



**LOWER MANHATTAN DEVELOPMENT CORPORATION
THE CITY OF NEW YORK**

REQUEST FOR PROPOSALS:

**GREENWICH STREET SOUTH
URBAN DESIGN PLAN**

*The Lower Manhattan Development Corporation, a subsidiary of
the New York State Urban Development Corporation
d/b/a Empire State Development Corporation, in cooperation with
the City of New York
seeks proposals to provide urban design consultant services
relating to the area south of the World Trade Center site –
Greenwich Street South – in Lower Manhattan.*

Lower Manhattan Development Corporation

John C. Whitehead, Chairman

Kevin M. Rampe, President

The City of New York

Michael R. Bloomberg, Mayor of New York City

Daniel L. Doctoroff, Deputy Mayor for Economic Development and Rebuilding

July 14, 2003

Deadline for responses: August 4, 2003 5:00 PM EST

Questions must be submitted in writing no later than 5:00 pm *July 21, 2003* to Brett Rubin by mail to LMDC or by facsimile to: (212) 962-2431. Addenda to this RFP, including responses to any questions, will be posted on the LMDC web site www.renewnyc.com by *July 25, 2003*.

LMDC will not accept, and cannot respond to, questions via any other methods.

I. GENERAL INFORMATION

A. Mission and Structure of the Lower Manhattan Development Corporation

The Lower Manhattan Development Corporation (“LMDC”) was established in late 2001 to develop and revitalize Lower Manhattan in the aftermath of the September 11, 2001 terrorist attacks. As it relates to the work of LMDC, Lower Manhattan refers to all areas in Manhattan south of Houston Street.

LMDC is a subsidiary of the New York State Urban Development Corporation, doing business as Empire State Development Corporation (“ESDC”), a political subdivision and public benefit corporation of the State of New York, created by Chapter 24 of the Laws of New York, 1968, as amended. LMDC is governed by a sixteen member Board of Directors, eight of whom were nominated by the Governor of the State of New York and eight of whom were nominated by the Mayor of the City of New York.

LMDC is funded by federal appropriations administered by the United States Department of Housing and Urban Development (“HUD”) through its Community Development Block Grant (“CDBG”) program. To date, approximately \$2 billion has been allocated to LMDC under such appropriations and another \$783 million is anticipated through a second grant. (See Defense Appropriations Act of 2002, Public Law 107-117 and Supplemental Appropriations Act of 2002 for Further Recovery from and Response to Terrorist Attacks on the United States, Public Law 107-206).

B. Overview of Services Requested and the Submission Process

In fulfilling the LMDC’s mission to revitalize Lower Manhattan, and in furtherance of the Mayor’s Vision for Lower Manhattan released December 12, 2002, the LMDC working jointly with the City, through the office of the Deputy Mayor of Economic Development & Rebuilding, will require architectural, urban design, landscape and/or planning services for creating a revitalization strategy for the Greenwich Street South area, defined as the area between Liberty Street and Battery Place, from Broadway to West Street. In conducting this study, the LMDC will seek the input of many partner agencies, including the Metropolitan Transportation Authority (MTA), New York City Department of City Planning (DCP), New York State Department of Transportation (NYSDOT), the New York City Economic Development Corporation (EDC), and the New York City Department of Transportation (NYCDOT). LMDC may select one or more firms to provide some of the requested services, or LMDC may select a single firm to provide all services requested. Firms interested in submitting proposals to provide such services are required to follow the recommended guidelines and instructions contained in this Request for Proposals (“RFP”). In the event it becomes necessary to revise any part of this RFP, revisions will be provided by addenda posted on the LMDC web site: <http://www.renewnyc.com>.

Proposals should provide a straightforward, complete, and concise description of the firm’s capabilities to satisfy the requirements of the RFP. Please prepare six (6) copies of your

proposal and work samples. Each copy of the proposal should be bound in a single volume. Details of submission requirements will be included in a later section.

Firms submitting a proposal in response to this RFP may be required to give an oral presentation of their proposal to LMDC. This oral presentation may provide an opportunity for the firms to clarify or elaborate on the proposal but will in no way change the original submission. Engagement staff should be present at the oral presentation. LMDC's request for an oral presentation shall not constitute acceptance of a proposal.

Proposals must be received no later than 5:00 PM EST, *August 4, 2003*. Deliver all proposals to:

RFP PROCESSOR
Lower Manhattan Development Corporation
One Liberty Plaza, 20th Floor
New York, NY 10006
Attn: Greenwich Street South Urban Design RFP

LMDC reserves the right to reject any or all proposals submitted if such election is deemed to be in the best interest of LMDC. LMDC assumes no obligation, no responsibility and no liability for costs incurred by the responding firms prior to the issuance of a contract.

The current schedule for this effort is as follows:

- *July 14, 2003* – RFP Issued
- *July 21, 2003* – All written questions due
- *July 25, 2003* – Response to questions posted
- *August 4, 2003* – RFP Responses due
- *Week of August 11, 2003* – Oral presentations conducted
- *Week of August 18, 2003* – Consultant(s) Selected

Subject to annual review and approval by the LMDC Board of Directors, the selected firms will be retained for up to 2 years with an option for LMDC to renew.

II. ANTICIPATED SCOPE OF SERVICES

A. Purpose and Project Area

Prior to September 11, 2001, the Greenwich Street South area, defined as the area between Liberty Street and Battery Place, from Broadway to West Street, was experiencing a steady rebirth, as pockets of outdated office buildings were converted to residences. The collapse of the World Trade Center, followed by the yearlong recovery effort, nearly stopped the area's redevelopment by cutting off access to the rest of the city. Compounding the problem, several large buildings were severely or permanently damaged and remain vacant, in need of a plan for their reuse. The purpose of the Greenwich Street South study will be to create urban design proposals that revitalize the area, and begin to develop a framework for implementing those ideas.

B. Scope of Work and Services

LMDC is seeking one or more firms to assist LMDC and the City in its planning, development and revitalization work in Lower Manhattan. Specifically, LMDC seeks services in connection with the analysis and proposal of a revitalization strategy for the Greenwich Street South area defined as the area between Liberty Street and Battery Place, from Broadway to West Street. LMDC requests proposals for one or more firms to provide services building on preliminary work for LMDC completed in early studies of the World Trade Center site, including but not limited to the scope of work described generally below:

- **Prepare an overall urban design plan** for the area consistent with its emerging role as a residential neighborhood.
- **Develop a comprehensive design proposal for the Brooklyn-Battery Tunnel area**, including a new structural deck above the tunnel entrance, that may include substantial new residential development sites.
- **Address traffic issues at the tunnel** in conjunction with a consultant to be retained separately by LMDC, such as tunnel traffic, local traffic, and structural requirements.
- **Propose security measures that satisfy MTA requirements** for all tunnel and decking work contemplated.
- **Identify opportunities for additional housing**, either through new development or conversions throughout the area.
- **Propose new open space** appropriate to serving the surrounding population.
- **Receive and consider most recent business and residential community outreach information** conducted by the LMDC, as well as attend LMDC-sponsored public sessions that directly involve this project and study area, both at the onset of the project and on an on-going basis.
- **Review with all affected agencies** on a periodic basis as the proposal is developed, and work closely with the various stakeholders.

The scope of work includes a range of urban design studies and proposals addressing the following issues: 1) analysis of damaged areas immediately south of the World Trade Center site, 2) the Brooklyn-Battery Tunnel area, 3) new housing, 4) the public realm, 5) local street connections to the Financial District, 6) local street connections to Battery Park City, 7) integration with the promenade proposed along West Street, and 8) improved connections to Battery Park 9) Review, consider, and participate in, LMDC's public outreach. The selected consultant will be asked to work with the LMDC traffic study consultant, engineers at New York State DOT and the MTA, as well as coordinate with various other consultants, to develop a plan that includes the following items. **NOTE: LMDC intends to retain a traffic consultant separately from this RFP. Respondents should not include traffic engineering in their proposal.**

PART I – Existing Conditions Analysis

- **Analysis of damaged areas immediately south of the World Trade Center site**
 - Identify potential sites for residential conversions and/or mixed uses
- **Studies of Brooklyn-Battery Garage and Tunnel**
 - Identify locations for replacement parking to facilitate the removal, re-use, or redevelopment of the Brooklyn-Battery Garage.
 - Develop structural parameters for building over the tunnel entrance/plaza.
- **Survey of remaining Class B, Class C, and other office buildings for suitability to residential conversion**
 - Consider floor plate sizes, locations of ground floor entries, additional mechanicals, etc.
 - Identify any physical constraints on mixed-use or residential conversion.

PART 2 – Urban Design Strategy

- **Potential reintegration of buildings immediately south of the World Trade Center site**
 - Develop design proposals for ensuring the sites in discussion serve as an appropriate transition between the residential neighborhood and new development on the World Trade Center site.
- **Plan for Brooklyn-Battery Tunnel Area**
 - Produce architectural and engineering drawings demonstrating the feasibility of reconfiguring the Brooklyn-Battery Tunnel approach ramps to allow development above, showing compliance with the traffic study consultant’s requirements for gradients of new ramps, overhead clearances, signs, lighting, etc.
- **West Street Promenade connections**
 - Consult with New York State Department of Transportation on the agency’s planning for a continuous boulevard from the World Trade Center site to Battery Park, and develop design strategies that create connections to the Greenwich Street South area for both vehicles and pedestrians.
 - Produce engineering and architectural drawings demonstrating feasibility of proposed connections in relation to the traffic and engineering findings of the traffic study consultant.
- **Street Grid**
 - Working with the LMDC traffic consultant, State and City DOT, develop an urban design plan that solves the local access issues at the Brooklyn-Battery Tunnel, West Street, Liberty Street, and other local roads, without impeding regional traffic movements.
 - Resolve potential traffic impacts of proposed street changes with a traffic consultant working in conjunction with MTA and NYSDOT, and develop implementation schedule in conjunction with NYCDOT planned street improvements.

- **New and converted housing units**
 - Complete analysis of new units and/or converted units to be produced in the area, including map(s) showing residential buildings, number of units in each building, typical floor plans, etc.
 - Accessory parking facilities for vehicles associated with new residential buildings
- **Streetscape and urban design guidelines**
 - Propose urban design controls for all new development, showing building heights, massing, setbacks, possible zoning actions, and other controls.
 - Propose streetscape enhancements consistent with residential use.
- **Public realm enhancements**
 - Proposals for new parks and open space in Greenwich Street South.
 - Conceptual plan for linking existing plazas, parks, and arcades into open space network on and beyond the study site.
 - Proposal for connecting the neighborhood with surrounding areas to the north, east, and west.

PART 3 – Implementation Plan

- **Develop an implementation framework**, including specific public actions required and necessary steps for construction
- **Provide cost estimates** for proposed public projects, such as decking over the tunnel.
- **Provide engineering feasibility report** based on sub-consultant analysis.
- **Assess tunnel ventilation issues** with a sub-consultant and coordinate with the MTA.
- **Develop a timeframe** for implementation, including any key target dates.
- **Identify any necessary regulatory changes** or other government actions necessary for redevelopment.

DELIVERABLES

The consultant or consultant team selected will be expected to develop a clear set of deliverables in conjunction with the LMDC and the City. In general, it is expected that deliverables will include several completed reports summarizing the work product at various phases (to be determined), and containing the following:

- Twelve (12) bound copies of the report printed on 8 ½” x 11” size pages.
- Text addressing all parts outlined above, along with any necessary tables, charts, graphs, and other statistical analysis or supporting documentation.
- Plans, elevations, sections, renderings and/or other drawings as necessary to demonstrate the feasibility of the proposals and convey the ideas to decision-makers and other stakeholders.
- Electronic database(s), CADD files, survey data, and electronic maps and/or models, as appropriate.

ADDITIONAL SERVICES

The selected consultant(s) may be asked to perform additional services, as requested in writing by LMDC, on a time and materials basis. The consultant(s) should provide the normal hourly billing rate of each principal and staff member whose resume is provided or job category may be required, and the rate used in the proposal.

C. Project Schedule

The consultant or consultant team is asked to propose a schedule for completion of the work, which is anticipated to be roughly a 6 to 8 month effort. Selection of a consultant does not necessarily indicate acceptance of the proposed schedule.

III. SUBMISSION REQUIREMENTS

Please letter your responses exactly as the questions are presented herein. Please limit your submission to fifteen (15) one-sided pages, including work samples, which must be included in a separate, bound, appendix. Interested firms are invited to submit proposals that contain the following information:

- A. Experience, Structure, and Personnel
 - 1. **A history of the firm's experience** providing urban design services to economic development organizations, municipalities, other governmental entities, private developers, not-for-profits and civic organizations.
 - 2. **A description of the firm's organizational structure** including resumes of the principals, project manager(s) and professional staff who would work directly with LMDC and the City.
 - 3. **Samples of up to five (5) major projects** that the firm has completed in the past ten (10) years in the areas of urban planning and design. Include the client, the name of a contact person who is able to provide a reference, a description of the nature of the work, the size and complexity of the project, and the amount and the agreed fee arrangements.
 - 4. **Any other information** that you believe would make the firm's work on behalf of LMDC and the City superior to that of other firms or information about your firm's specialty or particular skill to perform a specific requested service.

- B. Methodological Approach
 - 1. **A description of how the firm(s) intend(s) to address the anticipated scope of services** set forth in Section II of this RFP.
 - 2. **A statement explaining the firm's approach to urban planning and design**, including study methods, analytical techniques, models, design processes etc. that would be employed.

- C. Fee
 - 1. **Total estimated firm fee for completion of the project**

2. **The normal hourly rate of each principal, staff member, and sub-consultants** whose resume is provided or whose job category may be required, and the rate used in the proposal.
3. **A list of anticipated reimbursable expenses** and the rate charged for each.
4. **Any reduced fees offered** to other municipalities, governmental entities, economic development or nonprofit organizations, and civic organizations. LMDC will require that the proposed billing rates and fees are equivalent or less than those charged to any other clients for equivalent services.
5. **Any other fees or charges.**

NOTE: The fee proposal must be submitted in a separate, clearly marked, sealed envelope. The fees will not be opened until all proposals have been initially evaluated. Although proposed fees will be taken into account, LMDC reserves the right to negotiate a lower or different fee structure with any firm that is selected.

D. Contact Information (NOTE: does not count toward 15 page limit)

On a single 8 ½ x 11 cover sheet in your proposal, please provide:

1. The lead firm or individual name;
2. The lead firm's contact person;
3. License or certification information of lead firm principal or individuals working on the LMDC project;
4. Telephone, fax, and wireless numbers for firm principals or individuals working on the LMDC project;
5. E-mail address for firm principals or individuals working on the LMDC project;
6. The street address of lead firm or individual;
7. The year the firm or individual practice established;
8. The MBE/WBE status of the firms (Minority-owned Business Enterprise or Women-owned Business Enterprise, as certified by New York State);
9. The type of work or specialty and size of firm; and
10. The signature of the lead individual, and the date of the signature.

E. Conflicts of Interest (NOTE: does not count toward 15 page limit)

1. Submit a statement describing any potential conflict of interest or appearance of impropriety, relating to other clients of the firm, or officers, directors, and employees of LMDC and the City, that could be created by providing services to LMDC and the City.
2. Indicate what procedures will be followed to detect and notify LMDC and to resolve any conflicts of interest.
3. Indicate any pending litigation and/or regulatory action by any oversight body or entity that could have an adverse material impact on the firm's ability to serve LMDC.
4. Indicate if the firm has ever had a prior contract with any governmental entity terminated for any reason, and provide an explanation.

5. Submit a completed Standard Background Questionnaire (Attachment 3).
- F. Non-discrimination Policy (NOTE: does not count toward 15 page limit)
1. All firm(s) with 50 or more employees shall submit a copy of their nondiscrimination or affirmative action plan.
 2. Firms with less than 50 employees shall submit a statement of their commitment to equal opportunity and affirmative action from their chief executive officer.
 3. Each responding firm must also complete and submit both
 - (a) Attachment 1 relating to the anticipated workforce to be utilized on the contract, and
 - (b) Attachment 2 relating to the anticipated participation of minority and women-owned business enterprises as subconsultants, if any.

All information and documents described in subsections A through D above must be included or addressed in the submission.

IV. CRITERIA FOR SELECTION

In evaluating proposals submitted pursuant to this request, LMDC places high value on the following factors, not necessarily in order of importance:

- Approaches in methodology with respect to the anticipated scope of services that demonstrate maximum comprehension of and ability to provide such services to LMDC.
- Experience of firm and employees to be assigned to the project in general, and in particular, providing urban design services to municipalities, economic development organizations, or other governmental entities.
- Quality of work product as demonstrated in submitted work samples of past urban design studies and successful, implemented projects.
- Demonstrated knowledge of New York City, the New York region, and Lower Manhattan in particular.
- Innovative or outstanding work by firm that demonstrates the firm's unique qualifications to provide consultant services in regard to this project.
- Number, complexity, and nature of urban planning and design services handled by the firm.
- Selected firm's staff ability, particularly principal involvement, and availability and facility for working with LMDC and the City's directors, officers, staff and consultants.
- Conformity with or exceeding of applicable LMDC's policies as noted herein, including specific policies relating to nondiscrimination and affirmative subcontracting goals.
- Effective presentation and communication skills (an oral presentation may be required from the finalists and, if required, such presentation will be a rating factor. Project staff should be present at the oral presentation).

V. CONTRACT TERMS AND REQUIREMENTS

The contents of the proposal prepared by the successful firm (s), with any amendments approved by LMDC, will become a part of the contract awarded as a result of this RFP Process.

The selected firms will be required to:

- Work with LMDC and City staff and their consultants to provide urban design services to LMDC on matters that may arise in connection with the planning, development, and revitalization of the Greenwich Street South area, in accordance with the Scope of Services in Schedule A hereof. Coordination with the MTA/NYCTA, DCP, NYSDOT, NYCDOT, NYC EDC, HPD and HDC will be required as part of this effort.
- Maintain accurate accounting records and other evidence pertaining to costs incurred in providing services, and on LMDC request, to make such records available to LMDC at all reasonable times during the contract period and for six (6) years after the date of the final payment to the firms under the contract.
- Grant LMDC unrestricted use of any and all material produced as a result of this agreement. However, all work will remain the legal property of the firm or team.
- Assume sole responsibility for the complete effort as required by this RFP, and be the sole point of contact with regard to contractual matters.
- Refrain from assigning, transferring, conveying, subletting or otherwise disposing of the contract or its rights, titles or interest therein or its power to execute such agreement to any other person, firm, partnership, company, or corporation without the prior consent and approval in writing of LMDC.
- Comply with applicable law governing projects initiated or supported by LMDC, including all applicable HUD requirements and regulations.

LMDC may hire more than one firm that responds to this RFP.

LMDC reserves the right to terminate any contract entered into as a result of this RFP at any time, provided that written notice has been given to the firm at least thirty (30) days prior to such proposed termination date.

VI. MISCELLANEOUS CONDITIONS

A. Obligation Only on Formal Contract

The issuance of this RFP, the submission of a response by any firm, and the acceptance of such response by LMDC do not obligate LMDC in any manner. Legal obligations will only arise on the execution of a formal contract by LMDC and the firm (s) selected by LMDC. LMDC's formal contract may include schedules in the form of the accompanying Schedules A (Attachment 4). LMDC provides these forms for informational purposes only and may amend them from time to time.

Responses to this RFP will be prepared at the sole cost and expense of the proposing firms. No materials submitted in response to this RFP will be returned.

B. LMDC Reservation of Rights

LMDC may (i) amend, modify, or withdraw this RFP, (ii) revise requirements of this RFP, (iii) require supplemental statements or information from any firm, (iv) accept or reject any or all responses hereto, (v) extend the deadline for submission of responses thereto, (vi) negotiate or hold discussions with any respondent and to waive defects and allow corrections of deficient responses which do not completely conform to the instructions contained herein, and (vii) cancel this RFP, in whole or in part, if LMDC deems it in its best interest to do so. LMDC may exercise the foregoing rights at any time without notice and without liability to any proposing firm or any other party for their expenses incurred in the preparation of the responses hereto or otherwise.

C. Nondiscrimination and Affirmative Action Policies

It is the policy of the State of New York and LMDC to comply with all federal, state and local laws, policies, orders, rules and regulations which prohibit unlawful discrimination because of race, creed, color, national origin, sex, sexual orientation, age, disability or marital status, and to take affirmative action in working with contracting parties to ensure that Minority and Women-owned Business Enterprises (“M/WBEs”), Minority Group Members and women share in the economic opportunities generated by LMDC’s participation in projects or initiatives, and/or the use of LMDC funds. As a subsidiary of ESDC, LMDC follows ESDC’s non-discrimination and affirmative action policy will apply to any contract entered into as a result of this RFP. LMDC has established a 20% M/WBE participation goal for its entire redevelopment project. The selected firm(s) shall be required to use best efforts to provide for the meaningful participation of United States M/WBE’s, Minority Group Members and women in the execution of this contract. A copy of each responding firm’s equal employment opportunity policy statement, Attachment 1 relating to the anticipated workforce to be utilized on the contract and Attachment 2 relating to the anticipated participation by M/WBEs as subcontractors, shall be included as part of the response to the RFP. The ESDC Affirmative Action Unit (“AAU”) is available to assist you in identifying M/WBEs certified by the State of New York that can provide goods and services in connection with the contract anticipated by this RFP. If you require M/WBE listings, please call the AAU at (212) 803-3224.