



**PHILADELPHIA URBAN FOREST STRATEGIC PLAN
REQUEST FOR PROPOSALS
Services Delivered to the City of Philadelphia, Philadelphia Parks & Recreation**

EXTENDED TIMELINE UPDATED AS OF MONDAY MARCH 16, 2020

Please refer to page 13 of this RFP for new deadline.

Issued by:

The Mayor's Fund for Philadelphia
On behalf of The City of Philadelphia, Philadelphia Parks & Recreation

To apply for this opportunity, an Applicant may be a single individual, organization, or entity, or may be a team of individuals, organizations, or entities that agree to collaborate to achieve the goals outlined in this RFP. Single or team Applicants may bid for one, any, or all of the components of the scope of work. Preference will be given to applications (whether team Applicants or single Applicants) that include most or all of the services listed in their proposal. The City will host a Q&A session where Applicants may meet so they can identify opportunities to collaborate.

The Q&A session will take place on February 24, 2020 from 10:00AM to 12:00PM at the One Parkway Building (1515 Arch St. 18th floor, 18-029 Room). Attendance at this session is strongly encouraged, but not required.

Questions about this RFP should be submitted to mayorsfund@phila.gov and Erica Smith Fichman at Erica.smith@phila.gov with the subject line "Urban Forest RFP Questions" by March 1, 2020 at 11:59 EST.

Proposals must be received no later than 11:59PM EST on March 22, 2020. A pdf version of the proposal must be emailed to: mayorsfund@phila.gov and Erica.smith@phila.gov. Submission emails must contain the subject line "Urban Forest RFP Submission."

SECTION I – INTRODUCTION

A. Statement of Purpose

The Mayor's Fund for Philadelphia and the City of Philadelphia Department of Parks & Recreation, also known as Philadelphia Parks & Recreation ("PPR"), invite competitive proposals from Applicants to create an Urban Forest Strategic Plan ("Plan") for the City of Philadelphia ("City") and stakeholders. The process of creating the Plan is anticipated to take twelve (12) months, including robust engagement with community stakeholders, City and regional agencies, and non-profit organizations involved in urban forestry. The final Plan will be guided by the following vision, mission, and goals:

Vision: Philadelphia will be home to a resilient and equitably distributed urban forest that helps residents thrive in every neighborhood of our city. Trees on public and private land in the city will be recognized as a vital part of city infrastructure and will provide environmental, social, economic and health benefits for all present and future Philadelphians. Our urban forest will be a source of pride for Philadelphians and will inspire advocacy and participation in tree planting and protection throughout the city.

Mission: To establish a 10 year strategic plan for the planting and care of the urban forest, guided by values of environmental justice, community engagement, and sustainability.

Goals:

- To communicate the social, economic and ecological value of the urban forest
- To prioritize equity in service delivery, ensuring that the most vulnerable and underserved communities benefit from a healthy tree canopy
- To facilitate collaboration and identify clearly defined roles among City agencies, nonprofits, scientists and engaged residents
- To plan for the proactive planting and care of our urban forest
- To identify funding goals and strategies for Philadelphia's urban forest
- To propose strong and enforceable public policy for the protection of our city trees
- To build a culture of trust and collaboration between Philadelphia residents and the institutions that serve our urban forest

Respondents are expected to employ an environmental justice lens throughout the entire process of creating a Plan, and operate according to values of equity, transparency, and inclusion.

Final deliverable will include:

- 1) Urban Forest Strategic Plan for the City of Philadelphia

B. Department Overview

The Mayor's Fund for Philadelphia (the "Fund") works in close partnership with the City of Philadelphia and private sector partners to develop and run initiatives that reflect Mayoral priorities and seek to improve the quality of life for all Philadelphians. The Fund will serve



as the fiscal administrator for this contract opportunity. Philadelphia Parks & Recreation ("PPR") will serve as the project manager for this effort on behalf of the Fund.

PPR advances the prosperity of the city and the progress of her people through intentional and sustained stewardship of over 10,200 acres of public land and waterways as well as through hundreds of safe, stimulating recreation, environmental and cultural centers. PPR promotes the well-being and growth of the City's residents by connecting them to the natural world around them, to each other and to fun, physical and social opportunities. PPR is responsible for the upkeep of historically significant Philadelphia events and specialty venues, and works collaboratively with communities and organizations in leading capital projects and the introduction of inventive programming.

C. Project Background

Philadelphia's urban forest has a rich and deep history and tremendous support today from a network of partners, but the city has never had a comprehensive urban forest plan. This section provides some context about the past, present, and future of the city's trees.

The current state of Philadelphia's urban forest

Philadelphia's urban forest is made up of every tree on private and public property within the city. This includes 118,000 street trees planted in the right of way, and over 10,500 acres of trees in our city's park system.

According to the Tree Canopy Assessment report (2019), recently released by PPR, Philadelphia currently has an average of 20% tree canopy cover across the entire city, down from 21% in 2008. This represents a relative loss of 6% tree canopy citywide over the past 10 years. Neighborhoods fluctuate greatly in their individual tree canopy, from the single digits in areas of Center City, North Philadelphia and South Philadelphia, to 45% or more in park-adjacent neighborhoods in Northwest Philadelphia. For the past 10 years, the City of Philadelphia has been working toward the goal of 30% tree canopy in every neighborhood based off of the Office of Sustainability's 2009 Greenworks Philadelphia plan. The goal emphasizes the need to grow tree canopy equitably across the city.

A large portion of Philadelphia's urban forest is contained within over 5,600 acres of natural forested lands attached to five (of seven) watersheds within the City. This network of parks is a unique natural resource in an otherwise intensely developed urban landscape, helping to protect our waterways, thanks to the efforts of civic activists over a century ago. Although these forested parks are a long-standing part of our cityscape, providing incredible recreation opportunities and wildlife habitat, they are currently under siege. The over-abundant white tailed deer have largely eliminated the understory, and invasive vines are rampant, tearing down mature trees and smothering seedlings. The emerald ash borer is presently killing nearly all of our native ash trees, which as of 2012 comprised approximately 7% of the city's total tree population and up to 25% of the trees in wooded areas (some landscape specimens are being saved through treatments). Climate change and the spotted lanternfly will impact the urban forest in ways as yet unknown. In an urban setting, with myriad disturbances, the forests require intense stewardship to maintain healthy stands. Currently our watershed forests are lacking the succession that is needed to



grow the “next” or future forest. PPR has been restoring and maintaining park forests for over 20 years, but the extent of forest that needs attention greatly exceeds the agency’s current capacity. There will be serious consequences if we fail to adequately invest in this historic legacy and incalculable resource.

City, nonprofit, and community partners

PPR leads the City’s urban forestry efforts, planting and caring for the city’s street and park trees. PPR has been caring for the city’s street trees for over 100 years, and currently plants between 500 and 1,000 trees a year throughout the city. PPR’s Natural Lands group is responsible for large and small restoration projects within the 5,600 acres of natural forested lands within the city. The Philadelphia Water Department (PWD) also plants and maintains trees in rain gardens, stormwater tree trenches, and other green stormwater infrastructure projects on public land primarily within the combined sewer area of Philadelphia, including streets and parks. PWD’s waterways restoration work also involves tree planting and stewardship. PWD’s stormwater regulations and stormwater incentive programs also contribute to tree planting efforts across Philadelphia, on private property or adjacent streets.

According to the Tree Canopy Assessment reports issued in 2011 and 2019, residential land has the most existing tree canopy of any land use in the City, has the largest acreage of land available for new canopy, and lost the most tree canopy over the past 10 years. Recognizing the need to support residential tree canopy, the City launched the TreePhilly program to provide free trees for residents to plant in their yards. This program is funded by a corporate partner and is administered by PPR in partnership with Fairmount Park Conservancy. The yard tree giveaways are run collaboratively with local community groups and focused in neighborhoods of highest need. Since 2012, TreePhilly has distributed over 24,000 trees to Philadelphia residents.

There are also tremendous efforts by nonprofit organizations and engaged residents to tend to Philadelphia’s urban forest. The Pennsylvania Horticultural Society’s (PHS) Tree Tenders program supports neighborhood-based street tree planting and stewardship activities. The program started in 1993 and has planted around 800 trees per year over the past several years, in addition to educating over 5,000 residents through their community forestry training course. The Tree Tenders program recently added a Spanish option for classes and training materials, enabling outreach to new neighborhoods. Additionally, PHS plants trees as part of its LandCare vacant lot greening and broader gardening programs. The City is also fortunate to have a variety of other organizations that steward trees in parks, recreation centers, and throughout neighborhoods, including numerous park “Friends” groups and urban agriculture groups, some of which support fruit tree planting on public and private property (such as the Philadelphia Orchard Project).

Moving forward: A focus on equity and climate resiliency

There have been important developments in the City’s management of public trees over the past two decades. After a long period of declining staff and resources for urban forest management in the late 20th century, PPR has launched several new initiatives, including the aforementioned TreePhilly program, as well as the re-opening of Greenland Nursery to supply native stock to forest restoration projects, and a new city-wide street tree inventory and asset management system (in progress). Combined with significant efforts from PWD

and PHS, all of these initiatives create opportune timing for a comprehensive strategic planning process.

Looking at our urban tree canopy through an environmental justice lens shows us that we need to focus more resources on tree planting in the most vulnerable populations in the lowest canopy areas, which tend to be poor and working-class neighborhoods and communities of color. This inequality in urban canopy also relates to analysis being done by the Office of Sustainability to reduce heat islands. Some neighborhoods can be as much as 22° F hotter than others; the hotter neighborhoods are predominantly African American and Latino communities, and predominantly lower income. This pattern creates a necessity to refocus and prioritize efforts to provide trees for shade, thermal comfort, and building energy reduction. Given that climate projections show that we will be experiencing hotter weather and more frequent and longer heat waves, and that trees take many decades to grow to maturity, we must begin to prepare our communities now.

To achieve equity, we will have to actively engage residents in communities that have previously been under-invested in. Based on PPR staff experiences, and supported by recent research in other cities, many people in low canopy neighborhoods resist tree planting for monetary reasons, fear of gentrification, or past negative experiences with trees that were too large or poorly maintained. Great efforts will need to be made in outreach and communication in these areas in order to get buy-in from the community and increase the tree canopy where it is most needed, while also ensuring sensitivity to differences in the cultures, economic realities and built environments across the city.

Recent canopy cover change findings likewise point to the need for deepened resident engagement. Replacing lost trees and preserving existing ones will require diligent policy, planning, and engagement work, including revisiting the 30% tree cover goal (and its appropriateness for diverse neighborhoods and management units). The City is ready to embark on a new strategy that learns from the lessons from the past, and engages residents in new and creative ways in all parts of the urban forest.

D. General Disclaimer

This RFP does not commit the Fund or the City of Philadelphia to award a contract. This RFP and the process it describes are proprietary to the Fund and the City and are for the sole and exclusive benefit of the Fund/City. No other party, including any Applicant, is intended to be granted any rights hereunder. Any response, including written documents and verbal communication, by any Applicant to this RFP, shall become the property of the Fund/City and may be subject to public disclosure by the Fund/City, or any authorized agent of the Fund/City, at the sole discretion of the Fund and the City.

Additionally, the Fund and the City reserve the right to modify specific requirements stated herein based on changed circumstances, the proposal selection process, and contract negotiations with the Applicant(s) selected for negotiations, and to do so with or without issuing a revised RFP.

The Fund and the City reserve the right to award this opportunity in whole or in part to one or several Applicants. While it is encouraged that Applicants form well-balanced teams, the

Fund and the City reserve the right to make final selections regardless of the teams proposed.

SECTION II – PROPOSED SERVICES

A. Introduction

This section, *Section II – Proposed Services*, states requirements for the project, including the services and the tangible work products to be delivered, and the tasks the City and stakeholders have identified as necessary to meet those requirements.

The Applicant will work with a Project Manager, a Project Team, and a Steering Committee throughout the implementation of this project.

The Project Manager will be the primary contact at the City for the Applicant and will be responsible for coordinating the timely completion of tasks, services, and deliverables associated with this project.

The Project Team will be responsible for providing feedback on tasks, services, and deliverables and overseeing the completion of the project overall.

Project Team:

- Erica Smith Fichman, Community Forestry Manager, Philadelphia Parks & Recreation
- Lori Hayes, Director of Urban Forestry, Philadelphia Parks & Recreation
- Tom Witmer, Operations Manager, Natural Lands, Philadelphia Parks & Recreation
- Christine Knapp, Director, Philadelphia Office of Sustainability
- Saleem Chapman, Deputy Director, Philadelphia Office of Sustainability
- Mason Austin, Planner, Implementation, Philadelphia City Planning Commission
- Stephanie Chiorean, Environmental Staff Scientist and Planner, Green Stormwater Infrastructure Unit, Philadelphia Water Department
- Elizabeth Svekla, Planning Manager, Green Stormwater Infrastructure Unit, Philadelphia Water Department
- Allison Schapker, Director of Capital Projects, Fairmount Park Conservancy
- Lindsey Walker, Park Stewardship Coordinator, Fairmount Park Conservancy
- Luke Rhodes, Project Manager, Fairmount Park Conservancy
- Dana Dentice, Urban Forestry Program Manager, Pennsylvania Horticultural Society
- Jason Lubar, Associate Director of Urban Forestry, Morris Arboretum of the University of Pennsylvania
- Rachel Reyna, Section Chief, Rural and Community Forestry, PA DCNR Bureau of Forestry
- Lara Roman, Research Ecologist, USDA Forest Service, Philadelphia Field Station
- Bill Elmendorf, Joseph Ibberson Professor of Community and Urban Forestry, Pennsylvania State University

The Steering Committee will be composed of community stakeholders, City and regional agencies, and non-profit organizations involved in urban forestry. The Steering Committee will be responsible for providing feedback and input at critical milestones to guide the direction of the project and help create an effective plan.



B. Applicant Profile and Itemized Bids

An Applicant may be a single individual, organization, or entity, or may be a team of individuals, organizations, or entities that agree to collaborate to achieve the goals outlined in this RFP. Single or team Applicants may bid for one, any, or all of the following components of the scope of work. Preference will be given to applications (whether team Applicants or single Applicants) that include most or all of the services listed in their proposal.

Applicant's proposed scope of work should state in detail how it will carry out each task, including the personnel/job titles 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 services and tangible work products but should explain why each is necessary to achieve the project objectives.

PHASE ONE: Work Plan and Information Gathering – 3 months

Task 1: Project Kickoff Meeting

The Applicant will organize a project kickoff meeting with the Project Team to discuss responsibilities and expectations for the services outlined in this scope of work. At the meeting, the Applicant will present an agreed-upon work plan (see *note below), including meeting schedules, deadlines and project milestones. At this time, the City will deliver data and research it has collected and any analysis thereof (as detailed within Task 2). The Applicant will submit a final work plan that incorporates any final feedback from the Project Kickoff meeting no later than one (1) week after the meeting. The City reserves the right to provide feedback on the work plan until it meets the City's requirements. The Project Manager will support the Applicant in organizing required meetings.

***Please note:** The majority of project scoping and negotiation will be completed prior to the Project Kickoff meeting (via scoping meeting or telephone discussion) and will not be discussed during the Kickoff meeting. The primary purpose of the Kickoff meeting is to ensure there is clear understanding of project goals and methodology. Consultants are not permitted to charge for time associated with scoping prior to the Project Kickoff meeting.

Task 1 Deliverables:

- Final workplan incorporating any final feedback from the Project Kickoff meeting; due no later than one (1) week after the meeting.
- Minimum required meetings following the Kickoff meeting will include:
 - Weekly calls and/or meetings as needed with Project Manager and/or Project Team regarding project status, challenges, findings, deliverables, and schedule (may be made bi-weekly upon mutual agreement of Applicant and Project Team).



Task 2: Existing Conditions and Research Review and Synthesis

In Philadelphia, the practice of urban forestry is stewarded across many different entities and sectors. In order to develop a common understanding with the Applicant, the City will provide background research, reports and data, including:

- An existing conditions document that outlines the roles, staffing, organization, and funding sources of key urban forestry stakeholders in the city and region
- The 2011 and 2019 Philadelphia Tree Canopy Assessment reports
- Other relevant reports and guidance, including:
 - ["Urban Forests Case Studies,"](#) American Forests, 2012;
 - "Parkland Forest Management Framework," Philadelphia Parks & Recreation, 2013;
 - ["The Urban Forest of Philadelphia,"](#) US Forest Service, 2016;
 - ["Philadelphia Complete Streets Design Handbook,"](#) 2017;
 - "Assessing Vulnerability to Heat: A Geospatial Analysis for the City of Philadelphia," research paper on street trees and heat, 2018
 - [Green City, Clean Waters Program Summary Report](#) (Philadelphia Water Department).
 - PWD's Green Stormwater Infrastructure Strategic Implementation Plan
 - [Public green stormwater infrastructure Planning & Design Manual](#)
 - [Green Streets Design Manual](#)
 - [PWD Stormwater Regulations guidance](#)
- Relevant research papers from USDA Forest Service and local university researchers
- A list of city policies and ordinances impacting local urban forestry efforts and the equity of tree distribution in the city, including tree protection, property development, and infrastructure ownership (sidewalks, alleyways)
- GIS layers and data to support analysis and mapping efforts (city-wide land use, zoning, vacancy, etc.)
- A report from initial stakeholder engagement activities conducted in December 2019 (Tree Summit)

During this task PPR will facilitate access to key stakeholders within the Project Team and Steering Committee for initial interviews.

It is expected that the Applicant uses the above resources to identify key goals from existing documents that may be applicable to the Plan, and develop an understanding of the following topics to help inform its recommendations as part of the final Plan: (1) the opportunities and constraints within the field of urban forestry that are unique to Philadelphia, (2) the landscape of organizations, individual experts, constituent groups, and municipal entities that impact Philadelphia's urban forest, (3) the existing organizational capacity of PPR to manage the public areas of Philadelphia's urban forest, and (4) the historical context that informs current urban forestry practices in the city of Philadelphia.



Finally, the Applicant will work with a subcommittee of the Project Team to identify and determine management units based on land use within Philadelphia, which will be utilized in the Plan Development phase (Phase 3).

Task 2 Deliverables:

- The Applicant will submit a memo documenting the following:
 - Review and validation of background research and information, including explicit identification of the unique opportunities and constraints present in the practice of urban forestry in Philadelphia.
 - Additional data or gaps in information needed for a full understanding of the world of urban forestry in Philadelphia.
 - A GIS basemap with at minimum, the layers provided by the Project Team and management units needed for additional analytic work.

PHASE TWO: Stakeholder and Community Engagement – 5 months

Task 3: Design and Implement a Robust Stakeholder Engagement Plan

The Applicant is expected to lead an informed planning process that engages a wide range of stakeholders with diverse perspectives. The Applicant will create an equitable and inclusive engagement process where a diverse set of voices and perspectives, especially those voices that are often marginalized or absent from civic dialogue, will be heard and validated. The engagement process should assemble stakeholders with lived and technical expertise by involving key constituencies in the design and implementation of strategies. Equalizing power dynamics, providing dignity to everyone, and allowing for the airing of personal stories and concerns safely should also be a central focus of the process. This service will generate cross-sector dialogue, provide insightful information that will be used to design an effective plan, and cultivate investment and ownership around the design and implementation of a citywide Urban Forest Strategic Plan.

The Applicant will collaborate with the Project Team to develop a stakeholder engagement plan, which will include engagement strategies for target audiences, a city-wide surveying and messaging effort, public meetings, and an implementation timeline. This plan should include ideas for translation of materials, and other ways to increase accessibility. The Project Team and Steering Committee will assist the Applicant in identifying priority neighborhoods and audiences for more robust engagement. Proposals that suggest engagement methods that acknowledge the value of participants' expertise (e.g., compensation) or remove the structural barriers confronted by residents in priority areas (e.g., lack of childcare) are welcome. The strategy should be sensitive to engagement fatigue that results from multiple engagement efforts being undertaken concurrently by aiming to integrate with other planning efforts underway. The City reserves the right to provide feedback on drafts of the plan until it meets the City's requirements.

Stakeholder groups include, but are not limited to:

- City agencies
- Partner non-profit organizations



- State and federal agencies
- Industry groups
- Real estate developers
- Institutional partners
- Place-based organizations
- Grass roots advocates
- Community groups and individuals in priority neighborhoods (should also include residents and groups that are not affiliated with existing urban forestry advocates and communities)

Task 3 Deliverables:

- Final written stakeholder engagement plan incorporating any feedback and changes from the Project Team and Steering Committee.
- Applicant will hold two (2) to three (3) meetings with the project Steering Committee (unless another approach is agreed upon in the stakeholder engagement plan).
- Applicant will hold two (2) to three (3) public meetings (unless another approach is agreed upon in the stakeholder engagement plan).
- Any other engagement strategies agreed upon in the stakeholder engagement plan that are not already listed in these Deliverables shall be considered part of the deliverables.
- The Applicant will document meeting minutes, analysis, and results of all engagement strategies employed.

Please note: The Applicant is expected to be responsible for the management of and administrative costs associated with public outreach meetings, including but not limited to: venue and catering costs, printing, etc. Applicant should build a line item into their cost proposal accordingly.

Task 5 (Develop Recommendations) must be informed by the stakeholder engagement process, and the final Plan should provide recommendations in response to the information gathered from stakeholder engagement (e.g., strategies to address common barriers to participation in tree planting programs).

PHASE THREE: Plan Development – 4 months

Task 4: Data Analysis for Goal Setting and Prioritization

Using the management units identified in Phase One, recommend a unique canopy goal for each unit.

In addition, using the lens of equity and environmental justice, develop a data-based prioritization of neighborhoods (or smaller geographic areas) for street tree plantings that makes use of existing City analyses (e.g., heat vulnerability index).

The Project Team will assist the Applicant in identifying the variables for these analyses.



Task 4 Deliverables:

- The Applicant will prepare a memo explaining: (1) how the analyses were done, (2) the resulting canopy goals, (3) and the street tree prioritization.
- Applicant will provide all maps needed to explain the canopy goals and street tree prioritization. The Applicant will submit maps that are suitable for a public audience.
- The Applicant will share all base maps, graphic files, and raw GIS data with the City.

Task 5: Develop Recommendations

The Applicant will synthesize information and feedback gleaned from the above tasks to develop recommendations on the following topics. These topics must be addressed in the final Plan:

Item #1: Management Recommendations

Using the management units identified in Task 2 (Existing Conditions and Research Review and Synthesis) and the canopy goals identified in Task 4 (Data Analysis for Goal Setting and Prioritization), recommend additional environmental or social goals for each management unit. These goals may be qualitative or quantitative in nature. Provide ideas for metrics to demonstrate success toward these goals and allow for adaptive management. Through the lens of equity and climate resilience, evaluate existing strategies for tree planting, stewardship and protection in each unit, and suggest additional strategies.

Item #1a: Street Tree Strategy

Because street trees will be found throughout all management units, the Applicant should address this component of the urban forest with a separate set of strategies. Using the prioritization developed in Task 4, recommend an updated street tree strategy for the City that prioritizes equity, including recommendations for changes to City policies and procedures and allocation and alignment of resources.

Item #2: Policy Recommendations

Evaluate existing City policies and ordinances that impact tree canopy, particularly the equitable distribution of canopy and preservation/protection of existing trees. Provide recommendations for new policies and ordinances and methods of enforcement, including resources and staff required. This should include a review of the role of street trees in the development process and recommendations for improvement, and an exploration of the role of liability.

Item #3: Funding Goals and Strategies

Provide funding goals by management unit and recommendations for ways to connect urban forestry work to other city metrics to make the case for more investment in the urban forest. Identify opportunities for new funding streams and/or mechanisms, as well as recommendations for reallocation of existing funds, tailored to the unique conditions found in Philadelphia.



Item #4: Communication and Education Recommendations

Provide a multi-tiered approach to urban forestry education and communication in the city to allow for meaningful grass-roots involvement for people at a neighborhood level, and sustained engagement for future generations. Identify strategies and structures to keep public engagement at the forefront of urban forestry work in the city and support a community of advocates, including models that compensate residents in priority neighborhoods for their advocacy. Identify communication strategies for programming partners, especially for addressing barriers to participation in planting programs. Identify potential messages for large scale education and public engagement campaigns aimed at changing public perception about the importance and value of urban trees and inspiring action for stewardship of urban trees.

Item #5: Staff Needs Recommendations

Outline in detail the proper roles for City and non-City partners (e.g., non profits, volunteers and contractors), suggest an ideal structure of City urban forestry-related positions, and create recommendations for increased collaboration between partners.

Task 6: Develop a Roadmap for Plan implementation

Prioritize implementation steps on 3, 5, and 10-year time frames, including a general cost estimate listed by activity/line item for each step (low, medium and high cost), and a lead partner responsible for implementation of each step. Suggest ways to keep the plan updated.

Tasks 5 and 6 Deliverables:

- Applicant will provide a draft of the Plan, including recommendations and implementation, for the Project Team and Steering Committee to review.
- Applicant will provide all base maps, graphic files and raw GIS data related to these tasks.

Task 7: Create Citywide Urban Forest Strategic Plan

The Applicant will integrate information gathered to create an effective and digestible Urban Forest Strategic Plan. A successful Plan will have content that is accessible to a general audience and will be designed for public consumption.

Design principles of the delivered plan shall include:

- Legibility in both color and black and white printing
- Ability to be easily expanded or updated
- Ease of reading and understanding

The City reserves the right to provide feedback on drafts of the Plan until it meets the City's requirements.

The Applicant is also expected to incorporate a period of public comment on the draft of the Plan.



Task 7 Deliverables:

- Applicant is to create the final Urban Forest Strategic Plan based on a robust stakeholder engagement process that integrates an analysis of existing conditions, recommendations, and implementation plan. The Plan will include an Executive Summary, as well as an appendix. The appendix should include all documentation and results from Phases One and Two, including facilitated public meetings, roundtable discussions, stakeholder interviews, and any other public engagement strategies employed.

C. Timeline

The RFP timeline has been extended as of March 16, 2020. Changes to the original timeline are noted in red text below.

RFP Timeline	Date
RFP Issued	February 7, 2020
Q&A session	February 24, 2020
Deadline to submit questions	March 1, 2020
Answers posted online	March 9, 2020
Proposals received	March 22, 2020 April 3, 2020
Interviews conducted	April 27th, 2020 Week of May 4 th , 2020
Final Selection	May 22, 2020
Kick-off Meeting	TBD
Final Report	May 31, 2021

The City anticipates that the work will follow the approximate schedule in the table below. Note that the Applicant will be expected as part of Phase One, Task 1 to add dates to the "Submit for approval by" column of the table below, or a similar table outlining its activities if it proposes a different project schedule.

Phase	Task Description	Completion	Associated Service/Work Product	Submit for approval by:	Submit for approval to:
Phase One	#1: Project Kickoff Meeting	Within one (1) month of contract award	Final workplan incorporating feedback from the Project Kickoff meeting	Within one (1) week of the project kickoff meeting	Project Manager (PM) and Project Team (PT)
	#2: Review of Existing Conditions and Research	TBD	Memo documenting the Applicant's review and validation of	TBD	PM



			background research and information		
Phase Two	#3: Design and Implement a Robust Stakeholder Engagement Plan	TBD	Final written stakeholder engagement plan; Documentation of meeting minutes, analysis, and results of all engagement strategies employed	TBD	PM, PT, and Steering Committee (SC)
Phase Three	#4: Data Analysis for Goal Setting and Prioritization	TBD	A memo explaining analyses and resulting goals and prioritization; all maps needed to explain the canopy goals and street tree prioritization; and all base maps, graphic files, and raw GIS data with the City	TBD	PM
	#5: Develop Recommendations and #6: Develop a Roadmap for Plan Implementation	TBD	Draft of the Plan, including recommendations and implementation	TBD	PM, PT, and SC
	#7: Create Citywide Urban Forest Strategic Plan	TBD	Final Urban Forest Strategic Plan, with executive summary, and appendix.	TBD	PM and PT

D. Hours and Location of Work

A successful Applicant will be available for regularly-scheduled project monitoring phone calls during regular business hours (Monday – Friday, 9:00am to 5:00p EST). No meetings or calls will be scheduled during City holidays (New Year’s Day, Martin Luther King Jr. Day, President’s Day, Good Friday, Memorial Day, 4th of July, Labor Day, Columbus Day, Veterans Day, Thanksgiving Day and Christmas Day). Community outreach meetings may take place outside of regular business hours in the evenings and on weekends.

E. Reporting Requirements

The successful Applicant shall report to the Project Manager on a regular basis regarding the status of the project and its progress in providing the contracted services and/or products.



Reporting will happen at a minimum via weekly or biweekly progress meetings. The Applicant agrees to meet by phone or in-person with the Project Team to provide updates on contractual goals and deliverables.

At a minimum, the successful Applicant shall submit invoices detailing the services and/or products provided, the goals/tasks accomplished, 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. Upon review and approval of deliverables by the Project Manager, the invoice will be submitted for payment by the Fund.

F. Monitoring/ Security

By submission of a proposal in response to this RFP, the Applicant agrees that it will comply with all contract monitoring and evaluation activities undertaken by the City of Philadelphia and the Mayor's Fund for Philadelphia, and with all security policies and requirements of the City.

SECTION III – GENERAL TERMS

The Mayor's Fund for Philadelphia serves as a Fiscal Sponsor for projects and programs administered by The City of Philadelphia (the City) and City-Related Agencies in support of the Mayor's core priorities. The Fund is responsible for implementing procedures that honor Chapter 17-1400 of the Philadelphia Code.

For this contract opportunity, the Mayor's Fund has agreed to act as the "Fiscal Sponsor" for the City of Philadelphia's Parks & Recreation Department in order to facilitate the Urban Forest Strategic Plan on the City's behalf. The contract or contracts resulting from this RFP will be held between the Mayor's Fund and the selected Applicant(s).

What follows are contractual terms the chosen Applicant will be expected to agree to. By submitting a proposal in response to this RFP, the Applicant acknowledges and agrees to be bound by these terms unless otherwise noted in the Applicant's proposals. The Applicant may suggest alternative language to the following terms, and at the Fund's sole discretion, negotiation may be possible to accommodate an Applicant's requested changes during the contracting phase.

A. Insurance Requirements

The standard minimum insurance policy requirements to be maintained by Vendor of The Mayor's Fund are listed below. Vendor must maintain:

1. Workers' compensation (or similar) insurance as required by the jurisdiction where the Services are performed
2. Commercial general liability insurance (including products liability, completed operations and contractual liability coverage) with minimum limits applicable to



bodily injury and property damage of \$1,000,000 per occurrence, and \$2,000,000, and containing a waiver of subrogation against The Fund

3. Excess or umbrella insurance with minimum limits of \$1,000,000 per each occurrence and in the aggregate and containing a waiver of subrogation against The Fund
4. Errors and omissions insurance with minimum limits of \$1,000,000 combined single limit

Such policies must (a) be in Vendor's name unless agreed upon in writing by The Fund, (b) include The Fund and its employees as additional insureds, (c) not have a deductible exceeding \$25,000 per claim, and (d) be placed with insurers reasonably acceptable to The Fund, having a Best's rating of no less than "A-". These minimum insurance amounts are not to be construed as limiting a Contractor's right to obtain additional coverage and higher liability limits at Contractor's discretion. Contractor may be required to provide proof of insurance at the Fund's discretion.

B. Confidentiality

Through performance of the Agreement resulting from this RFP, the selected Vendor may receive or have access to Confidential Information of The Fund and PPR, which may include certain information concerning the Services and other information not generally known to the public. Vendor shall not disclose any Confidential Information it receives from The Fund and PPR to any person or entity except (a) employees or contractors of Vendor, and (b) Vendor's professional advisors who have a need-to-know such information, provided such professional advisors have agreed in writing to maintain the confidentiality of such information pursuant to confidentiality agreements containing confidentiality obligations that are not materially less restrictive than those contained in this Agreement, or such professional advisors are bound by law or codes of professional conduct to keep such matters confidential. Vendor shall inform such employees having access or exposure to Confidential Information of Vendor's obligations under this Agreement. Vendor shall use not less than the same degree of care (but no less than a reasonable degree of care) to avoid disclosure of such Confidential Information as Vendor uses for its own confidential information of like importance. Vendor shall use reasonable efforts to ensure that Confidential Information and all materials relating to The Fund and PPR at the premises of Vendor or in the control of Vendor shall be stored at locations and under such conditions as to prevent the unauthorized disclosure of such information and materials. Vendor may not use the Confidential Information for any purpose other than for the performance of to the Services under this Agreement. This obligation shall survive the termination of this Agreement. Vendor shall return The Fund and PPR's materials, if applicable, to The Fund promptly upon termination of this Agreement or earlier if requested by The Fund.

"Confidential Information" means all non-public information in whatever form transmitted, whether written, electronic, oral or otherwise, including without limitation business plans, specifications, design plans, drawings, software, data, prototypes and other business and technical information that is disclosed by The Fund and PPR pursuant to this Agreement and that is marked as "confidential" or "proprietary" (or, if disclosed orally, designated as



confidential upon disclosure) or which, under the circumstances surrounding disclosure, a reasonable person would deem as confidential. Notwithstanding the foregoing, Confidential Information shall not include information that: (a) is independently developed by Vendor or lawfully received by Vendor free of restriction from another source having the right to so furnish such information; (b) is or becomes generally available to the public without breach of this Confidentiality Agreement by Vendor; (c) at the time of disclosure, was known to Vendor free of restriction; or (d) is required to be disclosed pursuant to any statute, law, rule or regulation of any governmental authority or pursuant to any order of any court of competent jurisdiction; provided however, that: (e) the Vendor shall use commercially reasonable efforts to notify The Fund and PPR before disclosure, (f) Vendor shall disclose only such portion of the information as is legally required; and (g) the disclosed information is not "Confidential Information" only for the purpose of and to the extent of the required disclosure, and otherwise remains "Confidential Information" subject to the terms and conditions of this Agreement.

C. Representations, Warranties, and Covenants

The selected Vendor represents, warrants and covenants that so long as the Agreement resulting from this RFP has not been terminated: (a) Vendor has full power and authority to enter into and perform its obligations under the Agreement; (b) entering into and performing its obligations under the Agreement (i) will not violate or breach any agreement binding on Vendor; and (ii) does not result in a conflict of interest between the Services or Works to be provided under the Agreement and Vendor's other activities. Vendor shall advise The Fund and PPR of any conflict of interest that arises during the performance of the Agreement. (c) the Services and Works will: (i) be created and originated by Vendor and may be conveyed to The Fund under the Agreement free and clear of claim of ownership by others; (ii) not violate or infringe any proprietary information, non-disclosure, copyright, patent or other intellectual property or contractual right; (iii) not violate any applicable law, rule or regulation; (iv) conform with the Agreement, be performed in a workmanlike and professional manner, be of high quality, and in no event, be of a quality less than the quality of services performed and work product created by a skilled Applicant with expertise in the area for which Vendor is providing the Services; and (v) be free of errors and that all failures of the Services or Works furnished hereunder will be corrected to conform with the Agreement.

D. Indemnification

The selected Vendor shall indemnify, defend and hold The Fund and PPR harmless from and against any damage, loss, liability, obligation, claim, litigation, demand, suit, judgment, cost or expense including, without limitation, reasonable attorneys' fees ("Claims") that may be made: (a) for bodily injury, death, or damage to real or tangible personal property, including theft, resulting from the acts or omissions of Vendor, its employees or agents; (b) in connection with Vendor's breach of its obligations under the Agreement; (c) by any third party alleging that the Services or Works violate any proprietary information, non-disclosure, copyright, patent or other intellectual property or contractual rights; and (d) in connection with Vendor's recklessness, gross negligence, willful misconduct, or violation of



applicable law. The Fund and PPR may participate at its expense in any Claim, and The Fund and PPR's prior written consent is required for settlement of any Claim.

Except for the indemnification covenants contained in the first paragraph of this Section, for which no cap shall be applicable, if Vendor has any other liability to The Fund and PPR for any Claims, such liability shall in all cases whatsoever be limited to the greater of (e) any amount of insurance Vendor is required to carry as set forth in the Agreement, and (f) the total amount received by the Vendor for the Services under the Agreement.

SECTION IV – SUBMISSION REQUIREMENTS

A. Organization & Personnel Qualifications:

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.

An Applicant may be a single individual, organization, or entity, or may be a team of individuals, organizations, or entities that agree to collaborate to achieve the goals outlined in this RFP. Single or team Applicants may bid for one, any, or all of the components of the scope of work. Preference will be given to applications (whether team Applicants or single Applicants) that include most or all of the services listed in their proposal.

The Mayor's Fund is a nonprofit that supports the growth of minority businesses. As such, Applicants whose leadership, workforce, and/or suppliers represent people of color, women, LGBTQIA+ people, gender-oppressed people, veterans, and people with disabilities are encouraged to apply.

A successful Applicant (or Applicant team) will have as many as possible of the following qualifications:

- 1) Experience creating urban forestry plans
- 2) Experience effectively communicating technical content, complex policies, priorities, and plans for a general audience;
- 3) Experience with GIS mapping, data analysis, and resource allocation prioritization;
- 4) An understanding of the technical language involved in tree planting, including nursery stock types and different tree planting and maintenance techniques;
- 5) Team members, preferably the proposed project manager, with expertise in the field of urban forestry;
- 6) An understanding of different Philadelphia land uses and the opportunities and challenges to tree planting presented by each;
- 7) Facilitation, communication, and conflict-mediation skills;
- 8) Experience with race and class analyses and working with communities of color and low-income residents.
- 9) Demonstrated experience with creative approaches to neighborhood-scale community outreach; and
- 10) Strong ties to Philadelphia communities.



A successful Applicant will demonstrate how they will build a report around the unique opportunities and constraints found in Philadelphia, and will not rely on recommendations of best practices from other cities.

B. Scope of Work Description:

Applicants who are applying as teams should submit a single proposal on behalf of the Applicant team and must indicate which team members are responsible for each component of the scope proposed.

Proposals submitted in response to this RFP must include a cover letter signed by the person authorized to issue the proposal on behalf of the Applicant, and the following information, in the sections and order indicated:

1. Table of Contents
2. Introduction/Executive Summary
Provide an overview of the services being sought and proposed scope of services.
3. Applicant Profile
Provide a narrative description of the Applicant or Applicant team, including the following:
 - a. Applicant's business identification information, including name, business address, telephone number, website address, and federal taxpayer identification number or federal employer identification number;
 - b. A primary contact for the Applicant, including name, job title, address, telephone and fax numbers, and email address;
 - c. A description of Applicant's business background, including, if not an individual, Applicant's business organization (corporation, partnership, LLC, for profit or not for profit, etc.), whether registered to do business in Philadelphia and/or Pennsylvania, country and state of business formation, number of years in business, primary mission of business, significant business experience, whether registered as a minority-, woman-, or disabled-owned business or as a disadvantaged business and with which certifying agency, and any other information about Applicant's business organization that Applicant deems pertinent to this RFP.
4. Project Understanding
Provide a brief narrative statement that confirms Applicant's understanding of, and agreement to provide, the services and/or tangible work products necessary to achieve the objectives of the project that is the subject of this RFP. Applicant shall describe how the Applicant's business experience will benefit the project.
5. Proposed Scope of Work



Provide a proposed scope of work in accordance to Section II of this RFP. Because Applicants may bid on one, any, or all of the components of the scope of work advertised, applications must clearly state which component(s) of the advertised scope they are bidding on. The scope of work should address each objective specifically and describe in detail how the Applicant will achieve the objective, or how the Applicant will enable the City to achieve the objective.

The scope of work proposed by Applicant should include a detailed project schedule that identifies all tasks, activities, deliverables, and milestones the Applicant proposes to carry out for the project and a time of completion (measured from project start date) for each. The Applicant should state the number of days following the Department's authorization to proceed under the contract by which it will be ready to start the work, including any mobilization time. If the Applicant proposes a different overall time of performance, it should state its reasons.

The proposed scope of work should state in detail how the Applicant will produce the work products/deliverables, including the personnel/job titles that will be responsible for delivering the work product, and proposed criteria for satisfactory completion and delivery. Applicants may propose additional or revised tangible work products but should explain why each is necessary to achieve the project objectives.

6. Statement of Qualifications; Relevant Experience

Provide a statement of qualifications and capability to perform the services sought by this RFP, including a description of relevant experience with projects that are similar in nature, size and scope to that which is the subject of this RFP. If any minimum qualifications for performance are stated in this RFP, Applicant must include a statement confirming that Applicant meets such minimum requirements.

7. Proposed Subcontractors

State whether there is the intention to use subcontractors to perform any portion of the work sought by this RFP. For each such subcontractor, provide the name and address of the subcontractor, a description of the work the Applicant intends the named subcontractor to provide.

C. Technology Capabilities:

The successful Applicant will be responsible for having and using the following technology capabilities and resources in performing the work, where relevant: Microsoft Office Suite; creative design software; mapping software (including GIS); and data analysis software as determined by data needs.

D. Alternative Solutions:

The Fund and the City welcome innovative and creative solutions to the stated objectives for the Urban Forest Strategic Plan. If an Applicant offers options and/or alternative solutions that are not requested in this RFP or are not included in its proposed prices, the Applicant

must provide the following information for each:

- A detailed description of the option/alternative solution (including, but not limited to, all features, functionality, and/or services that will be unavailable if the option/alternative is not purchased);
- If not included in the proposed prices, a full explanation of the rationale for not including; and
- Detailed cost information for each option/alternative, in accordance with the cost proposal requirements of the RFP.

E. Cost Proposal:

Applicants must provide an itemized cost proposal, with a line-item breakdown of the costs for specific tasks and work products proposed. It is required that the Applicant break down its cost proposal by Work Product/Deliverable, including any "Alternative Solutions" referenced above. The proposed price must also include all costs that will be charged to the Fund for the services and tangible work products the Applicant proposes to perform and deliver to complete the project and including, but not limited to, costs for the following, if the Fund is to pay for them: employee compensation and fringe benefits; printing; administrative and overhead expenses; public meeting expenses; travel (reimbursable only at rates approved by the Fund and Project Manager); direct expenses for subcontracted professional services (to be approved in writing by the Fund); and all other work proposed. Any contract resulting from this RFP will provide for a not-to-exceed amount in the compensation section of the contract.

F. References:

Provide at least two references, preferably for entities for which Applicant has produced products that are similar in type, scope, size and/or value to the work sought by this RFP, done in cities that are similar in size to the City of Philadelphia (or if not possible, in cities with a minimum population of 100,000 people). Attach the final deliverable of at least one of those projects. If applicable, the Applicant should provide a reference regarding experience with, or approach to community outreach, and a sample of that work. For each reference, include the name, address, e-mail and telephone number of a contact person.

G. Deadline for Submission:

Responses to this RFP must be emailed as a single pdf by 11:59PM EST on March 22, 2020 to tomayorsfund@phila.gov and Erica.smith@phila.gov. Submission emails must contain the subject line "Urban Forest RFP Submission."

H. Proposal review and Selection Process:

It is expected that proposals will be reviewed and a limited number of in person interviews will be held during the week of April 27th, 2020.



The successful Applicant will be the person/firm who demonstrates the knowledge, experience and ability to perform the work effectively.

Per the Fund's contracting policies, the initial term of the contract between the Fund and the winning Applicant will be one (1) year. The Fund and PPR may extend the Applicant's contract by amendment at the option of the Applicant, the Fund, and PPR.