



**LMDC**  
Remember Rebuild Renew

Lower Manhattan Development Corporation  
One Liberty Plaza, 20<sup>th</sup> Floor New York, NY 10006  
Tel 212.962.2300 Fax 212.962.2431  
www.renewnyc.com

## **REQUEST FOR QUALIFICATIONS:**

# **INNOVATIVE DESIGNS FOR THE WORLD TRADE CENTER SITE**

## **LOWER MANHATTAN DEVELOPMENT CORPORATION**

*The Lower Manhattan Development Corporation, a  
subsidiary of the New York State Urban Development  
Corporation  
d/b/a Empire State Development Corporation,  
seeks statements of qualifications from licensed architects  
and/or professional planners to participate in a design study  
and presentation relating to the future of the World Trade  
Center site in the aftermath of the events of September 11,  
2001.*

### **Lower Manhattan Development Corporation**

John C. Whitehead, Chairman  
Louis R. Tomson, President

**August 19, 2002**

**Deadline for responses: September 16, 2002, 5:00 PM EST**

## 1. GENERAL INFORMATION

The Lower Manhattan Development Corporation (LMDC) was established following the disastrous events of September 11, 2001 to oversee the rebuilding and revitalization of Lower Manhattan south of Houston Street. Over \$2.5 billion in funds have been appropriated to LMDC to be administered by the US Department of Housing and Urban Development (HUD) through its Community Development Block Grant (CDBG) program.

In response to extensive public input, including two day-long workshops held on July 20 and 22, LMDC is seeking input from the most talented and creative designers to aid in envisioning the future of the World Trade Center site. Approximately five respondents representing a range of urban and architectural design philosophies will be asked to participate in a four-week planning and design study. The results of the study will be presented to the LMDC and to the public to promote a free-flowing exchange of ideas. **This is NOT a design competition and will not result in the selection of a final plan. It is intended to generate creative and varied concepts to help plan the future of the site.**

Each qualified respondent selected will receive an honorarium of \$40,000. This honorarium is expected to include any reimbursable expenses. At the conclusion of this process, LMDC may chose to retain one or more of the participants to continue, or chose to retain none of them. Such election will be made at the discretion of LMDC.

Respondents interested in submitting statements of qualifications are required to follow the instructions in this Request for Qualifications (RFQ). In the event it becomes necessary to revise any part of this RFQ, written revisions will be issued to all respondents on the LMDC web site <http://www.renewnyc.com>. Statements of qualifications of no more than 10 pages should be prepared providing a straightforward and concise description of the respondent's qualifications to participate in this important event.

LMDC reserves the right to reject any or all statements of qualifications submitted if such election is deemed to be in the best interest of LMDC. LMDC assumes no responsibility and no liability for costs incurred by the responding team(s) prior to selection. **If you choose to respond to this RFQ, please prepare twelve (12) copies of your qualifications on no more than ten (10) single-sided 8.5" x 11" pages, or five (5) 8.5" by 11" leaves, and deliver them to:**

Alexander Garvin  
Vice President for Planning, Design, and Development  
Lower Manhattan Development Corporation  
One Liberty Plaza, 20<sup>th</sup> Floor  
New York, NY 10006

Questions must be submitted in writing to Hugh Eastwood at LMDC by fax 212-962-2431 or by email at [HEastwood@empire.state.ny.us](mailto:HEastwood@empire.state.ny.us) no later than September 3, 2002. Addenda to this RFQ, including responses to questions, will be posted by September 6, 2002, on the LMDC web site <http://www.renewnyc.com>

**Qualifications must be received no later than 5:00 PM, September 16, 2002.** Respondents submitting qualifications in response to this RFQ may be required to give an oral presentation to

LMDC. This will provide an opportunity for the team(s) to clarify their qualifications but can in no way change the original submission. Such a request shall not constitute selection of a team.

**The schedule for this effort is as follows:**

- August 19 – RFQ issued
- September 16 – Responses due
- September 16 to 30 – Interviews conducted
- September 30 – Approximately five teams selected and agreements signed.
- September 30 through November 8– Innovative design development period (including mid-term review)
- November 22 – Presentation materials due to LMDC

## **2. PARAMETERS OF INNOVATIVE DESIGN STUDY**

As a result of substantial public input, including LMDC Advisory Councils, public hearings, and the comments received to date at the two *Listening to the City* events, a new consensus has begun to emerge regarding some of the public’s goals for the World Trade Center site. LMDC was given a concrete series of recommendations, and this RFQ is intended to encourage an innovative and bolder range of ideas and designs.

The selected qualified respondents will be asked to prepare several alternative plans for the site on and adjacent to the former World Trade Center based on program alternatives to be developed by LMDC and the Port Authority of New York and New Jersey. The following ideas will be incorporated into each new program alternatives, which will be finalized upon selection of the five teams in September:

- **Distinctive Skyline**  
New York City lost a critical part of its identity when the World Trade Center towers were destroyed. A tall symbol or structure that would be recognized around the world is crucial to restoring the spirit of the city.
- **Preference for Recognition of the Tower Footprints**  
Based on public input, there is a preference for preserving the footprints of the Twin Towers for memorial space and precluding commercial development on those locations.
- **Commercial and Retail Space**  
The Port Authority and LMDC will develop various options for a mixture of commercial and retail space on and/or off the site. These options will establish minimum and maximum square footage for mixed-use development to direct the planners. The ranges of space will be developed prior to the selection of the five teams.
- **Grand Promenade on West Street**  
Connect the future World Trade Center memorial with the ferries in Battery Park to Liberty and Ellis Islands. This grand promenade could reinvent West Street as a wide public boulevard and living memorial and might include depressing some or all of West Street south of Vesey Street.
- **New Street Grid**  
Partially restore the street grid within the former World Trade Center site, which

integrates walking and/or driving routes on and to the site.

- **Central Transit Center**  
Create an integrated transit center serving Lower Manhattan for PATH and subway passengers. A grand and visible station is needed to orient travelers and provide a spectacular point of arrival for commuters, tourists, and residents.
- **Residential Housing**  
There is significant demand for residential housing in Lower Manhattan. Planners will explore the possibility of residential housing on and off the site.
- **Cultural Elements**  
Utilize the unique opportunity for building major cultural institutions or a complex. Sites for a museum, performing arts center, or other spaces should be part of the plan.
- **Sequence of Public Open Spaces of Different Sizes**  
In addition to the main memorial space, plans should include public open spaces, e.g., parks and plazas, of different sizes and configurations.

### 3. SELECTION CRITERIA

The criteria for selection of architectural, planning and/or landscape design firms for this innovative design study is to be based on the LMDC Principles and Revised Blueprint (available on the LMDC web site <http://www.renewnyc.com>), and supported by the works of such civic efforts as *Imagine New York*, *Listening to the City, r.dot*, "A Planning Framework to Rebuild Downtown New York" by the Civic Alliance, and New York New Visions. New York New Visions (NYNV), a coalition of 21 architecture, engineering, planning and design organizations, will assist LMDC in appointing a team of outside advisors who will narrow the field of potentially thousands of respondents to between 10 and 25. An LMDC review panel will then make the final selection of the participants.

Of utmost importance is assuring diversity of participation, including firm location (both from the New York region and around the world), firm size (both large and small), type of work and projects typically undertaken (both practical and theoretical; architecture, landscape and planning), age (both young and established firms), and a diverse backgrounds of individuals.

The call for quality design in the NYNV *Principles* document started with "New York City should aspire to the highest possible quality of urban planning, architectural and environmental design in rebuilding Lower Manhattan. An architecture that is compelling, meaningful over the long term and culturally ambitious not only respects the past, but also takes great risks to create the future."

In ten (10) pages of 8.5" x 11", or five (5) leaves of 8.5" x 11" if double-sided, each respondent is asked to submit materials that highlight its unique strengths, design talents, architectural philosophy, sensitivity to the public realm, approach to creating space, and breadth of knowledge and experience. In evaluating submissions pursuant to this request, LMDC will place high value on the following factors, not necessarily listed in order of importance.

1. **Quality of work product** as demonstrated in submitted work samples of past architecture, urban design, planning, and development projects. Firms or individuals whose efforts represent outstanding principles of design quality, should present examples of work indicating :
  - **Risk-taking**  
Not accepting received wisdom but starting with fundamentals to go beyond easy and safe design solutions.
  - **Inspiration**  
Creating buildings, urban districts, plazas and parks that are extraordinary in their ability to elevate people's everyday experience.
  - **Understanding**  
Synthesizing disparate or contradictory information in an energetic way so that the whole is greater than the sum or the product of the parts.
2. **Innovative and outstanding work experience and unique qualifications.** Firms or individuals with superlative buildings, sitework and planning projects, competition entries or exemplary analytical studies shall present examples of work that address one or more of the following list.
  - **Experience in Designing Mixed-Use Urban Environments**  
Projects for vibrant, economically vital mixed-use urban districts; projects that create spaces and communities that balance the pedestrian realm with adjacent buildings.
  - **Experience with Transit**  
Projects for accessible mass transit and new transportation centers that integrate pedestrian movement and public space.
  - **Experience with Scale**  
Projects that demonstrate an understanding of scale and connection beyond the immediate site; projects that address phasing and the reciprocal relationship of local and regional development.
  - **Experience with Sustainability**  
Projects that exhibit extraordinary design excellence with an emphasis on environmental consciousness and sustainability to create long-lasting economic and social value.
  - **Experience with Community Sensibilities**  
Projects that through careful attention to urban design and quality of life integrate the needs of disparate populations including visitors and people who live or work in Lower Manhattan.
3. **Commitment of principals to lead the team.**

## 4. SUBMISSION REQUIREMENTS

Respondents to the RFQ are asked to provide relevant, concise and compelling information about the following:

**1. Experience and Personnel**

- **A history of the respondent's experience** including number of projects, years of operation, range of urban and architectural project sizes and budgets, awards, prizes, citations, etc.
- **List of the principals, project manager(s) and professional staff** who would work directly with LMDC, indicating their major projects to date.

**2. Work Samples**

- **Samples of up to five (5) projects** that the respondent has completed in the areas of architecture, urban design, planning and/or development in the past 15 years. Include a description of the program, the nature of the work, the size and complexity of the project, as well as the name of the client and/or a contact person who is able to provide a reference.
- **Any other information** that you believe would make your participation in this innovative design study of greatest value in envisioning the future of the site.

**3. Methodological Approach**

- **A statement explaining the respondent's design philosophy**, indicating what aspects of city and building design the respondent expects to emphasize in its approach to the World Trade Center site.
- **A description of how the respondent intends to work**, including methods, materials, and organizational structure.

**4. Contact Information Form (NOTE: does not count toward 10 page limit)**

**A separate sheet of paper indicating clearly:**

- Lead firm or individual name;
- Contact person;
- License information of lead firm principal or individual;
- Telephone, fax and wireless numbers;
- E-mail address;
- Street address of lead firm or individual;
- Year firm or individual practice established;
- Indicate if MBE/WBE (Minority Business Enterprise or Women's Business Enterprise as certified by New York State);
- Indicate type of work or specialty; note size of firm, including separate counts of (i) registered architects; (ii) professional planners; (iii) registered landscape architects; (iv) professional engineers; (v) other pertinent persons.
- The lead firm or individual is to sign and date this form.

**5. Conflicts of Interest (NOTE: does not count toward 10 page limit)**

- **Please submit a statement describing any potential conflict of interest** or appearance of impropriety, relating to other clients of the respondent, or officers, directors, and employees of LMDC, that providing services to LMDC could create.
- **Please indicate what procedures** will be followed to detect and notify LMDC of, and to resolve, any conflicts of interest.

- **Indicate any pending litigation** and/or regulatory action by any oversight body or entity that could have an adverse material impact on the respondent's ability to participate in the design development and forum sponsored by LMDC.

## 5. PARTICIPATION TERMS AND REQUIREMENTS

The contents of the submission prepared by the successful respondents, with any amendments approved by LMDC, will become a part of the agreement signed by LMDC with each successful respondent. The successful respondents will be required to:

1. **Designate a lead firm or principal** that will be the primary point of contact with LMDC relating to the administration of the agreement. Collaborative team structures are allowed and encouraged; however, one firm will be asked to be the signator and recipient of all payments. **Each team must be led by a licensed architect, licensed landscape architect and/or professional planner.**
2. **Grant LMDC unrestricted use of any and all material produced** as a result of this agreement for the advancement of the rebuilding effort. However, all design work will remain the legal property of the design firm or team.
3. **Refrain from assigning, transferring, conveying, subletting or otherwise disposing** of the agreement 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.
4. **Assume sole responsibility for the complete effort** as required by this RFQ, and be the sole point of contact with regard to contractual matters.
5. **Hold all meetings and presentations in the City of New York.** No expenses for travel will be reimbursed.

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

## 6. MISCELLANEOUS CONDITIONS

The issuance of this RFQ and the submission of a response by any proposing respondents or the acceptance of such response by LMDC does not obligate LMDC in any manner. Legal obligations will only arise on the execution of a formal contract by LMDC and the respondents selected.

LMDC reserves the right (i) to amend, modify, or withdraw this RFQ, (ii) to revise any requirements of this RFQ, (iii) to require supplemental statements or information from any firm, (iv) to accept or reject any or all responses hereto, (v) to extend the deadline for submission of responses thereto, (vi) to 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) to cancel this RFQ, 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. Responses to this RFQ will be prepared at the sole cost and expense of the proposing firm(s).

It is the policy of the State of New York and the LMDC to comply with all federal, state and local laws, policy, 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 New York State Business Enterprises, 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. LMDC is a subsidiary of the Empire State Development Corporation (ESDC). Accordingly, ESDC's non-discrimination and affirmative action policy will apply to this initiative. The selected consultant(s) shall be required to use its best efforts to achieve American M/WBE participation of not less than 20% of the total dollar value of the contract. A copy each respondent's equal employment opportunity policy statement and Staffing Plan (Schedule A-1) of the anticipated workforce to be utilized on the contract, shall be included as part of the response to any RFQ. The ESD Affirmative Action Unit (AAU) is available to assist you in identifying New York State certified M/WBEs that can provide goods and services in connection with the contract. If you require M/WBE listings, please call the AAU at (212) 803-3224.

SCHEDULE A-1

STAFFING PLAN

Project/RFP Title \_\_\_\_\_ Location of Contract \_\_\_\_\_ County \_\_\_\_\_ Zip \_\_\_\_\_

Contractor/Firm Name \_\_\_\_\_ Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Check applicable categories: (1) Staff Estimates include: ( ) Contract/Project Staff ( ) Total Workforce ( ) Subcontractors  
 (2) Type of Contract: ( ) Construction Consultants ( ) Commodities ( ) Services/Consultants

TOTAL ANTICIPATED WORK FORCE											Total Percent Minority Employees	Total Percent Female Employees
Federal Occupational Category	Total Number of Employees		Black (Not of Hispanic Origin)		Hispanic		Asian or Pacific Islander		Native American Alaskan Native			
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female		
Officials/Admin.												
Professionals												
Technicians												
Sales Workers												
Office & Clerical												
Craft Workers												
Operatives												
Laborers												
Service Workers												
<b>TOTALS</b>												

**CERTIFICATION:**

I, \_\_\_\_\_ (Print Name), the \_\_\_\_\_ (Title), do certify that (i) I have read this Staffing Plan and (ii) to the best of my knowledge, information and belief the information herein is complete and accurate.

Signature \_\_\_\_\_ Date \_\_\_\_\_ Telephone Number \_\_\_\_\_

**Forward to:**

Empire State Development  
 Affirmative Action Unit - Laverne Poole  
 633 Third Avenue, New York, NY 10017

Office: (212) 803-3224

Fax: (212) 803-3223

**CONTRACTORS STAFFING PLAN**  
*Instructions for Completion*

**PURPOSE:**

The Contractors Staffing Plan is prepared by all contractors providing good, products and merchandise, or services (skilled and non-skilled) or professional consulting services (inclusive of professional construction consultant services) to a state agency. The plan is required prior to the award of a contract and contains the anticipated staff assignments during the contract. **In instances where that cannot be identified, the contractor may identify the total work force of the company.** The form will be reviewed by state agencies for the purposes of equal employment opportunity requirements.

**GENERAL INFORMATION:**

1. **Project/RFP Title:** describe the project for which you are competing as indicated on the RFP/RFB document.
2. **Location of Contract:** the company's location and postal zip code.
3. **Contractor/Firm Name:** the company that will be providing the workforce. Include *address* with city name, state and zip code.
4. **Check applicable categories:**  
(1) *Staff Estimated include: Contract/Project Staff* (check in cases where the workers to be assigned can be determined, **Total Work Force** (check in the event the contract work force cannot yet be determined, **Subcontractors** (check if the work force for the project is that of a subcontractor).  
(2) *Type of Contract: Construction Consultants, Commodities, Services/Consultants* (check appropriate box).

**TOTAL ANTICIPATED WORK FORCE:**

1. **Federal Occupational Category:** The contractor's work force is broken down and reported by the nine Federal Occupational Categories (FOC's) consistent with the Federal government's EEO-1 categories for the private sector labor force. The categories are general in nature, and include all related occupational job titles. The contracting agency can provide assistance in categorizing specific jobs.
2. **Total Number of Employees:** Record the total number of all persons employed in each FOC regardless of ethnicity (either to be assigned to the contract/project staff OR in the company's total work force, as indicated by the categories selected in number 4 (1) Staff Estimated, of the General Information. Report the number of male employees in column (1), and the total number of female employees in column (2) for each FOC. In columns (3) through (10), report the number of male and female *minority* group member, based on the following defined groups:

**Black (not of Hispanic origin):** all persons having origins in any of the Black African racial groups.

**Hispanic:** all persons of Mexican, Puerto Rican, Dominican, Cuban, Central or South American or either Indian or Hispanic origin, regardless of race.

**Asian or Pacific Islander:** all persons having origins in any of the Far East countries, South East Asia, the Indian subcontinent or the Pacific Islands.

**Native American or Alaskan Native:** all persons having origins in any of the original peoples of North America.

**TOTAL PERCENT MINORITY:**

Add all minority group members (male and female) columns (3) through (10), divide by the total numbers of all employees in that FOC (columns 1 + 2). Post the percentage result for that FOC. [Total number of minority employees (columns 3 thru 10). Total number of employees (columns 1 and 2)].

**TOTAL PERCENT FEMALE:**

Divide the number of female employees (column 2) in the FOC, by the total number of both Male and Female (column 1 + 2). Post the percentage result for that FOC. [Total female employees (column 2). Total number of employees (columns 1 and 2)].

**TOTALS:**

To compute the column totals, add vertically. *Total Percent Minority Employees and Total Percent Female Employees* should be calculated as shown above, using the summed column totals.

The Contractors Staffing Plan is to be completed by the prime contractor and signed and dated by an authorized representative before submission. The *Company Official's Name, Title, Telephone Number, Signature and Date* signed should be provided where indicated on the form.