

Cherelle Parker, Mayor

Tracy Borda, Interim Chief Executive Officer, Department of Aviation

REQUEST FOR PROPOSALS FOR ***REAL ESTATE MANAGEMENT & ANALYSIS CONSULTING***

WORK SUMMARY:

The City of Philadelphia, Department of Aviation seeks qualified Applicants to provide comprehensive professional Real Estate Management & Analysis Consulting Services at Philadelphia International Airport (“PHL”) and Northeast Philadelphia Airport (“PNE”) or “Airport”.

PROPOSED COMPENSATION:

It is expected that the successful Applicant will be awarded a cost-plus, fixed-fee contract(s). The proposed price must include all costs that will be charged to the City for the services and tangible work products the Applicant proposes to perform and deliver to complete the project. Any contract resulting from this RFP will provide for a not-to-exceed amount in the compensation section of the contract.

RFP ISSUE DATE: May 8, 2026

RESPONSE DEADLINE:

No later than 5 pm Philadelphia Time on **May 28, 2026**. A complete proposal must be submitted by this time to be considered. Proposals in-process are incomplete.

OFFICIAL RFP CONTACT:

Shannon Clark
Shannon.clark@phl.org

SUBMISSION REQUIREMENTS:

All proposals must be submitted electronically to the correct contract opportunity established for this RFP (identified by opportunity number) through **eContract Philly** at <https://philawx.phila.gov/econtract/>

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1. INTRODUCTION

1.1 Values

The City of Philadelphia is committed to ensuring all businesses have access to contracting opportunities with the City and seeks to promote the economic development of small and local businesses.

IF ELIGIBLE, YOU ARE ENCOURAGED TO:

- ✓ Apply for [Local Business Entity \(LBE\) certification](#) with City's Procurement Department. If you provide your LBE status and/or promise to have a Local Impact, this must be used by the contracting department as a positive factor in evaluation and potential selection. Additionally, some opportunities are exclusively reserved for LBE certified businesses.
- ✓ Get Paid Faster! Enroll on the [Vendor Payment Portal](#) to effortlessly submit electronic invoices and monitor payment progress 24/7. The process of submitting invoices through the Vendor Payment Portal is user-friendly, efficient, and free.

1.2 Contracting with the City of Philadelphia

Consistent with our values, the City requires that all contractors and subcontractors comply with all applicable laws, regulations, and policies, including:

1

[CITY BUSINESS
LICENSES AND
PERMIT
REQUIREMENTS](#)

2

[PAYMENT OF CITY
BUSINESS TAXES
OR OTHER
INDEBTEDNESS
OWED TO THE CITY](#)

3

[CHAPTER 17-1300.
PHILADELPHIA 21ST
CENTURY MINIMUM
WAGE AND BENEFITS
STANDARD](#)

Please closely review the City's contract attachments including the standard terms and conditions found in the General Provisions under [Appendix A](#) of this RFP. Any contract resulting from this RFP will incorporate and be governed by these documents.

1.3 Contacting Us

For technical assistance with the eContract Philly website, email eContractPhilly@phila.gov or call (215) 686-4914.



City of
Philadelphia

- Please note the phone number provided is not a live helpline.
- Allow for two (2) business days prior to any application deadline to receive a response to your request. The City will not extend a deadline even if it has not responded to your question or request.
- All other questions regarding the RFP, including substantive questions, must be submitted in accordance with Section 2.3. Applicants are otherwise prohibited from contacting City representatives concerning this RFP or related matters.

1.4 Feedback about this RFP

The City recently updated the design of the RFP we use for Professional Services and would like feedback from vendors. If you have feedback you would like to share, please complete [this voluntary survey](#). Thank you.

2. THE OPPORTUNITY

2.1 Summary

This opportunity is open to prime Applicants with a minimum of ten (10) years of direct and relevant experience in the various areas related to Real Estate Consulting and Analysis, as detailed in Section 3. **Scope of Work.**

The successful Applicant(s) will provide comprehensive real estate management and advisory services to support Aviation in optimizing on- and off-airport land, facilities, and other leasehold interests at both Philadelphia International Airport (PHL) and Northeast Philadelphia Airport (PNE). Consulting services will focus on strategic planning, financial performance, cost-benefit analyses, lease administration and compliance, appraisals, and development opportunities to ensure Aviation's real estate portfolio aligns with its operational, revenue, and strategic planning objectives.

2.2 Background

Department of Aviation Overview

The City administers the day-to-day operations of the Airport through Aviation, under the direction of its Chief Executive Officer ("CEO"). The Airport's Chief Commercial Officer ("CCO"), or her designee, will manage the work performed by the Applicant(s).

Project Background

Description of Philadelphia Airport System

PHL is classified by the Federal Aviation Administration ("FAA") as a large air traffic hub (enplaning 1.0% or more of the total passengers enplaned in the U.S.). According to data reported for calendar year 2023 by Airports Council International – North America, PHL was ranked the twenty-first busiest airport in the United States, serving 28.1 million passengers; twenty-seventh busiest in the nation for aircraft operations; and eighteenth busiest in the nation for cargo tonnage.

The Airport serves residents and visitors from a broad geographic area that includes eleven counties within four states: Pennsylvania, New Jersey, Delaware, and Maryland. The Airport System consists of the following:

Philadelphia International Airport

PHL has approximately 2,598 acres located partly in the southwestern section of the City and partly in the eastern section of Delaware County, about 7.2 miles from Center City Philadelphia. The Airport's runway system consists of parallel Runways 9L-27R and 9R-27L, crosswind Runway 17-35, commuter Runway 8-26, and interconnecting taxiways. PHL's terminal facilities consist of seven terminal units totaling approximately 3.3 million square feet and include ticketing areas, passenger and baggage screening areas, passenger hold rooms and other amenities, baggage claim areas, a variety of food, retail and service establishments, and other support areas.

Outside of the PHL terminal area, PHL also has the following: six active cargo facilities; various support buildings; training areas; an air traffic control tower; a fixed-base operator; corporate



hangars; a fueling supply facility; two American Airlines aircraft maintenance hangars; a first-class office complex; a 14-story hotel; seven rental car facilities; a cell-phone lot; employee parking lots; and five public parking garages.

Northeast Philadelphia Airport

PNE is located on approximately 1,118 acres situated within the City limits, ten miles northeast of Center City Philadelphia. PNE serves as a reliever airport for PHL and provides for general aviation, air taxi, corporate, and occasional military use. The airport has no scheduled commercial service. There are presently 85 T-hangars, ten corporate hangars and six open hangars for general aviation activities.

Problem Statement

Aviation is focused on maximizing aeronautical and non-aeronautical revenues. To maximize revenues, the Airport Commercial team is looking for a firm or firms who will perform several staff functions including real estate management, development, and property acquisition. These include, but are not limited to:

- Terminal Space Management: Leasing and lease renewals for airlines, government agencies, airline support tenants, and concessions.
- Cargo Facility Management: Leasing for airlines and air cargo developers.
- Land Acquisition: Identify, evaluate, and appraise off-airport properties for potential airport purchase.
- Appraisal Services: Establish fair market value for airport-owned/leased facilities for leasing or lease renewals.

Aviation would request services as outlined above via task orders that include a scope of services, budget, and deliverable dates. The successful Applicant does not request the provision of consulting services.

Title VI Solicitation Notice

The Airport, in accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252, 42 U.S.C. §§ 2000d to 2000d-4) and the Regulations issued thereunder (49 CFR Part 21), hereby notifies all Applicants that it will affirmatively ensure that for any contract entered into pursuant to this advertisement, disadvantaged business enterprises will be afforded full and fair opportunity to submit proposals in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.

2.3 RFP Schedule

| | |
|--|---|
| RFP Posted | May 8, 2026 |
| Applicant Questions Due | Applicants must submit questions regarding this opportunity by May 15, 2026 at 5:00 pm Philadelphia time. All questions must be submitted via email to Shannon.clark@phl.org. |
| Answers Posted on <u>eContract Philly</u> | May 18, 2026, 5pm Philadelphia time |
| Proposals Due | May 28, 2026, 5pm Philadelphia time |
| Applicant Interviews, Presentations <i>(City Discretion)</i> | June 10, 2026, virtual |
| Applicant Selection | June 15, 2026 |
| Contract Execution | July 1, 2026 |
| Commencement of Work | July 1, 2026 |

The above dates are estimates only. Notice of changes in any pre-proposal meeting or site visit date, time or location, due date for Applicant questions, or proposal due date will be posted as a notice/Addendum with the original RFP on [eContract Philly](#) and will become a part of the RFP.

2.4 Outcome Goals

To provide Aviation with professional services related to any/all consulting needs required for the various, extensive to be determined projects forthcoming.

The goals for the project include, but are not limited to, the following:

- Increase Aviation's functional capacity in real estate management and development expertise.
- Define best practices in real estate management and implement sustainable processes.
- Transfer knowledge and establish a sustainable Aviation Commercial team.
- Promote Aviation's mission and core objectives.
- Assist Aviation in ensuring lease compliance.
- Perform leased and vacant space audits.
- Conduct two (2) or more Building Condition Surveys per annum, as assigned.

- Ensure the timely delivery of six (6) or more real estate appraisals per annum in accordance with FAA regulations, as assigned.
- Assist in the evaluation of two (2) potential off-airport land acquisitions per annum, as assigned.

2.5 Award Terms

Aviation reserves the right to have multiple awards.

| | |
|---------------------------|--|
| Term | <p>The term of this contract is expected to start on or about July 1, 2026 and end on or about June 30, 2027.</p> <p>The City may, at its sole option, amend the contract to add up to four (4) additional terms, each not to exceed one year.</p> |
| Compensation | Contract will state maximum compensation including all expenses. |
| Cost Proposal Type | Please reference Section 3.2 of this template for more information on cost proposal requirements. |
| Terms of Payment | Successful Applicant shall submit monthly invoices. |

3. SCOPE OF WORK

3.1 Description of Services

This *Section 3.1, Description of Services* includes the requirements for the project, including the services to be performed and the deliverables that must be met by the selected Applicant. The City reserves the right to change certain service requirements or deliverables based on changed circumstances, like a change in the business or technical environment or contract negotiations with Applicant(s) selected for negotiations, without issuing a revised RFP.

Applicants should read this section closely. An Applicant's proposed scope of work must detail how they will meet the service requirements or achieve the deliverables and goals described in this section. Applicants may also propose additional or revised services or deliverables to achieve the outcomes described in *Section 2.3 Outcome Goals* of this RFP. However, Applicants must explain why each of these additional services or deliverables are necessary, and when and how they will be completed.

The type of work shall include, but not be limited to, the following:

- 1) Cost-Benefit Analyses
- 2) Financial Analyses related to Land Acquisition and Management
- 3) Space Audits
- 4) Lease Compliance Reviews
- 5) Real Estate Appraisals

Service Requirements

Aviation requires at least the services listed below, including the specific tasks and work activities described. The applicant's proposed scope of work should state in detail how it will carry out each task, including the personnel/job titles (as identified in Section C, *Organizational and Personnel Requirements*) responsible for completing the task. For each service specified, the Applicant should propose criteria to determine when the tasks comprising the service are satisfactorily completed. Applicants may propose additional or revised tasks and activities but should explain why each is necessary to achieve the project objectives.

The Applicant shall propose a project team consisting of members of its staff and any subcontractors that, in total, have all the disciplines required to complete the project requirements. The proposed project team shall include personnel with the pertinent expertise required to undertake the work described. The Applicant, in coordination with its subcontractors and project team, shall provide the services essential to completion of the project. These services shall include, but not be limited to:

- 1) The successful Applicant(s) is/are to provide assistance to Aviation with real estate management and analysis consulting services. All assignments under this contract will include a detailed scope of work, cost estimate, and a required completion date.

- 2) The services will be a variety of tasks and will require a wide range of capabilities. Specific assignments have not yet been determined but will be made by Aviation when and if consulting services are required and the scope of work for each assignment will be negotiated with the successful Applicant(s) as the need arises. Specific projects are subject to the availability of funding.
- 3) The successful Applicant(s) will be expected to respond to the Aviation's assignment requests in writing within ten (10) business days, with submittal of estimate of the costs, time, work plan and other details necessary for the proper performance of the proposed services. Should the Airport determine the assignment to be either critical or urgent to the best interests of the Airport, the successful Applicant(s) shall work diligently to complete the work in a timely manner.
- 4) General Scope of Services: Each task assignment issued under this contract will include a detailed project scope of work, project budget and project duration for completion. Applicants' proposed scope of work in response to this RFP should state how it will address each area within the scope of work. Applicants may propose additional services and activities but should explain why each is necessary to achieve the airport's objectives.

It is expected that the assignments will involve some or all of the following Components:

- a) Real Estate Portfolio Assessment
 - Perform market demand studies for commercial, air cargo, parking, ground transportation, inflight catering, and other aeronautical and non-aeronautical uses and development.
 - Provide rent and fee benchmarking against peer airports (e.g., EWR, BWI, IAD).
 - Perform cost-benefit analyses for land acquisition and development.
 - Prepare feasibility studies for land acquisition and/or commercial development.
 - Conduct financial modeling and analysis for existing and potential real estate acquisitions and developments.
 - Prepare land and building appraisals with a Commonwealth certified general real estate appraiser.
 - Conduct feasibility studies for potential commercial development for airport-compatible businesses including but not limited to hotels and service plazas.
 - Develop and land use plan for use by Aviation's Capital Development Group for construction staging, storage, recycling and other defined uses.
- b) Market & Financial Analysis
 - Perform market demand studies for commercial, air cargo, parking, ground transportation, inflight catering and other aeronautical and non-aeronautical uses and development.
 - Provide rent and fee benchmarking against peer airports (e.g., EWR, BWI, IAD).
 - Perform cost-benefit analyses for land acquisition and development.
 - Prepare feasibility studies for acquisition and/or commercial development.

- Conduct financial modeling and analysis for existing and potential real estate acquisitions and developments.
 - Prepare land and building appraisals with a Commonwealth certified general real estate appraiser.
 - Conduct feasibility studies for potential commercial development for airport-compatible businesses including but not limited to hotels and service plazas.
 - Develop and land use plan for use by Aviation's Capital Development Group for staging, storage, recycling and other defined uses.
- c) Lease Administration & Compliance Review
- Review existing leases, agreements, and licenses for compliance with terms, FAA regulations, and airport leasing policies.
 - Recommend updates to lease structures, escalation clauses, and performance metrics.
 - Develop standardized templates and policies for new leases and renewals.
 - Lease and Parcel Management
- d) Strategic Development Planning
- Support preparation of a Real Estate Acquisition, Development, and Portfolio Strategy aligned with the Airport Master Plan.
 - Assist Aviation in identifying and evaluating potential off-airport office properties for the relocation of Aviation staff.
 - Identify highest and best uses for available parcels, with attention to Aviation compatibility, community acceptability, and environmental considerations.
 - Provide scenario planning for phased development of commercial, cargo, inflight kitchens, concession screening & distribution, MRO (maintenance, repair, overhaul), and other facilities.
 - Evaluate public-private partnership opportunities and other financing models (i.e., 3rd party developers).
 - Increased flight operations study.
- e) Policy, Process, & Technology Recommendations
- Recommend improvements to real estate policies, including leasing, concessions, and land use management.
 - Identify and recommend technology solutions for property management (lease tracking, GIS mapping, financial reporting). Aviation is licensed to use PropWorks.
 - Ensure compliance with applicable FAA guidelines and regulations, TSA regulations, and local government codes (i.e., City of Philadelphia and Tinicum Township).
- f) Real Estate Appraisals
- Appraisal, valuation, and negotiation support for lease renewals or new tenant opportunities.
- g) Other On-Call Services

- Ongoing real estate advisory support on an as-needed basis.
 - Fixed Based Operator (FBO) Strategy
 - Food, Beverage, Retail Concessions Strategy
 - Corporate office relocation planning and project management
- Appraisal, valuation, and negotiation support for lease renewals or new tenant opportunities.
- Property title services
- Property survey services
- Assistance in tenant recruitment and marketing of airport real estate assets.
- Aviation Properties staff augmentation.
- Building Conditions Surveys
- Environmental investigations

5) Deliverables

At the completion of every assignment, study, analysis, investigation, etc., the successful Applicant shall deliver a digital version in a format acceptable to Aviation such as PDF, Microsoft Excel, etc. unless otherwise directed.

- 6) Coordination: Coordination is considered an ongoing task. The successful applicant(s) will coordinate with entities including, but not limited to, Aviation, city departments, airport stakeholders, project managers, airport tenants, contractors and sub-contractors. Aviation anticipates that the work required for the completion of the tasks included in this Request for Proposals will include the assignment and engagement of a variety of firms across a range of specialties. The successful Applicant(s) will propose teaming that supports the Airport's intent, provides sub-contractors with mentoring and guidance, and closely monitors and reviews all project(s) work.
- 7) Project Schedule: The successful Applicant(s) shall prepare and update monthly, a master schedule for the awarded assigned project(s). The master schedule shall show the project phases, critical tasks and milestones for any of the planning, research, data collection, project review, documentation, procurement, and deliverables required. The successful Applicant(s) shall work diligently to complete the work in a timely manner.
- 8) Ownership of Materials: The City shall maintain sole and absolute property rights to and unrestricted use of any and all materials, text, logos, documents, booklets, manuals, references, guides, brochures, advertisements, music, sketches, plans, drawings, prints, photographs, specifications, software, data, products, ideas, inventions, and any other deliverables or work or recorded information in preliminary or final forms and on any media (collectively, "Materials") created by the successful Applicant(s) or its subcontractor(s) and paid for by the City under a contract entered into pursuant to this RFP. The successful Applicant(s) or its subcontractor(s) shall be required to disclose all such items to Aviation.

To the extent that any Material developed by or for the successful Applicant(s) or its subcontractor(s) embodies a copyrightable work, including, but not limited to, a "compilation" as that term is used in 17 U.S.C. § 101, as amended from time to time, such

copyrightable material shall be considered as one or more “works made for hire” by the successful Applicant(s) or its subcontractor(s) for the City, as that term is used in 17 U.S.C. §§ 101 and 201(b), as amended from time to time. The successful Applicant will be required and will be required to cause its Subcontractor(s) to assign and execute instruments evidencing assignment, all copyrights in all of such works to the City.

The successful Applicant(s) and/or its subcontractors shall be required to provide the City with intellectual property indemnification and limitation of liability. The successful Applicant(s) shall be required to (i) defend Aviation against any third party claim that the design, work, or materials provided by the successful Applicant(s) to Aviation infringe upon any patent, copyright or other intellectual property right and (ii) assume the responsibility for the resulting costs and damages finally awarded against Aviation by a court of competent jurisdiction or the amount stated in a written settlement signed by the successful Applicant.

9) Detailed “Scope of Work” – to be provided:

a) Work Plan

- Organization Chart for the project team, indicating the names and titles of the prime Applicant and each proposed sub-contractor.
- Detailed listing and description of the teams responsible for each of the primary task areas listed in Section 3, Scope of Work.
- Identify the tools, software and equipment that are intended to be used in each task area.
- Fully describe how the project team will approach quality control; and

b) Staffing Plan

- A listing of the staff members for the prime Applicant and each sub-contractor who are expected to be assigned to work under this contract, with title and description of each person’s duties. The list should clearly indicate the Airport’s contact and measures taken to maintain client service continuity and satisfaction. The list will also include specific owners and officers and/or partners authorized to bind the company to the provisions of the proposal;
- Resumes shall be included of all key staff listed for the prime Applicant and subcontractors and indicate all other commitments of key staff;
- Note any professional registrations and/or certifications of applicable proposed staff – copies not required.

General Requirements

A. Hours and Location of Work

The tasks may involve any of the landside or airside facilities at PHL. Hours and location of work will depend heavily on the project at hand in addition to the time required to complete it. Access to all



project areas by the successful Applicant's personnel shall be required to be coordinated with the Aviation.

Task orders should detail on-site, remote, or embedded personnel as determined by an approved task order, budget, and schedule. The budget for a task order performed by a subconsultant can include reasonable project management costs by the Applicant.

B. Monitoring; Security

By submission of a proposal in response to this RFP, Applicant agrees that it will comply with all contract monitoring and evaluation activities undertaken by the City, and with all security policies and requirements of the City and the Transportation Security Administration ("TSA").

Applicants are required to comply with Section 7 of the Airport Rules and Regulations regarding Airport Security. To review Section 7, contact Airport Security at 215-937-5452.

The Applicant's personnel may be required to display in full view a specific identification badge to be issued by Aviation. Background checks of personnel may be required. Background checks, fingerprinting (\$32), and badging (\$33) costs for each employee are the responsibility of the Applicant, if required. In the event that the Applicant is privy to any Airport security information, the Applicant and all of its personnel and subcontractors (if any) shall be subject to Title 49 Code of Federal Regulations (CFR) Part 1520. Security will be maintained in accordance with TSA Regulations under the provisions of 49 CFR Part 1542. Failure to comply with the City's and TSA's rules and regulations shall be a material breach to the contract and, in addition to all other rights and remedies of the City under the contract, at law or in equity, the City shall be entitled to terminate the contract without liability to the City, and upon such termination, the Applicant shall be liable to the City for all outstanding fees and charges and all costs, including attorney costs, expenses and damages arising out of such termination.

C. Organization and Personnel Requirements

The proposal must identify all personnel who will perform work on the project, by education level, skill set (described in detail), experience level, and job title. Resumes of all personnel so identified should be included in Applicant's proposal. The Department expects the following with respect to the successful Applicant's organizational structure and personnel:

The successful Applicant(s) shall have a minimum of ten (10) years substantial, direct and relevant experience in Real Estate consulting related areas, as well as other competencies as indicated herein. The Applicant must have provided services "doing business as" the legal name of the Applicant firm for a minimum of six (6) years.

Applicants shall be prepared to employ on its staff permanent, experienced professionals to complete the work of the project. The proposal must identify all key personnel who will perform work on the project by education level, skill set (described in detail), experience level and job title, as well as a narrative as to the contribution each individual will bring to the success of the assignment. Resumes of all personnel so identified shall be included in the Applicant's proposal. The City reserves the right to approve all key personnel. The successful Applicant shall not change key personnel without the consent of the City's representative. Subcontractors may be used for a portion of the work. However, the Applicant must demonstrate the technical leadership and overall

responsibility for the work.

Personnel shall be of high professional, personal and ethical integrity. They must avoid conflicts of interest and prevent the compromise of airport security standards. The reputation and caliber of the field personnel and their unbiased interaction with Airport tenants, contractors and others on behalf of Aviation is of the utmost importance.

The successful Applicant must become familiar with typical airport operations and provide a 24-hour emergency contact phone numbers for both the Applicant's key personnel as well as those of the Applicant's key subcontractors.

For the duration of the contract term, the project team shall provide those services essential to completion of the projects, as directed by Aviation. The support resources and clerical staff if needed will be based upon a pre-approved staffing plan. The Aviation requires the successful Applicant to employ highly qualified staff capable of interpreting local, state and federal regulations. Support will include personnel with the disciplines and expertise required to provide services for projects of various types and magnitudes.

1. Project Manager: The successful Applicant(s) shall appoint a Project Manager who will be the point of contact for all Airport assignments and must provide a local 24-hour emergency contact phone number.

2. Subcontractors: The successful Applicant(s) under this contract are expected to assemble a project team that will have the necessary expertise to accomplish all of the types of work listed above, using staff from his/her own organization and qualified subcontractors or possibly a joint venture collaboration, as necessary to meet all the requirements.

All subcontractors will be subject to approval by the City, in the City's sole discretion. Prior to execution of the agreement, the Applicant will be required to furnish the corporate or company name and the names of the officers and principals of all subcontractors. Notwithstanding any such approval by the City, the Applicant shall itself be solely responsible for the performance of all work set forth in any agreement resulting from the RFP, and for compliance with the price and other terms provided in the Agreement. The Applicant shall cause the appropriate provisions of its response and the agreement to be inserted in all subcontractor agreements.

The City's consent to or approval of any subcontractor or subcontract agreement proposed by any Applicant shall not create or purport to create any obligation of the City to any such subcontract agreement or create any form of contractual relationship or relationship of privity between the City and the subcontractor. Any Applicant who obtains such approval or consent of the City shall be required to insert a clause so providing in all subcontract agreements.

3. Other Contractors: When it is determined that an assignment requires the participation of other contractors, the Airport, at its sole discretion, may assign another contractor who is under contract to the City. They will be expected to fully cooperate in any joint efforts that

may be required. For any related specialized services for which the successful Applicant team is not qualified and for which the Airport does not have a qualified contractor under contract, the successful Applicant(s) may be asked to hire the appropriate contractors and subcontractors.

With respect to embedded consultants, Aviation reserves the right to request replacement consultants due to underperformance or to seek corrective action for certain types of underperformances. The replacement timeline is a metric described below in Section 3.2.

D. Administrative Requirements

All successful Applicant(s) are expected to provide the following:

- Communications Plan: Establishes how the successful Applicant will communicate with Aviation, receive feedback, reach decisions, and engage with stakeholders.
- Quality Assurance Plan
- Document Control Plan
- Safety Plan with incident reporting process
- Non-Disclosure Agreements executed by successful Applicant(s) and subcontractor(s) for access to records, databases, leases, airport Space Allocation Plans, and confidential development negotiations.
- Standard invoice format that all subcontractors utilize

Please note that only the successful Applicant(s) may bring financial changes or impacts to Aviation. Subcontractors are required to raise any changes in scope, cost, or timeline to the Applicant and should not raise them directly to Aviation.

3.2 Performance Metrics, Contract Management & Payments

Performance Metrics

As part of the City of Philadelphia's commitment to improved outcomes, the City seeks to actively and regularly monitor service delivery to enhance contract management, improve results, and adjust service delivery based on learning what works. Reliable and relevant data is necessary to drive service improvements, ensure compliance, inform trends to be monitored, and evaluate results and performance. As such, the City reserves the right to request/collect key data and metrics from providers related to the performance of the contract and to reject any item of work that does not meet the performance standards described in the contract.

- Schedule metric: This metric would measure the hours of effort proposed to complete a task versus the actual number of hours billed at completion.
- Budget metric: This metric would measure the variants between the proposed task order budget and actual invoiced amounts at completion.

- Task Order Development metric: From Aviation request to task order receipt, the metric is set at 10 business days. This metric would also measure the number of days from Aviation request to task order approval.
- Retainment/Replacement metric: This metric would measure the number of days a consultant would be required to retain or replace an embedded consultant. This also includes corrective action for certain types of underperformances. In all cases, the metric is set at 30 business days.
- Health and Safety Incident metric: This metric would measure the frequency of incidents relative to the number of hours worked in a given month tracked over the life of the contract.

Contract Performance Monitoring

The successful Applicant shall report to the City of Philadelphia on a regular basis regarding the status of the project and its progress in providing the contracted services and/or products. At a minimum, the successful Applicant shall submit a monthly invoice detailing the services and/or products provided, the goals/tasks accomplished, updated performance metrics, and the associated costs. If hourly rates are charged, the invoice must also detail the number of hours, the hourly rate, and the individual who performed the service. The successful Applicant(s) will be required to submit weekly updates regarding progress of assigned tasks in spreadsheet format detailing contract funding, tasks assigned, progress of phase of each task, etc.

How We Will Pay the Selected Applicant

Applicants must state hourly rates (fully burdened) for all personnel, identified by education level, skill set, experience level, and job title, who will perform work under any contract resulting from this RFP. For each task necessary to perform a service, deliver a tangible work product, or, if included in this RFP, accomplish a milestone identified in this RFP and/or the Applicant's proposed scope of work, the Applicant must state an estimate of the number of hours required to complete that task for each hourly rate that applies to each level of personnel identified to perform that task. Any contract resulting from this RFP will provide for a not-to-exceed amount in the compensation section of the contract

No fee or other mark-up will be allowed on direct expenses or sub-contractor costs.

Vehicles, office supplies etc. for contractor staff will not be provided by Aviation and the costs of such items shall be reimbursed as direct expenses, based on prior Aviation approval.

4. HOW TO SUBMIT YOUR RESPONSE

4.1 What You Must Include in Your Proposal

For your proposal to be considered, proposals must be submitted:

- a) electronically;
- b) through the City's designated system (not email);
- c) before the deadline; and,
- d) signed by an authorized representative of the Applicant.

Additionally, your proposal must include the information listed in the Proposal Requirements below and be organized in the order shown, (maximum 150 pages, 8 ½" x 11".) Failure to submit your proposal in the manner and format required by this RFP may result in your proposal being rejected.

Proposal Requirements:

1. Table of Contents

2. Introduction/Executive Summary (Give a short description of your proposal.)

Provide an overview of your company, the goods or services you offer and how you plan to meet the City's needs.

3. Applicant Profile (Tell the City about yourself).

Please complete the Applicant information sheet and include it with your proposal submission.

Part 1. Please provide the following for the Applicant's Business:

1. Name of Business
2. Business Address
3. Telephone Number
4. Fax Number (if applicable)
5. E-mail Address
6. Website Address
7. Federal Taxpayer Identification Number or Federal Employer Identification Number

Part 2. Please provide the following for the Applicant's Primary Contact:

1. Name
2. Job Title
3. Address
4. Telephone Number

5. Fax Number (if applicable)
6. E-mail Address

Part 3. Please provide a description of the Applicant's business background by answering the following:

1. What is the Applicant's Business Organization type (i.e. corporation, partnership, LLC, for or not for profit, etc.)?
2. Is the Applicant's Business registered to do business in Philadelphia and/or Pennsylvania?
3. What is the country and state of the Applicant's business' formation?
4. How many years has the Applicant's business been operating?
5. What is the primary mission of the Applicant's business?
6. What is the Applicant's significant business experience?

4. Proposed Scope of Work (Tell the City what you propose to do).

Review Section 3 of this RFP, "Scope of Work" and directly state what services and materials you will provide to meet the City's described needs. Be specific, and, as necessary, describe your services and materials in plain language for the evaluation team to understand. Include a proposed budget or cost proposal, and a schedule for when the services and materials will be provided.

5. Statement of Qualifications; Relevant Experience (Tell the City why you are the best choice).

Provide a statement of your relevant qualifications and demonstrate how your experience meets or exceeds the City's requirements. Include a list and description of similar projects you have worked on, including the number of such projects and the amount of time spent on them.

6. References (Tell us who can vouch for similar work you have completed).

Provide at least three references, preferably for projects that are similar to the work sought by this RFP. Include the company/entity, a contact person's name, the contact person's title, their address, their email address, and telephone number. The more similar the reference is to the City the better, such as other local government entities.

6. Proposed Subcontractors (Tell the City who will work with you).

Please provide a complete list of prospective subcontractors with whom you plan to work on this project. Include:

- Company Name
- EIN
- Scope of Work
- Percentage of total work allocated to each firm

7. Requested Exceptions to Contract Terms (Tell the City any changes you would like to the contract).

In exceptional cases, a successful Applicant might be afforded exceptions to the City's Contract Terms. State if you would like to request exceptions to the City's Contract Terms, including those contained in this RFP, including [Appendix A](#) and any other documents incorporated by link or reference. Identify the location of the proposed change as well as possible (noting the document, section, heading, and page), the reason for the change request, and proposed alternative language. The City may consider your proposed changes or may disqualify your proposal at its option. However, please be aware that exceptions are not made often and so you should thoroughly explain why the change is necessary and appropriate for the contract. Any proposed exceptions to the City's Contract Terms are subject to various internal review procedures before they can be accepted. **Note:** Your proposal is a [binding offer](#) to contract and failure to propose exceptions binds you to the City's terms, if your proposal is accepted.

8. Tax and Regulatory Status and Clearance Statement (Certify that you do not owe the City).

Obtain a [Tax Clearance Certificate](#) and complete [Appendix B](#) attesting to Applicant's tax and regulatory compliance with the City.

9. Disclosure of Litigation, Administrative Proceedings, and Contract Defaults (Tell the City about any legal proceedings or contract disputes your company or its leaders were involved with).

Provide a description of any legal proceedings or contract disputes in the past five (5) years that might affect your business, finances, or ability to perform the work described by this RFP. Include all instances of litigation, bankruptcy, debarment, suspension, contract default claims, any criminal conviction or indictments, settlements, and court or administrative orders. For each matter, state the name and nature of the matter, the parties involved, and its current status. For contract disputes, provide the name and contact information for the opposing party. Provide the same information for any matter involving an officer, director, principal, partner, or affiliate of the Applicant, and for any intended subcontractor of the Applicant.

10. Statement of Financial Capacity (Demonstrate how stable your business is

Provide documentation demonstrating fiscal solvency and financial capability to perform the work sought by this RFP. You may include any of the following:

- A general, independent statement of the Applicant's financial condition, prepared by an external auditor or accountant;
- Applicant's most recent audited or unaudited financial statements, including:
 - Balance Sheet,
 - Income Statement, or
 - Cashflow Statement;
- Most recent IRS Form 990 (for non-profit organizations only); or,
- Any other documentation that demonstrates your financial capacity to meet the requirements of this RFP.

11. Local Business Entity or Local Impact Certification (Tell the City if you are a local business or how you envision affecting the local economy).

The City is committed to leveraging its buying power to uplift and grow our local economy, which will result in more jobs for Philadelphians, including local and small businesses. For this reason, the City will consider local impact as a significant factor in our proposal evaluation for this contracting opportunity. If you meet the requirements of a certified Local Business Entity (LBE), we strongly recommend that you get certified for free by following the steps found [HERE](#) and include a copy of your certification with your proposal and/or include a statement about how you envision impacting the local economy through this work.

12. Disclosure Requirements (Tell the City about your political contributions).

Excess political contributions to City candidates and incumbents can disqualify you from a City contract. Complete the mandatory [disclosures](#) required as part of the electronic application process in eContract Philly, including any local political campaign contributions, by selecting “[Apply for Contract](#)” from the opportunity information screen (where this RFP was located). Additional information and instructions are located under the “[Disclosure/Eligibility](#)” tab on the top of the [eContract Philly](#) homepage. Please make sure to review these requirements closely before completing these disclosure forms.

4.2 How To Submit Your Application

Online Submission Required by the Application Deadline

You must **complete your application through [eContract Philly](#) before the deadline** to be considered for this contract opportunity. Proposals may be changed at any time up until the submission deadline and the City will not review your proposal until after the deadline. The proposal is not considered submitted until the “submit” button is pressed at the conclusion of the eContract Philly submission process. You will receive a confirmation email that your Application was submitted.

Applicants are encouraged to allow sufficient time to complete the application process in order to become familiar with the requirements of the eContract Philly interface, upload all required documents, and resolve any technical issues prior to the submission deadline. The City need not accept, and may discard, responses that are incomplete, late, or submitted in any other format.

Electronic File Limitations

[eContract Philly](#) accepts attachments up to 8MB of the following file types: Microsoft Word, Microsoft Excel, Microsoft Project, Adobe PDF or in a compressed zip file. Larger attachments must be split into smaller attachments to accommodate this file size limitation. There is no limit to the number of attachments that may be uploaded.

Every Entity Applies for Itself

Except in the case of [Joint Ventures](#), which follow special rules described below, **every entity must apply for itself**. If the prospective applicant is not already registered with [eContract Philly](#), you must first register for an account before you can apply to this opportunity. Note that each legal

entity must have a separate account; you may not utilize or repurpose another entity's account for this application. To identify each legal entity, the eContract Philly application system uses an entity's Taxpayer Identification Number, either a Social Security Number (SSN) or Employer Identification Number (EIN). Make sure the Tax Identification Number associated with your profile matches the Tax Identification Number of the company that is applying. Applications from an affiliated entity or made on another entity's behalf will cause the City to reject the proposal.

See the [Joint Venture](#) rules if you are applying on behalf of a Joint Venture.

Use the Submission Checklist Below

This is a tool to help you to submit a complete, accurate, responsive, and on time application.

DOES MY RESPONSE MEET THE PROPOSAL REQUIREMENTS?

| | |
|--|---|
| Did you submit the proposal before the stated deadline of this RFP? | ✓ |
| Did the proposal explain how Applicant meets the goals and objectives, tasks, milestones, and deliverables, and other requirements described by the Department in the Opportunity and Scope of Work sections? | ✓ |
| Does your cost proposal meet the requirements under " Compensation "? | ✓ |
| Does your service proposal meet the requirements under " Description of Services "? | ✓ |
| Does your proposal meet the overall format and content requirements described in " What you must include in your proposal "? | ✓ |
| If eligible, did you enroll with the City's Vendor Payment Portal to effortlessly submit electronic invoices and monitor payment progress 24/7? | ✓ |
| Did you review the entire RFP and contract attachments, including the Contract Terms and Conditions, and request any exceptions? You must propose contract language changes with your proposal or the City's terms are deemed accepted. | ✓ |
| Was the proposal submitted electronically through eContract Philly ? | ✓ |
| Did you complete the mandatory political contribution disclosures through the application? | ✓ |
| Was the proposal submitted to the correct opportunity number? | ✓ |

4.3 Proposal Binding

Your proposal is a binding offer to contract for what you propose. Each Applicant agrees that it will be bound by the terms of its proposal for a minimum of 180 calendar days from the application deadline for this RFP and will enter a contract containing the same terms. If the City accepts your proposal as submitted, the City need not negotiate additional or different terms. Applicants must state clearly and conspicuously any modifications, waivers, objections, or exceptions they seek in a separate section of the proposal entitled "[Requested Exceptions to Contract Terms.](#)"

The City reserves the right, in its sole discretion, to negotiate terms and conditions different from and/or additional to the Contract Terms without notice to other Applicants.

5. HOW WE CHOOSE

The City will consider many factors, including cost, when evaluating proposals submitted to this RFP. While cost is an important factor, it is not the sole, or necessarily the deciding factor. The City may choose to award the contract resulting from this RFP to an Applicant whose proposal is the most advantageous to the City and in the City's best interest even if the Applicant is not offering the lowest price.

The City will base its selection on criteria that may include, but are not limited to:

- 1) Superior ability or capacity to meet particular requirements of contract and needs of City Department and those it serves
 - a) Demonstrated satisfactory completion of relatable work including comparable details, innovative solutions used and management control techniques.
 - b) Capacity and availability of staff to perform defined tasks
 - c) Ability to meet project deadlines under proposed project plan/strategy/solution
 - d) Staffing model
- 2) Eligibility under Code provisions relating to campaign contributions
- 3) Superior prior experience of Applicant and staff
 - a) Relevance of verifiable experience and expertise in projects of a similar scope and scale, as evidenced by project descriptions, emphasis on airport work.
 - b) Evidence that the organizational chart sufficiently addresses the positions necessary to support the project.
 - c) Relevance of recent projects completed by Key Personnel.
- 4) Superior quality, efficiency and fitness of proposed solution for City Department.
 - a) Demonstrated experience at commercial airports or large campus-like facilities with various real estate assets and agreements.
 - b) Applicant's appropriate certification for certain types of task orders (i.e. certification of real estate appraisers in the Commonwealth of Pennsylvania)
- 5) Superior skill and reputation, including timeliness and demonstrable results
 - a) Demonstrate solid understanding of the project requirements and desired result and crafted a superior and efficient process for accomplishing those requirements.
 - b) Proven experience of the firm(s) in delivering the types of tasks outlined in the scope of service both as a firm(s) and its proposed personnel.
 - c) Demonstrated experience in performing "on-call" and/or embedded staff model.

- d) Business integrity and reputation in the industry.
- e) Demonstrated ability to meet project deadlines.
- 6) Special benefit to continuing services of incumbent, such as operational difficulties with transition or needs of population being served
- 7) Benefit of promoting long-term competitive development and allocation of experience to new, local, or small businesses
- 8) Lower cost
- 9) Administrative and operational efficiency, requiring less City oversight and administration
- 10) Anticipated long-term cost effectiveness
- 11) Meets prequalification requirements
- 12) Applicant's certification of its Local Business Entity/Local Impact status.

If a contract is awarded from this RFP, a notice will be published on the City's [eContract Philly](#) website identifying the name of the selected Applicant and the basis for award to that Applicant, as well as the names of all other Applicants to this RFP. To access this notice, select the button that says "Notice of Intent to Contract" and search for your opportunity number.

6. GENERAL RULES GOVERNING RFPs/PROPOSALS

WHAT ARE MY RESPONSIBILITIES IF I'M AWARDED THE CONTRACT?

Maintain an active Business Income and Receipts Tax (BIRT) Account Number.

REGISTER [HERE](#).

Maintain an active Commercial Activity License (CAL) Number

REGISTER [HERE](#)

Obtain a Philadelphia Tax and Regulatory Status Clearance and return [Appendix B](#) and stay current with all City and School District taxes and fees or payment plans.

OBTAIN A TAX CLEARANCE CERTIFICATE [HERE](#)

Continuously disclose your political contributions and stay under the [contribution limits](#) that allow you to be awarded a contract.

SEE THE "[DISCLOSURE/ELIGIBILITY](#)" TAB ON ECONTRACT PHILLY [HERE](#) FOR MORE INFORMATION

Submit all Contracting Disclosures requirements. Provide demographic information about your workforce and your work for the City in the past five years (This is only required once an organization is awarded a contract with the City of Philadelphia).

CONTRACTING DISCLOSURE AND FILING INSTRUCTIONS ARE [HERE](#)

Pay a Contract Preparation Fee

SEE AND PAY THE FEE [HERE](#)

Contracts resulting from this RFP are “Service Contracts” and awarded Applicants, along with their subcontractors at any level, are “Service Contractors” who must comply with the 21st Century Minimum Wage and Benefits Standard found in Philadelphia Code Sec. 17-1300.

THE CURRENT LIVING WAGE RATE AND BENEFITS REQUIREMENTS AND APPLICABILITY CAN BE LOCATED [HERE](#)

If the awarded contract is valued at or over \$250,000, you must extend Equal Benefits to life partners of employees that are extended to spouses of its employees, under 17-1900 of the Philadelphia Code.

INFORMATION REGARDING EQUAL BENEFITS IS LOCATED [HERE](#)

Register for electronic payments

INSTRUCTIONS FOR REGISTRATION CAN BE FOUND [HERE](#)

Comply with federal Health Insurance Portability and Accountability Act (HIPAA) if applicable.

SEE [HIPAA](#) SECTION BELOW

6.1 Health Insurance Portability and Accountability Act (HIPAA)

The work to be provided under any contract entered into pursuant to this RFP may be subject to the federal Health Insurance Portability and Accountability Act (HIPAA) or other state or federal laws or regulations governing the privacy and security of health information.

If the contract is with any of the “[Covered Units](#)” designated by the City or the chosen provider is otherwise a “Business Associate” under HIPAA, the selected Applicant must comply with the “[Terms and Conditions Relating to Protected Health Information](#)” which are posted on [eContract Philly](#) under the “[About](#)” section and which will be incorporated into the contract by reference.

6.2 Special Rules Applicable to Joint Ventures

Generally, applications submitted through eContract Philly from Applicants that purport to be filing an application on behalf of another individual or business entity will not be considered, even if the other business entity is an affiliate of the Applicant. In the case of multiple business entities that, if awarded a contract, have formed, or intend to form a joint venture to perform the contract, a single

business entity *may* file an application on behalf of all such business entities, so long as: (i) the filing business entity is or will be a member of the joint venture, (ii) the application is made in the name of the existing or proposed joint venture, (iii) documentation is submitted with the application identifying all business entities that will comprise the joint venture, and demonstrating a binding agreement among those business entities to perform the contract as the joint venture identified in the application (for a joint venture that has not yet been formed, documentation signed by each identified business entity evidencing a commitment to form the joint venture if awarded the contract is sufficient), and (iv) the non-filing business entities are eligible for award of a City contract and make the [disclosures](#) required by [Chapter 17-1400](#) of the Philadelphia Code (described in greater detail below) within fourteen (14) days after the joint venture receives notice that it has been awarded the contract.

6.3 Mandatory Political Contribution Disclosures and Penalties

Pursuant to [Chapter 17-1400](#) of the Philadelphia Code, Applicants are required to disclose the following as part of their required online application:

- their direct and indirect campaign contributions to:
 - political candidates and incumbents who are nominated for, running for, or serving in, a local Philadelphia elected office; and
 - political committees/parties that are operating in Philadelphia¹
- any consultants used in responding to the RFP and political contributions those consultants have made as described above; and
- whether the Applicant or any representative of the Applicant has received from any City employee a request for money or other items of value.

Applicants who make material misstatements or omissions in required disclosures may be prohibited from entering into contracts resulting from this or any other RFP of the City for one to three years and subjected to fines of up to three-times (3x) the amount that a contribution exceeded the [political contribution limits](#), up to \$2,000 for each contribution, pursuant to [Section 20-1302](#) of the Philadelphia Code

For more information, please consult the text of [Chapter 17-1400](#), the “[Disclosure/Eligibility](#)” tab on [eContract Philly](#), e-mail econtractphilly@phila.gov, or call 215-686-4914.

6.4 Political Contribution Limits for City Contractors

The current contribution limits are adjusted every four years (starting in 2008) and are posted on the [eContract Philly](#) home page. The limits are established by law, apply continuously throughout the life of an awarded contract and for as long as the official benefiting is in office. Applicants are advised that individuals and businesses that make campaign contributions in excess of the amounts set forth in [Section 17-1404\(1\)](#) of the Philadelphia Code are ineligible to enter into a City contract or subcontract at any tier in excess of \$10,000 for individuals or \$25,000 for businesses. Contributions

¹ State and federal campaign contributions do not have to be disclosed unless the subject/candidate in the campaign is also running for, or currently serving in a local Philadelphia elected office.



are attributed according to [Section 17-1405](#) of the Philadelphia Code and Applicants should take this into consideration in electing to apply for this opportunity and in selecting subcontractors, if any.

Applicants certify that their subcontractors are eligible to work on City contracts and will be responsible for any consequence if that later proves untrue. To assist Applicants, the City has provided disclosure forms under the "[Disclosure/Eligibility](#)" "[Subcontractor Disclosure](#)" tab on [eContract Philly](#) for subcontractors to complete and provide to the Applicant at their option. These forms do not need to be submitted to the City.

6.5 City Employee Conflict Provision

City of Philadelphia employees and officials are prohibited from submitting a proposal in response to this RFP. No proposal will be considered in which a City employee or official has a direct or indirect interest.

6.6 Reservation of Rights

By submitting a response to this contract opportunity, the Applicant accepts and agrees to the [City's Standard Reservation of Rights](#), linked and incorporated in this document by reference, and to the terms of this contract opportunity, including all information contained in this RFP and information posted or accessible by link from the [eContract Philly "Opportunity List"](#) page, accessible under the "[New Contract Opportunities](#)" tab on the [eContract Philly](#) homepage.

6.7 Confidentiality and Public Disclosure

Each Applicant shall treat all information obtained from the City as a result of this opportunity or any resultant contract, which information is not generally available to the public, as confidential and/or proprietary to the City in accordance with the terms of any resultant contract. The Applicant shall exercise all reasonable precautions to prevent any information derived from such sources from being disclosed to any other person. The Applicant agrees to indemnify and hold harmless the City, its 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.

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



APPENDICES

Appendix A – General Provisions

THE CITY OF PHILADELPHIA PROFESSIONAL SERVICES CONTRACT GENERAL PROVISIONS FOR GENERAL CONSULTING SERVICES.

(Posted as a separate document with this Opportunity on eContract Philly)

Appendix A-1 – Provider Agreement “SAMPLE”

(Posted as a separate document with this Opportunity on eContract Philly)

Appendix A-2 – Exhibit PA-3 Airport Requirements

(Posted as a separate document with this Opportunity on eContract Philly)



Appendix B - City of Philadelphia Tax and Regulatory Status and Clearance Statement

CITY OF PHILADELPHIA TAX AND REGULATORY STATUS AND CLEARANCE STATEMENT FOR APPLICANTS

THIS IS A CONFIDENTIAL TAX DOCUMENT NOT FOR PUBLIC DISCLOSURE

This form must be completed and returned with Applicant's proposal in order for Applicant to be eligible for award of a contract with the City. Failure to return this form will disqualify Applicant's proposal from further consideration by the contracting department. Please provide the information requested in the table, check the appropriate certification option and sign below:

| | |
|--|--|
| Applicant Name | |
| Contact Name and Title | |
| Street Address | |
| City, State, Zip Code | |
| Phone Number | |
| Federal Employer Identification Number or Social Security Number: | |
| Philadelphia Business Income and Receipts Tax Account Number (if none, state "none") | |
| Commercial Activity License Number (if none, state "none") | |

___ I certify that the Applicant named above has all required licenses and permits and is current, or has made satisfactory arrangements with the City to become current with respect to the payment of City taxes or other indebtedness owed to the City (including, but not limited to, taxes collected by the City on behalf of the School District of Philadelphia), and is not in violation, or has made satisfactory arrangements to cure any violation, or other regulatory provisions applicable to Applicant contained in the Philadelphia Code.

___ I certify that the Applicant named above does not currently do business or otherwise have an economic presence in Philadelphia. If Applicant is awarded a contract with the City, it promptly will take all steps necessary to bring it into compliance with the City's tax and other regulatory requirements.

Authorized Signature

Date

Print Name and Title



Appendix C - Insurance Requirements

(posted on Econtract Philly as a separate document)