

**REQUEST FOR PROPOSAL**

**RFP SOLICITATION #DDP-SMP-6-22-21**

**DOWNTOWN DOVER STRATEGIC MASTER PLAN**

**“ENVISION CAPITAL CITY DOVER 2030”**

**A PROJECT OF THE DOWNTOWN DOVER PARTNERSHIP**

A Non-Profit 501(c)(6) Located in the City of Dover, Delaware

June 22, 2021

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# **REQUEST FOR PROPOSALS**

## **Downtown Dover Strategic Master Plan For the Downtown Commercial District and Surrounding Area of Dover, Delaware**

### **1. INTRODUCTION, PROJECT OVERVIEW AND GENERAL PROVISIONS**

#### **1.1 Introduction**

This Request for Proposal (RFP) is being issued by The Downtown Dover Partnership, a non-profit 501(c)(6) in the City of Dover, Delaware.

The Downtown Dover Partnership (DDP), working in concert with the City of Dover and multiple public and non-profit agencies, is seeking an experienced, dynamic, and diverse professional planning consultant team to develop a Strategic Master Plan for the downtown and closely surrounding neighborhood area within the City of Dover, Delaware. The target area is designated as a Downtown Development District and also as an Opportunity Zone, indicating that this is the high priority target area for redevelopment and reinvestment.

The DDP is committed to driving an improved quality of life for the residents and visitors of Dover, Delaware, through collective collaboration, economic development and promotion of downtown Dover's unique historic properties. As such, core areas of DDP's responsibility are strengthening economic opportunity in the central core of the Capital City of Dover through effective business recruitment, retention, and expansion; creating an environment that is conducive to effective property redevelopment and reinvestment; and revitalizing the community to increase viability and sustainability of the business district and surrounding neighborhoods. This area for priority redevelopment is adjacent to the state legislative campus, City Hall, the public library, numerous state offices, the historic landscape of Delaware's National Park known as "The Green", the new Dover Post Office and Family Court locations, and other amenities that make the core of the city unique.

The City of Dover is not a partner to this RFP. Nevertheless, the City and many other public and private stakeholders are philosophical and financial partners in, and integral to, the work of the DDP in daily operations and initiatives, including the City of Dover, Kent County, the State of Delaware, several key non-profits, and a broad range of individuals that have invested in Dover, Delaware, including but not limited to residents, workers, merchants, and property owners.

The DDP seeks and is pleased to invite interested individuals, agencies, and/or teams (each, a "Respondent") to submit a response to this RFP (each, a "Response") to develop a Downtown Dover Strategic Master Plan that will invite grassroots input and include implementation and investment strategies to guide development and reinvestment, with the goal of bringing this vital core of commerce and housing to its highest and best potential by a target date of the year 2030.

## 1.2 Process

The DDP is issuing this RFP to receive responses from vendors to develop a Downtown Dover Strategic Master Plan (SMP) that will include grassroots input and strategies for implementation and reinvestment, as further detailed in Section 1.4 Project Objectives and Goals. The DDP may or may not select a Respondent as an outcome. All Respondents must comply with this RFP and are cautioned to completely review the entire RFP and to follow the instructions carefully.

Each Response shall take into consideration and address the Project Objectives and Goals as identified in Section 1.4. Addenda that may become necessary during the RFP process (each an “Addendum”) will be made available publicly and each such Addendum will become a material part of this RFP.

This RFP does not commit or bind the DDP to enter into a contract or proceed with any next step related to development of a strategic master plan. This RFP is not to be construed as an offer to enter into a contractual relationship. The DDP assumes no obligations, responsibilities, or liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred or alleged to have been incurred by parties considering a response to, or responding to, this RFP. All such costs shall be borne solely by each Respondent.

The DDP reserves the right to waive technicalities, to reject any or all Responses or recommendations, or any portion thereof, to seek new responses, to proceed to do the work otherwise, or to abandon the work, if the DDP chooses for any reason to do so.

## 1.3 Project Area and Overview

Downtown Dover and adjacent residential neighborhoods continue to suffer from physical decline and disinvestment, as exhibited by a nearly 50% vacancy rate of commercial properties and low homeownership (+/- 55%). This area of central Dover has been designated as “high-priority redevelopment target area” by both the state and city as evidenced by designation as both an Opportunity Zone and a DE Downtown Development District. (Reference 1.4 Project Objectives and Goals)

Ongoing issues, including safety, vagrancy, vacancy, business retention/recruitment obstacles, lack of strong investment, and lack of a current master plan to unify partner efforts continue to severely limit the center city from rising to its highest and best capacity as a thriving area of commerce and homeownership, particularly for those of low- and moderate income. Results of the DDP and aligned partners’ meaningful efforts to-date have given us glimpses of success as a thriving rural downtown community in which to live, work, and shop, but this “heart of Dover” has not yet met the “tipping point” for solid, substantial revitalization.

The proposed master planning process and outcome will reflect a “lean urbanism” philosophy. (Reference: <https://leanurbanism.org/about/>) It will engage this diverse local community in visioning and planning, including minority, underrepresented and low-income populations, and the aligned investment strategy upon implementation of the plan (beyond scope of the requested

planning) will engage both traditional investors as well as a broad array of individuals in the community, diverse in ethnicity, MHI (Median Household Income), affluence, gender, age, and ability. It will also seek to develop opportunities for a local workforce.

The proposed SMP will include strategies for additional market-rate housing and increased entrepreneurial opportunity and result in Dover's strengthened core exhibiting both residential and business activity that reflects value for not only its current diverse community, but a community reinforced by the next generation of leaders, including those from Delaware State University, Bayhealth's new residents program, Dover Air Force Base singles and officers who choose to live outside of the base, and a workforce that chooses to simultaneously live and work in the central Dover geography. Further, sustainable transformation of Delaware's Capital City of Dover to an exceptional, vibrant, reimagined core of commerce and community will prove valuable to the state and surrounding region for years to come.

Over a million people stand to benefit from a revitalized business district that will regularly attract a new, young population while providing an increased quality of life and economic, entrepreneurial, and housing opportunities for all those that have already invested in the community, including minorities, those that are disabled, veterans, and other marginalized populations. The plan will benefit Dover City's population of +/- 38,000, an additional +/- 16,000 who work in Dover but live outside of the City, and destination shoppers from Delaware (total 975,000) and the Eastern Shore of Maryland with a population of 420,000.

For Quick Facts on the City of Dover, DE, visit:

<https://www.census.gov/quickfacts/dovercitydelaware>

Project area: EXHIBIT 1 Dover Downtown Development District Boundary Map

See also: <https://evogov.s3.amazonaws.com/media/27/media/44772.pdf>

## **1.4 Project Objectives and Goals**

(a.) The final Strategic Master Plan will:

- (i.) Invite and engage broad public input and build consensus in development of the plan, including a written vision for the project area;
- (ii.) Include strategies, or set of strategies, that will reflect a "lean urbanism" philosophy;
- (iii.) Ensure that the uniqueness and authenticity of downtown Dover is celebrated, while finding ways to enhance the project target area with market-based, progressive ideas;
- (iv.) Include:
  - a. At least five (5) conceptual designs for key redevelopment sites; and
  - b. At least five (5) compelling conceptual designs for entry points or other landmark sites; and
  - c. Additional compelling, tailored illustrations and/or images to excite viewers and convey the vision and recommendations for target project area projected to be realized over the next eight years at an inspiring level of quality.
- (v.) Become an inspirational and frequently referenced document for implementation by the DDP, project partners and stakeholders;

(vi.) Take into consideration a review of materials created previously related to the City’s downtown planning and current status, transit, parking solutions, designations, etc., including:

- **Downtown Dover Development District Designation:**

- <https://stateplanning.delaware.gov/ddd/towns/dover.shtml>

- <https://udel.maps.arcgis.com/apps/MapSeries/index.html?appid=709de4becdd54cf58136004ec3aa78dc>

- <https://evogov.s3.amazonaws.com/media/27/media/44772.pdf>

- **Delaware Opportunity Zone**

- <https://business.delaware.gov/opportunity-zones/about/>

- **Dover Opportunity Zone**

- <https://opportunitydb.com/cities/delaware/dover/>

- **City of Dover Comprehensive Plan 2019**

- <https://www.cityofdover.com/media/Public%20Works/Rezoning%20Hub%20Site/Dover%202019%20Comprehensive%20Plan%20Adopted%201-13-2020%20Complete.pdf>

- **Dover Transit Center Neighborhood Plan and Design Book March 9, 2011**

- <https://www.downtowndoverpartnership.com/FinalPlanBookwithDDPAppendixV2.pdf>

- **Dover Transit Center Neighborhood Plan and Design Presentation 2011**

- <https://www.downtowndoverpartnership.com/DoverTransitCenterNeighborhoodPlanFullShow.pdf>

- **Dover Capital Gateway Plan and Design Book 2016**

- <https://doverkentmpo.delaware.gov/files/2019/04/Capital-Gateway-Study-min.pdf>

- **Restoring Central Dover Plan**

- <https://ncall.org/restoring-central-dover/>

- **Bike-Ped Plans 2017 (developed February/March 2015)**

- <https://doverkentmpo.delaware.gov/files/2017/09/Bicycle-Plan-Final.pdf>

- **DDP-led process for Development of City of Dover Comprehensive Downtown Parking Solution:**

- <https://www.downtowndoverpartnership.com/ddp/parking-downtown/>

- **WalletHub ranking of Delaware as No. 1 in “Best States for Working from Home”**

- [https://wallethub.com/edu/best-states-for-working-from-home/72801#expert=Joseph\\_Mazzola](https://wallethub.com/edu/best-states-for-working-from-home/72801#expert=Joseph_Mazzola)

- **It's Happening Downtown! Video (2020)**

<https://youtu.be/KHPnEiV6dUE>

- **Downtown Dover Partnership Annual Report (Calendar Year 2020)**

<https://www.youtube.com/watch?v=MHQpjb1uEbA>

(b.) The SMP process and final plan will examine issues and make recommendations on the following topics:

1. Physical Environment

- Disclose a unified vision and will include an implementation strategy to ensure appropriate redevelopment of Dover, to include an implementation timeline;
- Determine appropriate height and density for downtown and identify strategic places where height is appropriate;
- Evaluate existing C-2, C-2A, IO, RGO, and RG-1 zoning and other land use and development regulations within the downtown boundary for change or expansion opportunities;
- Examine transportation connectivity downtown, including bicycle and pedestrian, and how better connections can be made across streets, in compliance with ADA Title II requirements;
- Analyze the adequacy of existing infrastructure including utilities, storm water, sanitary sewer and roads;
- Analyze the adequacy of public, open green spaces and make recommendations for future locations;
- Identify opportunity sites for larger, mixed-use developments, including market-rate residential, ensuring their connectivity;
- Identify potential sites or a “campus” for social services to address needs of vagrants, homeless, and transitioning individuals;
- Identify opportunity sites for small scale and incremental development that are consistent with the “lean urbanism” concepts;
- Provide planning and zoning recommendations to support strategies of the SMP; and
- Ensure familiarity of the comprehensive parking strategy as developed in 2021 by the DDP.

## 2. Market Analysis

- Evaluate market gaps and opportunities;
- Identify business categories that will, based on market analysis, likely be successful, while complementing existing retailers in project area;
- Inform and strategize for attraction and retention of businesses, residents and visitors, as well as a work force for a potentially new “Post-COVID” economy, and where possible, project future growth and market trends;
- Identify and integrate local workforce needs and opportunities. (I.e.; strategize for employment of the local community, college, and vo-tech audiences; and
- Identify market-rate housing opportunities and incentives for people to reside in the project area.

## 3. Financial

- Recommend sources of funds to implement strategies as identified in the final SMP document; and
- Identify opportunities and key projects for reinvestment, considering both traditional and non-traditional investors.

## 4. Design

- Ensure design recommendations complement the historic landscape;
- Consider development of a riverwalk asset as considered in previous plans for downtown Dover;
- Assess pedestrian amenities, and enhance where appropriate;
- Identify and incorporate CPTED (Crime Prevention Through Environmental Design) strategies;
- Examine City's existing downtown wayfinding signage and make recommendations for possible improvements; and
- Recommend zoning districts and classifications, form-based approaches and/or other contemporary approaches.

## 5. Implementation Strategy

- Identify specific action items and timing for all recommendations; and include same in a matrix or reference chart for ease of use;
- Involve the City of Dover's Planning Department to incorporate the SMP into the City's existing downtown 3-D (GIS) model and Comprehensive Plan, where applicable.

- Provide SMP files, in a variety of formats, for public distribution and awareness of plan (i.e.; GIS layers, in concert with City, if applicable, PDF, internet-formatted plan, marketing-type summary brochure, etc.). Materials produced as part of the SMP project shall be the property of the DDP.

6. Public Engagement

- Work with the DDP to identify key stakeholders (to include but not be limited to project partners) within the project area and develop a Stakeholder Committee at the beginning of the project;
- Use creative strategies for public engagement and broad and diverse project participation with all racial, ethnic, and cultural communities within the project area and work with DDP to establish a meeting schedule;
- Facilitate meetings, workshops, interviews, and development of public outreach materials, to include public and private sector entities and individuals; and
- Coordinate with public sector officials/agencies and private sector stakeholders to understand the context and outcome of previous plans, studies, and initiatives associated with the redevelopment of the downtown area, including those identified in Project Objectives and Goals, Section 1.4 (a.)

**1.5 Project Timeline for Delivery of Response and Certain Deadlines**

(a.) The following represents the anticipated Project Timeline for the RFP process:

EVENT	DATE
Issuance of RFP	June 22, 2021
Response Due Date	By or before August 20, 2021, at noon EST (Eastern Standard Time)
DDP team reviews Responses and issues requests for select Respondents to provide additional information and/or presentations on site or via Zoom	August 23 - September 20, 2021
Decision to be made regarding selection of vendor	September 20, 2021
Recommendation to be made to DDP Board of Directors by the DDP Board President/Executive Director to proceed/not proceed with next steps of proposed project. Recommendation of a vendor for board consensus by vote, if warranted.	September 22, 2021

(b.) All dates set forth above and elsewhere in this RFP are subject to change, in the DDP's sole discretion.

## 1.6 Address for Delivery of Response

(a.) The Response shall be submitted and delivered in a sealed container and in electronic format no later than the date set forth in Section 1.5 (a.) and must be delivered to the Downtown Dover Partnership, as follows:

Downtown Dover Partnership  
101 West Loockerman Street, Suite 1-A  
Dover, DE 19901  
Attention: Diane Laird, Executive Director  
[Diane@DowntownDoverPartnership.com](mailto:Diane@DowntownDoverPartnership.com)

(b.) Any Response that is received after the deadline will be rejected regardless of the reason for the late arrival. The Respondent is advised to allow extra time to ensure timely delivery. No verbal discussions regarding Responses will take place at any time other than in writing to the above email address.

(c.) Deadline: DDP reserves the right to change and/or extend deadlines as outlined in Section 1.5 (a.)

## 1.7 General Provisions Regarding the Response

(a) Response Contents

As used in this Request for Proposal, the term "Response" means a Respondent's complete response, including:

- (i) **Statement of Qualifications (SOQ)** of the Respondent;
- (ii) **Technical Proposal** (description of services inherent to the creation and delivery of The Downtown Dover SMP), to include the following:
  - Contents of the SMP;
  - Timetable or Matrix outlining the projected Scope of Services to develop the plan; and
  - Projected Timeline for Implementation of the SMP.
  - Any other information that would support the successful outcome of the process of developing a SMP and successful implementation thereof by a target date of 2030.

(iii) **Financial Proposal** (financial considerations/fees/costs/expenses, etc. for the proposed development of the SMP and related services, as outlined in the Technical Proposal item (ii) above;

(b) The Response Contents should consider and address the following desires/goals of the DDP and its partners:

- Section 1.4 Project Objectives and Goals;
- Grassroots engagement in plan development and outcome;
- Timetable reflecting a target date of completed SMP delivered to DDP by April 2022 (or within approximately six months of contract signature);
- SMP Implementation Benchmarks at one-, three-, five- and eight-year timeframes with a target completion date of 2030 for majority of SMP implementation;
- Description of projected, anticipated or “by request” involvement of selected vendor beyond completion and submission of SMP to the DDP; and

The Response shall be organized, be clearly indexed, succinctly written, and titled.

(c) **Applicability of Freedom of Information Act**

All documents submitted by a Respondent in response to the RFP shall become the property of the DDP and will not be returned to the Responder except for Proprietary IP (as defined below). Each Respondent grants the DDP the non-exclusive, non-revocable right to make use of Respondent’s intellectual property and work product (including but not limited to patents, inventions, concepts, ideas, methods, and processes) submitted by or on behalf of each Respondent to the DDP in connection with its Response for the purposes of the Project. The right of the DDP to make or use each Respondent’s intellectual property (except for the Proprietary IP) shall be royalty-free. The Proprietary IP shall be identified as such in the Response and the DDP shall return all Proprietary IP to the Respondent.

Subject to the exceptions specified herein, all written and electronic correspondence, exhibits, photographs, reports, printed material, tapes, disks, designs, and other graphic and visual aids submitted to the DDP by the Respondent during this procurement process, whether included in the Response or otherwise submitted, shall become the property of the DDP upon delivery to the DDP and will not be returned to the submitting parties.

The Respondent shall familiarize themselves with the provisions of 29 Del. C. § 10001 et seq. (the Freedom of Information Act). Unless otherwise qualified for exemption from disclosure therein, all materials submitted by a Respondent shall be subject to disclosure pursuant to the Freedom of Information Act and any other laws and regulations applicable to the disclosure of documents submitted under this RFP. In no event shall the DDP or any of its agents, representatives, consultants, directors, officers or employees be liable to any Respondent or any of the Respondent’s team members for the disclosure of any materials or information submitted in response to this RFP.

(d) Identification of Authorized Respondent’s Representative

Each Respondent shall identify in its Response one individual authorized to act on behalf of the Respondent relating to the Project, known as the Authorized Respondent’s Representative (ARR).

(e) Identification of Authorized Downtown Dover Partnership Representative

The one individual authorized to act on behalf of the DDP relating to the Project, shall be the Authorized Downtown Dover Partnership Representative (ADDPR). The ADDPR is:

Diane Laird, Executive Director  
Diane@DowntownDoverPartnership.com

(f) Rules of Contact

The DDP shall be the sole contact for purposes of this RFP. The Respondents shall correspond with the DDP regarding the RFP only through its ARR, per 1.7(c), and with the ADDPR, per Section 1.7(d);

**2. RFP PROCESS**

**2.1 Questions and Responses Regarding the RFP and Addenda**

(a) Questions and Responses Regarding the RFP

- (i.) Each Respondent shall be responsible for reviewing the RFP and any Addenda issued by the DDP and for requesting written clarification or interpretation of any perceived discrepancy, deficiency, ambiguity, error or omission contained therein. The DDP reserves the right not to respond to any clarification requests.
- (ii.) The DDP will only consider comments and questions regarding the RFP, including requests for clarification and requests to correct errors if submitted by the ARR to the ADDPR, and only by electronic mail in the prescribed format, per Section 1.7 (e).
- (iii) Comments and questions may be submitted at any time prior to the applicable date specified in Section 1.5(a) (Project Timeline) or such later date as may be specified in any Addenda and shall:
  - (a.) identify the relevant Section number and page number (e.g., Section [x], page [x]) or, if it is a general question, indicate so;

(b.) not disclose the Respondent's identity in the body of the question nor contain proprietary or confidential qualifications; and

(c.) indicate whether the question is a threshold issue that would preclude the Respondent from submitting a Response.

(iv) No telephone or oral requests will be considered. Questions may be submitted via email only by the ARR or its designee to the ADDPR, and must include the requestor's name, address, telephone number, and email address, and the Responder he/she represents.

(b) Addenda

The DDP reserves the right, in its sole discretion, to revise, modify, or change the RFP at any time before the Response Due Date.

## 2.2 Confidentiality

(a) Confidentiality of Respondent Information

If a Respondent has special concerns about information that it desires to make available to the DDP but that it believes constitutes a trade secret, proprietary information, or other information exempted from disclosure pursuant to the Freedom of Information Act, then the Respondent shall specifically and conspicuously designate that information by placing "CONFIDENTIAL" in the header or footer of each such page affected. The provisions of the Freedom of Information Act, and other applicable Laws shall control in the event of a conflict between the procedures described above and the applicable Law.

(b) Request for Disclosure

If a request is made for disclosure of the Responses or other materials pursuant to the Freedom of Information Act, or other applicable Laws, the DDP will comply with its obligations under the Freedom of Information Act, and other applicable Laws.

(c) Litigation

In the event of any proceeding or litigation concerning the disclosure of Responses, portion thereof or other materials, the Respondents shall be responsible for prosecuting or defending any action concerning the materials at its sole expense and risk; provided that the DDP reserves the right, in its sole discretion, to intervene or participate in the litigation in such manner as it deems necessary or desirable. All reasonable costs and fees (including attorneys' fees and costs) incurred by the DDP in connection with any litigation, proceeding or request for disclosure shall be reimbursed and paid by the applicable Respondent.

## 2.3 Access to Downtown Area and Site Investigations

Downtown Dover is public and accessible for investigation by potential Respondents.

## **2.4 Errors**

If any mistake, error, or ambiguity is identified by a Respondent at any time during the procurement process in any of the documents supplied by the DDP, such Respondent shall have a duty to notify the DDP of such mistake, error, or ambiguity and recommend a correction in writing in accordance with Section 2.1(a) (Questions and Responses Regarding the RFP).

## **2.5 Conflicts of Interest**

- (a) Pursuant to Dover Code, Chapter 30, Section 30-33, no DDP employee, appointed official, property owner, business owner or other volunteer or staff member of the DDP may participate on behalf of the DDP in the review or disposition of any matter pending before the DDP in which he/she has a personal or private interest. This applies to anyone appointed by the mayor or city council.
- (b) The DDP conflict of interest policy requires members of the DDP Board of Directors to abstain from discussion, voting and decision-making activities if such board members have actual or potential conflicts of interest on matters affecting transactions between DDP and the other party.
- (c) Exceptions to this policy (Section 2.5(a) and (b)) may be granted by the DDP, upon written request from such person, if it is determined that the person's involvement is in the best interest of the public and does not constitute an unfair advantage.
- (d) Each Respondent shall provide information concerning conflicts of interest and disclose all relevant facts concerning any past, present or currently planned interests that may present a conflict of interest by completing question 14 on Form B. Each Respondent shall state how its interests or those of any of its team members, consultants, contractors or subcontractors, including the interests of any chief executives, directors or key personnel thereof, may result in, or could be viewed as, a conflict of interest.

## **3. REQUIREMENTS FOR SUBMITTAL OF RESPONSE AND ACCEPTANCE OF DELIVERY BY THE DDP**

### **3.1 General Submittal Requirements**

- (a) The Response for this RFP shall include a SOQ Proposal, a Technical Proposal, and a Financial Proposal.

- (b) Proposal Due Date - The completed Proposal shall be delivered to recipient and address as set forth in 1.6(a) in a sealed container no later than the time and date set forth in Section 1.5(a).

### **3.2 Format**

- (a) Proposals shall contain concise written material and drawings that enable a clear understanding of the capabilities of the Respondent and the characteristics and benefits of the Responses, and well as financial recommendations or price quote. Legibility, clarity, and completeness of the SOQ Proposal, the Technical Proposal, and the Financial Proposal are essential.
- (b) An 8½ by 11-inch format (½-inch margins) is required for typed submissions and an 11 by 17-inch format is required for drawings. No large design drawings are anticipated to be needed as part of submission. The DDP may request larger drawings at a later time.
- (c) Each Respondent shall provide one (1) original and eight (8) copies of the entire Project Response together with one electronic copy on a flash drive in either Adobe Acrobat or Microsoft Word format.

### **3.3 Additional Requirements for Proposal Delivery**

- (a) Responses are to be delivered to the DDP at the address set forth in Section 1.6(a) (Address for Proposal Delivery).
- (b) Each bound Proposal shall be included in a sealed container and labeled to indicate its contents as “[Respondent Name]: Response for the “Downtown Dover Strategic Master Plan Project.” The original Response packet shall be clearly identified as “original”; copies of the Response shall be sequentially numbered, labeled and bound.

### **3.4 Modifications, Withdrawals and Late Submittals**

- (a) Modifications to the Proposal

A Proposer may modify its Response in writing prior to the due date set forth in Section 1.5(a). The modification shall conform in all respects to the requirements for submission of the Response. Modifications shall be clearly delineated as such on the face of the document and shall specifically state that the modification supersedes the previous Response and all previous modifications, if any. Line-item changes will not be accepted. No facsimile or other electronically transmitted modifications will be permitted.

- (b) Withdrawal and Proposal Validity Period

- (i) A Respondent may withdraw its Response at any time prior to the time due on the Response Due Date by means of a written request signed by its Authorized Respondent Representative. Such written request shall be

delivered to the address in Section 1.6(a) (Address for Response Delivery). A withdrawal of the Response will not prejudice the right of the Respondent to file a new Response if it is received before the due date set forth in Section 1.5(a). A Response may not be withdrawn on or after the time due on the Response Due Date. Response shall be valid for a period of 120 days after the Response Due Date.

(ii) A Respondent may elect, in its sole discretion, to extend its Response Validity Period.

(c) **Late Submittal**

The DDP will not consider any late submissions of a Response. A Response or modifications to the Response not requested by the DDP received after the time for submittal of the Response will be returned to the Respondent without consideration or evaluation.

**3.5 Acceptance of Delivery by the DDP**

The DDP will provide a receipt for a Response if it is timely delivered to the DDP as specified herein.

**4. EVALUATION AND POST-SELECTION PROCESS**

**4.1 Review and Evaluation**

(a) **Review and Decision-making by DDP Strategic Master Plan Review Working Group**

The DDP will select members and advisors to the DDP Strategic Master Plan Review Working Group to review Responses received. Decisions will be made based on finding a solution or multiple solutions that best address(es) the DDP's Objectives and Goals, per Section 1.4. This solution may include parts of several Responses submitted, or none of the Responses provided, after which the working group intends to formulate a recommendation to the DDP Board of Directors.

(b) **Recommendation to DDP Board of Directors**

The DDP Board President or his/her designee will provide a recap of the decision-making process DDP undertaken by the Strategic Master Plan Review Working Group and make a recommendation of the highest quality Vendor or Response(s), or otherwise, to the DDP Board of Directors by/at the DDP September 2021 Board of Directors meeting. The DDP reserves the right to make changes in this date.

(c.) **Selection of vendors**

If the DDP chooses to move forward with implementation of a solution or Response, the DDP may select one, multiple or no Respondents as vendors for the Project.

## **5. POST-RECOMMENDATION ACTIONS**

- (a) The DDP will make every effort to provide a courtesy update in a timely manner to Respondents regarding recommendations made to the DDP Board at the September meeting.
- (b) Costs Not Reimbursable

The cost of preparing the Response and any costs incurred at any time before the Submission Date, including costs incurred for travel, interviews, presentations, or other costs associated with submission of the Response negotiation, shall be borne by the Respondents.

## **6. DDP RIGHTS**

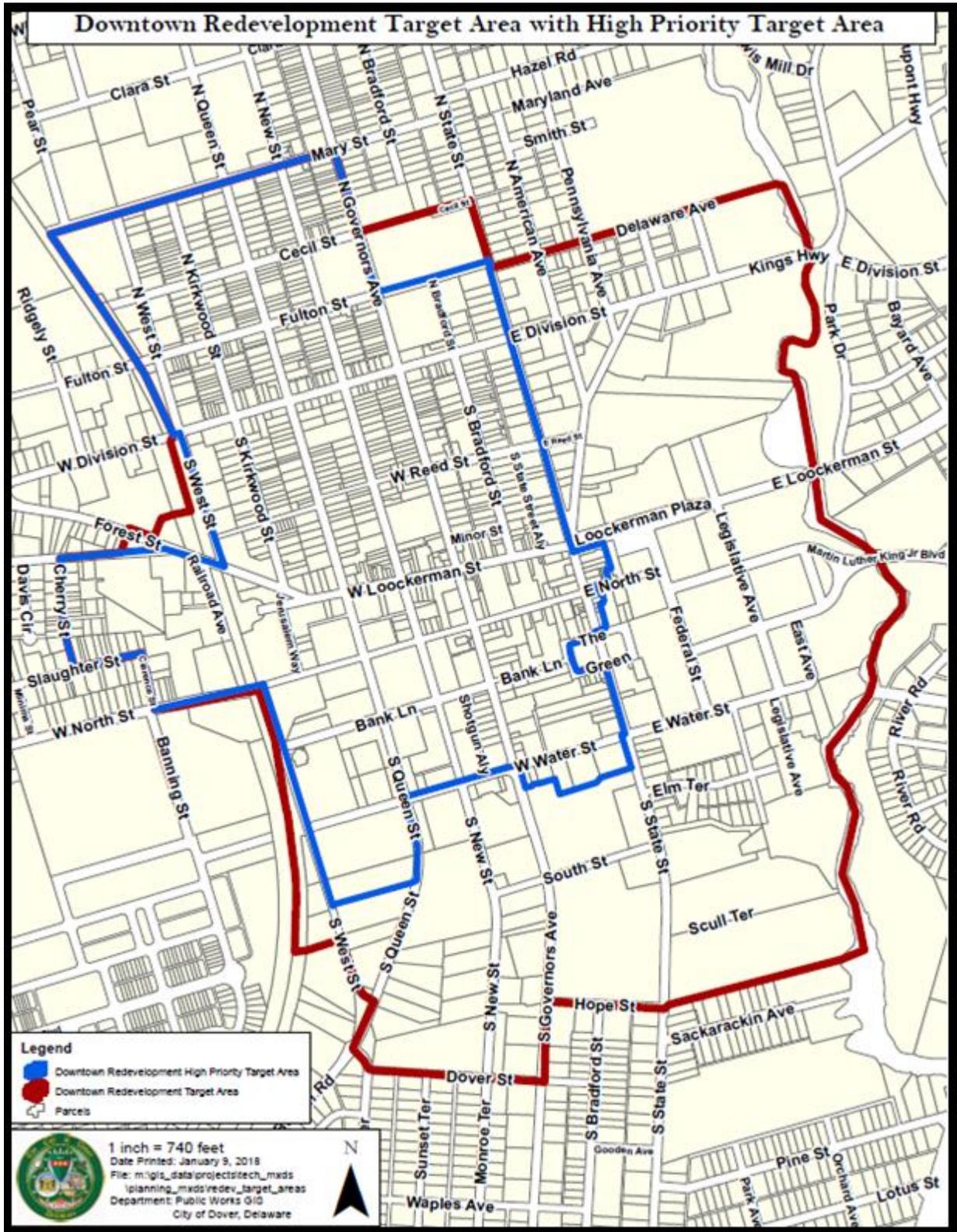
The DDP may require additional confirmation and information furnished by any Respondent and reserves the right, in its sole discretion, to take any action with respect to this RFP, including, but not limited to: develop the Project in any manner that it deems necessary; reject any Response or portion of a Response; modify this RFP in any manner, including extending deadlines, canceling or withdrawing the RFP, waiving or permitting variations, deficiencies or nonconformance or permit submittal of addenda or supplements to data and information previously provided in a Proposal; disclose information contained in a Response to the public as described herein; disqualify the Response if the Response violates the terms of the RFP; and exercise any other right reserved or afforded to the DDP under this RFP or applicable Law.

## **7. DDP DISCLAIMERS**

This RFP does not commit the DDP to enter a contract. The DDP assumes no obligations, responsibilities, or liabilities, fiscal or otherwise, to reimburse all or part of the costs incurred or alleged to have been incurred by parties considering a response to and/or responding to this RFP. All such costs shall be borne solely by the Respondents.

By submitting its Response in response to this RFP, each Respondent agrees to (a) comply with each of the instructions set forth herein and (b) the terms and conditions set forth in the RFP.

# EXHIBIT 1 DOVER DOWNTOWN DEVELOPMENT DISTRICT BOUNDARY MAP



## **EXHIBIT 2**

### **SUBMISSION REQUIREMENTS**

A complete Response to this RFP will include the following:

1. FORM A - RESPONDENT LETTER
2. FORM B - STATEMENT OF QUALIFICATIONS
3. FORM C – TECHNICAL PROPOSAL
4. FORM D – FINANCIAL PROPOSAL

**FORM A**

**DOWNTOWN DOVER STRATEGIC MASTER PLAN  
CITY OF DOVER, DELAWARE**

**A PROJECT OF THE DOWNTOWN DOVER PARTNERSHIP**

**RESPONDENT LETTER**

RESPONDENT (Firm name): \_\_\_\_\_

Proposal Date: \_\_\_\_\_

The undersigned (Proposer) submits this proposed solution (this Response) in response to that certain Request for Proposal issued by the Downtown Dover Partnership located in the City of Dover, Delaware, dated **June 22, 2021**, relating to the Downtown Dover Strategic Master Plan Project (the Project), as more specifically described herein and in the RFP.

The following individual(s) is/are authorized to provide this Response and enter into negotiations with the Downtown Dover Partnership on behalf of the Respondent in connection with this RFP, the Project, and:

Our Proposal comprises the following:

- (A) SOQ Proposal enclosed herewith;
- (B) Technical Proposal enclosed herewith; and
- (C) Financial Proposal enclosed herewith.

Respondent certifies that its Response is submitted without reservation, qualification, assumptions or conditions.

Respondent represents that all statements made in the Response are true, correct and accurate in all material respects as of the date hereof.

Respondent understands that financial recommendations are requested in this RFP, and that if a Financial Proposal is included, that it is true, correct and accurate.

Respondent understands that the Downtown Dover Partnership is not bound to award any contracts with reference to this Project.

Respondent further understands that all costs and expenses incurred in preparing this Response and participating in the RFP process will be borne solely by the Respondent.

- *Continued* -

This Response shall be governed by and construed in all respects according to the laws of the State of Delaware.

Respondent's business address:

\_\_\_\_\_ (No.) \_\_\_\_\_ (Street) \_\_\_\_\_ (Floor or Suite)

\_\_\_\_\_ (City) \_\_\_\_\_ (State or Province) \_\_\_\_\_ (ZIP or Postal Code) \_\_\_\_\_ (Country)

\_\_\_\_\_ State or Country of Incorporation/Formation/Organization:

1. Sample signature block for corporation or limited liability company:

[Insert the respondent's name]

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Title: \_\_\_\_\_

2. Sample signature block for attorney-in-fact:

[Insert the respondent's name]

By: \_\_\_\_\_

Print Name: \_\_\_\_\_

Attorney-in-Fact

Note to Respondent: Insert an additional signature block for each Proposed Guarantor, if a Financial Proposal is included in this RFP.

**FORM B**  
**STATEMENT OF QUALIFICATIONS**

1. Name of Respondent (Firm Name): \_\_\_\_\_

2. Type of entity: (Check box below.)

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Sole Proprietorship  
Partnership  
Joint Venture

<input type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Corporation  
Limited liability corporation  
Other structure (specify below)

Provide explanation if "Other Structure":

3. Respondent's address: \_\_\_\_\_  
\_\_\_\_\_

4. Name of Primary Contact: \_\_\_\_\_

5. Title of Primary Contact: \_\_\_\_\_

6. Telephone (Business) \_\_\_\_\_

7. Telephone (Mobile) \_\_\_\_\_

8. Email Address: \_\_\_\_\_

9. Business Web Address: \_\_\_\_\_

10. Name and Title of Authorized Respondent's Representative (ARR):

\_\_\_\_\_ Check here if same as Name/Title of Primary Contact (#4 above)

\_\_\_\_\_  
Provide Name and Title of Authorized Respondent's Representative on lines above.



- (iii) References: Provide three to five contacts as References for one or several projects that are relevant to the Project for which this RFP seeks a vendor; include project contact name, phone number, email address, and relationship of contact to Respondent.

13. Key Personnel:

Provide resumes of key personnel representing Respondent Firm; not more than one (1) double-sided page each for person.

14. Conflict of Interest:

Each Respondent shall state how its interests or those of any of its team members, consultants, contractors or subcontractors, including the interests of any chief executives, directors or key personnel thereof, may result in, or could be viewed as, a conflict of interest:

If no Conflict-of-Interest present, initial here. \_\_\_\_\_

15. Executive Summary of Response for Project:

The Executive Summary of the “technical” response or solution for the project shall be written in a non-technical style and shall contain sufficient information for reviewers with both technical and non-technical backgrounds to become familiar with the proposed Response and solutions therein, and also with the Respondent’s ability to satisfy the technical solution and make recommendations regarding financial provisions of the Project. The Executive Summary shall not exceed one page or 250 words.

I declare under penalty of perjury under the laws of the State of Delaware that the foregoing declaration is true, correct and accurate.

Executed \_\_\_\_\_, 2021.

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(Respondent Signature)

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(Name Printed)

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(Title)

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(Business)

## **FORM C**

### **TECHNICAL PROPOSAL**

Describe here, using as many pages as necessary to accurately yet concisely describe the services inherent to the creation and delivery of a Strategic Master Plan (SMP) and associated strategies:

- Contents of the SMP;
- Timetable or Matrix outlining the projected Scope of Services to develop the plan; and
- Projected Timeline for Implementation of the SMP.
- Any other information that would support the successful outcome of the process of developing a SMP and successful implementation thereof by a target date of 2030.

## **FORM D**

### **FINANCIAL PROPOSAL**

Describe here the financial considerations/fees/costs/expenses, etc. for the proposed development of a Strategic Master Plan and related services, as outlined in the Technical Proposal Form C;