



Announcement

Request for Qualifications:

The Delaware River Waterfront Corporation is seeking qualifications from individuals and firms interested in assisting the Corporation in the formation of a comprehensive public art program for the central Delaware River waterfront in Philadelphia. The selected consultant will be responsible for leading a robust public engagement process, developing a written framework for a sustainable public art program, and selecting and implementing at least one piece of public art performance or installation. DRWC expects the selected consultant to have knowledge of public art, planning, urban design, and community engagement best practices as well as experience running a multi-faceted planning process.

Sealed responses (8 hard copies, 1 flashdrive or cd) must be received by Lizzie Woods, Planner/Project Manager for DRWC by Friday, January 13 at 4:00 p.m. The proposal should be addressed to:

Lizzie Woods
Delaware River Waterfront Corporation
121 N Columbus Boulevard
Philadelphia, PA 19106

Questions about the RFQ, the selection criteria and process, or the program as a whole should be addressed to Lizzie Woods via email (lwoods@drwc.org) by 4:00 p.m. on Friday, December 16. Answers to all questions received will be posted on the DRWC website by 4:00 p.m. on Thursday, December 22.

I. INTRODUCTION

Project Background:

The Master Plan for the Central Delaware, a plan by the Delaware River Waterfront Corporation for the redevelopment and revitalization of six miles of Central Delaware River waterfront in Philadelphia, was released in October of 2011 and adopted by the Philadelphia City Planning Commission in March of 2012. The plan makes recommendations for a wide range of waterfront improvements including new development, open space, transportation networks, and programming. Both the full 300-page Master Plan as well as the 24-page Summary Report can be downloaded here:

<http://www.delawariverwaterfront.com/planning/masterplan-for-the-central-delaware>.

Over the past six years, the Delaware River Waterfront Corporation has been responsible for the implementation of the Master Plan. It has built new parks, trails, and connector street improvements including the Race Street Pier, Washington Avenue Pier, Pier 68, and Spruce Street Harbor Park, all with the goal of providing a diverse range of places and activities to draw people to the waterfront. DRWC has included public art in some of those projects in an ad hoc manner depending on the availability of funding. To ensure that public art and performance is a more holistic part of the waterfront's on-going transformation, DRWC is now undertaking three-year planning effort to conceive of and launch a comprehensive arts program for the central Delaware River waterfront. At the end of the planning process, the Waterfront Arts Program will have a clearly defined vision for expanding cultural experiences on the waterfront, a formalized organization and staff to oversee its implementation, and a few art installations complete and in progress to demonstrate its goals.

This work is being funded through a grant from the William Penn Foundation's New Audiences New Places grantmaking initiative. The goal of this initiative is to broaden Philadelphia's exposure to the arts and enrich community life, by bringing cultural experiences beyond traditional venues and into public and civic spaces. Using these platforms for high-quality performances and public art can foster creative expression throughout the city, engage new audiences and bring cultural experiences to neighborhoods.

Project Goals and Phasing

The overall goal of this project is to establish a platform for the development and installation of high-quality public and performance art in public spaces across the 6 miles of the Delaware River waterfront that is within DRWC's jurisdiction. In developing this program, DRWC seeks to involve artists from the very beginning of the process. By locating the artwork outside of traditional venues – in established public parks, in reclaimed wetlands along the river's edge, or along a busy streetscape under a highway pass – the program has the opportunity not only to introduce high-quality public art and performance to new audiences, but also to support new forms of art that can engage and inform residents of the important history of the waterfront and the unique ecological value of the River in their lives.

DRWC will divide this work into three phases. DRWC is seeking a consultant to lead the first phase, which will involve a dynamic and expansive outreach process and the development of a written framework for a self-sustaining arts program made with significant input from artist and community

stakeholders. During this same time, DRWC will commission one (possibly temporary) art installation that will build enthusiasm and awareness of the effort.

In later phases of the project, DRWC will formalize the operational structure of the program and identify and hire an appropriate individual to manage it. They will also implement the installation of the artwork identified phase one and commission at least one other work. Additionally, they will develop a long-term strategy for fundraising for the Waterfront Arts Program going forward.

Purpose and Process of Consultant Selection

In order to find the right consultant to lead the first phase of work of this undertaking, DRWC has designed a two-stage selection process. In the first stage, interested individuals and firms will prepare a response to this RFQ. The response should be concise – we are not expecting a full proposal – and should focus on the respondent’s qualifications and vision for the project. (See Section III. Contents and Requirements for Response for more information.) Based on those responses, DRWC will select a small number of individuals to participate in the second stage of the selection process. That will involve a site briefing and informal group discussion as well as individual interviews with the selection committee. (See Section IV. Selection Process and Evaluation for more information.)

II. SCOPE OF SERVICES

Consultant Roles and Responsibilities

The selected consultant will have three primary responsibilities. In consultation with DRWC staff and board members, he or she will design, manage, and lead a robust public engagement process involving artists, arts organizations, community members, curators, and other experts to develop a framework for a self-sustaining arts program. While the exact format of the process is not yet determined, DRWC imagines that it will involve a series of dynamic charrettes meant to reach a common vision for art on the waterfront. The engagement process should address the type, scale, form, frequency, location, and temporality of public art along the waterfront as well as the process for selection.

Secondly, the selected consultant will articulate the Waterfront Arts Program framework that develops through this engagement process in a printed report. The report will be shared through a comprehensive communication strategy meant to reach the widest possible audience. Much as the Master Plan for the Central Delaware is the guiding document for physical development on the waterfront, so will this report be for the public art that is curated and installed along the waterfront.

Finally, the consultant will coordinate the selection and implementation of one piece of public art, meant to launch the program and represent the exciting possibilities of the program for the future.

The consultant may come from a range of different disciplinary backgrounds: public art creation, curation, or administration; planning and landscape design; or community engagement. While there may be a need to form a team of consultants to represent the best mix of skills for this complicated work, for the purposes of this RFQ DRWC is seeking one individual and/or firm that can best lead the

project. (For more information on the criteria DRWC will be considering as part of the selection process, please see section IV Selection Process and Evaluation.)

Consultant Fee

DRWC has secured \$150,000 to cover the consultant fees for this undertaking. There is additional funding available for meeting expenses, report printing, artist commissioning, and art fabrication/installation.

III. CONTENTS AND REQUIREMENTS FOR RESPONSE

1. **Letter of Transmittal** including:
 - A statement indicating your understanding of the work to be performed;
 - An affirmation of your qualifications for professionally and expertly conducting the work as understood;
 - The name of the person best to contact 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 a minimum of three (3) projects completed that are of a similar scope or relevance.

3. **Project Vision:**

A two to three page narrative describing your vision for the project. The narrative should address the following questions:

 - How will your philosophy of public art, public space, and community engagement shape your approach to this work?
 - What experiences do you bring to this work that you feel will ensure its success? What creative methods for soliciting and incorporating input from a diverse range of stakeholders might you use to formulate a shared vision for public art?
 - Should you be selected to lead this project, what other consultants/disciplines might you want to bring onto your team? What role(s) will you expect them to fill?

4. **References**

List two to three references indicating project names, your role, total design fee, start and completion dates, and full client contact info (including telephone and email).

5. **Administrative Forms:** The following forms, found on the DRWC website RFP page must be filled out and submitted by all individuals and/or firms:
 - a. Campaign Contribution Disclosure Forms
 - b. DRWC Conflict of Interest Form

The Solicitation for Participation and Commitment Form will be completed by the selected consultant once a team of sub-consultants has been chosen and contract negotiation has begun.

6. **Sealed responses** (8 hard copies; one CD or flashdrive), must be received by Friday, January 13 at 4:00 P.M. EST. Proposals should be addressed to:

Lizzie Woods
Delaware River Waterfront Corporation
121 North Columbus Boulevard
Philadelphia, PA 19106

IV. SELECTION PROCESS AND EVALUATION

In an attempt to find the best possible leader for this undertaking, DRWC is approaching the selection of the consultant in a non-traditional manner. From this Request for Qualifications, DRWC hopes to solicit a response from a wide range of artists, art consultants, planners, and other qualified firms and individuals. From those responses, DRWC will select a handful of the most compelling (approximately 5 to 8) and invite them to participate in a two-day site visit as part of the second round of the selection process. We have tentatively schedule this for Tuesday, January 31 and Wednesday, February 1 and will confirm the exact time commitment by Thursday, December 22; please hold those days for your potential participation. On the first day, the selected responders will be given a tour of the waterfront and a briefing from DRWC staff on their current planning, development, and programming efforts. This will be followed by a group dinner with selected outside stakeholders. On the second day, the DRWC selection committee will conduct individual interviews with each of the short-listed firms. Travel and accommodation costs associated with the second stage of the selection process will be covered by DRWC.

Based on these interactions, the DRWC selection committee will choose one individual (or firm) to lead the project in its first phase. The selected consultant will then be asked to form a team of sub-consultants, if additional skills are necessary to complete the scope of work.

Proposal Evaluation:

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) Leadership experience, especially any experience leading a multi-faceted planning process
- (b) Experience curating, installing, creating, and/or programming public art in public spaces
- (c) Familiarity with the world of public art funding
- (d) Creative approach to community engagement, as evidenced in past work and described in the vision narrative
- (e) Technical qualifications to perform the work required, as presented in the response and determined by any other investigations conducted or information obtained by the DRWC
- (f) References provided by the respondent, particularly from projects of similar complexity and scope;
- (g) Commitment and ability to complete the project
- (h) Superior skill and reputation, including timeliness and demonstrable results
- (i) Any other factors the DRWC considers relevant to the evaluation of the proposal.

Responses that the DRWC determines, in its sole discretion, are responsive to the RFQ will be reviewed by a selection committee designated by the DRWC.

The contract will be awarded to the respondent whose proposal and interview 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.

Participation of MBE, WBE, and DSBE Firms

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 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.

While a complete M/W/DSBE plan is not required at this stage of the selection process, respondents to this RFQ should be prepared to provide one should they be selected as the lead consultant for this project. The plan should include a description of any efforts the consultant has made within its company which will help DRWC achieve these 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. Firm 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
4. A description of the respondent's 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 selected consultant will also be required to fill out and attach the Solicitation for Participation and Commitment Form, found on the DRWC website RFP page, for any M/W/DSBE firms that will be working on the project.

V. RESERVATION OF RIGHTS

Reservation of Rights:

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.

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.

VI. CONFIDENTIALITY, RESPONSIBILITIES, AND NON-DISCRIMINATION

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 hereunder. 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.

Disclosure of Proposal Contents:

Subject to the public disclosure requirements stated above, 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.