PHILADELPHIA GAS WORKS

REQUEST FOR PROPOSALS

FOR

STRATEGIC REAL ESTATE RATIONALIZATION ANALYSIS

Dated: October 22, 2014

RFP NO.: 29066
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1 The Solicitation – Notice to Proposers

Philadelphia Gas Works ("PGW") is interested in developing a comprehensive real estate rationalization strategy to effectively utilize PGW’s real estate assets and to consolidate operations, with the goals of reducing operating costs and improving the Company’s financial position.

Notice is hereby given that PGW will receive sealed proposals on or before November 20, 2014, 2:30 p.m. Eastern Time, at the PGW Supply Chain Department, 800 W. Montgomery Avenue, Philadelphia, Pennsylvania 19122, for a vendor to provide real estate rationalization analysis services.

This document outlines PGW’s objectives, describes the general characteristics of the services to be provided, and (without being exhaustive) outlines the principal obligations of PGW and the selected Proposer.

Questions concerning this Request for Proposals shall be directed in writing towards Annie Wu, PGW Supply Chain Department, fax: 215-684-6163, e-mail: annie.wu@pgworks.com (with a copy to procurement@pgworks.com), or PGW Supply Chain Department, 800 W. Montgomery Avenue, Philadelphia, Pennsylvania 19122. Proposers may not contact other PGW personnel regarding this RFP.

1.1 Schedule of Events

The projected schedule of events for this Request for Proposals is as follows:

Issue Date of the RFP ............................................. October 22, 2014

Questions and requests for clarification or information must be received, in writing, at the office of the person listed above by 5 p.m. .................................................. October 31, 2014

Mandatory Meeting and Site Visit, 10:00 a.m.
at 800 W. Montgomery Avenue ............................................. November 6, 2014

Proposal Submission Due Date
Must be received, in writing, at the office of the person listed above by 2:30 p.m. (EST) .................................................. November 20, 2014

Finalist Presentations .................................................. Week of December 1, 2014

Notification Date .................................................. December 15, 2014

Contract Start Date .................................................. As soon as possible after Proposer selection and contract negotiation
The Mandatory Meeting and Site Visit is scheduled for 10:00 a.m. on November 6, 2014 to answer questions and requests for clarification. Once the submitted proposals have been reviewed, PGW will select finalist(s) for this RFP. The finalist(s) will then be required to present a demonstration at PGW of their proposals.

These dates are estimates only and PGW reserves the right to alter this schedule as it deems necessary or appropriate.

1.2 Proposal Requirements
Proposals shall be accepted only from respondents ("Proposers") who have:

1.2.1 Obtained from PGW a complete set of Proposal Documents and any addenda thereto issued by PGW (sometimes referred to as the "RFP"), consisting of the following five (5) sections and three (3) attachments:

Sections:
1 The Solicitation – Notice to Proposers
2 Project Definition and Requirements
3 Instructions to Proposers
4 Proposer Information
5 Proposal Evaluation, Negotiation and Contract Award

Attachments:
D Disclosure Form
I Demographic Survey
C Arial Photographs

1.2.2 Attended the Mandatory Meeting and Site Visit; and

1.2.3 Submitted a proposal pursuant to the instructions in this RFP as set forth in Section 3.

In evaluating the proposals, PGW will consider the demonstrated experience and ability of the Proposer to deliver the proposed services, the scope and value of the proposed services, and the financial proposal of each Proposer as described in this RFP.

PGW hereby solicits proposals in accordance with these Proposal Documents.
2 Project Definition and Requirements

2.1 Overview

2.1.1 Overview of PGW

PGW is a municipally-owned utility operated by the Philadelphia Facilities Management Corporation (hereafter referred to as “PFMC”). The successful Proposer will enter into a negotiated contract with PGW by PFMC. PGW provides natural gas service to approximately 502,000 active accounts within the city of Philadelphia, using 6,000 miles of gas mains and services. PGW is the only utility currently distributing natural gas within the city of Philadelphia, and its mission is to provide safe, reliable natural gas service to the citizens of Philadelphia at a reasonable cost.

2.1.2 Project Goals

PGW seeks the development of a business plan to optimize the location of PGW operations and headquarters from evaluating all of its existing real property and fixed building assets (“Assets”). The evaluation will provide the combined current market value (real estate and fixed asset value) and a utilization plan (including associated costs or benefits) for the alternatives discussed later. The business plan will provide options such as: (i) the reconfiguration of the administration, operations, and warehousing facilities currently used by PGW in its operating territory; (ii) the use of existing or building of new structures on currently-owned land Assets; or (iii) the purchase or leasing of new properties/buildings.

2.1.3 PGW Real Estate Assets

PGW has five groups of Assets, described more specifically below, located in the City of Philadelphia which it utilizes for administration, operations, field operations, gas plants and customer service. These Assets were accumulated over the last century to meet the demands of PGW’s growing customer base (a nominal amount of the Assets are leased). The Assets which PGW built were placed in their existing locations to facilitate an effective means of delivering customer services, provide safe and reliable service when responding to leaks and construction services and collecting debt. PGW believes that a re-evaluation of the need and effectiveness of these aging Assets is prudent. For example, Assets that were established to improve customer service and cash flow may no longer be necessary or optimally located. Furthermore, technology, process improvements and a shrinking customer base have reduced the number of required PGW employees from a high of approximately 2,800 in 1954 to approximately 1,640 today, but the Company still occupies and maintains much the same square footage in the same geographical locations as in 1954.
The five main functional Asset groups are:

1. administration facilities;
2. field operations;
3. material management facilities (warehousing and pipe yards);
4. gas plants; and
5. customer service centers.

The central piece of PGW real property is the 9th Street and Montgomery Avenue Complex, which serves as the headquarters for PGW’s administration and operations as well as home to the Montgomery Field Operations Station, Main Fleet Maintenance Facility and Meter Shop. PGW also has four Field Operations Stations and warehouse facilities located at five sites, all of which are scattered throughout the City. Finally, PGW has two Gas Plants.  

1. Montgomery Avenue Complex. The Montgomery Avenue Complex is comprised of an administration building at 800 W. Montgomery Avenue, an administration and warehousing building at 1800 N. 9th Street, a Transportation building/multi-level parking garage at 1849 N. 9th Street, a Meter Shop at 9th and Diamond Streets and one parking lot. The buildings located at 800 W. Montgomery Avenue and 1800 N. 9th Street are the headquarters for all corporate administration functions, including the Executive Management Team, Finance, Human Resources, Legal, Marketing, Customer Affairs and Operations Departments and other support functions. These buildings also house large operational groups.

The Transportation building at the Montgomery Avenue Complex houses PGW’s vehicle maintenance garage and supplies and Field Operations Department (“FOD”) supplies and provides off-street parking for Marketing, FOD and pool vehicles.

The Diamond Street Meter Shop is the receiving warehouse for all new meters and location where all meter repairs, meter refurbishing and meter instrumentation accuracy verification is performed.

2. Warehousing. PGW also maintains approximately 70,000 square feet of warehousing located at various sites, including warehousing at the Field Operations Stations, the building located at 1800 N. 9th Street and at its Gas Plants.

3. Field Operations Stations. PGW has five Field Operations Stations that are dispatching and supply stations for the Distribution and Field Operations Departments.

4. Gas Plants. PGW has two natural Gas Plants located within the City. These two facilities have large sections of brownfield land.

5. Customer Service Centers. PGW has six Customer Service Centers located throughout the City. These six offices operate on a rotating schedule with four offices open each day of the week (excluding, Sundays and PGW Holidays). These offices are used for customer services, such as payments, payment plans, new customer services and other billing and service issues.
Additional specifications and details for each Asset will be discussed at the mandatory RFP meeting.

### 2.2 Services to be Provided; Scope of Work

The successful Proposer must provide a written analysis of the three utilization alternatives listed below over a 20-year life cycle. The analysis must allow PGW to determine the optimal configuration and usage it needs to meet the company’s expected future requirements for administration, materials management, field operations and meter shop.

In reference to the three alternatives listed below, the successful Proposer will be required to provide:

- physical configuration of the company based upon current operations and staffing levels;
- budget costs to build or retrofit as required for alternatives 2 and 3;
- cost benefit analysis for own versus long-term lease; and
- recommendations that will provide operational benefits from changes resulting from any analysis.

PGW will require plans for the following alternatives:

1. Establish an As-Is base model based on current geographic and operational configuration based on PGW supplied data. Identify current real estate values.

2. Retain only the 800 W Montgomery Office Building, Customer Service Centers and Gas Plants and optimize all other functions and locations. The Gas Plants and the PGW-owned Customer Service Centers can used to optimize business functions.

3. Retain the Gas Plants and Customer Service Centers and optimize all functions and locations. The Gas Plants and the PGW-owned Customer Service Centers can used to optimize business functions.

PGW will provide all necessary operational data to the successful Proposer, including locations, square footage, current and projected operational and capital maintenance costs of existing facilities for Alternative 1.

PGW will provide the following operational data:

- Facility maintenance costs for 800 Building, 1800 Building 1849 Transportation and Meter Shop facilities
- Porter Station facilities expansion costs
- Companywide operating expenses by location and square foot
- Warehousing space requirements
In summary, the successful Proposer's analysis must include an evaluation of the current Assets' utilization and provide alternatives as described earlier for proposed future utilization based on a number of factors including, at a minimum:

- Facility age, current condition and potential maintenance cost for continued use
- Estimated market value of current facilities
- Impact on operations
- Annual Operating Costs
- 5 year capital requirements
- Reconfiguration/Upgrade and fit-out costs
- Relocation costs
- New facility costs analysis for own vs. lease

Other relevant factors

The successful Proposer's analysis must provide optimal Philadelphia locations including:

- The most efficient number of required facilities
- The best combination of administration, field operations and warehousing facilities
- The optimal operational advantages and strategic locations for PGW facilities in the Philadelphia market area
- A cost/benefit analysis of the asset realignment including lease vs. own benefits

The successful Proposer must provide a detailed written analysis which utilizes data in support of its conclusions and which explains the most efficient number of facilities and the best combination and location of administration, field operations, warehousing operations and the meter shop.

This analysis must (i) identify the operational advantages of the proposed locations for PGW’s facilities; (ii) highlight all risks associated with the recommendations; (iii) provide a complete cost/benefit analysis of alternative facilities utilization plan, based on PGW identified requirements and including graphs and charts which demonstrate operational and financial gains estimated in five year increments for the next twenty years; and (iv) provide PGW with the ability to determine the optimal space configuration and usage it needs to meet the Company's expected future requirements for administration, materials management, field operations and meter shop operations.

### 2.3 Term

The contract between PGW and the successful Proposer shall be for one (1) year with the option for PGW to extend the term of the contract for up to three (3) renewal terms of one (1) year each.
2.4 Proposal Pricing

Proposers must include a firm, fixed cost to provide the services required by this RFP (other than the support and testimony discussed above). Proposers should include hourly rates to provide the support and testimony.

2.5 Proposer/Personnel Minimum Requirements

Proposers must (i) have a minimum of five (5) years of experience providing strategic real estate rationalization analysis services and (ii) have completed a minimum of ten (10) similar real estate analyses for companies of similar size and asset base as PGW. References demonstrating such experience and similar analyses must be provided with proposals.

2.6 Licensing

The Proposer will be authorized to do business in the Commonwealth of Pennsylvania and comply with all pertinent state and federal requirements, codes and regulations.

If Proposer is a “business” as defined in The Philadelphia Code, Section 19-2601, Proposer must have a valid commercial activities license, issued by the City of Philadelphia’s Department of Licenses and Inspections, to do business in the City of Philadelphia, prior to entering into any contract with PGW.

2.7 Information/Product

All reports, surveys, tables, charts, diagrams, design work, product recordings and other data (including electronic, audio and video) or documentation prepared or compiled by Proposer in connection with the performance of its obligations under the contract, shall be the sole and exclusive property of PGW. Proposer shall retain in its files, sufficiently detailed working papers relevant to its engagement with PGW. Proposer further agrees that its working papers will be held in the strictest confidence and will not be disclosed or otherwise made available to outside sources, except as required by law, without the written consent of PGW.

2.8 Confidentiality

Proposer must agree to keep confidential any and all information concerning the plans, operations or activities of PGW which may be divulged by PGW or ascertained by Proposer in the course of performing services under any contract with PGW. In the event Proposer is required to disclose confidential information pursuant to a subpoena, order of a court, or other legal process, Proposer shall, upon notice of such required disclosure and prior to disclosure, immediately notify PGW and allow PGW the opportunity to inspect the information subject to disclosure, and in the event such disclosure is objectionable under
any standard or rule of the court, Proposer shall exhaust all legal means to prevent disclosure.

2.9 Minority Participation

PGW has established an anti-discrimination policy relating to the participation of Minority, Women, and Disabled businesses and persons (collectively, “DBEs”) in contracts. The purpose of PGW’s DBE policy is to provide equal opportunity for all businesses and persons and to assure that PGW funds are not used, directly or indirectly, to promote, reinforce or perpetuate discriminatory practices. Proposers must complete Attachment I (Demographic Survey), attached hereto and submit same with their proposals.

2.10 Insurance

Proposer shall procure and maintain, at its sole cost and expense, insurance with companies carrying an A. M. Best’s rating of not less than A- and acceptable to PGW, with coverage limits of not less than stipulated below.

Philadelphia Gas Works, Philadelphia Facilities Management Corporation and the City of Philadelphia and their respective officers, employees, directors, boards, commissions and agents, shall be included as Additional Insureds on the General Liability, Automobile Liability and Excess/Umbrella Liability Insurance policies. An endorsement is required stating that Proposer’s policies affording Additional Insured status will be primary to any other coverage available to PGW, PFMC, and the City of Philadelphia and their respective officers, employees, directors, boards, commissions and agents and any insurance maintained by PGW will be excess and non-contributory. No act or omission of PGW, PFMC, and/or the City of Philadelphia shall invalidate the coverage.

- WORKERS’ COMPENSATION AND EMPLOYERS’ LIABILITY. Workers’ Compensation Insurance, as required by statute. Employers’ Liability coverage is to be carried with minimum limits of $500,000 each accident/$500,000 disease-policy limit/$500,000 disease-employee.

- GENERAL LIABILITY INSURANCE. Commercial General Liability is required with limits of not less than $1,000,000 Bodily Injury and Property Damage Each Occurrence; $2,000,000 General Aggregate; $1,000,000 Products/Completed Operations Aggregate and $1,000,000 Personal/Advertising Injury. The policy shall also cover liability arising from liability assumed under an insured contract (including the tort liability of another assumed in a business contract), and Personal Injury (including, but not limited to, coverage for defamation, malicious prosecution and slander). Products/Completed Operations must be included. ISO Contractual Liability Limitation Endorsement #CG2391093 shall not apply to this Agreement. Such policy must contain a "Severability of Interests" clause. This insurance shall be excess over any other insurance, whether primary, excess, contingent or on any other basis that is available to the Proposer or its subcontractor covering liability for damages because of Bodily Injury or Property Damage for which the Proposer has been included as an Additional Insured. Philadelphia Gas Works, Philadelphia Facilities
Management Corporation and the City of Philadelphia and their respective officers, employees, directors, boards, commissions and agents shall be included as Additional Insureds. A copy of the actual Additional Insured Endorsement or policy wording is required.

☐ AUTOMOBILE LIABILITY INSURANCE. Business Automobile Liability covering all owned, non-owned and hired autos is required with limits of not less than $1,000,000 Combined Single Limit for Bodily Injury and Property Damage. Such policy must contain a "Severability of Interests" clause. Philadelphia Gas Works, Philadelphia Facilities Management Corporation and the City of Philadelphia and their respective officers, employees, directors, boards, commissions and agents shall be included as Additional Insureds. A copy of the actual Additional Insured Endorsement or policy wording is required.

☐ EXCESS/UMBRELLA LIABILITY INSURANCE. Proposer shall provide evidence of Excess/ Umbrella Liability Insurance with limits of not less than $3,000,000 in any one claim or occurrence. The Excess/Umbrella policy shall follow form and be excess of all underlying insurance required by this contract except Professional Liability as outlined below. Philadelphia Gas Works, Philadelphia Facilities Management Corporation and the City of Philadelphia and their respective officers, employees, directors, boards, commissions and agents shall be included as Additional Insureds. A copy of the actual Additional Insured Endorsement or policy wording is required.

☐ PROFESSIONAL LIABILITY/ERRORS & OMISSIONS COVERAGE. Evidence of Professional Liability/Errors & Omissions must also be provided with limits of not less than $2,000,000 Per Occurrence/Aggregate or Per Claim or Loss/Aggregate with a deductible not to exceed $50,000. Errors & Omissions Insurance shall be applicable to any occurrence arising out of the performance of services pursuant to any statement of work between the parties and, if applicable, shall cover liability arising from information technology services, including but not limited to, intellectual property infringement, privacy infringement, and computer or electronic information technology services. Under an occurrence form, coverage required shall be maintained in full force and effect under the policy during the contract period. Under a claims made form, continuous coverage is required. Should an Extended Discovery Period or "tail" coverage be required in the event coverage is terminated, such coverage must be maintained for a period of not less than three (3) years. This insurance shall be primary with respect to any other insurance or self-insurance programs afforded the Proposer.

ADDITIONAL PROVISIONS

Certificates of Insurance evidencing all required coverage shall be filed with PGW prior to the commencement of work. Renewal certificates and policies, as required, shall be forwarded to Philadelphia Gas Works for as long as contractor performs the work as specified in this contract.
Coverage afforded will not be canceled or materially altered until at least thirty (30) days after prior written notice has been given to PGW.

It shall be the responsibility of the contractor to ensure that all subcontractors carry insurance of not less than coverage and limits specified herein, except to the extent that PGW’s Director of Risk Management may agree to lower limits on a case by case basis depending on the nature of the subcontractor's work. Subcontractor must forward proper evidence of this compliance to Philadelphia Gas Works prior to the inception of any work.

2.11 Indemnification

The Proposer will be required in the contract to indemnify, defend and hold harmless PGW, PFMC, the City of Philadelphia, and each of their respective officers, employees, directors, boards, commissions, and agents, from and against any and all losses, costs (including, but not limited to, litigation and settlement costs and counsel fees), claims, suits, actions, damages, liability and expenses, occasioned wholly or in part by Proposer’s act or omission or negligence or fault or the act or omission or negligence or fault of Proposer’s agents, subcontractors, suppliers, employees or servants in connection with this Agreement, including, but not limited to, those in connection with loss of life, bodily injury, personal injury, damage to property, contamination or adverse effects on the environment, intentional acts, failure to pay such subcontractors and suppliers, any breach of this Agreement, and any infringement or violation of any proprietary right (including, but not limited to, patent, copyright, trademark, service mark and trade secret), regardless of the negligence of PGW, PFMC, and/or the City of Philadelphia. In any and all claims, suits and actions against PGW, PFMC and the City of Philadelphia, and their respective officers, employees, directors, boards, commissions and agents, by any employee of Proposer, any subcontractor, or anyone for whose acts Proposer and its subcontractor is liable, the indemnification obligation set forth in this section shall not be limited in any way by any limitation on the amount or type of third party damages, compensation or benefits payable by or for Proposer or any subcontractor under workers’ compensation acts, disability acts, or other employees’ benefit acts.

PGW does not indemnify.

2.12 Certificate of Non-Indebtedness

The Proposer will be required to certify and represent that Proposer and Proposer’s parent company(ies) and subsidiary(ies) are not indebted (at the time of signing of the contract) to the City of Philadelphia, PGW or PFMC (collectively the “City”), and will not at any time during the term of the contract (including any extensions or renewals thereof) be indebted to the City, for or on account of any delinquent taxes (including, but not limited to, taxes collected by the City on behalf of the School District of Philadelphia), liens, judgments, fees or other debts for which no written agreement or payment plan satisfactory to the City has been established. In addition to any other rights or remedies available to PGW at law or in equity, Proposer acknowledges that upon any breach or failure to conform to such certification PGW shall have the right to, and may, at the option of PGW, withhold payments.
otherwise due to Proposer, and, if such breach or failure is not resolved to PGW’s satisfaction within a reasonable time frame as specified by PGW in writing, this will offset any such indebtedness against said payments and/or terminate this Agreement for default (in which case Proposer shall be liable for all excess costs and other damages including reasonable attorney’s fees resulting from the termination).

2.13 Non-Discrimination

Proposer shall not discriminate or permit discrimination against any person because of race, color, religion, national origin, sex or sexual orientation. In the event of such discrimination, PGW may, in addition to any other rights or remedies available under the contract, at law or in equity, terminate any contract with Proposer forthwith.


Proposer understands and agrees that no individual with a disability shall, on the basis of the disability, be excluded from participation in any contract of Proposer with PGW or from activities or services provided under such contract. As a condition of accepting and executing such contract, Proposer shall comply with all provisions of the Americans with Disabilities Act, 42 U.S.C. §12101 et seq., and all regulations promulgated thereunder, as the Act and regulations may be amended from time to time, which are applicable (a) to Proposer, (b) to the benefits, services, activities, facilities and programs provided in connection with this Agreement, (c) to PGW, or the Commonwealth of Pennsylvania, and (d) to the benefits, services, activities, facilities and programs of PGW or of the Commonwealth.

Without limiting the generality of the preceding sentence, Proposer shall comply with the “General Prohibitions Against Discrimination,” 28 C.F.R. §35.130, and all other regulations promulgated under Title II of “The Americans with Disabilities Act,” as they may be amended from time to time, which are applicable to the benefits, services, programs and activities provided by PGW through contracts with outsider contractors.

2.14 MacBride Principles

Proposer certifies and represents that, to the best of its knowledge, (i) Proposer (including any affiliates under its direct control) does not have, and will not have at anytime during the term of any contract with PGW (including any extension or renewal thereof), any investments, licenses, franchises, management agreements or operations in Northern Ireland and (ii) no product to be provided under any contract with PGW will originate in Northern Ireland, unless Proposer has implemented the fair employment principles embodied in the MacBride Principles.
In the performance of any contract with PGW, Proposer covenants that it will not utilize any suppliers, subcontractors at any tier (i) who have (or whose parent, subsidiary, exclusive distributor or affiliates have) any investments, licenses, franchises, management agreements or operations in Northern Ireland or (ii) who will provide products originating in Northern Ireland unless said supplier or subcontractor has implemented the fair employment principles embodied in the MacBride Principles. Proposer further covenants to include the provisions of this paragraph, with appropriate adjustments for the identity of the parties, in all subcontracts and supply agreements which are entered into in connection with the performance of any contract with PGW. Proposer covenants that it will cooperate with PGW and City’s Director of Finance in any manner which PGW and the said Director deem reasonable and necessary to carry out PGW’s and the Director’s responsibilities under Section 17-104 of the Philadelphia Code which embodies the requirements set forth in this section. Proposer understands and agrees that any false certification or representation in connection with this section and any failure to comply with the provisions of this section shall constitute a material breach of any contract with PGW entitling PGW to all rights and remedies provided therein or otherwise available in law (including, but not limited to, Section 17-104 of the Philadelphia Code) or equity. In addition, Proposer understands that false certification or representation in connection with this section is subject to prosecution under Title 18 Pa.C.S.A. Section 4904.

2.15 Governing Laws

Any contract entered into by PGW will be executed in and shall be governed by the laws of the Commonwealth of Pennsylvania.

2.16 Certain Required Disclosures

In accordance with The Philadelphia Code Title 17 Chapter 17-400, persons and entities who wish to provide goods and services to PGW must provide certain information about contributions they have made to elected City officials or candidates for City offices. All Proposers must therefore complete Attachment D and include such completed Attachment with their proposal. Please note that the selected Proposer will be required to update such disclosure during the term of its agreement with PGW and for one year thereafter.
3 Instructions to Proposers

3.1 Proposal Preparation Requirements

3.1.1 Proposals must be prepared in English on 8 ½ x 11 inch paper with tabbed indexes separating the following seven (7) completed sections in the following order:

3.1.1.1 Tab 1: Transmittal letter.

3.1.1.2 Tab 2: Scope of Work. Proposed scope of work, work plan, procedure and timeline to provide the scope of work described in Section 2 of this RFP. Any areas that are beyond the scope of work should be clearly identified.

3.1.1.3 Tab 3: Proposal Pricing.

3.1.1.4 Tab 4: Completed Section 4 (Proposer Information) of this RFP. All Proposals must include the following information and be signed (at the end of Section 4) as follows:

3.1.1.4.1 If the Proposal is made by an individual, the Proposal must be signed by the individual, the individual's full name must be typed or printed under the signature line and the Proposal must include the individual's mailing address.

3.1.1.4.2 If the Proposal is made by a partnership, the Proposal must:
   a) be signed by at least one of the general partners with authority to bind the partnership and the name of the general partner must be typed or printed under the signature line;
   b) include the name and mailing address of the partnership; and
   c) attach a copy of the partnership agreement, or other document authorizing the general partner to sign the Proposal to bind the partnership;

3.1.1.4.3 If a corporation makes the Proposal, the Proposal must:
   a) be signed by the president or vice president of the corporation, and the secretary or treasurer must attest the signature and the names of the corporate officers must be typed or printed under the signature lines;
   b) include the name and mailing address of the corporation; and
c) attach a copy of the corporation's by-laws or a corporate resolution authorizing the corporate officer signing the Proposal to bind the corporation.

3.1.1.4.4 If the Proposal is made by a joint venture, the Proposal must:

a) be signed by all joint venture partners and the names of the joint venture partners must be typed or printed under the signature lines;

b) include the name and mailing address of the joint venture; and

c) attach a copy of the joint venture agreement or other documentation signed by each member of the Joint Venture and, if applicable, any documentation necessary to show that the individuals signing on behalf of each joint venture partner are authorized to bind the joint venture.

3.1.1.5 Tab 5: Qualification and Experience of Proposer. Proposers are strongly encouraged to list experience providing similar services.

3.1.1.5.1 Provide the names and resumes of each person who would be participating in this project;

3.1.1.5.2 Indicate whether the individual is a full time employee of Proposer’s organization (and if so for how long) or a subcontractor. If the individual is a subcontractor, list the engagements (and the particular responsibilities on each engagements) that the subcontractor has previously worked for Proposer;

3.1.1.5.3 Indicate the areas of the project that each individual will be involved with or have responsibility for;

3.1.1.5.4 For each such individual, provide a reference list with phone numbers.

3.1.1.6 Tab 6: Prior Work Examples. Provide examples of the following documentation:

- Sample of prior before and after reconfiguration plans
- Sample of prior cost benefit analysis
- Sample of supporting documentation

3.1.1.7 Tab 7: Completed Attachments D and I, and any other attachments required to be completed under the RFP.

3.1.2 One (1) original Proposal, one (1) copy and one (1) CD containing a searchable PDF readable by Adobe Reader 7.0 or higher of the proposal, must be submitted in a
sealed envelope or envelopes addressed to PGW Supply Chain Department, Philadelphia Gas Works, 800 W. Montgomery Avenue, Philadelphia, Pennsylvania 19122. The name and address of the Proposer must also appear on the face of the envelope. The PDF file name should be as follows: PROPOSER_RFP_#####.PDF where Proposer is your company name and ##### is the PGW RFP id number.

3.1.3 Failure to answer all questions completely and furnish all information required in these Proposal Documents may result in disqualification of the Proposer. PGW reserves the right to thoroughly investigate the financial status and experience of the Proposer.

3.1.4 It shall be the responsibility of the Proposer to deliver the Proposal and all other required items to the location specified in Section 1 of these Proposal Documents on or before the due date and time set forth in Section 1.1.

3.1.5 Oral communications from PGW personnel or other persons shall not be binding on PGW and shall in no way modify the provisions of the Proposal Documents. Official responses of PGW to inquiries regarding these Proposal Documents shall be issued by PGW in writing as addenda, and only such written responses shall be binding on PGW as modifications to these Proposal Documents.

3.2 Duration of Proposal

In consideration of PGW’s evaluation of the submitted Proposals, each Proposer agrees that its Proposal shall be a firm offer to PGW, and shall remain open for acceptance by PGW for a period of at least one hundred and fifty (150) days beginning with the submission due date set forth in Section 1 of these Proposal Documents, as may be revised by addenda.

3.3 Proposer’s Responsibility

The Proposer shall carefully examine the terms of the Proposal Documents and shall judge for itself all of the circumstances and conditions affecting its Proposal. PGW will endeavor to present accurate information, but Proposers are advised to independently verify the accuracy of any information received.
4 Proposer Information

4.1 Proposer

Submitted by:

[Please type or print]

Name: __________________________________________

Address: _______________________________________

Telephone: _____________________________________

Facsimile: _____________________________________

The undersigned Proposer hereby submits to PGW this Proposal as described herein and in the attached documents.

4.2 Qualifications Statement

The Proposer represents and covenants that the Proposer is fully qualified to provide the requested services to PGW. The undersigned further swears and affirms that the information contained in this response is true, accurate and complete.

4.3 Business Experience

4.3.1 The following describes other points of service by Proposer and the companies for whom the services were provided. Proposer should include a reference contact at the described companies, and this contact should have direct, specific responsibility
for the oversight of the program. In particular, the Proposer should describe all experience with projects similar to this project.

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

4.3.2 The Proposer has operated under its current name since ____, a period of __________ years, and the Proposer (if such be the case) formerly operated under the following name:

____________________________________________________________________________________.
4.3.3 Proposer must attach the resume of the manager which it anticipates will be the contact for the services required by this RFP.

4.3.4 The Proposer submits herewith the following list of three (3) persons or businesses, which have knowledge of the Proposer’s ability to successfully perform the services for which this Proposal is submitted.

REFERENCE NO. 1

Name: ________________________________

Firm: ________________________________

Title: ________________________________

Address: ____________________________

Telephone: __________________________

Facsimile: __________________________

Nature of Association: __________________

REFERENCE NO. 2

Name: ________________________________

Firm: ________________________________

Title: ________________________________

Address: ____________________________

Telephone: __________________________

Facsimile: __________________________

Nature of Association: __________________
4.3.5 The Proposer has not had an agreement canceled or terminated due, in whole or in part, to the fault of Proposer, or a default or breach of contract on the part of the Proposer. (If a contract or agreement has been canceled, please explain.)

4.4 Financial Information

4.4.1 If the Proposer requests that PGW receive and maintain any of the following financial information in confidence, the Proposer understands that such information may not be exempt from disclosure under the Philadelphia Home Rule Charter and/or the Commonwealth Right to Know Act. The Proposer agrees that PGW may make such disclosure or reproduce such financial information as is deemed necessary or convenient by PGW, its officers, agents, or employees, for PGW’s use in Proposal evaluation and comparison; provided, however, that if any person makes a request as contemplated by the Philadelphia Home Rule Charter and/or Commonwealth Right to Know Act to review or be provided with copies of such financial information or any part thereof, and PGW denies such requests, immediately upon notification thereof, the Proposer shall, at its sole cost and expense, defend PGW and its officers, agents, and employees against any action resulting from denial of such request. If the Proposer fails to promptly provide such defense, PGW, its officers, agents, and employees shall be free to grant such requests, and the Proposer shall be deemed to have waived any cause of action, whether in law or in equity, that it may have against PGW respecting such disclosure. The Proposer agrees to indemnify and hold harmless PGW, its officers, agents, and employees from any and all claims, costs, liabilities or damages, including attorney’s fees and court costs resulting from PGW’s or Proposer’s acts or omissions pursuant to this Paragraph.
4.4.2 The Proposer has ( ) has never ( ) [check one] had a bond or surety canceled or forfeited. (If the Proposer has had a bond or surety canceled, state the name of the bonding company, date, amount of bond and reason for such cancellation or forfeiture.)

4.4.3 The Proposer has ( ) has never ( ) [check one] been adjudged bankrupt (Chapter 7), or petitioned the court for relief under the Bankruptcy Code or Act for either business reorganization (Chapter 11) or the Wage Earner’s Plan (Chapter 13). If the response is in the affirmative, provide the following information:

4.4.3.1 Date petition filed
4.4.3.2 Case No. and jurisdiction
4.4.3.3 Amount of liabilities and debts
4.4.3.4 Date of discharge or successful completion of reorganization or wage earner’s plan

4.4.4 The Proposer’s bank references are:

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<tr>
<th>Name</th>
<th>Address</th>
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<td>4.4.4.2.</td>
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<td>4.4.4.3.</td>
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</table>

The undersigned herewith submits a letter from

______________________________ indicating that the Proposer has an (name of financial institution)

available working line of credit of no less than ________________Dollars ($___________), or other evidence of Proposer’s capital sufficient to permit it to meet the obligations contemplated by its Proposal.

4.4.5 The undersigned hereby affirms that the Proposer is authorized to conduct business in the Commonwealth of Pennsylvania, and City of Philadelphia, or will obtain proper authorization to do so before executing an agreement and furnishing the required bond or letter of credit, if any.
4.5 General Litigation Disclosure

Proposer must describe any pending, contemplated or ongoing administrative or judicial proceedings material to Proposer’s business, finances or products including, but not limited to, any litigation, consent orders, debarment or contracts with any local, state or federal regulatory agency issued to Proposer or to any parent or subsidiary of Proposer:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

4.6 Business Organization Statement

4.6.1 General Information

Name of Firm [Exactly as it would appear on an agreement; if operating under a fictitious name, so indicate.]

Principal Office Address:

Telephone Number:

Form of Business Entity [check one]

(  ) Corporation
(  ) Partnership
(  ) Individual
(  ) Joint Venture
4.6.2 Corporation Statement

If a corporation, answer the following:

Date of incorporation: __________________________

Location of incorporation: __________________________

Is the corporation authorized to do business in Pennsylvania? Yes (   ) No (   )

If so, as of what date? __________________________

The corporation is held: Publicly (   ) Privately (   )

Furnish the name, title, and address of each director and officer of the corporation.

<table>
<thead>
<tr>
<th>DIRECTORS</th>
<th>Principal Business Affiliation Other than Proposer’s Directorship</th>
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</thead>
<tbody>
<tr>
<td>Name</td>
<td>Address</td>
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</table>
### SHAREHOLDERS

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<th>Name</th>
<th>Address</th>
<th>Number of Shares Owned</th>
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### OFFICERS

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<th>Position</th>
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</table>
4.6.3 Partnership Statement

If a partnership, answer the following:

Date of organization: ________________________________

General Partnership ( )  Limited Partnership ( )

Partnership Agreement recorded? Yes ( )  No ( )

<table>
<thead>
<tr>
<th>Date</th>
<th>Book</th>
<th>Page</th>
<th>County</th>
<th>State</th>
</tr>
</thead>
</table>

Has the partnership done business in Pennsylvania? Yes ( )  No ( )

When? ________________________________

Name, address, and ownership share of each general partner owning more than five percent (5%) of the partnership:

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<tr>
<th>Name</th>
<th>Address</th>
<th>% of Ownership</th>
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</table>
4.6.4 Joint Venture Statement

If a Joint Venture, answer the following:

Date of organization: ____________________________________________

Joint Venture Agreement recorded? Yes ( ) No ( )

Date __________ Book __________ Page __________ County __________ State __________

Has the Joint Venture done business in Pennsylvania? Yes ( ) No ( )

When? __________________________

Name, address of each Joint Venturer and percent of ownership of each:

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<tr>
<th>Name</th>
<th>Address</th>
<th>% of Ownership</th>
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4.7 Warranties by Proposer

4.7.1 The Proposer’s Proposal has been completed to the best of the Proposer’s ability, and the Proposer swears that all information contained herein is true, correct and complete to the best of the Proposer’s knowledge, information and belief.
4.7.2 By submission of this Proposal, the Proposer acknowledges that PGW has the right to make any inquiry or investigation it deems appropriate to substantiate or supplement information contained in the Proposal, and Proposer authorizes the release to PGW of any and all information sought in such inquiry or investigation.

4.7.3 The Proposer declares by the submission of this Proposal that the Proposal is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation; that the Proposal is genuine and not collusive or sham; that the Proposer has not directly or indirectly induced or solicited any other Proposer to put in a false or sham Proposal, and has not directly or indirectly colluded or agreed with any Proposer or anyone else to put in a sham Proposal or to refrain from proposing; that the Proposer has not directly or indirectly sought by agreement or communication to secure any advantage against PGW; anyone interested in the Proposal as principal are named within the Proposal; that all statements contained in the Proposal are true; that the Proposer has not directly or indirectly divulged information or data relative to the Proposer’s Proposal to any other person, partnership, corporation, or association, except to such person or persons as have a direct financial interest in the Proposer’s general business.

The foregoing Proposal is hereby submitted by the entity signing below in accordance with all terms and conditions as set forth in the Request for Proposals issued by PGW.

PROPOSER:

DATE: ______________________

_________________________
(Corporate Seal if Applicable)

Name of Proposer

By: ______________________

________________________________
(signature)

Name: _____________________
Title: _____________________

Attest: ______________________

________________________________
(signature)

Name: _____________________
Title: _____________________

[Add signature lines as necessary below.]
5 Proposal Evaluation, Negotiation and Contract Award

5.1 Disqualification of Proposers

5.1.1 If more than one Proposal is received from any individual, firm, partnership, corporation, or association, under the same or different names, said Proposals will not be considered. Reasonable grounds for believing that any Proposer has an interest in more than one Proposal will cause the rejection of all Proposals in which such Proposer is interested. If there is reason to believe that collusion exists among Proposers, none of the participants in such collusion will be considered. Similarly, unsolicited proposals may not be considered.

5.1.2 No Proposal shall be received from, or contract awarded to, any PGW or City employee or official who may have any direct or indirect interest in such submitted Proposal or contract.

5.2 Qualification of Proposers

5.2.1 PGW will carefully consider the Proposer’s qualifications, proposed financial consideration, experience, financial responsibility proposed scope of services, and timeline in evaluating each Proposal. In PGW’s evaluation, the Proposal as a whole may bear more weight than the individual parts of the Proposal.

5.2.2 Following PGW’s review of the submitted proposals, PGW may select one or more Proposers with which to negotiate. PGW shall notify Proposer(s) of selection for negotiations. The date that the Proposer’s receipt of the notification is confirmed by PGW, is referred to herein as the “Notification Date.”

5.2.3 Respondents to this RFP are subject to Philadelphia Code (Chapter 20-600) and the Pennsylvania Ethics Act (65 P.S. Section 401 et.seq.) All respondents are required to disclose any potential conflict caused by PGW or City employees having a financial interest in the entity entering into a contract or agreement with PGW.

5.3 General Reservation of Rights

5.3.1 This RFP and the process it describes are proprietary to PGW and are for the sole and exclusive benefit of PGW. No other party, including any respondent to this RFP or future Proposer to any RFP which may be issued by PGW, is intended to be granted any rights hereunder. Any response to this RFP, including written documents and verbal communication, may be subject to public disclosure by PGW, or any authorized agent of PGW and any materials submitted or ideas elicited in response to this RFP shall be the sole and absolute property of PGW with PGW having title thereto and unrestricted use thereof.
5.3.2 PGW reserves the right to reject as informal or non-responsive any Proposal that, in PGW’s sole judgment, is incomplete, is not in conformity with applicable law, is not responsive to this RFP, or contains ambiguities or services not called for by this RFP.

5.3.3 Without limiting the generality of any other provision of this RFP, PGW reserves the right, at any time prior to execution of an agreement with the successful Proposer, to exercise all or any of the following rights and options, which rights and options PGW may exercise to the extent that PGW, in its sole discretion, deems to be in its best interests:

5.3.3.1 To request additional or supplemental information (including but not limited to information inadvertently omitted by any Proposer in response to this RFP) from any or all Proposers;

5.3.3.2 To accept or reject, at any time prior to its execution of an agreement, any or all Proposals or any part thereof submitted in connection with this RFP;

5.3.3.3 To accept or reject any or all of the items in any Proposal and award the contract in whole or in part if it is deemed in PGW’s best interest to do so;

5.3.3.4 To waive any informality, defect, non-responsiveness, or derivation from this RFP that is not, in PGW’s sole judgment, material to the Proposal;

5.3.3.5 To negotiate unacceptable provisions incorporated within an otherwise acceptable Proposal submitted in response to this RFP;

5.3.3.6 To reject without evaluation any Proposal that is incomplete, unclear, conditional, or which contains irregularities of any kind;

5.3.3.7 To reject any Proposal that in the sole discretion of PGW is not in the best interest of PGW;

5.3.3.8 To re-issue this RFP without change or modification;

5.3.3.9 To issue a subsequent RFP for this project with terms and conditions that are substantially different from the terms and conditions set forth in this RFP;

5.3.3.10 To cancel this RFP with or without issuing another RFP;

5.3.3.11 To supplement, amend, substitute, or otherwise modify this RFP at any time prior to execution of a final agreement with a Proposer;
5.3.3.12 To reject the Proposal of a Proposer that, in PGW’s sole judgment, has been delinquent or unfaithful in the performance of any contract with PGW, or is financially or technically incapable of performing the services required in this RFP, or is otherwise not a responsible Proposer;

5.3.3.13 To permit or reject, at PGW’s sole discretion, amendments (including information inadvertently omitted), modifications, alterations and/or corrections of Proposals by some or all of the Proposers following Proposal submission;

5.3.3.14 To request that some or all of the Proposers modify Proposals or provide additional information following evaluation by PGW;

5.3.3.15 To conduct such investigations as PGW considers appropriate with respect to the qualifications of any Proposer and/or any information contained in any Proposal;

5.3.3.16 To request clarifications of any unclear Proposal;

5.3.3.17 To negotiate simultaneously, or otherwise, with one or more Proposers;

5.3.3.18 To discontinue and resume negotiations with one or more Proposers;

5.3.3.19 To rescind its rejection of any Proposal(s) and negotiate (or resume negotiations) with a previously rejected Proposer;

5.3.3.20 To not proceed with the process described in this RFP, or to change any time schedules set forth herein;

5.3.3.21 To not enter into an agreement pursuant to this RFP.

5.3.4 PGW intends to enter into contract negotiations with the selected Proposer. However, PGW reserves the right to terminate any negotiations at any time or conduct simultaneous, competitive negotiations with multiple Proposers. PGW reserves the right to negotiate acceptable terms in an otherwise unacceptable Proposal. Such negotiations may result in changes to material terms of this RFP; in such event, PGW shall not be obligated to inform other Proposers of the changes, or permit them to revise their Proposals accordingly, unless PGW, in its sole discretion, determines that doing so and permitting such is in PGW’s best interest. Should negotiations not prove satisfactory with the recommended Proposer(s), PGW reserves the right to discontinue negotiations with the recommended Proposer(s) and additional firms may be asked to enter into negotiations or PGW may solicit new Proposals or issue a new Request for Proposals.
5.4 Award

5.4.1 PGW intends to award the agreement to the Proposer whose Proposal best satisfies the scope of services described in Section 2 and is otherwise in the best interest of PGW. The determination of award shall be made by PGW, in its sole discretion, which decision shall be final. PGW may employ such analysis techniques and professional consultants for Proposal evaluation as it deems necessary. PGW may request submission of additional information to assist it in evaluating a Proposal, and the Proposer shall cooperate fully with such request. The contract resulting from this RFP will be awarded to the qualified Proposer whose Proposal PGW believes will be the most advantageous to PGW. PGW may condition an award on the successful Proposer’s agreement to such terms and conditions as required by PGW including, but not limited to, PGW’s indemnification.
ATTACHMENT D. REQUIRED 17-1400 DISCLOSURE

In accordance with the City of Philadelphia’s contract reform legislation, codified as The Philadelphia Code Title 17 Chapter 17-1400, persons and entities who wish to provide goods and services to PGW must provide certain information about contributions they have made to elected City officials or candidates for City offices. Please note that, if selected, you will be required to update such disclosure during the term of your agreement with PGW and for one year thereafter.

Therefore, the following information must be provided to PGW:

1. Did you use any consultant with respect to this RFP or the contract at issue within the prior one year period? If so, you are required to list (in an attachment hereto) the following information for each such consultant: (i) name, (ii) business address, (iii) business phone number and (iv) amount paid or to be paid.

   As used herein, the term “consultant” means any person or entity used to assist you in obtaining a contract through direct or indirect communication with the City, PGW, any City Agency or any officer or employee of any of them, if such communication is undertaken by the person or entity for payment.

   YES □ NO □

2. Have you or any consultant disclosed above made any contributions of money or in-kind assistance within the prior two year period to (i) any candidate for nomination or election to any public office in Pennsylvania, (ii) any individual who holds any such office, (iii) any political committee or state party in Pennsylvania or (iv) any group, committee or association organized in support of any such candidate, office holder, political committee or state party in Pennsylvania? If so, you are required to list (in an attachment hereto) the date, amount and recipient of each such contribution.

   For purposes hereof, (i) contributions made by a person’s immediate family shall be deemed contributions made by that person and (ii) contributions made by an entity’s affiliate or an officer, director, controlling shareholder or partner of an entity’s or such entity’s affiliate shall be deemed contributions made by that entity.

   YES □ NO □
3. Do you intend to use any subcontractors on this contract? If YES
   NO
   so, you are required to list (in an attachment hereto) the
   following information for each such subcontractor: (i) name,
   (ii) business address, (iii) business phone number and (iv)
   amount or percentage to be paid.

4. Within the prior two year period, has any City or PGW officer
   or employee asked (i) you, (ii) any of your officers, directors or
   management employees or (iii) any person or entity
   representing you, to give money, services, or any other thing
   of value to any person or entity? If so, you are required to list
   (in an attachment hereto) the following information for each
   such officer or employee: (i) name, (ii) title, (iii) date of
   request, (iv) amount requested and (iv) amount of any
   payment made in response to request (other than
   contributions listed under (2) above).

5. Within the prior two year period, has any City or PGW officer
   or employee directly or indirectly advised (i) you, (ii) any of
   your officers, directors or management employees or (iii) any
   person or entity representing you, that a particular person or
   entity could be used by you to satisfy any goals in this RFP or
   contract for the participation of minority, women, disabled or
   disadvantaged business enterprises? If so, you are required
   to list (in an attachment hereto) the following information for
   each such officer or employee: (i) name, (ii) title, (iii) date of
   advice and (iv) name of person or entity they advised could be
   used to satisfy such goals.

The undersigned hereby certifies that the information provided herein is true and correct as of
the date set forth below.

Signature: __________________________________________

Title: ______________________________________________

Name of Entity: ______________________________________

Date: _______________________________________________

(Please Print)
ATTACHMENT I. DEMOGRAPHIC SURVEY

A key tenet of PGW’s practice of good corporate citizenship is its commitment to the use, non-discrimination against and development of qualified minority, disabled and women vendors and to non-discrimination in employment.

In an effort to insure the full inclusion of all segments of the American population, PGW is requesting that the following information be returned with your proposal:

A. Does your organization have a written program which addresses the utilization of minority business enterprises (MBE), disabled business enterprises (DBE) and women enterprises (WBE) in the manufacturing, distribution of servicing of your product(s)? If so, please furnish a copy of your program. Please provide statistics of MBE, DBE and WBE in (1) manufacturing, (2) distribution, and (3) service for the past two years.

   YES   NO 

   COMMENTS: ___________________________________________________________
   ______________________________________________________________________
   ______________________________________________________________________

B. Does your organization foster economic growth and development by providing procurement opportunities to MBE/DBE/WBE firms as material suppliers, contractors, sub-contractors, etc? If so, please furnish a copy of your company policy or directive.

   YES   NO 

   COMMENTS: ___________________________________________________________
   ______________________________________________________________________
   ______________________________________________________________________

C. Does your organization have an Affirmative Action Equal Employment Opportunity Policy? If so, please furnish a copy of this policy.

   YES   NO 

   COMMENTS: ___________________________________________________________
   ______________________________________________________________________
   ______________________________________________________________________
D. Please furnish data depicting the composition of your work force by ethnic group gender and their appropriate titles/job classifications.

<table>
<thead>
<tr>
<th># OF EMPLOYEES</th>
<th>TITLE CLASS</th>
<th>ETHNIC GROUP</th>
<th>GENDER</th>
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This information is for PGW use only and will be held in the strictest confidence. As a socially responsible corporation, PGW seeks to insure that its business partners are committed and dedicated to the practice of including all segments of the American population in their business practices. Accordingly, the information requested above must be provided or your proposal may be rejected as non-responsive.

If the information was provided to PGW within the past twelve months, please check here: □

Signature:__________________________
Title:______________________________
Name of Firm:_______________________

(Please Print)
ATTACHMENT C. ARIAL PHOTOGRAPHS