

Delaware River Waterfront Corporation

ANNOUNCEMENT

REQUEST FOR PROPOSALS

Developing a Central Delaware Riverfront Master Plan

The Delaware River Waterfront Corporation (DRWC), acting on behalf of the City of Philadelphia, is seeking proposals from qualified consultants or consultant teams to prepare a master plan for the Central Delaware Riverfront. The Central Delaware Riverfront extends from Allegheny Avenue on the north to Oregon Avenue on the south, and from the Delaware River on the east to Interstate-95 on the west. The master plan will address land use; utilities and infrastructure investment; street plans and platting; the provision of public transit; pedestrian and bicycle trail alignment, connections, and related facilities; public access to the river's edge; and urban design guidelines along the length of the Central Delaware Riverfront. The master plan should also address legal issues related to riparian rights and the development of the master plan.

This document contains information relating to the submittal of proposals to prepare a Central Delaware Riverfront Master Plan, including specific requirements, the preferred organization of the proposal, and proposal evaluation criteria.

A pre-proposal informational meeting will be held on June 4, 2009 at 2:00pm at the offices of the Delaware River Waterfront Corporation, 121 North Columbus Boulevard, Philadelphia PA, 19106.

The DRWC will accept all questions in writing until June 5, 2009. The DRWC will post a written response to all questions on its web site on or around June 9, 2009. Questions should be sent via email to JF@DelawareRiverWaterfrontCorp.com.

Sealed proposals (fifteen hard copies; fifteen CD's), must be received by Joseph Brooks, Acting President, Delaware River Waterfront Corporation on June 19, 2009, by 5:00pm P.M. EST. If mailed, the proposal should be addressed to:

Joseph Brooks
Acting President
Delaware River Waterfront Corporation
121 North Columbus Boulevard
Philadelphia PA 19106

Requests for additional information should be directed to Joe Forkin at JF@DelawareRiverWaterfrontCorp.com.

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SECTION ONE: INTRODUCTION

Project Background

Funded by the William Penn Foundation, PennPraxis (the clinical practice of the University of Pennsylvania's School of Design), the Philadelphia City Planning Commission, and design consultant Wallace, Roberts & Todd collaborated on a conceptual "Vision Plan" for the Central Delaware Riverfront beginning in the fall of 2006. Making use of an extensive civic engagement process that included neighborhood associations, local businesses, and individual citizens, two reports were produced: *A Civic Vision for the Central Delaware* (2007) and a follow-up report, *An Action Plan for the Central Delaware: 2008–2018* (2008). Together, they call for a dramatic physical transformation of the Central Delaware Riverfront.

These reports recommend broad principles for transforming portions of the riverfront from underutilized and obsolete port-industrial use into new city neighborhoods. The principles include extending the fine-grained fabric of established neighborhoods across the barrier formed by I-95 to the river's edge. New development should be dense, walkable, and "urban," characterized by a mix of residential and commercial land uses, and home to mixed-income households. The street network for these new riverfront neighborhoods should be small-scale and pedestrian-friendly, branching off of a grand, north-south boulevard serving as the corridor's spine. This boulevard should have the potential to accommodate fixed-rail transit service in the future. Neighborhood amenities should include new parks and open space, a riverfront greenway, include the ecological restoration of the riverbank in appropriate locations, and provide access to a multi-use trail extending the length of the corridor. This street and trail system should also provide unfettered public access to the water. Such improvements, when implemented over time, will provide a framework for over 500 acres of new development, increase property values, and support a high quality of life.

To accomplish this physical transformation, the *Civic Vision* and *Action Plan* also called for management and regulatory reforms for the Central Delaware Riverfront. These included establishing an effective management entity to oversee all planning and development along the riverfront, and for the City to adopt a detailed master plan to guide the implementation of clearly stated zoning, urban design, and other development controls along this corridor.

These transformation principles received strong public support, and were endorsed by Mayor Michael A. Nutter and other elected officials. The first step toward implementation was the creation of the Delaware River Waterfront Corporation (DRWC) in January 2009, as the successor organization to the Penn's Landing Corporation. The DRWC, acting on behalf of the City of Philadelphia, is issuing this request for proposals for a *Central Delaware Riverfront Master Plan*. The *Master Plan* will codify these principles through land use controls, policies and actions to improve transportation and access, and recommended infrastructure investments.

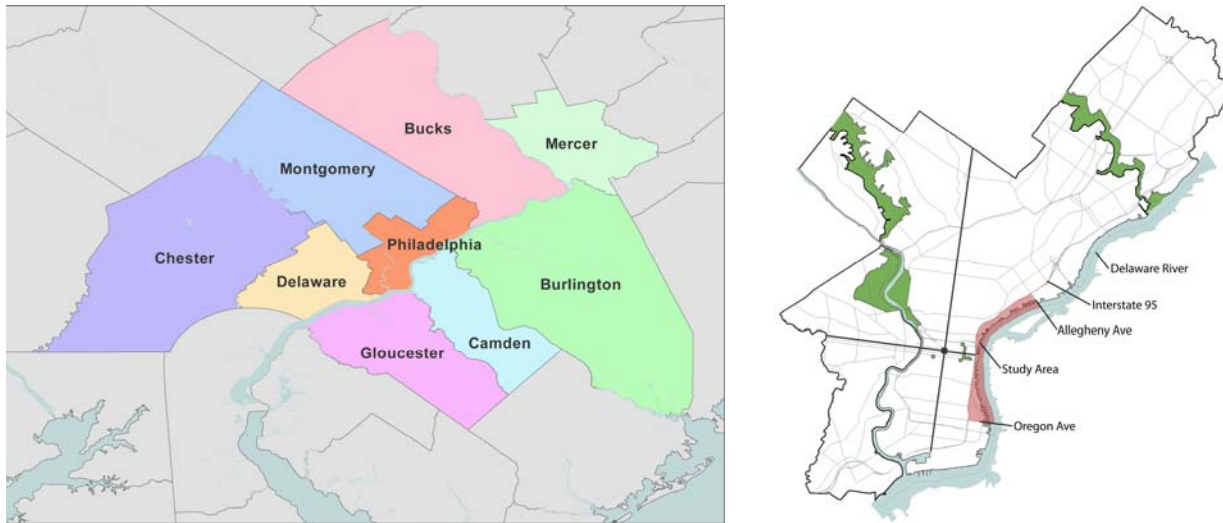
Two Parallel Planning Projects

In advance of the master planning process, the DRWC – acting on behalf of the City of Philadelphia – is soliciting proposals for two parallel planning projects for the Central Delaware Riverfront.

The first of these is for the design of public improvements to Pier 11 North, a City-owned pier located at the foot of Race Street. Improvements to this pier are intended as an "early action" recreation project on the Central Delaware Riverfront. It is anticipated that the Pier 11 North design will be completed in fall 2009, and the construction of improvements would be completed by fall 2010.

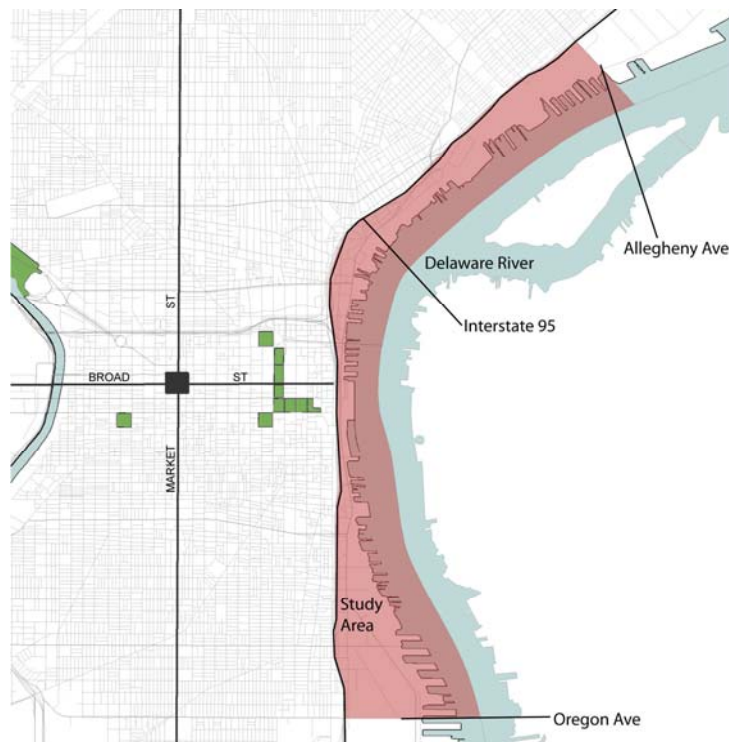
The second project is to retain a Project Manager to administer and coordinate the development of the *Master Plan*. The Project Manager will report to, and be directed by the Executive Director of the Philadelphia City Planning Commission (PCPC). The Project Manager will work closely with the Master Plan Working Group, a joint, public/private/non-profit committee established to provide plan oversight. Among the Project Manager's responsibilities will be coordinating and managing the work of the consultant or consultant team (hereafter referred to as "the consultant") selected through this RFP, and

serving as liaison between the Master Plan Working Group, City and state agencies, and other riverfront stakeholders. It is anticipated that the Project Manager will be retained in advance of, and assist in, the consultant selection process for this RFP.



Master Plan Project Area

The *Master Plan* project area consists of 1,146 acres of land along Philadelphia’s Central Delaware Riverfront. The boundaries of the area are Allegheny Avenue (north), Oregon Avenue (south), the Delaware River (east), and I-95 (west). The area is varied demographically, economically, and physically. Its most distinguishing characteristic is its post-industrial landscape – vacant and underutilized land along the Delaware River once occupied by railroad and shipbuilding yards, factories, and other port-related industrial facilities. It is estimated that 97% of the land in the study area is privately-owned.



Master Plan Project Area

There is little public open space available to residents of the neighborhoods that border the river – Port Richmond, New Kensington, Fishtown, Northern Liberties, Franklin-Callowhill, Old City, Society Hill, Queen Village, Pennsport, and Whitman. These neighborhoods are among the oldest in the City, built along the banks of the Delaware River beginning in the 17th century. They are densely developed, have narrow streets laid out in a grid pattern, and much of their historic fabric remains. Some riverfront neighborhoods have been recognized as “historic” by both the City of Philadelphia and the Federal government.

In the northernmost part of the district, the Port Richmond (Conrail) Rail Yard represents the largest concentration of underutilized land along the riverfront. However, neighborhood characteristics change dramatically moving south from this point. Many of the neighborhoods are punctuated with former factories or warehouses, reflecting their Industrial Age development. In Center City – where the region’s metropolitan center is positioned along the Delaware River – a direct connection to the Riverfront is made difficult by the real and perceived barrier of I-95. Along the river to the south of Center City, large parcels of land have been developed as suburban-style shopping centers – in many cases collections of “big box” retail stores surrounded by large surface parking lots.

Project Statement

The *Central Delaware Riverfront Master Plan* will be the City of Philadelphia’s statement of long-term development policy for the transformation and improvement of the Central Delaware Riverfront. The plan will include recommendations for preferred land uses, including zoning and other development controls; transportation network improvements, including pedestrian/bicycle multi-use trails, public streets, and the transit system; investments in public infrastructure and other capital facilities; and urban design standards and requirements for public art. The *Master Plan* should serve as an exemplar of a 21st century, world-class, ecologically-responsible public and private development plan. It should include state-of-the-art thinking in ecology, sustainable infrastructure, transportation, landscape and urban design, and historic preservation. With this plan, the City will establish a firm foundation for future public and private investment in this area.

Master Plan Supporting Documents

The *Civic Vision* and *Action Plan* reports provide the most recent neighborhood data; information on area physical, social, and cultural context; development history of the riverfront, profile of previous investments and public/private partnerships; an economic analysis of four potential development sites; a description of major challenges; and an understanding of current/potential users and stakeholders. The *Civic Vision* can be downloaded at <www.planphilly.com/vision>; the *Action Plan* is available at <www.planphilly.com/actionplan>.

In addition to the *Civic Vision* and *Action Plan* reports, there are many other documents – plans, studies, and data publications – that may be useful to RFP respondents. These include:

- **National Data (East Coast Greenway):** <www.greenway.org/pa.php>.
- **Regional and City Data:**
 1. Tidal Delaware Water Trail. Pennsylvania Environmental Council: <www.tidaltrail.org/>.
 2. North Delaware Riverfront: A Long-Term Vision for Renewal and Redevelopment (2001): <www.drcc-phila.org/plans.htm>.
 3. Alternative for North Delaware Industrial Land Use : <www.philaplanning.org/plans/andilu.pdf>.
 4. North Delaware Riverfront Greenway: Master Plan and Cost Benefit Analysis (2005): <www.drcc-phila.org/plans.htm>.
 5. Philadelphia Regional Port Authority: <www.philaport.com/future.htm>.

6. Regional and County population and employment forecasts to 2035:
<www.dvrpc.org/connections/index.htm>.

7. Staff presentation to the City Planning Commission on interim industrial land use policy (March 2008): <www.philaplanning.org/plans/industrialuse.pdf>.

▪ **City Planning Commission Publications:**

1. Central Riverfront District Plan (1982). Prepared and adopted by the City Planning Commission, this plan made land use, circulation, and urban design recommendations for the riverfront area from Spring Garden to Reed Streets. This document cites several earlier studies and analyses upon which the plan was based.
2. Philadelphia Riverwalk (1983). Completed under the auspices of the U.S. Coastal Zone Management Program, this publication proposed planning and design standards for the Riverwalk recommended by the Central Riverfront District Plan. Copies available from the Philadelphia City Planning Commission.

▪ **Completed Local Studies and Plans:**

1. New Kensington CDC Riverfront Plan (2008). The New Kensington Community Development Corporation developed a plan focused on achieving a balance between development and open space, creating gateways into the the community, and creating a framework for implementation. The plan was guided by a broad task force of stakeholders. It is available at:
<www.nkcdc.org/content.asp?cat=LANDUSE&varcontentcat=LAND_USE_RIVERFRONT>.
2. Northern Liberties Riverfront Plan (2007): In 2005, the community completed a neighborhood plan that identified significant development pressure along the Riverfront. Between 2005 and 2007 development pressure in Northern Liberties reached a high point as casino and residential proposals were presented to the Northern Liberties Neighbors Association for zoning review. Due to the scale, density, and amount of new development, the community created a plan for the area east of I-95 between Spring Garden and Laurel Street. It is available at:
<www.nlina.org/images/NLNA_RiverfrontPlan_Web.pdf>.
3. Delaware Direct River Conservation Plan (2007). This plan seeks to protect the entire Delaware Estuary and its tributaries. An important component of the plan is watershed planning, an initiative of the Philadelphia Water Department's Office of Watersheds. The Office of Watersheds integrates planning for Combined Sewer Overflow, Stormwater Management, and Source Water Protection, promulgating strategies that foster good science, public involvement, and fiscal responsibility. It is available at: <www.phillyriverinfo.org/Watersheds/Delaware.aspx>.

▪ **Ongoing Planning and Design Initiatives:**

1. Delaware Valley Regional Planning Commission (DVRPC) *Take Me to the River* Grant Program. DVRPC administers this grant program, targeted to low-cost, high-impact projects that begin to implement riverfront plan recommendations. The program seeks to promote the City's riverfronts, and provide better neighborhood-riverfront links through events and related programming. Funded initiatives in the Central Delaware Riverfront area include a Shad Festival at Penn Treaty Park, and streetscape enhancements along Spring Garden between 2nd and Columbus Boulevard. More information is available at
<www.dvrpc.org/publicaffairs/newsletters/vol30_2.htm>.
2. Greenworks Philadelphia: Greenworks Philadelphia is a strategic plan providing long-term guidance for acquiring, developing, using, funding, and managing sustainable open space in Philadelphia neighborhoods. These strategies will be integrated into the City's anticipated

Comprehensive Planning effort. More information is available at www.greenplanphiladelphia.com/.

3. PATCO Riverfront transit extension study: www.patcopaexpansion.com/.
4. Design of Improvements to Pier 11 North (cited above)
5. Plan for Pier 70 wetland area (Philadelphia Water Department/Pennsylvania Horticultural Society)
6. Interim zoning overlay calling for 100' setback where appropriate: webapps.phila.gov/council/attachments/6101.pdf.
7. Philadelphia's Sustainability Plan: www.phila.gov/green/.
8. Other DRWC initiatives: www.delawareriverRiverfrontcorporation.org.

Mandatory Pre-Bid Meeting

Pre-proposal information meeting will be held on **June 4, 2009 at 2:00pm EST** at the DRWC offices:

Delaware River Waterfront Corporation
121 North Columbus Boulevard
Philadelphia PA 19106

SECTION TWO: SCOPE OF SERVICES

Project Management

The Philadelphia City Planning Commission, through its Project Manager, will oversee the master planning process and provide regular updates to the Master Plan Working Group. The Project Manager will work with the Working Group and the consultant team to ensure effective communication, information sharing, and decision making.

The Master Plan Working Group includes, but is not limited to, representatives of the following agencies and organizations (listed in alphabetical order):

Central Delaware Advocacy Group (CDAG)
City of Philadelphia Office of the Commerce Director
City of Philadelphia Department of Parks and Recreation (the combined Fairmount Park Commission and Department of Recreation)
City of Philadelphia Department of Streets
City of Philadelphia Law Department
City of Philadelphia Mayor's Office of Transportation and Utilities (MOTU)
Delaware River Waterfront Corporation (DRWC)
Honorable Anna C. Verna, City Council Second District
Honorable Frank DiCicco, City Council First District
PennPraxis of the University of Pennsylvania
Pennsylvania Department of Conservation and Natural Resources (DCNR)
Pennsylvania Department of Transportation (PennDOT)
Pennsylvania Environmental Council (PEC)
Pennsylvania Horticultural Society (PHS)
Philadelphia Industrial Development Corporation (PIDC)
Philadelphia City Planning Commission (PCPC)
Philadelphia Water Department (PWD)
William Penn Foundation (WPF)

The schedule for the master planning process will be determined as part of the final the scoping of this project. The anticipated timeframe for *Master Plan* development is 12–18 months.

Master Plan Work Tasks

The consultant shall be responsible for performing the tasks identified below. A Project Manager, under the direction of the City Planning Commission Executive Director, will manage the day-to-day operational aspects of the project, coordinate this work with the Master Plan Working Group, and keep the public abreast of *Master Plan* progress. Working with the Project Manager, the staff of the City Planning Commission and Delaware River Waterfront Corporation will also provide support for project tasks.

FOUNDATION RESEARCH, INVESTIGATION, AND ASSESSMENT

- 1) Meet with the Master Plan Working Group to identify plan context and goals, schedule, scope of work, and expected deliverables for the project
- 2) Review past and present planning documents, reports, and other resource material. Many of these resources are identified in the previous section

- 3) Prepare an “existing conditions” assessment for Central Delaware Riverfront land parcels
 - a) Parcel identification, information, and development opportunities and constraints, including:
 - i) Ownership
 - ii) Parcel size
 - iii) Current zoning, identifying allowable uses, density, and existing development potential
 - iv) Environmental issues
 - v) Floodplain areas, condition of riverbank, and riparian buffers/riparian rights issues
 - vi) Assessment of site ecology
 - vii) Utility infrastructure (sewer collectors and outfalls, water distribution mains, storm water management basins/collectors, electrical and gas distribution).
 - viii) Suitability for key street extensions and platting (with an understanding of the legal, technical, and budgetary issues associated with this process).
 - ix) Potential to provide access to river’s edge via connections from landside, links from pedestrian/bike trail, waterside (e.g. water taxi).
 - b) Identify Riverfront cultural and potential archaeological resources, specifically those with the potential for historic preservation; including structures not currently on the Philadelphia Register of Historic Places and potential historic districts.
 - d) Assess condition and capacity of traffic and transportation systems in the Central Delaware Riverfront corridor, including, but not limited to, existing and proposed automobile, public transportation, pedestrian, bicycle, and waterborne networks. Of particular importance is the character of Delaware Avenue/Columbus Boulevard, mitigating the negative impacts of I-95, and the integration of transit to serve the future needs of the Riverfront.
 - e) Review and report on available marine engineering studies with regard to the potential future uses of existing piers.
 - f) Determine how the existing physical features of the Central Riverfront may impact public access and development including:
 - i) Assess potential for utilizing existing piers for residential, commercial, port-related, recreational, or other uses.
 - ii) Identify areas not suitable for public use.
 - iii) Identify areas requiring special environmental protection and/or mitigation.
 - iv) Identify extent of proposed 50’ and 100’ setback lines from the riverbank.

MASTER PLAN COMPONENTS

The consultant, working with the Project Manager, the staff of the PCPC and DRWC, and the Master Plan Working Group, will develop a master plan for the Central Delaware Riverfront. The *Master Plan* will include the following four components:

1. A plan for land use and associated zoning recommendations;
2. A plan for a public multi-use recreational trail, public access to the river’s edge, and a linked network of open spaces;
3. A transportation network plan;
4. Design guidelines for the public realm, including public art requirements, and related guidelines for private development parcels.

Land Use/Zoning Component

Create a series of recommended land use maps for the Central Delaware Riverfront, including a series of sub-districts. Suggested sub-districts include Allegheny Avenue to Penn Treaty Park, Penn Treaty Park to the Benjamin Franklin Bridge, Benjamin Franklin Bridge to Washington Avenue, and Washington Avenue to Oregon Avenue.

In each of these sub-districts, the following issues should be addressed:

1. Desired land uses
2. Development densities
3. Development form
4. Other development and design controls, such as recommendations that promote transit-use, car-sharing, and progressive parking solutions.

Coordinate this effort with the Philadelphia Regional Port Authority, the City Commerce Department, and the Philadelphia Industrial Development Corporation to ensure that future riverfront development is supportive of the positive growth of a working port and other job-producing uses.

Multi-Use Recreational Trail, Public Access, and Open Space Component

Establishing a continuous north-south recreational trail, ensuring public access to the river's edge, and providing appropriate open space throughout the corridor are key *Master Plan* goals. This component of the Master Plan should include:

1. Identification of a multi-use recreational trail alignment and open space network along the length of the Central Delaware Riverfront corridor. Include identification of existing parks and potential new open spaces (e.g sites and piers) that would form an inter-connected trail and park system. Illustrate conceptual design ideas that can be used to activate or enhance these key sites.
2. Along the corridor, identify the location and dimensions of a riparian buffer zones for trail/recreation/public access use and water quality/storm water management/marine and natural life purposes. Coordinate this effort with the compensatory wetland registry created by the Philadelphia Water Department and the Pennsylvania Department of Environmental Protection on future wetland remediation sites.
3. Develop conceptual proposals for public access under or over I-95; the incorporation of rainwater gardens, parks, and trails, and; the creation of gateways between the riverfront and surrounding communities.
4. Recommend sites for potential public acquisition to accomplish these purposes.
5. Provide cost estimates and a phasing plan for these improvements.

Note that the following open space design, planning, and implementation efforts are now underway as separate and complementary projects:

- a) A master plan for Penn Treaty Park is in progress.
- b) A proposal for the design of Pier 11 North as a recreational pier is currently out to bid.
- c) The feasibility of the reuse of Pier 70 South is currently being explored by the Philadelphia Water Department and the Pennsylvania Horticultural Society.

Transportation Component

The consultant should coordinate their work with the Mayor's Office of Transportation and Utilities, City Planning Commission, PennDOT, SEPTA, DRPA, and other relevant agencies on the design of a transportation network plan that incorporates progressive, multiple modes of travel including, pedestrian, bicycle, automobile, transit, and water-borne systems. Develop this plan

incorporating best practices for “complete streets” and transit infrastructure design.

A major element of this transportation plan should include the design of a street network to extend and better connect the western side of I-95 with the project area. The network should disperse traffic volume across the project area, calm traffic, and accommodate a variety of modes of travel (pedestrian, bicycle, transit, and automobile). Develop a conceptual alignment and prototypical design standards for this street network and Columbus Boulevard at a variety of stages including the present, ten-years from now, and full build-out.

Provide cost estimates and a phasing plan for these improvements.

Design Guidelines Component

Design guidelines for the Central Delaware Riverfront should encourage the highest quality urban design. Develop prototypical public realm design guidelines that ensure that the design of streets, boulevards, sidewalks, open spaces, trails, street furniture, signage, parks, lighting, and other aspects of the public realm are designed in accordance with the highest quality contemporary design. Contemporary public art and progressive landscaping solutions are to be an integral part of the development of the public realm plan.

The *Master Plan* must acknowledge and plan for anticipated climate change, storm surge levels, and sea-level rise. Design standards, land uses, densities and building form must reflect the highest sustainable design standards.

Include a written and graphic representation of plan elements developed through the above tasks.

PUBLIC PARTICIPATION

Public information and outreach are important elements of the City of Philadelphia’s planning process. The consultant team shall conduct no fewer than three public meetings to report on *Master Plan* objectives, findings, and recommendations. It is anticipated that these meetings will occur at the following points of the planning process:

1. Project Kick-Off;
2. Update at project midpoint;
3. Presentation of the *Master Plan* recommendations.

The consultant must attend these public meetings and work with the PCPC Project Manager, the Master Plan Working Group, and relevant City and State agencies on matters concerning meeting agendas, presentation materials, and next steps. The consultant will be expected to make presentations at these meetings, and work with on the parties identified above on facilitation, feedback, and public dialogue associated with the public participation process.

The consultant team will also have available the services of the Pennsylvania Horticultural Society (PHS) to assist in public meetings associated with the master planning process. PHS, funded independently of this project, will be available to work with the PCPC Project Manager, consultant team, and the Central Delaware Advocacy Group, to ensure that the public is apprised of the project’s progress.

SECTION THREE: DELIVERABLES

1. The final plan document must include visual content in a format which can be adopted by the City of Philadelphia at the completion of the process. The report should include the following:
 - a. Recommended land use and zoning plan for sub-districts in the project area;
 - b. Recommended interim and permanent multi-use trail alignment, riverfront access, and open space plan;
 - c. Recommended multi-modal transportation plan, including street grid layout for the corridor;
 - d. Recommended design guidelines for public realm and private development.
2. Site plans and illustrative drawings or renderings that will inform design development documents for at least two new public spaces along the Central Delaware.
3. For design guidelines, the consultant shall provide prototypical building and landscape elevations and sections, including recommendations illustrating scale, relationship, massing, and character of the development, infrastructure, or amenity.
4. Illustrations of proposed improvements, including features, uses and structures proposed for various forms of public access.
5. Itemized cost estimates for the design and construction of a capital public improvement phasing plan.
6. Maintenance requirements of common areas and public use space and associated costs.
7. Preliminary design guidelines and general utility requirements, including lighting and security.
8. Storm water management requirements and integration with City's green infrastructure agenda.
9. Transportation circulation, including ingress and egress public access points, and parking.
10. Potential for green/alternative energy uses.
11. Flexible economic-impact model that can be utilized to evaluate the economic impact of zoning, extending streets to the river, trail access, and other policy decisions on a parcel-specific basis. (preferably a live-version excel document)

All deliverables should be included in an interim report for review by the Central Delaware Steering Committee and a final report which may be adopted by the City of Philadelphia at the completion of the process.

SECTION FOUR: PROPOSAL CONTENTS AND REQUIREMENTS

1. Letter of transmittal including:
 - A statement indicating your understanding of the work to be performed;
 - An affirmation of the firm's qualifications for professionally and expertly conducting the work as understood;
 - The firm's contact person concerning the proposal and a telephone number and email where that person can be reached.

2. Qualifications, including professional practice, areas of specialization, practice philosophy, and project/client mix as well as examples of no more than five (5) projects conducted by the firm and subcontractors of a similar scope. Specialties on the project team should include real estate and public access-related legal expertise, landscape architecture, park planning, urban design, transportation planning, ecology, and water resources.

Proposers must disclose any professional engagements, relationships, conflicts of interest, or potential conflicts of interest with developers of projects, their contractors, subcontractors, and consultants that might impact the project.

3. Vision and strategic overview of the project.

4. Explanation of work to be performed.

The proposal must include a detailed description of the procedures and methods you propose to use to complete this scope of work.

5. Description of project management, including
 - Services to be provided by each team member
 - Team organization/organization chart
 - Technical resources
 - Key principal, project, technical, and support personnel with resumes
 - Consultant and sub-consultant experience

6. References
List three references for the prime consultant and sub-consultants, indicating project names, firm's role and client contact info (including telephone and email).

7. Fees: Submit Fee Proposal which includes the following:
 - Consultant hourly rates
 - Cost per task
 - Allowance for reimbursable expenses

8. Schedule:

A project work schedule should be provided which includes time frames for each major work element, target dates for public and owner meetings, and dates for completion of draft and final documents.

9. Sealed proposals (fifteen hard copies; fifteen electronic), must be received by:
Joseph Brooks
Acting President
Delaware River Waterfront Corporation

By June 19, 2009 at 5:00 P.M. EST.

If mailed, the proposal should be addressed to:

Joseph Brooks
Delaware River Waterfront Corporation
121 North Columbus Boulevard
Philadelphia PA 19106

Consultant Qualifications

Project teams may include consultants in planning and urban design, landscape architecture, maritime engineering, civil engineering, cost estimation, planning and zoning law, real estate transactions, public access doctrine, environmental engineering, ecology, archaeology, and transportation planning. A lead consultant will be the single point of contact, and all others will be subcontractors for the consultant.

Selection Process

The Central Delaware Working Group will consider the completeness, clarity, focus, conciseness and accuracy of the proposals, and recommend its findings to the board of the DRWC. It will also consider the relevance of experience, resources, references, quality and diversity of expertise and any additional information provided as well as fees and hourly rates.

After review of the written proposals, the Central Delaware Working Group may invite some consultant teams to make an oral presentation to the selection committee.

After interviewing the invited firms, the Central Delaware Working Group will recommend a selection to the Delaware River Waterfront Corporation board which will approve the selection of the consultant team. The staff of the Delaware River Waterfront Corporation will finalize the scope of work and execute a contract, in a form satisfactory to the DRWC, with the lead consultant. The DRWC reserves the right to reject any or all proposals received in response to this request.

DRWC encourages the response and inclusion of Minority Business Enterprises ("MBE"), Woman Business Enterprises ("WBE"), and Disabled Business Enterprises ("DSBE") (collectively, "M/W/DSBE") in its contracts. The goal of DRWC is to ensure that all businesses desiring to do business with DRWC have an equal and fair opportunity to compete by creating access to DRWC's contract opportunities by M/W/DSBEs and meaningfully increasing opportunities for the participation by M/W/DSBEs in DRWC's contracts at all tiers of contracting.

DRWC has set the following M/W/DSBE participation goals for this project:

- Minority Business Enterprises: 10 - 15 %
- Woman Business Enterprises: 5 - 10%
- Disabled Business Enterprises: best efforts

The basis for each determination will be the total dollar amount of the bid/contract. DRWC will determine respondents' compliance with these percentage goals based on their final proposals, after any negotiations between DRWC and the respondents. If a non-M/W/DBE is selected as the prime contractor, DRWC will monitor the contractor's performance to ensure it meets its commitments to utilize M/W/DBEs as stated in the final contract. Failure to meet these commitments will affect the prime contractor's standing in bidding for later phases of this project or future DRWC proposals.

To count toward inclusion goals, all M/W/DSBEs must be certified by the Philadelphia Minority Business Enterprise Council (MBEC) or the Pennsylvania Unified Certification Program (UCP). Participating firms that are not yet certified as of the deadline for this RFP must apply for proper certification as soon as practicable, and must submit a statement attesting that the firm believes in good faith it meets the qualifications of the relevant certifying authority. UCP and MBEC may recognize current certifications already issued by other states, cities, etc. MBEC and UCP certification requirements are similar to that of other states and/or other authorizing entities. Only work performed by certified firms will count toward a contractor's final achievement of its inclusion goals. Certifications that expire during a firm's participation

on a particular phase of the project may be counted toward overall goals for participation ranges. However, said firm MUST become re-certified prior to consideration for goal credit for any future contracts affiliated with this plan. If a firm has been de-certified, said firm would not be eligible to participate.

An M/W/DBE submitting as the prime contractor will only receive credit, in its certification category, for the amount of its own work or supply effort on the specified work in the bid and or RFP.

A firm that is certified in two or more categories (e.g. MBE and WBE, or WBE and DSBE) will only receive credit as either an MBE or WBE or DSBE.

Respondents to this RFP are required to submit a Solicitation and Commitment form (see Appendix A) documenting their compliance with these goals and/or their best efforts toward achieving these goals.

In addition, respondents may provide a more detailed description of any efforts they have made within their company and proposal which will help DRWC achieve its inclusion goals. These efforts may include, but are not limited to the following: 1) a description of respondents' written diversity program identifying the race, gender and ethnic composition of its board of directors; 2) its employment profile; 3) a list of all M/W/DSBE vendors that the respondent does business with and a statement of the geographic area(s) where its services are most concentrated; and 4) a description of respondents efforts to maintain a diverse workforce, to maintain a diverse board of directors or administer a fair and effective M/W/DSBE contracting process.

The Delaware River Waterfront Corporation reserves the right to reject any or all proposals received in response to this request. After selection of a project team and finalization of a scope of work, a contract, in a form satisfactory to the DRWC, will be executed.

Reservations

The DRWC reserves and in its sole discretion may, but shall not be required to, exercise the following rights and options with respect to the proposal submission, evaluation and selection process under this RFP:

- (a) To reject any proposals if, in the DRWC's sole discretion, the proposal is incomplete, the proposal is not responsive to the requirements of this RFP, the respondent does not meet the qualifications set forth in the RFP, or it is otherwise in the DRWC's best interest to do so;
- (b) To supplement, amend, substitute or otherwise modify this RFP at any time prior to selection of one or more respondents for negotiation and to cancel this RFP with or without issuing another RFP;
- (c) To accept or reject any or all of the items in any proposal and award the contract(s) in whole or in part if it is deemed in the DRWC's best interest to do so;
- (d) To reject the proposal of any respondent that, in the DRWC's sole judgment, has been delinquent or unfaithful in the performance of any contract with the DRWC or with others, is financially or technically incapable or is otherwise not a responsible respondent;
- (e) To reject as informal, non-responsive, or otherwise non-compliant with the requirements of this RFP any proposal which, in the DRWC's sole judgment, is incomplete, is not in conformity with applicable law, is conditioned in any way that is unacceptable to the DRWC, deviates from this RFP and its requirements, contains erasures, ambiguities, or alterations, or proposes or requires items of work not called for by this RFP;
- (f) To waive any informality, defect, non-responsiveness and/or deviation from this RFP and its requirements that is not, in the DRWC's sole judgment, material to the proposal;
- (g) To permit or reject at the DRWC's sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of proposals by some or all of the respondents following proposal submission;
- (h) To request that some or all of the respondents modify proposals based upon the DRWC's review and evaluation;
- (i) To request additional or clarifying information or more detailed information from any respondent at any time, before or after proposal submission, including information inadvertently omitted by the respondent;
- (j) To inspect and otherwise investigate projects performed by the respondent, whether or not referenced in the proposal, with or without the consent of or notice to the respondent;

- (k) To conduct such investigations with respect to the financial, technical, and other qualifications of each respondent as the DRWC, in its sole discretion, deems necessary or appropriate; and
- (l) To waive and/or amend any of the factors identified in the RFP as pertaining to the respondent's qualifications.

Proposal Evaluation

Proposals the DRWC determines, in its sole discretion, are responsive to the RFP will be reviewed by a selection committee designated by the DRWC. The DRWC, in its sole discretion, may require any respondent to make one or more presentations of its proposal to the selection committee, in DRWC offices, at no cost to the DRWC, addressing its ability to satisfy the requirements of this RFP. The DRWC shall not be required, however, to permit any respondent to make such a demonstration.

Cost to the DRWC is a material factor, but not the sole or necessarily the determining factor in proposal evaluation. The DRWC may, in its sole discretion, award a contract resulting from this RFP to a person or entity other than the responsible and qualified respondent submitting the lowest price. The contract will be awarded to the respondent whose proposal the DRWC determines, in its sole discretion, is the most advantageous to the DRWC and in the DRWC's best interest.

The DRWC, in its sole discretion, may, but shall not be required to, reject without further consideration the proposal of any respondent that has not demonstrated, in the DRWC's sole judgment, that it satisfies the qualifications criteria provided in the RFP. The DRWC reserves the right, in its sole discretion and without notice to respondents, to modify this evaluation procedure as it may deem to be in the DRWC's interest.

Evaluation factors to be considered by the DRWC include, but are not limited to, the following (no particular order of importance, weighting, or other priority is assigned to these factors or reflected by their order in the list):

- (a) Project understanding and soundness of proposed project methodology, including but not limited to the detail and accuracy of the proposed scope and statement of work and implementation plan;
- (b) The respondent's financial and technical qualifications to perform the work required by the RFP, as presented in its proposal and determined by any other investigations conducted or information obtained by the DRWC;
- (c) References provided by the respondent, particularly from projects of similar complexity and scope;
- (d) Commitment and ability to complete the project within the time frame specified in the Proposal;
- (e) Superior ability or capacity to meet particular requirements of contract and needs of the DRWC and those it serves
- (f) Superior prior experience of Applicant and staff
- (g) Superior quality, efficiency and fitness of proposed solution for the DRWC
- (h) Superior skill and reputation, including timeliness and demonstrable results
- (i) Special benefit to continuing services of incumbent, such as operational difficulties with transition or needs of population being served
- (j) Administrative and operational efficiency, requiring less DRWC oversight and administration
- (k) Anticipated long-term effectiveness
- (l) Meets qualification/prequalification requirements as set forth in this RFP
- (m) Inclusion of M/W/DSBE participation as prime contractors, subcontractors, joint venture partners and employees in respondent's proposal;
- (n) Any other factors the DRWC considers relevant to the evaluation of the proposal.

Contract Negotiation and Award

The DRWC reserves and in its sole discretion may, but shall not be required to, exercise the following rights and options with respect to the contract negotiation and award process resulting from this RFP:

The DRWC reserves the right to enter into post-submission negotiations and discussions with any one or more respondents regarding price, scope of services, and/or any other term of their proposals, and such other contractual terms as the DRWC may require, at any time prior to execution of a final contract. The

DRWC may, at its sole election, enter into simultaneous, competitive negotiations with multiple respondents or negotiate with individual respondents seriatim. Negotiations with respondents may result in the enlargement or reduction of the scope of services, or changes in other terms that are material to the RFP and the submitted proposals. In such event, the DRWC shall not be obligated to inform other respondents of the changes, or to permit them to revise their proposals in light thereof, unless the DRWC, in its sole discretion, determines that doing so is in the DRWC's best interest.

In the event negotiations with any respondent(s) are not satisfactory to the DRWC, the DRWC reserves the right to discontinue such negotiations at any time; to enter into or continue negotiations with other respondents; to enter into negotiations with firms that did not respond to this RFP and/or to solicit new proposals from firms that did not respond to this RFP, including but not limited to negotiations or proposals for components of the System, if any, that are deleted by the DRWC from the successful proposal or the contract resulting from it. The DRWC reserves the right not to enter into any contract with any respondent, with or without re-issue of the RFP, if the DRWC determines that such is in the DRWC's best interest.

Appendix A

Confidentiality and Public Disclosure

The successful applicant shall treat all information obtained from DRWC which is not generally available to the public as confidential and proprietary to DRWC. The successful applicant shall exercise all reasonable precautions to prevent any information derived from such sources from being disclosed to any other person. The successful applicant agrees to indemnify and hold harmless DRWC, their officials and employees, from and against all liability, demands, claims, suits, losses, damages, causes of action, fines and judgments (including attorney's fees) resulting from any use or disclosure of such confidential and/or proprietary information by the successful applicant or any person acquiring such information, directly or indirectly, from the successful applicant or through this RFP process.

By submission of a proposal, applicants acknowledge and agree that DRWC is subject to state and local disclosure laws and, as such, are legally obligated to disclose public documents, including proposals, to the extent required thereunder. Without limiting the foregoing sentence, DRWC's legal obligations shall not be limited or expanded in any way by an applicant's assertion of confidentiality and/or proprietary data.

Prime Provider/Contractor Responsibility

The selected applicant will be required to assume responsibility for all services described in their proposals whether or not they provide the services directly. DRWC will consider the selected applicant as the sole point of contact with regard to contractual matters.

Disclosure of Proposal Contents

Subject to the public disclosure requirements stated above, cost and price information provided in proposals will be held in confidence and will not be revealed or discussed with competitors. All material submitted as part of the RFP process becomes the property of DRWC and will only be returned at DRWC's option. Proposals submitted to DRWC may be reviewed and evaluated by any person other than competing vendors. DRWC retains the right to use any/all ideas presented in any reply to this RFP. Selection or rejection of a proposal does not affect this right.

Non-Discrimination

The successful vendor, as a condition of accepting and executing a contract with DRWC through this RFP, agree to comply with all relevant sections of the Civil Rights Act of 1964, the Pennsylvania Human Relations Act, Section 504 of the Federal Rehabilitation Act of 1973, and the Americans with Disabilities Act, hereby assuring that:

The provider agency does not and will not discriminate against any person because of race, color, religious creed, ancestry, national origin, age, sex, sexual orientation, handicap or disability in providing services, programs or employment or in its relationship with other provider contractors.

Miscellaneous

DRWC reaffirm their right to make any selection it deems prudent, and responding firms or individual participants acknowledge through their participation that such selection is not subject to protest or contest.

The successful applicant selected will perform a variety of duties as agreed upon in the final negotiated contract. The selected applicant and DRWC will finalize the contract terms and conditions. If DRWC and the selected applicant are unable to agree on terms and conditions, DRWC may exercise its right to negotiate with other eligible vendors.

M/W/DSBE Solicitation and Commitment Form – Attached as additional page

Campaign Contribution Disclosure Forms - Attached as additional pages