



## LOWER MANHATTAN DEVELOPMENT CORPORATION

### REQUEST FOR QUALIFICATIONS for INSTITUTIONAL PLANNING SERVICES for the World Trade Center Cultural Program

*The Lower Manhattan Development Corporation, a subsidiary of the New York State Urban Development Corporation d/b/a Empire State Development Corporation, seeks statements of qualifications for Institutional Planning services relating to the development of the World Trade Center Cultural Program.*

**Lower Manhattan Development Corporation**  
John C. Whitehead, Chairman  
Kevin M. Rampe, President

**March 28, 2005**

**Deadline for responses: April 19, 2005 5:00 PM EST**

Questions must be submitted in writing no later than **April 4, 2005**, 5:00 PM EST to Leslie Davol by fax 212-962-2431 or e-mail: [ldavol@renewnyc.com](mailto:ldavol@renewnyc.com). Addenda to this RFQ, including responses to any questions, will be posted on the LMDC web site [www.renewnyc.com](http://www.renewnyc.com) by **April 6, 2005**, 5:00 PM EST. LMDC will not accept, and cannot respond to, questions via 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. LMDC defines Lower Manhattan to mean 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 16-member Board of Directors, of which half was nominated by the Governor of the State of New York and half 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 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).

### B. Overview of Services Requested and the Submission Process

In fulfilling its responsibility to the development and revitalization of Lower Manhattan, LMDC needs to obtain the services of one or more firms who generally provide institutional planning services in connection with the World Trade Center Cultural Program. LMDC seeks to create a pool of qualified firms from which it may select one or more firms to provide such services in the future. Firms interested in submitting a statement of qualifications to provide such services are required to follow the recommended guidelines and instructions contained in this Request for Qualifications (“RFQ”). In the event it becomes necessary to revise any part of this RFQ, revisions will be provided by addenda posted on the LMDC web site: <http://www.renewnyc.com>.

Statements of Qualification should provide a straightforward, complete and concise description of the firm’s capabilities and qualifications to provide institutional planning services to the LMDC. Please prepare eight (8) copies of your statement of qualifications and work samples. Each copy of the statement of qualifications should be bound in a single volume and include any documentation you may wish to submit.

Any firm submitting a statement of qualifications in response to this RFQ may be required to give an oral presentation of their qualifications to LMDC. This oral presentation may provide an opportunity for the firms to clarify or elaborate on their qualifications 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 retention of the firm for future services.

Statements of qualifications must be received no later than **5:00 PM EST, April 19, 2005**. Deliver all statements of qualifications to:

RFP/RFQ PROCESSOR  
Lower Manhattan Development Corporation  
One Liberty Plaza, 20<sup>th</sup> Floor  
New York, NY 10006  
Attn: Institutional Planning Services RFQ

LMDC may reject any or all statements of qualifications 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:

- *March 28* – RFQ Issued
- *April 19* – Responses Due
- *April 24 –29* Oral presentations conducted (if required)
- *May 2 - 6* – Qualified Firm(s) selected

Subject to annual review and approval by the LMDC Board of Directors, the selected firm(s) will be retained for *1 year* with an option for LMDC to renew.

C. Summary of the World Trade Center Cultural Program

The centerpiece of LMDC's efforts is the creation of a permanent memorial remembering and honoring the thousands of innocent men, women, and children lost in the terrorist attacks (the "Memorial") at the World Trade Center Site (the "WTC Site") and adjacent areas (the Southern Site"). In cooperation with the Port Authority of New York and New Jersey ("Port Authority"), LMDC developed the World Trade Center Memorial and Redevelopment Plan ("WTC Memorial and Redevelopment Plan") and conducted a coordinated environmental review of the Plan which culminated in a Record of Decision dated June 2, 2004.

Consistent with that Plan, LMDC will implement a World Trade Center Memorial and Cultural Program and Port Authority will implement the commercial Redevelopment Program. The Memorial and Cultural Program, for which construction is expected to begin in 2006, includes the planning, coordination and construction of a Memorial and Memorial Center, memorial-related improvements, and cultural uses at the Site. Also part of the Memorial and Cultural Program is the development of two sites for Cultural Facilities at the WTC Site.

LMDC will provide the initial funding for the design, development, and construction of the Memorial and Memorial Center and challenge grants to assist in the costs of creating a Performing Arts Facility and Museum Facility on the site. The LMDC will oversee the overall implementation of the Memorial, Memorial Center, and cultural programming and possibly, elements of the Redevelopment Program, including all required coordination with the Port Authority, HUD, the State of New York, the City of

New York, and other public and private entities. LMDC will also continue to coordinate the Memorial and Cultural Program with the plans and implementation schedule for the Redevelopment Program.

D. Vision for the Memorial and Cultural Program

The mandate of LMDC's Memorial and Cultural Program is clear: to honor those who died and the sacrifices of so many and to renew our commitment to celebrate life. The creation of a memorial, memorial center and cultural facilities on the WTC Site will be a powerful symbol of resiliency, tolerance and hope in the wake of the 9/11 attacks. Cultural programming on the WTC Site will remind us of our common humanity and reaffirm our democratic values. Cultural institutions with dynamic programming at the WTC Site will contribute to the creative and economic development of communities throughout Lower Manhattan. The presentation of international programming will reflect and draw from the existing diversity of New York City, while the presentation of local, national and international exhibitions, performances, symposia, festivals and cinema, experienced in a context of visionary architecture will make Lower Manhattan an even more vibrant hub of culture and commerce: a live, work and visit community for the world. Cultural facilities and activities that complement existing institutions will create a critical mass of opportunities that will improve the quality of life for workers, visitors and residents of the diverse communities of Lower Manhattan.

E. Cultural Institutions Planning and Feasibility Phase

In June 2003, LMDC issued an Invitation to Cultural Institutions to solicit information from cultural institutions and organizations interested in developing an interpretive museum for the events of February 26, 1993 and of September 11, 2001, and from organizations interested in locating on or participating in cultural programming at the World Trade Center Site. The interpretive museum or Memorial Center will educate and inform visitors through stories about victims' lives and about the heroic rescue, recovery, and relief efforts, as well as allow for changing programming. Cultural institutions will contribute energy and diversity to Lower Manhattan while helping to establish Lower Manhattan as a cultural hub. The cultural institutions will celebrate life and provide a fitting environment for remembrance. In February 2004, LMDC issued a *Report on the Memorial Center and Cultural Complex at the World Trade Center Site* which can be found on LMDC's web site:

[http://www.renewnyc.com/content/pdfs/ICI\\_report\\_2-10.pdf](http://www.renewnyc.com/content/pdfs/ICI_report_2-10.pdf).

On June 10, 2004, LMDC, joined by Governor George E. Pataki and Mayor Michael R. Bloomberg, announced the selection of a vibrant mix of institutions to be located on the WTC Site: the Joyce Theater International Dance Center, the International Freedom Center, the Signature Theatre Center, and the Drawing Center (collectively, the "Cultural Institutions").

In addition to their own programming, the institutions will host other events and organizations. Performance spaces, screening rooms, galleries, education programs, and rehearsal spaces will also be made available for community and cultural uses.

The four institutions are now working closely with the LMDC to assess the feasibility of their proposed programming, funding capacity, and space allocation.

## II. ANTICIPATED SCOPE OF SERVICES

LMDC seeks one or more firms to assist LMDC in its planning, development and revitalization work in Lower Manhattan. Specifically, LMDC would like to create a pool of several firms that it deems qualified from which it can draw on to obtain Institutional Planning services for the World Trade Center Cultural Program in the future on an as-needed basis. A firm's selection into this pool does not necessarily guarantee actual retention of such firm for the proposed services.

LMDC requests statements of qualifications for one or more firms to provide services to LMDC in the future, as requested, which will include, but will not be limited to the services identified below.

Institutional Plan consulting services will include, but are not limited to:

### A. Business Plan Development and Analysis

1. Develop an assessment strategy for the review and analysis of Business Plans that include a mission statement, a proposed program, a space plan, an operations plan, an implementation plan, market analysis, marketing strategy, and development and fundraising strategies.
2. Identify benchmarks, test key assumptions, and analyze comparables to produce a comprehensive risk assessment of Business Plans.
3. Provide written summary reports and make oral presentations evaluating Business Plans.
4. Assist with the development of Business Plans, including the revision of individual sections of such Business Plans following evaluations and discussions.

### B. Program Development and Analysis

1. Assist with the development and/or analysis of program requirements.
2. Evaluate space planning documents detailing the programmatic space requirements and recommend adjustments as necessary to accomplish budget targets and footprint/square footage realities.
3. Participate in formal reviews at multiple stages of the design phase, providing comments in the form of oral presentations and/or drawings to show alternatives.

### C. Meeting Facilitation

1. Assist with the planning and structuring of intensive group meetings, some of which are anticipated to begin in May 2005 (see III.B.1).
  2. Develop the process for achieving the goals of these meetings.
  3. Facilitate the discussion and engender group decision making.

Review the facilitated meetings and provide written reports.

In addition to the tasks described above, LMDC may request Consultant(s) to provide additional institutional planning services, as needed, relating to the World Trade Center Cultural Program.

### III. SUBMISSION REQUIREMENTS

Please letter your responses exactly as the questions are presented herein, and limit to *sixteen (16)* single-sided 8.5 x 11 inch pages, except work samples, which must be included in a separate, bound appendix.

LMDC has no preference that all services be provided by the same firm and firms may choose to submit qualifications to provide less than all of the anticipated scope of services. Responding firms must specify which services they are qualified to provide. LMDC will review all statements of qualifications without prejudice as to which services are proposed.

Interested firms are invited to submit statements of qualifications that contain the following information:

A. Experience, Structure, and Personnel

1. A history of the firm's experience providing institutional planning services, specifically evaluating and/or developing business and other related plans for cultural institutions and/or facilitating meetings for 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 institutional planning 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. Availability

1. A schedule of availability to attend meetings that are anticipated to occur during the period of May 9<sup>th</sup> – June 30<sup>th</sup>, 2005.
2. General availability of experienced meeting facilitators.

C. Fees

1. Whether the firm would be willing to agree to a fee 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 that would be charged to LMDC.
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:** 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 16-page limit)

On a single cover sheet in your statement of qualifications, 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(s) or individual(s) that are anticipated to work on a LMDC project;
4. Telephone, fax, and wireless numbers for firm principal(s) or individual(s) that are anticipated to work on a LMDC project;
5. E-mail address for firm principals or individuals that are anticipated to work on an LMDC project;
6. The Street address of lead firm or individual;
7. The year the firm or individual practice established;
8. The M/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 16-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 a detailed 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. Nondiscrimination Policy (NOTE: Does not count toward 16-page limit)

1. Firms with fifty (50) or more employees shall submit a copy of their nondiscrimination or affirmative action plan.

2. Firms with less than fifty (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 D above must be included or addressed in the submission.

#### **IV. CRITERIA FOR SELECTION**

In evaluating statements of qualifications 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 a LMDC project in general, and in particular, providing institutional planning services, specifically evaluating and/or developing business and other related plans for cultural institutions and/or facilitating small group meetings for municipalities, economic development organizations, or other governmental entities.
- Quality of work product as demonstrated through submitted work samples.
- Demonstrated knowledge of evaluating and/or developing business and other related plans and/or meeting facilitation.
- Experience of the firm with comparable organizations and types of services.
- Innovative or outstanding work by firm that demonstrates the firm's unique qualifications to provide institutional planning relating to developing and/or evaluating business and other related plans and/or meeting facilitation services.
- Number, complexity, and nature of institutional planning and/or meeting facilitation 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 applicable LMDC's policies as noted herein, including specific policies relating to nondiscrimination and affirmative subcontracting goals.
- Proposed fee structure relating to services the firm(s) would provide.
- knowledge of LMDC and its work
- superior oral presentation skills

## V. CONTRACT REQUIREMENTS

Selected firm(s) will be required to enter into a formal contract with LMDC that will include the terms and conditions set forth in Schedule A to this RFQ, subject to applicability and amendment. The contents of the statement of qualifications prepared by the selected firm(s), with any amendments approved by LMDC, will become a part of the contract awarded as a result of this RFQ process. Entering into such a contract does not guarantee that selected firms will be hired to perform institutional planning services during the term of the contract.

The selected firm(s) will be required to:

- Work with LMDC staff and its consultants to provide institutional planning services, specifically evaluating and developing business and other related plans and/or meeting facilitation 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 six (6) 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 RFQ, 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 may select more than one firm that responds to this RFQ to create a pool of qualified firms from which to draw from for LMDC's future consulting and meeting facilitation needs.

As set forth in Schedule A to LMDC contracts (Attachment 4), LMDC may terminate any contract entered into as a result of this RFQ at any time, provided that written notice has been given to the contractor at least thirty (30) days prior to such proposed termination date.

## VI. MISCELLANEOUS CONDITIONS

### A. Obligation Only on Formal Contract

The issuance of this RFQ and the submission of a response by any candidate firms or 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 firms selected by LMDC. Responses to this RFQ will

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

B. LMDC Reservation of Rights

LMDC may (i) amend, modify, or withdraw this RFQ, (ii) revise requirements of this RFQ, (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 RFQ, 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, ESDC, 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. LMDC is a subsidiary of ESDC and its non-discrimination and affirmative action policy will apply to this RFQ and any resulting contract(s). LMDC has established a 20% M/WBE participation goal for the entire redevelopment project. The selected firm shall be required to use its best efforts to provide for the meaningful participation of United States M/WBEs, 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 as subcontractors of M/WBEs, shall be included as part of the response to the RFQ. 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. If you require M/WBE listings, please call the AAU at (212) 803-3224.