

INTERNATIONAL FREEDOM CENTER

Request for Proposals *Architectural & Exhibit Design Firm(s)*

I. General Information

Overview of Service Requested

The International Freedom Center ("IFC") is seeking the services of one or more Architectural & Exhibit Design firm(s) ("Design Firm(s)") in connection with the development and realization of a new cultural facility at the World Trade Center site in New York City. The IFC is presently entering a Feasibility Planning and Schematic Design Phase that is being coordinated by the Lower Manhattan Development Corporation ("LMDC"). In connection with this planning and design phase, the IFC is seeking the services of a Design Firm(s) for an initial contract period of approximately one (1) year to assist with preliminary interior space planning and design/programming of the IFC's exhibit spaces (please see Section II for a more detailed description of the anticipated Scope of Work).

Submission Process

Firms interested in submitting proposals must follow the recommended guidelines and instructions contained in this section as well as in the Submission Requirements section of this RFP (see Section III).

By submitting a written proposal, each firm will be deemed to agree that the IFC shall thereby be assigned ownership of the drawings and other documents and materials prepared for the RFP and submitted with the proposal and any design concepts expressed therein (and all copyright or other rights pertaining thereto), excluding of course the firm's brochures, and any designs or materials relating to other projects included as examples or for reference to the firm's work for other clients.

The IFC may conduct interviews with responding firms to explore further or clarify information provided in their proposals. Respondents responsible for the preparation of the proposal should be present at the interview. Request for an interview shall not constitute acceptance of a proposal.

Proposals must be received no later than 5:00PM, September 24, 2004. Deliver all hard copy proposals to:

RFP/RFQ Processor
Debra Weinstein
Attn: IFC Design Services RFP
c/o Chelsea Piers Management, Pier 62 Suite 300
New York, NY 10011

Email electronic version to:
weinsd@chelseapiers.com

The IFC reserves the right to reject any or all proposals submitted if such election is deemed to be in the best interest of the IFC. The IFC assumes no obligation, no responsibility, and no liability for costs incurred by the responding firms prior to the issuance of a contract. The IFC reserves the right to negotiate with one or more firms submitting proposals and to accept any bid or negotiated proposal which the IFC deems best or most appropriate for purposes of the project and the public interest, whether or not lower in the aggregate or in any detail than any other proposal.

The current schedule for this effort is as follows:

- September 8, 2004 – RFP Issued
- September 10, 2004 – Deadline for submitting questions
- September 15, 2004 – Addendum and answers to questions released on LMDC web site (<http://www.renewnyc.com/ConsultantRFPRFQ/rfprfq.asp.htm>)
- September 24, 2004 – Responses due
- October 1, 2004 – Firms Selected

Subject to annual review and approval by the IFC Board of Directors, the selected firms will be retained for one (1) year with an option for The IFC to renew.

Organizational Background

The IFC is a new organization created expressly for the World Trade Center Site. It will be a world-class cultural institution that will include exhibitions centered around humankind's enduring quest for freedom. In addition, the Center will serve as a magnet for the world's great leaders, thinkers, and activists to participate in lectures and symposiums that examine the foundations of free and open societies. Over the past two years the IFC has reached out to an extraordinary roster of scholars, educators, museum directors, and cultural leaders who provided their input and expertise. Two committees emerged from this outreach – a Committee of Scholars and Advisors and a Planning Committee. Both committees will continue their efforts in the development of the IFC. In the tradition of institutions like the United States Holocaust Memorial Museum in Washington, D.C. and the National Constitution Center in Philadelphia, it will harness the power of history and use it as a springboard for contemporary dialogue, debate, and

engagement. It will do this in collaboration with leading arts, cultural, media and academic institutions.

Project Background

On June 10, 2004, the LMDC announced the selection of four institutions for inclusion at the World Trade Center site: the International Freedom Center, the Drawing Center, the Signature Theatre Center, and the Joyce Theater International Dance Center (collectively, the “Cultural Institutions”). Two separate facilities comprising the World Trade Center Cultural Complex will house the Cultural Institutions. The IFC and Drawing Center will occupy the Museum Complex located on the southwest corner of Greenwich and Fulton Streets.

The Lower Manhattan Development Corporation (“LMDC”) was created as a consequence of the tragic events of September 11, 2004 to develop and reinvigorate Lower Manhattan south of Houston Street. Central to the efforts of the LMDC is the creation of a memorial, honoring those individuals lost in the terrorist attacks on the World Trade Center, and the development of cultural facilities on the site to act as symbols of humanity as well as to enhance Lower Manhattan as a cultural destination serving visitors, workers and community residents alike. For detailed information on the LMDC, its mission, history, plans and status of current projects, including the development of the Cultural Complex at the World Trade Center site, visit its web site at www.renewnyc.com.

Scheduled to open in 2009, the IFC will be approximately 250,000-275,000 square feet (less the Drawing Center that will be approximately 30,000 ft².) It will include a state-of-the-art theater, exhibit spaces, classrooms and conference hall. The facility will also house spaces and amenities for the public including a visitor center for the World Trade Center Memorial Site. There will also be a café, bookshop, and storage space for permanent and traveling collections as well as administrative offices for staff.

An RFP for Architectural Services for each of the Cultural Complexes was issued on August 2, 2004 (see www.renewnyc.com). Firms will be selected at the end of September.

II. Anticipated Scope of Work

The Design Firm(s) will participate actively in the Feasibility Planning and Schematic Design phase to help determine interior space needs, develop content, and determine initial exhibit design concepts and schematics. The Design Firm(s) will work in close collaboration with Kunhardt Productions (“KPI”), the creative development team, as KPI develops the interpretive plan and narrative for the IFC. This involvement will include, but not be limited to, the following:

A. Interior Space & Exhibit Design Plan

The elements of the Interior Space & Exhibit Design Plan include, but are not limited to:

Interior Space & Exhibit Vision Statement

A vision statement for the interior space & exhibit design of the IFC (a qualitative description of the IFC's hopes for the interior and exhibit space). This vision statement should include:

- Overall design statement that includes how the exhibit & interior space design reflect the mission & narrative of the IFC as defined by KPI;
- Vision of interior space & exhibit design for 2009 opening;
- Future Vision of interior space & exhibit design for 2015, 2020

Exhibit Narrative & Content

The Design Firm(s) will be included in the creative development of the IFC to ensure that all design initiatives reflect the editorial vision of the IFC. The Design Firm(s) will be responsible for documenting the exhibit concepts as they are formed in collaboration with KPI. This documentation should include:

- Written narrative of each exhibit proposed
- Examples of specific artifacts, film, etc. that could be used in each exhibit
- Content bubble diagram(s)
- Preliminary Exhibition Layout Floor Plans
- Concept Sketches

Interior & Exhibit Space Planning

A description of programmatic space requirements by program area should include:

- Square footage and height requirements—break out by square feet required for each program use, i.e. exhibit space, performance space/ auditorium, etc.
- Flow diagrams from area to area, space adjacencies, and circulation issues;
- Visitation through-put
- Public spaces and support spaces
- Delineation of which spaces can be shared with the overall WTC Memorial and Cultural Program and the WTC Cultural Institutions located in the facility and which must be dedicated exclusively to the IFC
- Acoustical requirements
- Descriptions of any operational issues which would affect the physical planning of the building
- Any special architectural requirements (double height spaces, multi-use spaces, key adjacencies of program, etc.)
- Technical requirements
- Special requirements

Exhibition Production Cost Estimate & Production Schedule

An Exhibition Production Cost Estimate should include:

- An overview of the costs associated with the production of the proposed exhibits
- Specific outline of production costs including development, content acquisition, and construction
- An outline of the timetable required to develop and build the proposed exhibits

B. Graphic Logo Design

- A graphic logo design for the IFC should be designed to reflect the mission of the IFC. This logo will be a working logo to be used on all presentation materials.

C. Project Management and Participation in Meetings

- The Design Firm(s) will assign a Design Project Manager. This Design Project Manager will work closely with the IFC, KPI, and any other design teams ("Others") chosen for the IFC throughout the Feasibility Planning and Schematic Design Phase.
- The Design Project Manager will participate in weekly design meetings with IFC, KPI, others, and LMDC.
- The Design Firm(s) will be included in two formal periods with the LMDC to review the current stage of the schematic design for the building. These two periods will start with a presentation of the current stage of design. The Design Firm(s) will then have two weeks to provide both written and oral comments on the building design. It is anticipated that these design review periods will occur in month two and month four of schematic design.

III. Submission Requirements

Proposals should provide a straightforward, complete and concise description of the firm's capabilities to satisfy the requirements of the RFP. Please prepare (4) hard copies and one (1) electronic copy of your proposal and work samples. Each hard copy of the proposal should be bound in a single volume and include any documentation you may wish to submit. Submissions should not exceed twenty (20) one-sided pages (12-point type size or larger) not including supporting documentation. Proposals will be evaluated based on qualifications, experience, proposed staffing, methodology, and proposed fee.

Please note, all information and documentation requested below must be included or addressed for submissions to be deemed complete and eligible for consideration. Firms interested in providing partial services should clearly indicate in their proposal which services they are interested in providing.

Please respond to the following:

Qualifications, Experience, and Staffing

- Provide a history of the Consultant's experience working with projects of similar size and scope, specifically working with not-for-profit institutions and museum venues.
- Provide a history of the firm's experience working with economic development corporations, municipalities, state and federal government agencies, private developers and civic organizations.
- Provide an overview of the firm's work. Please include in the appendix, at least, three (3) examples of significant projects complete in major urban environments, preferably involving public, nonprofit and exhibit components, where the firm acted in the capacity of lead designer overseeing and coordinating the work of other firms and professional experts in their field. Please include budget size of projects, name of clients and subcontractors with contact information, your scope of work, and your fees for services.
- Describe your organizational structure, specifically identifying those individuals who would be assigned to work directly on the project with the IFC. Please include resumes of key staff in the appendix.
- Describe the unique qualifications and relevant work experience of staff that would be designated to work with the IFC on this project.
- Demonstrate capacity of the Consultant to designate appropriate principal and support staffing for the duration of a project of the size and scope described in the RFP.
- Demonstrate ability of the Consultant to comply with the selection criteria as outlined in *Section IV ("Selection Criteria")*.
- Provide three (3) references for each of clients and subcontractors. Include the projects worked on and contact information, including name, title, address, telephone number, and email address.
- Provide a list of recommended subcontractors you would submit to the IFC for approval to work on this project based on the scope of work described in this RFP. The IFC recognizes that this list may not be all-inclusive at this point of the development phase.

Methodology

- Describe the firm's philosophy in working with clients, in general, and how it would envision working with the IFC team.
- Describe how the firm will address the scope of work set forth in this RFP.

- Describe the firm's general practice in identifying and working with subcontractors. Of particular interest are levels of oversight and coordination, and how findings are concluded and incorporated into a comprehensive plan.
- Describe how the firm will promote the participation of minorities and women on this project. If appropriate, please identify Minority and Women-owned business Enterprises (M/WBE) subcontractor business participation outlining the responsibilities, key staff, and qualifications.

Fee

- Please provide a proposed fee for all services based on the scope of work described in this RFP, inclusive of all subcontractors' costs.
- Provide a fee schedule.
- Provide the normal hourly rate for all principals and staff who would be designated to work on this project. If different, provide the hourly rate used in the calculation of the fee proposed for this project.
- List anticipated reimbursable expenses and the rate charged for each without markup.
- Please indicate any reduced fees offered to organizations as not-for-profit under Section 501(c)(3) of the Internal Revenue Service, and if these fees were incorporated into the Consultant's proposed fee.
- If any, indicate other fees or charges not included in the Consultant's proposed fee.

Contact Information

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

- The lead firm or individual name;
- The lead firm's contact person;
- License of certification information of lead firm principal or individuals working on the project;
- Telephone, fax, and wireless numbers for principals or staff working on the project;
- Email address of firm principals and staff who would work on the project;
- The street address of the firm;

- The firm's founding year;
- The M/WBE status of the firms, if applicable;
- The type of work or specialty and the size of the firm; and
- The dated signature of the firm's principal.

Conflict of Interest

- Submit a statement describing any potential conflict of interest or appearance of impropriety, relating to other clients of the Consultant, or officers, directors, and employees of the IFC or other groups involved in the rebuilding of Lower Manhattan, that could be created by providing services to the IFC.
- Indicate what procedures will be followed to detect and notify the IFC to resolve any conflicts of interest.
- 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 meet its obligations to the IFC.

Nondiscrimination Policy

- Firms with 50 or more employees shall submit a copy of their nondiscrimination or affirmative action plan.
- Firms with fewer than 50 employees shall submit a statement of their commitment to equal opportunity and affirmative action from their chief executive officer.

IV. Selection Criteria

The IFC requires the firm to meet and document the following minimum qualifications to be eligible for consideration.

- 7 years experience providing design services for projects of similar scope and size.
- Experience as the lead designer on three (3) projects similar in nature and scale (i.e. fine arts museums or other cultural complexes), including one where firm has done substantial design for a leading cultural institution with a construction budget of at least \$35 million.
- Approaches in methodology with respect to the anticipated scope of services that demonstrate maximum comprehension of and ability to provide such services to the IFC.

- Experience working on at least three (3) projects in urban environments.
- Experience working with multiple institutions.
- Experience managing multiple subcontractors on a single project.

In addition to the aforementioned criteria for eligibility, the IFC will consider the following in evaluating proposals:

- Level of excellence as demonstrated by submitted examples of past projects of similar scope and size.
- Level of excellence as demonstrated by the experience of past clients and subcontractors of the design firm.
- The ability of the firm to complete projects with fast-track schedules and to maintain project budget.
- Experience working on complex projects involving numerous stakeholders including government agencies, civic organizations, private developers, and the public.
- Experience working with nonprofit cultural organizations, especially those in the museum field.
- Past experience of working on projects in New York City.
- Innovative or outstanding work by firm that demonstrates the firm's unique qualifications to provide services.
- Projected cost of services.
- Selected firm's staff ability, availability and facility for working with the IFC directors, officers, staff, and consultants.
- Experience of firm and employees to be assigned to the project in general and in particular, providing consulting services to non-profit entities, municipalities, economic development organizations, or other governmental entities.

Contract Terms and Requirements

The IFC reserves the right to incorporate the contents of the proposal, and any corresponding addendum approved by the IFC, of the selected design firm into the signed contract agreement at its discretion.

The selected firm will be required to:

- Work with the IFC staff and its consultants to provide services on matters that may arise in connection with the planning, development, and design of the Museum Complex at the WTC site, including but not limited to the planning and structuring of the IFC's occupancy of the site, and the development of the IFC's business plan.
- Maintain accurate accounting records and other evidence pertaining to costs incurred in providing services and provide to the IFC a copy of all such records and evidence. Additionally upon request, make such records available to LMDC, or any applicable auditing agency at all reasonable times during the contract period and for four (4) 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 the IFC.
- Comply with applicable laws governing projects initiated or supported by the IFC, including all applicable HUD requirements and regulations.

The IFC 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.

V. Miscellaneous Conditions

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 the IFC do not obligate the IFC in any manner. Legal obligations will only arise on the execution of a formal contract by the IFC and the firm(s) selected. 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.

This RFP is subject to the terms and conditions of an engagement agreement to be specified by the IFC and mutually agreed upon by the Design Firm(s) and the IFC following the selection of a successful proposer and prior to commencement of work.

The fees payable to the Design Firm(s) are expected to be funded and/or reimbursed by the IFC as a subrecipient of HUD block grants provided to LMDC, and expenditures to

and of the Design Firm(s) will be required to be certified to and to conform to the applicable rules and regulations of HUD, LMDC and NYS to the extent required by the rules and regulations of such agencies.

Reservation of Rights

The IFC may amend, modify, or withdraw this RFP; revise requirements of this RFP; require supplemental statements or information from any firm; accept or reject any or all responses hereto; extend the deadline for submission of responses hereto; 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; cancel this RFP, in whole or part, if the IFC deems it in its best interest to do so. The IFC 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.

Nondiscrimination and Affirmative Action Policies

It is the policy of the IFC 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.

Additionally, the IFC will take affirmative action in working with contracting parties to ensure that Minority and Women owned Business Enterprises (“M/WBEs”), share in the economic opportunities generated by this project. The LMDC, as a subsidiary of Empire State Development Corporation (ESDC), follows ESDC’s non-discrimination and affirmative action policy. This 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 the United States M/WBE’s in the execution of this contract. A copy of each responding firm’s equal employment opportunity policy statement 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/WBE’s certified by the State of New York that can provide goods and services in connection with the contract anticipated by this RFP. You can obtain a M/WBE listings by calling the AAU at (212) 803-3224.