



LOWER MANHATTAN DEVELOPMENT CORPORATION

REQUEST FOR PROPOSALS Economic Impact Analysis Services

*The Lower Manhattan Development Corporation, a subsidiary of
the New York State Urban Development Corporation
d/b/a Empire State Development Corporation,
seeks proposals to provide economic impact analysis services
relating to Lower Manhattan development projects.*

Lower Manhattan Development Corporation
John C. Whitehead, Chairman
Stefan Pryor, President

October 3, 2005

Deadline for responses: October 31, 2005, 5:00 PM EST

Questions must be submitted in writing and received no later than October 11, 2005 to Adrienne Dobsovits by mail to LMDC or by facsimile to: (212) 962-2431. Addenda to this RFP, including responses to any questions, will be posted on the LMDC web site www.renewnyc.com by October 19, 2005. LMDC will not accept, and cannot respond to, questions via any other methods.

I. GENERAL INFORMATION

A. Mission and Structure of the Lower Manhattan Development Corporation

The Lower Manhattan Development Corporation (“LMDC”) was established in late 2001 to develop and revitalize Lower Manhattan in the aftermath of the September 11, 2001 terrorist attacks. As it relates to the work of LMDC, Lower Manhattan refers to all areas in Manhattan south of Houston Street.

LMDC is a subsidiary of the New York State Urban Development Corporation, doing business as Empire State Development Corporation (“ESDC”), a political subdivision and public benefit corporation of the State of New York, created by Chapter 24 of the Laws of New York, 1968, as amended. LMDC is governed by a sixteen member Board of Directors, eight of whom were nominated by the Governor of the State of New York and eight of whom were nominated by the Mayor of the City of New York.

LMDC is funded by federal appropriations administered by the United States Department of Housing and Urban Development (“HUD”) through its Community Development Block Grant (“CDBG”) program. To date, approximately \$2 billion has been allocated to LMDC under such appropriations and another \$783 million is anticipated through a second grant. (*See* Defense Appropriations Act of 2002, Public Law 107-117 and Supplemental Appropriations Act of 2002 for Further Recovery from and Response to Terrorist Attacks on the United States, Public Law 107-206). Partial Action Plans relating to the expenditure of some of these funds are available on LMDC’s web site: <http://www.renewnyc.com>.

B. Overview of Services Requested and the Submission Process

In fulfilling its responsibility of planning for the development and revitalization of Lower Manhattan, LMDC will need to obtain the services of one or more firms to provide economic impact analysis services in connection with Lower Manhattan development projects. Economic impact analysis services may include financial feasibility analysis, demographic and market projections, financial modeling, and community impact analysis. Firms interested in submitting proposals to provide such services are required to follow the recommended guidelines and instructions contained in this Request for Proposals (“RFP”). In the event it becomes necessary to revise any part of this RFP, revisions will be provided by addenda posted on the LMDC web site: <http://www.renewnyc.com>.

Proposals should provide a straightforward, complete and concise description of the firm’s capabilities to satisfy the requirements of the RFP. Please prepare eight (8) copies of your proposal and work samples. Each copy of the proposal should be bound in a single volume and include any documentation you may wish to submit.

Firms submitting a proposal in response to this RFP may be required to give an oral presentation of their proposal to LMDC. This oral presentation may provide an opportunity for

the firms to clarify or elaborate on the proposal but will in no way change the original submission. Engagement staff should be present at the oral presentation. LMDC's request for an oral presentation shall not constitute acceptance of a proposal.

Proposals must be received no later than 5:00 PM EST, October 31, 2005. Deliver all proposals to:

RFP/RFQ Processor
Lower Manhattan Development Corporation
One Liberty Plaza, 20th Floor
New York, NY 10006
Attn: Economic Impact Analysis RFP

LMDC reserves the right to reject any or all proposals submitted if such election is deemed to be in the best interest of LMDC. LMDC assumes no obligation, no responsibility and no liability for costs incurred by the responding firms prior to the issuance of a contract.

The current schedule for this effort is as follows:

- October 3, 2005 – RFP Issued
- October 31, 2005 – Responses Due
- Week of November 7, 2005 – Oral presentations conducted if necessary
- November 14, 2005 – Firm Selected

Subject to annual review and approval by the LMDC Board of Directors, the selected firms will be retained for two years with an option for LMDC to renew for one year.

II. ANTICIPATED SCOPE OF SERVICES

LMDC is seeking the services of one firm, with one or more subconsultants if necessary, to assist LMDC in its planning, development and revitalization work in Lower Manhattan. Specifically, LMDC seeks economic impact analysis services in connection with its economic and development projects. LMDC requests proposals for one or more firms to provide services including but not limited to the scope of work described generally below.

A. Purpose and Project Area

Economic impact analysis services are required by LMDC in connection with funding proposals, business and development projections and financial analysis for economic initiatives in Lower Manhattan. The geographic area covered by this scope of work is lower Manhattan, below Houston Street. In addressing its mandate for the revitalization of this area, LMDC has announced a program whereby it will provide the funding or partial funding to various projects that contribute to one or more of the following general objectives:

- Restoration or rehabilitation of conditions in Lower Manhattan that were impacted by the events of September 11.
- Compensation for damage incurred in Lower Manhattan due to the events of September 11.
- Building the infrastructure necessary for revitalization of Lower Manhattan.
- Sustaining public and private activities necessary for the economic health of Lower Manhattan.
- Revitalizing Lower Manhattan economically, culturally, physically and/or socially.

LMDC is the recipient of numerous applications for funding of projects that are substantial and long term in their impact. Consultants would be engaged on an as-needed basis for economic impact analyses of individual projects. In performing the analyses, the consultants will refer to the economic baseline developed by LMDC and emphasis must be placed on the impact of the project on the economic recovery of lower Manhattan. It is anticipated that some of the impact will be direct, such as providing an increase in economic output, employment, etc. while other forms of impact will be indirect, such as improving the quality of life for business employees and residents. Specific measurements of the impact will be required, though the nature of those metrics may vary. The reports developed by the selected firm will be used to make funding decisions for these projects.

B. Scope of Project

The services of the Consultant shall generally consist of, but not be limited to the following:

1. Feasibility studies
2. Market studies
3. Business plan analysis
4. Trend analysis and potential effects on Lower Manhattan and Regional economy
5. Financial and economic analysis of activities to assess their actual and future impact.
6. Prepare cost estimates and/or financial plans for projects, including real-estate transactions and business plans.
7. Evaluate a project/proposal in terms of its impact on the economic recovery of Lower Manhattan on a temporal scale, i.e. number of years.
8. Estimate the extent of the funding requirement for a project, including potential sources other than LMDC.
9. Present findings and reports to LMDC staff.
10. Additional analyses and reports as may relate to initial findings and reports.

C. Project Schedule

Consultants will be engaged pursuant to written work orders on an intermittent basis such that the above general scope of work is performed individually within an agreed-upon time frame relevant to a given project. The relevant reports for each project are to be submitted to LMDC in written form with appropriate graphics. Services will be required on an as needed basis, with potentially four to six reports needed per year.

III. SUBMISSION REQUIREMENTS

Please letter your responses exactly as the questions are presented herein. Please limit your submission to ten (10) one-sided pages, not including work samples, which must be included in a separate, bound, appendix. Interested firms are invited to submit proposals that contain the following information:

A. Experience, Structure, and Personnel

1. A history of the firm's experience providing Economic Impact Analysis Services to economic development organizations, municipalities, other governmental entities, private developers, not-for-profits and civic organizations.

2. A description of the firm's organizational structure, including resumes of the principals, project manager(s) and professional staff who would work directly with LMDC.
3. Samples of up to five (5) major projects that the firm has completed in the areas of Economic Impact Analysis Services include the client, the name of a contact person who is able to provide a reference, a description of the nature of the work, the size and complexity of the project, and the amount and the agreed fee arrangements.
4. Any other information that you believe would make the firm's work on behalf of LMDC superior to that of other firms or information about your firm's specialty or particular skill to perform a specific requested service.

B. Methodological Approach

1. A description of how the firm intends to address the anticipated scope of services set forth in Section II of this RFP.
2. A statement explaining the firm's approach to Economic Impact Analysis, including methods, analytical techniques, or models, etc. that would be employed.

C. Fee

1. Total estimated firm fee for completion of the project, and whether the firm would be willing to agree to a cap.
2. The normal hourly rate of each principal and staff member whose resume is provided or whose job category may be required, and the rate used in the proposal.
3. A list of anticipated reimbursable expenses and the rate charged for each.
4. Any reduced fees offered to other municipalities, governmental entities, economic development or nonprofit organizations, and civic organizations.
5. Any other fees or charges.

NOTE: The fee proposal must be submitted in a separate, clearly marked, sealed envelope. The fees will not be opened until all proposals have been initially evaluated. Although proposed fees will be taken into account, LMDC reserves the right to negotiate a lower or different fee structure with any firm that is selected.

D. Contact Information (NOTE: does not count toward 10-page limit)

On a single cover sheet in your proposal, please provide:

1. The lead firm or individual name;
2. The lead firm's contact person;
3. License or certification information of lead firm principal or individuals working on the LMDC project;
4. Telephone, fax, and wireless numbers for firm principals or individuals working on the LMDC project;

5. E-mail address for firm principals or individuals working on the LMDC project;
6. The Street address of lead firm or individual;
7. The year the firm or individual practice established;
8. The MBE/WBE status of the firms (Minority-owned Business Enterprise or Women-owned Business Enterprise, as certified by New York State);
9. The type of work or specialty and size of firm; and
10. The signature of the lead individual, and the date of the signature.

E. Conflicts of Interest (NOTE: does not count toward 10-page limit)

1. Submit a statement describing any potential conflict of interest or appearance of impropriety, relating to other clients of the firm, or officers, directors, and employees of LMDC, that could be created by providing services to LMDC.
2. Indicate what procedures will be followed to detect and notify LMDC and to resolve any conflicts of interest.
3. Indicate any pending litigation and/or regulatory action by any oversight body or entity that could have an adverse material impact on the firm's ability to serve LMDC.
4. Indicate if the firm has ever had a prior contract with any governmental entity terminated for any reason, and provide an explanation.
5. Submit a completed Standard Background Questionnaire (Attachment 3).
6. Submit a completed Contractor Disclosure Contracts Form and the Contractor Disclosure of prior Non-Responsibility Determinations form (Attachment 5) in compliance with New York State Executive Order 127.

F. Non-discrimination Policy (NOTE: Does not count toward 10-page limit)

1. Firms with 50 or more employees shall submit a copy of their nondiscrimination or affirmative action plan.
2. Firms with less than 50 employees shall submit a statement of their commitment to equal opportunity and affirmative action from their chief executive officer.
3. Each responding firm must also complete and submit both
 - (a) Attachment 1 relating to the anticipated workforce to be utilized on the contract, and
 - (b) Attachment 2 relating to the anticipated participation of minority and women-owned business enterprises as subcontractors, if any.

All information and documents described in subsections A through F above must be included or addressed in the submission.

IV. CRITERIA FOR SELECTION

In evaluating proposals submitted pursuant to this request, LMDC places high value on the following factors, not necessarily in order of importance:

- Approaches in methodology with respect to the anticipated scope of services that demonstrate maximum comprehension of and ability to provide such services to LMDC.
- Experience of firm and employees to be assigned to the project in general, and in particular, providing economic impact analysis reports to municipalities, economic development organizations, or other governmental entities.
- Quality of work product as demonstrated in submitted work samples.
- Demonstrated knowledge of economic impact analysis services.
- Experience of the firm with comparable projects.
- Innovative or outstanding work by firm that demonstrates the firm's unique qualifications to provide economic impact analysis services.
- Number, complexity, and nature of economic impact analysis services handled by the firm.
- Selected firm's staff ability, availability and facility for working with LMDC directors, officers, staff and consultants.
- Conformity with or exceeding of applicable LMDC's policies as noted herein, including specific policies relating to nondiscrimination and affirmative subcontracting goals.
- Projected cost of services.
- Oral and visual presentation skills.
- Familiarity with LMDC policies and projects.

V. CONTRACT TERMS AND REQUIREMENTS

The contents of the proposal prepared by the successful firms, with any amendments approved by LMDC, will become a part of the contract that is signed as a result of this RFP Process.

The selected firms will be required to:

- Work with LMDC staff and its consultants to provide economic impact analysis services to LMDC on matters that may arise in connection with the planning, development, and revitalization of Lower Manhattan.
- Maintain accurate accounting records and other evidence pertaining to costs incurred in providing services, and on LMDC request, to make such records available to LMDC at all reasonable times during the contract period and for eight (8) years after the date of the final payment to the firms under the contract.

- Assume sole responsibility for the complete effort as required by this RFP, and be the sole point of contact with regard to contractual matters.
- Refrain from assigning, transferring, conveying, subletting or otherwise disposing of the contract or its rights, titles or interest therein or its power to execute such agreement to any other person, firm, partnership, company, or corporation without the prior consent and approval in writing of LMDC.
- Comply with applicable law governing projects initiated or supported by LMDC, including all applicable HUD requirements and regulations.

LMDC reserves the right to terminate any contract entered into as a result of this RFP at any time, provided that written notice has been given to the firm at least thirty (30) days prior to such proposed termination date.

VI. MISCELLANEOUS CONDITIONS

A. Obligation Only on Formal Contract

The issuance of this RFP, the submission of a response by any firm, and the acceptance of such response by LMDC do not obligate LMDC in any manner. Legal obligations will only arise on the execution of a formal contract by LMDC and the firm(s) selected by LMDC. LMDC's formal contract will consist of more than one schedule, including one substantially in the form of the accompanying "Schedule A" (Attachment 4). LMDC provides this form for informational purposes only and may amend its schedules from time to time.

Responses to this RFP will be prepared at the sole cost and expense of the proposing firms. No materials submitted in response to this RFP will be returned.

B. LMDC Reservation of Rights

LMDC may (i) amend, modify, or withdraw this RFP, (ii) revise requirements of this RFP, (iii) require supplemental statements or information from any firm, (iv) accept or reject any or all responses hereto, (v) extend the deadline for submission of responses thereto, (vi) negotiate or hold discussions with any respondent and to waive defects and allow corrections of deficient responses which do not completely conform to the instructions contained herein, and (vii) cancel this RFP, in whole or in part, if LMDC deems it in its best interest to do so. LMDC may exercise the foregoing rights at any time without notice and without liability to any proposing firm or any other party for their expenses incurred in the preparation of the responses hereto or otherwise.

C. Nondiscrimination and Affirmative Action Policies

It is the policy of the State of New York and LMDC to comply with all federal, state and local laws, policies, orders, rules and regulations which prohibit unlawful discrimination because of race, creed, color, national origin, sex, sexual orientation, age, disability or marital status, and to

take affirmative action in working with contracting parties to ensure that Minority and Women-owned Business Enterprises (“M/WBEs”), Minority Group Members and women share in the economic opportunities generated by LMDC’s participation in projects or initiatives, and/or the use of LMDC funds. As a subsidiary of ESDC, LMDC follows ESDC’s non-discrimination and affirmative action policy will apply to any contract entered into as a result of this RFP. LMDC has established a 20% M/WBE participation goal for its entire redevelopment project. The selected firm(s) shall be required to use best efforts to provide for the meaningful participation of United States M/WBE’s, Minority Group Members and women in the execution of this contract. A copy of each responding firm’s equal employment opportunity policy statement, Attachment 1 relating to the anticipated workforce to be utilized on the contract and Attachment 2 relating to the anticipated participation by M/WBEs as subcontractors, shall be included as part of the response to the RFP. The ESDC Affirmative Action Unit (“AAU”) is available to assist you in identifying M/WBEs certified by the State of New York that can provide goods and services in connection with the contract anticipated by this RFP. If you require M/WBE listings, please call the AAU at (212) 803-3224.