



**CITY OF PHILADELPHIA  
DEPARTMENT OF COMMERCE**

**RESTORE PHILADELPHIA CORRIDORS**

**Targeted Blocks Façade Program**

**REQUEST FOR PROPOSALS**

This Request for Proposals (“RFP”) provides interested applicants with information to enable them to prepare and submit statements for consideration by the City of Philadelphia’s Department of Commerce (“Commerce”).

**1.0 KEY DATES**

**1.1 Briefing.** The City will conduct a public briefing to review this RFP with potential applicants at 10:00 am on Monday, August 25, 2008 at 1515 Arch Street, 18<sup>th</sup> Floor, Room 18-022.

**1.2 Statement Submission Date.** Applications must be received no later than Friday, September 19, 2008 at 5pm. Late submissions will not be accepted.

**2.0 PROGRAM OVERVIEW AND GOALS**

**2.1 Program Goals.** The ReStore Targeted Blocks Façade Program is intended to revitalize commercial corridors and increase the financial performance of businesses in Philadelphia. The City intends to leverage public funds to spur private investment in façade upgrades, making corridors more attractive to shoppers and enhancing the vibrancy and economic performance of these commercial corridors.

**2.2 Program Overview.** This targeted program provides mass funding to corridor management organizations (CDC, business improvement district, Main Street manager, or other). Corridor management organizations must use the mass funding to upgrade the commercial facades on a defined 1-2 block length of a densely occupied, pedestrian oriented commercial corridor. To achieve this outcome, corridor management organizations can provide grants to businesses or building owners, or may choose to directly implement façade upgrades. As specified below, grant funds can be used to fund facade design and to hire contractors. The City defines specific program expectations within the RFP and provides the corridors with some flexibility in execution. By focusing significant investment in defined areas for a specific duration, the City expects to realize noticeable, significant transformation and private investment on these blocks.

### **3.0 PROGRAM SUMMARY**

Commerce is seeking proposals to implement façade improvements to targeted blocks of neighborhood commercial corridors. The Program will be managed on individual corridors by selected Program managers to be selected by the City based on responses to this RFP.

The Program will provide funding to approximately five corridor management organizations (“organizations”) to implement uniform façade improvements on a targeted block (or blocks) of a commercial corridor. The funding to each corridor is anticipated to be approximately \$200,000.

Selected organizations will enter into a grant agreement with Philadelphia Authority for Industrial Development (PAID) for the awarded amount, which will be dispersed in installments to the organizations.

The selected organization will be responsible for managing design elements, soliciting business participation and business match, soliciting, hiring, and managing contractors to implement planned façade improvements, and submitting invoices and before and after photos of the corridor and individual projects.

This program will end on December 31, 2009 and all façade program and construction work is to be completed and invoiced by that date.

Commerce expects this program to significantly impact a commercial corridor’s appearance in the short term, thereby increasing its commercial success in the long term.

### **4.0 AWARD PROCESS**

**4.1** Attend optional briefing on this program and RFP 10:00AM on Monday, August 25, 2008 at 1515 Arch Street, 18<sup>th</sup> Floor, Room 18-022.

Questions about this RFP may also be submitted via email to Karen Fegely at [Karen.Fegely@phila.gov](mailto:Karen.Fegely@phila.gov) up to 5:00 PM EDT on Friday, September 5, 2008. The City will not provide responses to questions submitted after that date.

**4.2 Submission.** COMPLETED APPLICATIONS MUST BE RECEIVED BY 5:00 PM EDT on Friday, September 19, 2008.

YOU MUST SUBMIT ONE HARD COPY OF YOUR RESPONSE TO THIS RFP AND ONE ENTIRE RESPONSE AS An Adobe PDF FILE ON A CD. TO:

Attn. Ana Fuentes  
Corridor RFP Response  
Department of Commerce  
1515 Arch Street, 12<sup>th</sup> Floor  
Philadelphia, PA 19102

## 4.3 Selection Criteria

### Program and Organizational Considerations – 70% total weight

#### Program proposal – 25% total weight

- ⇒ The proposed implementation addresses the City's stated goals.
- ⇒ The proposal includes design accountability.
- ⇒ The articulated outcomes are significant for the particular blocks.
- ⇒ The proposed implementation is viable and will result in the desired outcomes.

#### Organizational capacity – 20% total weight

- ⇒ The organization will be able to execute on their stated goals and objectives.
- ⇒ The organization has a history of success in managing similar programs.

#### Anticipated outcomes and leverage of public funds- 25% total weight

- ⇒ The program will have a significant impact on the perception of the corridor by prospective shoppers, and on the success of businesses and the entire corridor.
- ⇒ The public spending in this program will yield private investment in the corridor.

### Location/Corridor Considerations 30% total weight

- ⇒ The corridor has a density of commercial properties and a pedestrian-oriented urban design.
- ⇒ The corridor has a very low vacancy rate.
- ⇒ There are other recent and planned investments, both public and private, on the corridor.
- ⇒ Businesses in the target area are interested in participating in a façade improvement program.

**4.4** Award Notification is anticipated to be October 10, 2008. Upon notification of award approval, organizations will have 60 days to enter into Grant Agreement with Philadelphia Authority for Industrial Development (PAID), the administrator of the ReStore Philadelphia Corridors Fund. Awardees will be required to submit:

- Tax Certification Form
- Financial Disclosure Forms
- Proof of General Liability Insurance naming PIDC, PAID, and the City as additionally endorsed insured without restrictions.

**4.5 Program Completion.** All projects must be completed and invoiced by December 31, 2009.

## **5.0 ELIGIBLE CORRIDOR APPLICANTS**

Eligible commercial corridors are pedestrian-oriented and have occupancy rate.

Eligible applicants include non-profit economic development organizations and other non-profit organizations with at least 2 years of demonstrated corridor management experience on a Philadelphia neighborhood commercial corridor as evidenced by the following:

- a. Must have Corridor plan, design guidelines, architectural drawings, etc. already in place or, if not, must agree to utilize a design professional to develop the scope of work for this grant
- b. Demonstrated relationships and organizing among corridor businesses
- c. Demonstrated project management experience and capacity and/or a plan for hiring an experienced project manager for the Targeted Blocks Façade Program
- d. Demonstrated ability to handle contracts and bookkeeping necessary for façade projects

## **6.0 PAYMENT AND RELEASE OF FUNDS**

Upon awarding of contract, the funded amount of the award will be specified. The grantee will be able to invoice over the course of the project up to the total amount specified, but not in excess of the awarded amount. Funds will be released to the grantee after the grantee submits to PAID, invoices (in the case of completed work) or estimates (in the case of construction work to be completed). The grantee will not be able to request the full grant amount be dispersed in advance of any work being completed. Submission of estimates and invoices should occur on a regular, periodic basis to facilitate cash-flow to the grantee.

Funds may be released as reimbursement to the grantee or as dual-party check to the grantee and any contractors, as specified by the grantee.

Release of funding through the ReStore Philadelphia Corridors Fund will be subject to organization's compliance and conformance with the requirements of a Grant Agreement with PAID. These requirements include:

- a. Submission of all construction related documents, agreements, and contracts;
- b. Updated project schedule, budget, and cash flow;
- c. Documentation of all necessary permits and approvals;
- d. Documentation of all non-City participation funds; and
- e. Documentation of best and good faith efforts for solicitation and participation of M/W/DSBE contractors.
- f. Color photographs of corridor and individual projects.

## 7.0 ELIGIBLE ACTIVITIES

The RFP is intended to provide corridor management organizations with flexibility in defining the program that best works for them while achieving the City objectives. This section outlines expected areas of responsibility to be addressed in an RFP response.

**7.1 Program tasks.** The following are generally expected responsibilities of the awarded organizations for their respective targeted blocks.

<b>Pre-RFP Response</b>	
Strongly recommended	Develop and adopt corridor design guidelines (corridor-specific or city-wide) if not already in place
Required	Identify 1-2 blocks best meeting program considerations
Required	Develop and utilize a method of selecting projects within target block(s)
Optional	Solicit governmental and corporate funders to contribute additional funds to leverage the grant
<b>Within 45 days of award of contract</b>	
Required	Gather agreements from all participating property owners on targeted blocks including permission for the planned work and a commitment to contribute a minimum amount towards the project
Required	Develop individual project scopes for all participating properties including improvements and costs
Optional	If desired, partner with an entity acceptable to the City to handle the fiscal management of the Program (if this option is selected, information on partner(s) must be included in RFP response)
Optional	If desired, partner with an entity or entities acceptable to the City to assist in development of scopes of work and construction management (if this option is selected, information on partner(s) must be included in RFP response)
<b>Ongoing through conclusion of program</b>	
Required	Provide requested reports, including photographs documenting projects, to the City and PAID

## 7.2 Program Roles & Responsibilities

This table summarizes the expected roles of the City, the awarded organization, and the business.

<b>City of Philadelphia Commerce Dept</b>	<b>Corridor Management Organization</b>	<b>Retail Store Owner or Building Owner</b>
Awards funding	Identifies blocks to participate in program	Elects to participate in program
Assists in program marketing	Selects businesses for grants	Invests own funds for façade upgrade, beyond what is covered by grant
Clearinghouse for resources	Issues design guidelines (city baseline or corridor specific)	
	Depending on corridor-defined program: Business hires own architect, or hires corridor recommended architect, or design resources are provided by organization	
	Depending on corridor-defined program: Business hires contractors, or hires corridor-identified contractors, or contractors are provided by organization	

### 7.3 Considerations for grants from organizations to businesses/building owners

**Supported Façade Improvements.** This program defines the following elements as eligible for grant disbursement by the corridor management organizations:

- Increasing the size or number of windows, including restoration of boarded or blocked-in windows
- Removal of design-offending signage
- Removal of outdated or inappropriate material covering original façade and replacement with quality materials compatible with design guidelines
- Installation of fabric or contemporary awnings
- Architectural exterior lighting
- Restoring exterior materials and finishes
- Street-facing landscaping involving the planting of trees and/or elimination of paved surfaces
- Exterior painting

**Projects and buildings wholly excluded.** Facades which include the following elements are wholly excluded from the program. The offending components will exempt a project from consideration or prohibit reimbursement for an already approved project.

- Implementation of signage which does not conform to the design standards.
- Implementation of full door/window solid gated doors.
- Placement of barbed wire or razor wire on the street facing façade.
- Businesses operating as a non-conforming use.
- Businesses that are not current with all tax payment obligations.
- Improvements to commercial buildings other than retail goods or retail service providers with regular consumer access
- Improvements to residential, industrial, hotel, office, or non-commercial buildings which do not have a ground floor retail/services component
- Funding of new building construction; eligible structures must already exist

## 8.0 APPLICATION CHECKLIST

- a. Application Cover Sheet (1 page)
  - \_\_\_\_\_ Applicant Information page attached to RFP
  
- b. Proposal for implementation of Targeted Blocks Façade Program on your corridor (5 page max)
  - \_\_\_\_\_ Use template provided in section 8.1
  
- c. Location/corridor consideration and program proposal supplemental materials
  - \_\_\_\_\_ Design Guidelines, if existing
  - \_\_\_\_\_ Photographs of the current conditions of proposed targeted blocks
  
- d. Organizational Data (1 page)
  - \_\_\_\_\_ Mission & brief history
  - \_\_\_\_\_ Key staff involved in this project
  - \_\_\_\_\_ Partner relationships, if any, as they relate to this project
  
- e. Organizational Capacity Supplemental Materials
  - \_\_\_\_\_ Organization's annual budget
  - \_\_\_\_\_ Most recent audited financial statements
  - \_\_\_\_\_ Board membership list
  - \_\_\_\_\_ Resumes or summary of experience of the principals who will work on project
  - \_\_\_\_\_ Copy of IRS Determination Letter confirming applicant's tax-exempt status
  - \_\_\_\_\_ Signed "Certification of Best and Good Faith Efforts" (attached to this RFP)

**8.1 RFP Response.** You may either fill in this form as provided or respond to these questions using your own format. In either case, your proposal for implementation of Targeted Blocks Façade Program must provide responses to these items.

**1 Identify specific blocks targeted:** \_\_\_\_\_

	# On Targeted Blocks	# Targeted for Façade Imprvmts
# of retail & retail service businesses in operation		
# of other businesses in operation		
# of vacant storefronts		
# of residential parcels at ground level		
<b>Total # of facades on targeted blocks (add columns):</b>		

**2 Description of targeted blocks and businesses (i.e. condition of facades, streetscape, business types, daytime destination, connection with surrounding blocks)**

**3 Desired outcome for targeted blocks (i.e. pedestrian traffic generation, leverage for new development on surrounding blocks, support for new development, etc.)**

**4 Rationale for selection of targeted blocks (what about these 1-2 blocks make them ideally suited for this program, particularly versus other blocks on the corridor)**

**5 Sources and Uses Financial Summary (expected)**

Sources	
Façade grant request in this response	\$
Other source, specify: _____	\$
Other source, specify: _____	\$
<b>Total Sources:</b>	<b>\$</b>
Uses	
Façade construction	\$
Façade design	\$
Program delivery and project management	\$
Other overhead costs	\$
<b>Total Expenditures</b>	<b>\$</b>

**6 Scope of work.**

What is the expected scope of work for individual properties within your corridor?	
Minimum \$ amount spent on each façade	
Maximum \$ amount spent on each façade	
Typical expected \$ amount spent on each façade	
Target # of businesses to receive grants/façade upgrades	

**6A Key facades (optional).** Identify any key properties (i.e. corner properties, large buildings, or historically/architecturally significant buildings) within the targeted blocks that you expect might warrant additional focus, and what, if any, special handling you anticipate for these properties (i.e. larger grant allocation, implementation ahead of other facades, or none).

**7 Conditions on corridor beyond targeted blocks (qualitative description)**

- Higher performing than targeted blocks
- Same as targeted blocks
- Worse performing than targeted blocks
- Corridor ends at targeted blocks

**Description:**

**8 Awareness/Promotion. How will the ORGANIZATION market and generate awareness of the program to businesses on targeted blocks:**

- Self implemented
- Partner implemented
- Other \_\_\_\_\_

**Description:**

**9 Fiscal Management. How will the ORGANIZATION manage the grant allocation to businesses?**

- Self implemented
- Partner implemented
- Other \_\_\_\_\_

**Description:**

**10 Construction Management. How will the ORGANIZATION manage the construction process?**

- Self implemented
- Partner implemented
- Businesses will manage themselves
- Other \_\_\_\_\_

**Description:**

**11 Construction. Do you already have a City-licensed general contractor or contractors identified who may be used for this project?**

- Yes, one or more contractors identified
- No, and will be directly looking for general contractor
- No, and will be looking to construction management partner to identify
- Other \_\_\_\_\_

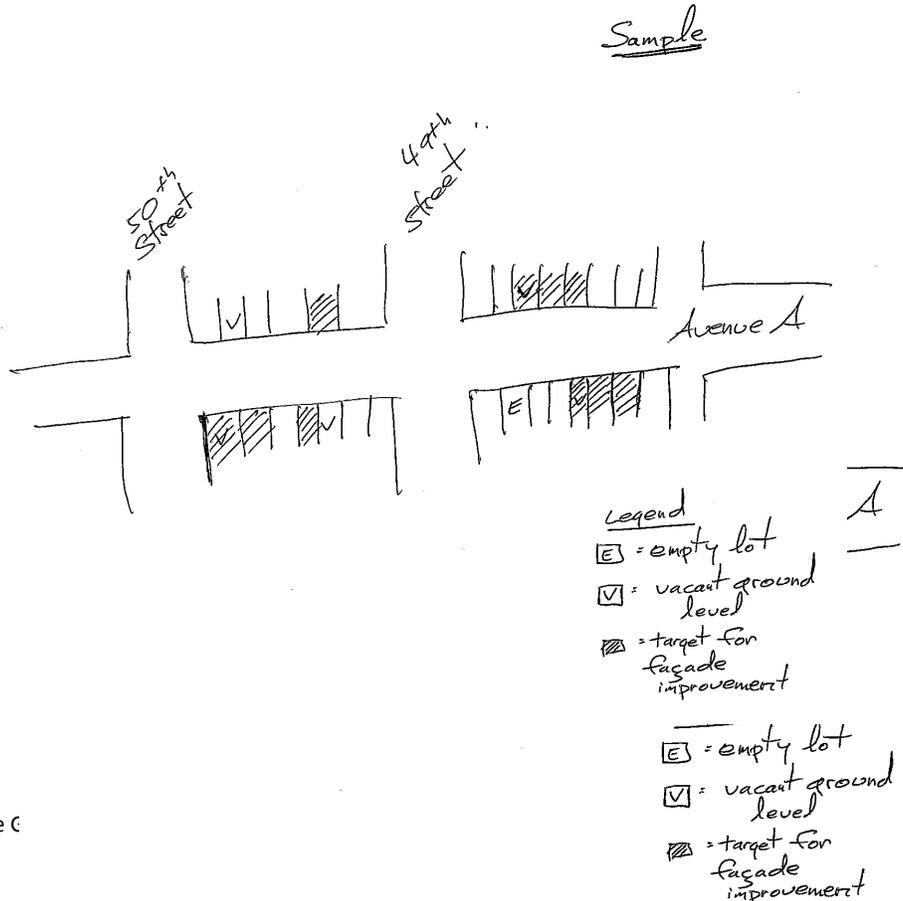
**Description:**

**12 Design/Architecture. How will design occur for the targeted blocks and specific facades?**

- Already completed (both for blocks and individual facades)
- Self implemented
- Partner implemented
- Leverage City partnership with Community Design Collaborative
- Businesses will manage themselves
- Other \_\_\_\_\_

**Description:**

**13 Illustrative visuals for targeted blocks.** Please provide a sketch of the block indicating within the targeted block(s): empty lots, vacant ground levels, and also facades targeted for changes. A sample sketch is shown here.



## 9.0 Program Performance Evaluation

The City will use one or more of the following criteria in evaluating the success of the program, upon which program modifications may be made in future years. Each of the following metrics will be considered per corridor.

**9.1** Qualitative changes to corridor (observed before project start, at 6 month intervals during program, and annually for at least 3 years following program)

**9.1.1** Within the targeted blocks, what significant changes are visible (ie. new merchants, increase in pedestrians, increase in shoppers, additional investments made, or other signs of revitalization) for the stores who participated in the program?

**9.1.2** Within the targeted blocks, what significant changes are visible, if any, for the stores who did not participate in the program? (i.e. enhanced facades, tree plantings, new sidewalks, new businesses, or other signs of investment)

**9.1.3** Beyond the targeted blocks, what significant changes are visible for the adjoining blocks? (i.e. enhanced facades, tree plantings, new sidewalks, new businesses, or other signs of investment)

**9.2** Retail corridor performance (measured before project start and annually for at least 3 years following program)

**9.2.1** Within the targeted blocks, how much have sales tax revenues increased versus before the program?

**9.2.2** Beyond the targeted blocks and encompassing the next contiguous blocks of the corridor, how much have sales tax revenues increased versus before the program?

**9.3** Leverage of public investment (observed and measured before project start, at 6 month intervals during program, and annually for at least 3 years following program)

**9.3.1** Within the targeted blocks, how much private funding by businesses, residents, and building owners was spent on facades and other corridor elements for every dollar of City funds invested in the façade program.

**9.3.2** How much private funding by businesses and building owners was spent on facades and other corridor elements in the blocks contiguous with the targeted blocks for every dollar of City funds invested in the façade program.

## **10.0 GUIDELINES & ADMINISTRATIVE REQUIREMENTS**

The applicant must submit One CD containing the requested information in a PDF file together with one original set of hardcopy documents containing the information identified in the Application Checklist of this RFP to the address listed in Section 4.0 of this RFP. The hard copy of applicant's response must be signed in ink by applicant's duly authorized officer(s) or agent. Responses submitted without an authorized signature will be deemed non-responsive and may not be accepted for review. Any statement and other materials submitted in response to this RFP, including written documents and verbal communications, may be subject to public disclosure by the City, Commerce or any of its authorized agents.

Any statement and other materials submitted, or ideas elicited in response to this RFP shall be the sole and absolute property of the City of Philadelphia ("City").

Applicant shall be fully responsible for all costs associated with the development, preparation, transmittal and submission of any statement and other materials submitted in response to this RFP.

No applicant may be a party to or have an interest in more than one statement submitted in response to this RFP. The City and PAID reserve the right to interpret this provision in the City's best interest.

This RFP does not commit the City to award a contract. The City reserves the right to cancel this RFP, reject any or all statements submitted, re-issue or amend this RFP at any time. Any decision made by the City with regard to cancellation of this RFP, re-issuance of the RFP, rejection of a statement, the making of awards, or any other matter relating to this RFP will be in the sole discretion of the City, and will be final, conclusive, and binding on all of the applicants.

This RFP and the process it describes are proprietary to the City and are for the sole and exclusive benefit of the City. No other party, including any applicant to this RFP or any future applicant to any RFP which may be issued by the City is intended to be granted any rights hereunder.

All statements shall remain open for acceptance, binding upon the applicant and in full effect for at least one hundred twenty (120) calendar days from the date of statement submission.

### **COMPLETENESS OF STATEMENT AND FALSE INFORMATION:**

Applicant shall be solely responsible for reviewing and verifying the completeness and accuracy of its statement.

The submission of false information in response to this RFP is subject to prosecution under 18 Pa.C.S.A. § 4904 and any applicant providing information, which is false, will be immediately disqualified from consideration for this and any future RFPs.

### **SELECTION PROCESS:**

A Selection Committee ("Committee") consisting of, among others, representatives from the City's Commerce Department and Planning Commission will be responsible for reviewing responses to this RFP.

Only statements which are responsive to this RFP, as determined solely by the City, will be reviewed and evaluated by the Committee. The City may request inspection of projects referenced in applicant's statement and conduct investigations relating to the qualifications of any applicant.

In the evaluation and selection of applicants for negotiation, the City reserves and may exercise the following rights and options:

- (1) to accept or reject any or all of the items in any statement and award a contract in whole or in part if deemed in the City's best interest to do so;
- (2) to reject the statement of a applicant that, in the City's sole judgment, has been delinquent or unfaithful in the performance of any contract with the City, is financially, or technically incapable or is otherwise not a responsible applicant;
- (3) to reject as informal or non-responsive, any statement which, in the City's sole judgment, is incomplete, is not in conformity with applicable law, is conditioned in any way, deviates from this RFP or contains erasures, ambiguities, alterations or items not called for by this RFP;
- (4) to waive any informality, defect, non-responsiveness and/or deviation from this RFP that is not, in the City's sole judgment, material to this statement;
- (5) to permit or reject, at the City's sole discretion, amendments (including information inadvertently omitted), modifications, clarification, alterations and/or corrections to statements by some or all of the applicants following statement submission;
- (6) to request that some or all of the applicants modify statements based upon the evaluation of the Committee and/or the City.

One or more applicant(s) will be selected to enter into negotiations with the City. However, the City reserves the right not to proceed with negotiations with any recommended applicant or to terminate any negotiations at any time with any applicant or conduct simultaneous, competitive negotiations with multiple organizations. The City reserves the right to negotiate acceptable terms in an otherwise unacceptable statement. Such negotiations may result in material changes to this RFP; in such event, the City shall not be obligated to inform other applicants of the changes or permit them to revise their statements accordingly, unless the City, in its sole discretion, determines that doing so is in the City's best interests. Should negotiations not prove satisfactory with the applicant(s) recommended by the Committee, the City reserves the right to discontinue negotiations and additional applicants may be asked to enter into negotiations or the City may solicit new statements or issue a new RFP.

**CONTRACT MONITORING AND EVALUATION ACTIVITIES:**

By submission of a statement in response to this RFP, applicant (1) agrees that it will comply with the contract monitoring and evaluation activities of the City and its agents or assignees including, without limitation, the Philadelphia Authority for Industrial Development ("PAID") and (2) acknowledges that the City will request PAID to enter into a contract with the successful applicant in which case applicant agrees to comply with the terms and conditions of PAID's contract.

## 11.0 FUNDING SOURCE INFORMATION

PAID issued \$126,150,000 Federally Tax-Exempt Revenue Bonds Series 2006A (“2006 Bonds”) to finance a portion of the costs of a program to improve the City’s commercial corridors [the ReStore Philadelphia Corridors Program (sometimes referred to herein as the “ReStore Program”)] by, among other things, establishing funding for Business Support Programs including an incentive for improving facades on commercial corridors. The ReStore Program is a comprehensive set of strategies intended to help revitalize neighborhood commercial corridors throughout the City and to re-establish their historic roles as central places to shop, work, and meet neighbors. The ReStore Program is funded through a portion of the 2006 Bond proceeds, as well as with federal, state, and City general fund dollars.

The ReStore Program is carried out using five (5) main strategies:

1. Focus planning and data analysis on strengthening corridors;
2. Align and leverage community economic development resources;
3. Make corridors more welcoming places to spend time and money;
4. Develop a system to attract and retain businesses on corridors; and
5. Support effective corridor management organizations.

The 2006 Bonds were issued pursuant to the provisions of the Pennsylvania Economic Development Financing Law, act No. 102 of the General Assembly of the Commonwealth of Pennsylvania, approved August 23, 1967 (P.L.251), as it may from time to time be amended or supplemented and a Trust Indenture dated as of December 21, 2006, as supplemented by a First Supplemental Indenture between PAID and Commerce Bank, N.A. (Trustee). City Council, by Ordinance (Bill No. 060692) adopted October 26, 2006 and approved by the Mayor of the City on November 6, 2006, authorized, among other things, the execution and delivery of a Service Agreement between the City and PAID. Pursuant to the Service Agreement, PAID will act at the direction of and in cooperation with the City in administering the Targeted Blocks Façade Program and other programs funded with the 2006 Bonds. The City may also act on behalf of PAID in connection with the implementation of portions of the programs funded by the 2006 Bonds.



**CITY OF PHILADELPHIA  
DEPARTMENT OF COMMERCE  
RESTORE PHILADELPHIA CORRIDORS**

**Targeted Blocks Façade Program**

**APPLICANT INFORMATION**

Name of Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_

State: \_\_\_\_\_

Zip Code: \_\_\_\_\_

Contact Person & Title \_\_\_\_\_

Day Phone: \_\_\_\_\_

Fax: \_\_\_\_\_

E-mail: \_\_\_\_\_

Employer Identification Number: \_\_\_\_\_

Business Privilege Tax ID Number: \_\_\_\_\_

\_\_\_\_\_  
Signature of Executive Director

\_\_\_\_\_  
Date Signed

\_\_\_\_\_  
Signature of Board Chair

\_\_\_\_\_  
Date Signed

{To be printed on Applicant's letterhead}

**Certification of Best and Good Faith Efforts**

In connection with this Grant Agreement for funding from the \$150 Million Cultural and Commercial Corridor Bond Program, I acknowledge, as the authorized signatory hereto, my organization's obligations pursuant to the "Economic Opportunity Plan for the Cultural and Commercial Corridor Bond Program" (hereinafter the "EOP"). The EOP relates to the business participation of M/W/DSBEs and employment of minority and disabled persons, females, and Philadelphia residents in connection with opportunities arising from the grant. I certify that \_\_\_{applicant organization}\_\_\_ will make "best and good faith efforts" to include businesses owned and controlled by minority persons (MBEs), women (WBEs) and disabled persons (DSBEs) (collectively, "M/W/DSBEs") in the project team at participation levels commensurate with their availability in the Philadelphia marketplace. I understand that "best and good faith efforts" are those efforts, the scope, intensity and appropriateness of which are designed to provide meaningful opportunities for and produce contractual commitments with M/W/DSBEs in this project. I also certify that \_\_\_{applicant organization}\_\_\_ will make "best and good faith efforts" to create employment opportunities for minority, disabled and female persons and residents of Philadelphia in any construction or permanent workforce associated with the grant expenditure

In exercise of best and good faith efforts, grantee commits to the following actions:

- Solicit MBEs, WBEs and DSBEs for participation in the project. Grantee may identify potential M/W/DSBE project participants through reference to certification directories such as the City of Philadelphia's MBEC Directory of Certified Firms (Contact MBEC at 215-686-MBEC and review their online directory of certified firms at <http://www.phila.gov/mbec/directory.asp>) or the Pennsylvania Unified Certification Program's Directory of Disadvantaged Business Enterprises (Contact PaUCP at <http://www.paucp.com>).
- Provide information, in a timely manner, to M/W/DSBEs about contracting opportunities associated with the project.
- Conduct outreach which may include consultation with minority and women business organizations, placing advertisements for project opportunities in minority focused media, hosting networking seminars and inviting M/W/DSBEs to project pre-bid meetings.
- Negotiate in good faith concerning opportunities for participation with M/W/DSBEs ready, willing and able to participate in the project.
- Offer, to the extent feasible, business assistance to M/W/DSBEs to facilitate their meaningful participation in the project.
- Adopt a formal written policy forbidding discrimination of any sort on the basis of race, color, sex, sexual orientation, gender identification, national origin and religion.
- Seek assistance from Careerlink Philadelphia and the Philadelphia Workforce Development Corporation to aid in the performance of employment outreach.

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Signature of Grantee (CEO or Exec. Dir. or Chairman of the Board)      Date