORM WITH YOUR BID OR PROPOSAL SUBMISSION AS INSTRUCTED IN THE SOLICITATION.
CITY OF MILWAUKEE
SOCIALLY-RESPONSIBLE CONTRACTORS (SRC)
AFFIDAVIT OF COMPLIANCE

NOTE: This affidavit must be completed in its entirety and submitted with your bid or proposal to be considered for SRC bid incentive.

Bid or RFP #: __________________________________________________________

Company Name: ________________________________________________________

Address, City, State, Zip: ________________________________________________

A “Socially-Responsible Contractor” or “SRC” is an entity submitting a bid as part of the City’s formal competitive bidding or Request for Proposal (RFP) process that has acted or implemented a program to eliminate, or significantly reduce, barriers to employment for current and prospective employees of the contractor. Actions or implemented programs shall include at least three (3) of the programs listed in Section I below. To indicate which programs you have acted or implemented, place a checkmark in the box next to each item pertaining to the business entity as a bidder or proposer for the City of Milwaukee.

I. SRC CRITERIA

☐ A. Hire persons with felony convictions;

☐ B. Assist current or prospective employees with earning their high school diploma;

☐ C. Underwrite or facilitate industry-linked career-assessed pre-employment services and subsidized work experience including: internships, job shadowing, on-the-job training, and summer employment;

☐ D. Partner with an employment service agency to monitor and track individualized employment plans;

☐ E. Provide, underwrite, or facilitate industry-linked career-based instruction to current or prospective employees in areas such as the following: blueprint reading, basic math and measurement, technical math, labor history, construction culture and essential skills, health and safety awareness, manufacturing processes and production, maintenance, and budgeting and financial literacy;

☐ F. Provide or facilitate occupational skills training and related adult mentoring and networking;

☐ G. Underwrite or facilitate subsidized or unsubsidized programs which provide supportive services for current or prospective employees to obtain or fund the following:

- A valid driver’s license
- Transportation vouchers to work and home
- Appropriate work attire, work safety gear, and other needed equipment
- Testing and certification fees
- Legal aid services
- Child care and family-related dependent care
- Emergency housing, health care, and short-term emergency assistance
- Career and training services
- School supplies, books, and fees
- Referrals for medical services and exams
- Reasonable accommodations for persons with disabilities

☐ H. Partner with employment agencies to supplement subsidized wages to ensure employees receive a living wage;

☐ I. Provide breast feeding facilities for employees who are nursing children;

☐ J. Provide a minimum of 120 hours of paid sick leave;

☐ K. Provide a minimum of five (5) paid sick days;

☐ L. Provide an employer-assisted housing program providing homebuyer assistance in the form of mortgages, down payment assistance, or homebuyer education for residences within walking distance of their employer;

☐ M. Provide assistance to reduce fees and penalties on tardy child support payments, manage payment of child support arrears, and become current on child support obligations.

Continue to the next page to complete Sections II & III
II. DISCLOSURE

The purpose of the Socially-Responsible Contractor Program (SRC) is to ensure contributions toward community betterment made by socially-responsible contractors are recognized and rewarded. Each bidder or proposer seeking to qualify for the SRC bid incentive shall submit, as part of its bid or proposal, this sworn affidavit describing actions taken and programs implemented to eliminate, or significantly reduce, the barriers to employment for current and prospective employees of the contractor. The outcomes of these actions and programs shall be described in verifiable detail in the section below. (Please include an attachment if additional line space is required).

____________________________________________________________________________________________________________________________________________________________________________
____________________________________________________________________________________________________________________________________________________________________________
____________________________________________________________________________________________________________________________________________________________________________
____________________________________________________________________________________________________________________________________________________________________________
____________________________________________________________________________________________________________________________________________________________________________

This signed and notarized affidavit of compliance will be the contractor’s sworn statement that the business satisfies the criteria for Socially-Responsible Contractors pursuant to Chapter 310-10 of the City of Milwaukee Code of Ordinances.

I hereby declare compliance with Chapter 310-10 of the City of Milwaukee Code of Ordinances.

Authorized Signature: ____________________________________________

Printed Name: ________________________________________________

Date: _________________________________________________________

III. NOTARIZATION

Subscribed to before me on this ________ day of ___________________ in the year ________, at
________________________________ County, __________________ State.

NOTARY PUBLIC SIGNATURE: ____________________________________________

(SEAL)

PRINT NAME: ____________________________  My commission expires: ____________________________

IMPORTANT:

PLEASE SUBMIT THIS FORM WITH YOUR BID OR PROPOSAL TO THE DEPARTMENT/AGENCY THAT HAS ISSUED THE SOLICITATION (BID OR RFP)