



# Request for Qualifications

## Transportation & Traffic Engineering

March 12, 2025

### THE PROJECT:

**Evansville Riverfront – Schematic Design  
Evansville, IN**

### THE CLIENT:

**Evansville Regional Economic Partnership (EREP) and  
Downtown Evansville – Community Development Corporation (DEDC)**  
318 Main St., #400  
Evansville, IN 47708

### THE ARCHITECT:

Sasaki  
110 Chauncy Street  
Suite 200  
Boston, MA 02111

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## 1.0 - PROJECT INFORMATION

### 1.1 - Project Schedule

- RFQ Release Date: March 12, 2025
- Pre-proposal Meeting (Virtual), Non Mandatory March 17, 2025
- Questions due by **5:00 PM CST**: March 19, 2025
- Questions Returned by **5:00 PM CST**: March 21, 2025
- Responses due by **5:00 PM CST**: April 11, 2025
- Interviews of selected respondents: April 16, 2025
- Selected respondent announced by: TBD, 2025
- Estimated Notice-To-Proceed (NTP) Date: TBD, 2025

Pre-proposal meeting to be held on Monday, March 17th at 3:00 PM CST via **Zoom** at the following link:

Join the meeting from your computer or smartphone:

<https://sasaki.zoom.us/j/93995587779?pwd=iC4wbFlIS0mdTlgjCu1rvdBfoJm4R.1>

Password: 294963

Or join by telephone:

+1 470 250 9358 (US Toll)

833 548 0282 (US Toll Free)

Meeting ID: 939 9558 7779

### 1.2 General Instructions

1. Purpose:

This RFQ invites qualified firms to submit proposals for Transportation & Traffic Engineering services for the Evansville Riverfront project. This work will advance the schematic design phase from the current program refinement phase and align technical requirements with project objectives as outlined in the ORVSP document. The following information is general in nature; please see Section 3.0 for more detailed information on the RFQ format and requirements.
2. Submission Deadline and Format:
  - Proposals must be submitted no later than the date and time indicated in Section 1.1. Late submissions will not be accepted.
  - Submit one electronic copy in PDF format via email to the RFQ coordinators at Brian Wethington ([bwethington@sasaki.com](mailto:bwethington@sasaki.com)) and Ashley Diekmann ([adiekmann@evvregion.com](mailto:adiekmann@evvregion.com))
  - All proposal components must be combined into a single PDF document.
3. Proposal Requirements:
  - Submissions must address all requested information as outlined in Section 3.2 of this RFQ.
  - The total page count for the proposal must not exceed **15 pages**. Appendices and required forms are not included in the page count.
  - Formatting must follow the specifications detailed in Section 3.3.
4. Communication Protocol:

- All questions regarding this RFQ must be submitted via email to the RFQ coordinator by the date and time indicated in Section 1.1.
- Responses to all questions will be distributed to all registered respondents.
- Respondents are prohibited from contacting any representatives of EREP, DEDC, or Sasaki outside of the designated point of contact regarding this RFQ.

## 1.3 General Conditions

1. Proposal Submission and Incorporation
  - All proposals, information, and responses from respondents must be submitted in writing and may be incorporated into the final agreement between Sasaki, the Regional Partners (see Section 1.5), and the successful respondent.
  - Respondents must clearly explain any conditions or assumptions in their response.
2. Clarifications
  - Respondents have a duty to seek clarification on any item in this RFQ that is unclear. All questions regarding the RFQ must be submitted via email to the RFQ Administrator by the specified deadline.
3. Obligations and Costs
  - The Regional Partners and Sasaki incur no obligation or liability by issuing this RFQ.
  - Any costs incurred by respondents in preparing and submitting a proposal or participating in selection activities are the sole responsibility of the respondent and are not reimbursable.
4. Evaluation and Notification
  - The Regional Partners will use their best efforts to notify respondents as soon as possible regarding whether their submission has been selected for further consideration.
5. Confidentiality
  - Unless required by applicable laws or regulations, proposals and the information contained therein will be treated as confidential and only shared for evaluation purposes.
6. Contract Negotiations
  - The successful respondent will be expected to prepare and execute a contract with terms mutually agreed upon with the Regional Partners and Sasaki, unless otherwise noted.
7. Scope and Fee Negotiation:
  - The selected consultant will be expected to negotiate the final scope of work and fee with terms mutually agreed upon with the Regional Partners and Sasaki, ensuring alignment with project goals and budget constraints.
  - The Regional Partners and Sasaki reserve the right to determine whether the negotiated scope and fee align with the project's requirements and priorities.
  - Participation in negotiations does not obligate the Regional Partners or Sasaki to finalize or enter into a contract for services. If an agreement cannot be reached, the Regional Partners reserve the right to terminate negotiations and proceed with another respondent or alternative approach.
8. Amendments and Cancellation
  - The Regional Partners and Sasaki reserve the right to amend this RFQ at any time prior to contract award and will notify all respondents of any changes.

- The Regional Partners and Sasaki also reserve the right to cancel the RFQ at any time prior to the execution of a written contract.
9. Cost and Pricing Requirements
- Final scope and fee proposals will be negotiated pending selection of the most qualified applicant(s). The scope and fee proposal must include a single quoted cost that covers all expenses, including items like travel, proposed subcontractors, and printing.
  - Hourly rates or fees for additional services beyond the scope of work should be quoted separately.
10. Meetings and Communications
- All meetings related to the respondent selection process will be conducted via Zoom unless otherwise noted.

**1.4 - Project Background:**



*Diagram 1 - Conceptual Design Plan, March 2025*

The **Ohio River Vision and Strategic Plan (ORVSP)** focuses on revitalizing the Evansville Region's riverfront and nearby communities, leveraging the Ohio River as a core asset to enhance economic vitality, quality of life, and regional identity. The plan emphasizes reconnecting communities with the river through new parks, public spaces, and trail systems, as well as infrastructure improvements to support and develop a more extensive multimodal connectivity throughout the region. The ORVSP document recommendations include transforming key downtown areas in Evansville, Mt. Vernon, and Newburgh, along with integrating ecological resilience, and addressing community priorities through extensive stakeholder engagement and innovative urban design strategies.

This project - the Evansville Riverfront Schematic Design - will focus on advancing the vision established in the ORVSP by refining key components of the riverfront's



transformation. This phase will continue to progress from the current, ongoing programmatic refinement and into the schematic design for Great Bend Park, the reconfiguration of Riverside Drive, the extension of the Walnut Street green infrastructure, the development of additional sports courts, and the integration of adjacent development opportunities. The overarching goal is to create a cohesive urban-riverfront district that prioritizes multimodal access, ecological resilience, and dynamic public spaces.



Diagram 2 - Conceptual Phasing Plan - Updated, March 2025 - from ORVSP Summary Report, May 2024

This phase will focus on refining the ORVSP concept plan for Great Bend Park (Phase 2A), incorporating existing flood protection into functional and aesthetic design elements. Enhancements to pedestrian and cyclist connectivity will be prioritized along Riverside Drive (Primarily in Phase 1, between Court Street and Cherry Street, with additional considerations in Phases 2B and 4) through lane reduction and reconfiguration while also improving the motorist experience by increasing parking availability, optimizing signal timing, and enhancing the Downtown grid. The overarching goal is to create a more balanced and efficient transportation network. Additionally, the four-block project on Walnut Drive will extend the green infrastructure approach recently completed east of SE 4th St. and complete the bicycle connection to Riverside Drive.

The schematic design process will also explore the development potential of three key parcels (integrated as part of phases 2A, 2B, and 4) while enhancing cultural and recreational opportunities throughout Phase 2. When completed, the project will create vibrant mixed-use spaces that seamlessly integrate with one another along the Evansville Riverfront. By blending innovative urban design, stakeholder collaboration, and strategic land use planning, the schematic design phase will establish a

framework that strengthens the connection between Downtown Evansville and the Ohio River.

## 1.5 - Regional Partners:

This project will be overseen by the following organizations, to be known as “Regional Partners”:

The **Evansville Regional Economic Partnership (EREP)** – which serves as the regional and local economic development organization and engages in traditional chamber of commerce efforts. EREP oversees the Regional Development Plan and manages \$95m received from the State of Indiana’s READI plan for regional development for SWIRDA. More information is at [www.evansvilleregion.com](http://www.evansvilleregion.com).

The **Downtown Evansville Economic Improvement District (EID)**– formed in 2018 as Indiana’s largest business improvement district, the EID provides services and benefits to Downtown Evansville’ central business district funded by an annual assessment on properties that benefit from its services. Additional information is online at [www.downtownevansville.com](http://www.downtownevansville.com).

The **Downtown Evansville Development Corp (DEDC)** is a nonprofit property development organization created to accelerate the growth of Downtown Evansville as part of a regional population and revenue growth strategy.

The **Southwest Indiana Regional Development Authority (SWIRDA)** brings together a representative from each regional county and is the formal applicant for the READI program. It is a quasi-governmental organization.

Additional community partners, such as the City of Evansville or the Evansville Water and Sewer Utility, including those from adjacent counties and neighborhoods abutting the riverfront, will be involved through a steering committee. A need exists as well to conduct public outreach and hold community sessions to fully understand the riverfront goals and desires of regional residents, visitors, property owners, units of government and other stakeholders

## 1.6 - Prime Consultant and Additional Subconsultants

Sasaki, serving as the prime consultant for this project, brings a nationally recognized expertise in urban design, landscape architecture, and multidisciplinary planning. Under an existing Master Services Agreement with the Regional Partners, Sasaki will lead the schematic design phase, ensuring integration of the design vision, technical expertise, and stakeholder engagement. Sasaki’s role includes overall project coordination, providing strategic direction, and collaborating closely with all subconsultants to deliver a comprehensive approach to the Evansville Riverfront project.

To help ensure technical rigor, economic feasibility, and comprehensive project execution, the additional following subconsultants are anticipated to support the design team during the schematic design phase:

- Civil Engineering, H/H Modeling - Morley
- Environmental Analysis - Meristem (as subconsultant to Morley)
- Geotechnical Engineering - Patriot Engineering (as subconsultant to Morley)
  
- Surveyor
- Structural Engineering
- Mechanical, Electrical, and Plumbing Engineering (MEP)
- Economic Planning and Development
- Marketing and Branding
- Tree Inventory and Assessment
- Cost Estimation
- Programming and Operations Planning

## 2.0 SCHEMATIC DESIGN BASIC SERVICES

### 2.1 - Overview

The schematic design phase for the Evansville Riverfront project represents a critical step in translating the visionary concepts outlined in the Ohio River Vision and Strategic Plan (ORVSP) into implementable designs. For this schematic design phase, the Transportation and Traffic Engineer will play a key role in advancing the design of the Evansville Riverfront Project, focusing on multimodal connectivity, urban traffic flow, and pedestrian safety enhancements. This work aligns with the Ohio River Vision and Strategic Plan (ORVSP) and supports a people-first urban design approach for the redevelopment of the Evansville Riverfront, Riverside Drive, and extension of the bike lanes and green infrastructure on Walnut Street (between SE 4th St. and Riverside Drive).

Key priorities include:

- Evaluating the impact of lane reduction on Riverside Drive to enhance pedestrian access, calm traffic speeds, and promote multimodal movement.
- Analyzing traffic reallocation strategies to mitigate potential congestion within the downtown Evansville street network.

Potential Additional Services include:

- Assessing parking demand, curbside management, and loading zone strategies to support new land uses, including a restaurant, visitor pavilion, bike/kayak rentals, and mixed-use residential development.
- Integrating multimodal strategies that align with the project's vision for improved transit, cycling, and pedestrian circulation.

This work must balance urban accessibility, safety, and economic vitality, ensuring that design recommendations enhance livability and riverfront connectivity while maintaining a functional and efficient transportation network.

### 2.2 - Scope of Services

The Transportation and Traffic Engineer will conduct a comprehensive traffic and multimodal impact analysis and provide schematic-level design recommendations. The scope of work will be phased as follows:



## Task 1: Existing Conditions & Baseline Analysis

- Coordinate with the City of Evansville and Metropolitan Planning Office (MPO) to understand and incorporate previous regional transportation planning models where possible.
- Traffic Data Collection and Analysis
  - Document current traffic volumes, speeds, and congestion points along Riverside Drive and downtown connectors.
  - Assess historical crash data and safety trends at key intersections.
  - Evaluate traffic impacts of the I-69 Ohio River Bridge on downtown circulation.
  - Review and incorporate existing models provided by E-REP (including recently completed analysis by the City of Evansville and as part of the ORVSP Master Plan; the information will be provided to the consultants)
- Multimodal Network & Access Evaluation
  - Analyze current bike and pedestrian facilities, including sidewalk widths, crossings, and ADA compliance.
  - Map transit routes, stops, and ridership trends in coordination with METS (Metropolitan Evansville Transit System).
  - Evaluate curbside management strategies, including rideshare zones, delivery access, and event loading needs.

## Task 2: Traffic Reallocation & Lane Reduction Study

- Riverside Drive Road Diet Analysis
  - Model scenarios for lane reduction and evaluate traffic flow impacts on alternate routes.
  - Assess how lane reduction would improve pedestrian comfort, safety, and multimodal accessibility.
  - Recommend intersection design improvements to maintain efficiency and safety.
- Traffic Redistribution and Network Adjustments
  - Conduct traffic modeling and impact analysis to determine reallocation strategies for displaced vehicles.
  - Identify necessary signal timing adjustments, lane configurations, and turn restrictions.
  - Consider emergency vehicle access and street network redundancy.

## Task 3: Pedestrian & Bicycle Infrastructure Design

- Intersection Safety & Pedestrian Enhancements
  - Propose crosswalk improvements, signal timing adjustments, and refuge islands to enhance pedestrian safety.
  - Identify trail and sidewalk connectivity improvements to link downtown with the riverfront.
- Bicycle & Micromobility Integration
  - Recommend dedicated bike lanes, shared-use paths, and micro-mobility strategies.
  - Explore bike/kayak rental station placement within the planned Evansville Riverfront Park improvements and connectivity to regional trail systems.

## 2.3 - Deliverables

The Transportation and Traffic Engineer will provide the following deliverables:

1. Existing Conditions Report – Mapping existing traffic, multimodal, and curbside conditions.
2. Traffic Impact & Redistribution Analysis – Model of lane reduction impacts and mitigation strategies.
3. Parking & Curbside Strategy Report – Recommendations for parking, loading zones, and event-based curb management.
4. Preliminary Design Concepts – Intersection modifications, pedestrian/bicycle facilities, and lane reduction plans.
5. Multimodal Implementation Plan – Prioritized strategies for integrating Complete Streets and sustainable mobility solutions.

## **2.4 - Coordination & Integration**

The Transportation and Traffic Engineer will collaborate with:

- Sasaki (Prime Consultant) – To align multimodal strategies with urban design and placemaking.
- Hydrologic & Hydraulic (H&H) Engineer – To assess floodplain and drainage impacts on recommended road interventions.
- City of Evansville, METS, and other City transit stakeholders – To ensure alignment with transportation planning efforts.
- Local Businesses & Stakeholders as necessary – To address access needs and minimize disruptions.

## **2.5 - Summary of Required Services**

In conclusion, the selected Engineer shall:

1. Traffic and Multimodal Network Analysis – Assess existing traffic volumes, congestion points, and multimodal connectivity to identify improvements.
2. Road Diet and Lane Reduction Feasibility – Evaluate lane reduction scenarios on Riverside Drive to enhance pedestrian and cyclist safety while maintaining traffic flow.
3. Pedestrian and Bicycle Infrastructure Planning – Design improved crossings, sidewalks, and bike lanes to strengthen multimodal connections to the riverfront.
4. Intersection Safety and Traffic Signal Optimization – Recommend signal timing adjustments and intersection modifications to improve efficiency and safety.
5. Transit and Mobility Integration – Coordinate with key stakeholders to understand and incorporate public transit access and micro-mobility needs.
6. Stakeholder Coordination and Regulatory Compliance – Work with the City of Evansville, INDOT, and emergency services to align transportation improvements with regulations and public needs.
7. Civil Coordination – Ensure proposed transportation changes account for floodplain impacts and drainage considerations.
8. Public Engagement and Outreach Support – Provide technical input for community discussions on transportation priorities.
9. Final Transportation Plan Development – Deliver a schematic-level multimodal transportation strategy integrated into the overall Evansville Riverfront project.

## 2.6 - Additional Services

The complexity and dynamic nature of the Evansville Riverfront project may necessitate additional services beyond the scope outlined in this RFQ. These services could arise from evolving project needs, unforeseen site conditions, or additional regulatory requirements identified during the schematic design phase.

To address these potential needs, the project team will establish a structured process for developing and approving future task orders. This process will ensure that additional services are clearly defined, scoped, and budgeted in alignment with the project's objectives and regulatory obligations. Each task order will be issued through transparent communication and mutual agreement between the client, Sasaki, and the selected consultants. Task orders will include specific deliverables, timelines, and cost estimates, providing a flexible yet accountable framework for accommodating project evolution without compromising schedule or budget integrity. This approach underscores the project's commitment to adaptability and collaboration, ensuring all emerging needs are effectively managed to support the vision of a resilient and vibrant riverfront. The following items are anticipated potential additional services.

1. Parking, Curbside, and Loading Strategy
  - Shared Parking and Demand Analysis
    - Evaluate parking demand impacts from the new restaurant, visitor pavilion, and residential units.
    - Identify opportunities for shared-use parking strategies within downtown.
    - Recommend dynamic parking policies to balance visitor, commuter, and resident needs.
  - Curb Management & Loading Zones
    - Propose loading zones and curbside uses to accommodate delivery vehicles, rideshare services, and accessible drop-off areas.
    - Develop a strategy for event-based curb management near Great Bend Park.
2. Multimodal Implementation Plan
  - Conceptual Design Recommendations
    - Develop preliminary intersection redesigns and lane configuration plans.
    - Identify right-of-way and infrastructure modifications needed for implementation.
  - Public Engagement & Stakeholder Coordination
    - Support public meetings, outreach sessions, and feedback collection related to traffic and multimodal changes.
    - Collaborate with Evansville Department of Transportation, METS, and emergency services.

## 3.0 PROPOSAL REQUIREMENTS FOR EVALUATION AND SELECTION PROCESS

### 3.1 - General Instructions

- Proposals must be submitted by the deadline stated in Section 1.1 of this RFQ. Late submissions will not be considered.

- All proposals should be formatted to match the structure outlined below and submitted electronically as a single PDF file to the RFQ manager at the email included in Section 1.2.2 of this RFQ.
- Proposals must address all requested information and evaluation criteria. Submissions that do not fully comply may be disqualified from consideration.

## 3.2 - Proposal Submission Contents

Respondents must address the following information in their proposal, clearly labeled and organized:

- 1. Letter of Transmittal**
  - A one-page letter introducing the team, summarizing qualifications, and affirming the team's commitment to the project schedule and goals.
  - Signed by an authorized representative of the consultant.
- 2. Firm Overview and Qualifications**
  - Provide a brief history of the firm(s) involved, including size, location, years in business, and areas of expertise relevant to transportation and traffic engineering.
  - Highlight past experience in multimodal transportation planning, traffic impact analysis, curbside management, and pedestrian/bicycle infrastructure design.
  - Detail any local presence, particularly any offices in Evansville or Indiana.
  - Emphasize relevant riverfront redevelopment projects, urban connectivity strategies, and experience with lane reduction analysis, traffic redistribution, and multimodal infrastructure planning.
- 3. Project Understanding and Approach**
  - Outline the team's understanding of the project's goals, challenges, and opportunities.
  - Describe the approach to supporting the Ohio River Vision and Strategic Plan, with an emphasis on Complete Streets principles, traffic network optimization, pedestrian safety, and multimodal access.
  - Discuss how traffic reallocation, parking demand management, and transit integration will be assessed and implemented.
  - Address key urban mobility challenges, including balancing vehicular flow with enhanced pedestrian and cyclist connectivity.
- 4. Scope of Work and Project Plan**
  - Provide a detailed description of how the team will analyze and develop solutions for the services outlined in Section 2.0 (Scope of Work).
  - Highlight anticipated challenges and proposed mitigation strategies, particularly in:
    - Lane reduction modeling and traffic redistribution analysis.
    - Intersection safety and pedestrian accessibility improvements.
    - Shared parking strategies and curbside management solutions.
    - Coordination with transit providers, emergency services, and city agencies.
  - Discuss methods for data collection, analysis, and stakeholder coordination, including potential public engagement strategies.
  - Clearly define each core and potential additional service by major task, including deliverables and any anticipated reimbursable expenses.
- 5. Key Personnel**
  - Identify the project manager and key personnel assigned to this project.

- Provide resumes outlining qualifications, experience, and relevant project history in:
    - Multimodal transportation planning.
    - Traffic engineering and urban street redesign.
    - Bicycle and pedestrian infrastructure design.
    - Parking demand modeling and curbside management.
  - Describe each person’s role on the project and anticipated time commitment.
  - Include billing rates for all positions within the organization.
6. **Schedule and Budget Alignment**
- Include a high-level project timeline identifying major milestones, critical path items, and dependencies.
  - Provide commentary on how the team will ensure adherence to the project schedule and budget constraints.
  - Address any anticipated risks to timeline or cost and how they will be mitigated.
7. **References**
- Include three client references for projects of similar scope, preferably for transportation planning, traffic analysis, or multimodal street design.
  - References can be integrated within project descriptions and should include:
    - At least two recent or ongoing projects.
    - Contact information for project owners or agency representatives.

**3.3 - Proposal Format**

1. Overall Page Limit: Submissions **should not exceed 15 pages**, not including excluded pages and appendices.
2. Documents included in page requirements: Firm Overview and Qualifications, Project Understanding & Approach, Proposed Scope of Work and Project Plan, Key personnel, and proposed project timeline and any anticipated budget constraints. Define scope of work clearly by major tasks for both core services and potential additional services as described in the scope of work.
3. Documents excluded from pages requirements: Cover, section dividers, resumes, billing rate worksheets.
4. Page size is 8.5” x 11” but 11”x17” fold out pages used for graphics, charts, or schedules will be counted as two pages.
5. File Format: submit proposal electronically as a single PDF file.

**3.4 - Evaluation Process**

1. **Selection Committee:** A committee composed of representatives from EREP, DEDC, and Sasaki will review and evaluate all submissions.
2. **Evaluation Criteria:** Our selection of subconsultants will be based on securing the highest quality of talent to ensure excellence in project execution. This process will be conducted in accordance with the highest procurement standards set forth by the City of Evansville and the State of Indiana, including compliance with inclusive spending goals and best practices in supplier engagement. Proposals will be evaluated based on the following weighted format using points (total 87 pts):

|  |
|--|
| <b>Evansville Riverfront Design Services</b> |
| RFP/RFQ Scoring Matrix Template              |



| Primary Services: |                                      | <i>Transportation &amp; Traffic Eng</i> |
|-------------------|--------------------------------------|---|
| Criteria          |                                      | Weighting                               |
| 1                 | Project Understanding & Approach     | 25.00                                   |
| 2                 | Relevant Experience & Qualifications | 20.00                                   |
| 3                 | Draft Scope of Work and Project Plan | 20.00                                   |
| 4                 | Key Personnel & Team Structure       | 15.00                                   |
| 5                 | Schedule & Budget Alignment          | 5.00                                    |
| 6                 | Evansville & Indiana Locality*       | 2.00                                    |

*\* The selected firm must either be an active member of E-REP, or join as a member, prior to contracting.*

**3. Shortlisting and Interviews**

- Based on the scoring of proposals, shortlisted teams may be invited to participate in interviews.
- Interview content will focus on understanding the team’s approach, ability to collaborate, and capacity to address project challenges.

**4. Final Selection**

- The committee will rank the respondents and negotiate a complete scope, fee, and terms with the selected team.

**4.0 - SUPPLEMENTAL INFORMATION**

To ensure subconsultants can provide comprehensive proposals aligned with the project's needs, the following information is included as supplemental information:

**1. Project Background and Vision:** The following documents are available for download from the RFQ website.

- Ohio River Vision and Strategic Plan (ORVSP):  
Comprehensive planning document outlining the vision, goals, and recommendations for revitalizing the Evansville Riverfront and surrounding region.
- Evansville Riverfront Master Plan Summary:  
Highlights of the master plan concepts for Great Bend Park, Riverside Drive reconfiguration, and adjacent mixed-use development opportunities.

**2. Project Schedule:**

The project schedule, including previous program refinement phases, is 24 months overall and began in June of 2024. The scope for this work to progress the master plan design from concept through schematic design is planned to take 10-12 months starting in early February of 2025. Once completed, the schematic design package for the entire project will be utilized to further define specific areas of the project that will progress into an implementation phase under a separate contract.

**3. Draft Contractual Terms and Conditions:**

A draft of the key terms and conditions governing the subconsultant’s engagement will be shared as part of the interview process for shortlisted firms. This will cover

payment terms, confidentiality requirements, dispute resolution procedures, and any other critical contractual obligations.