



**LOWER MANHATTAN DEVELOPMENT CORPORATION**

**REQUEST FOR PROPOSALS  
HISTORY & HERITAGE DOWNTOWN  
BRAND DEVELOPMENT AND  
ADVERTISING CREATIVE 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 Brand Development and  
Advertising Creative Services  
relating to the History & Heritage Downtown Campaign.

**Lower Manhattan Development Corporation**

John C. Whitehead, Chairman

Kevin M. Rampe, President

**February 2, 2004**

**Deadline for responses: February 23, 2004 5:00 PM EST**

Questions must be submitted in writing no later than February 9, 2004 to Mark Albin by e-mail to [malbin@renewnyc.com](mailto:malbin@renewnyc.com). Addenda to this RFP, including responses to any questions, will be posted on the LMDC web site [www.renewnyc.com](http://www.renewnyc.com) by February 18, 2004. 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. \$2.783 billion, has been allocated to LMDC through two grants. (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 certain 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 developing and executing a marketing program designed to promote a minimum of 14 Lower Manhattan’s museums and cultural attractions as part of the greater revitalization of Lower Manhattan, LMDC will need to obtain the services of one or more firms to provide brand development, market positioning and advertising creative services associated with the History & Heritage Downtown Campaign. This RFP will be open simultaneously with the RFP for the History & Heritage Downtown Public Awareness/earned media placement services RFP. LMDC may select a single firm to provide all services requested or may select separate firms which demonstrate a specialty in one or more of the disciplines described. If two separate firms are selected to provide services, each firm will be required to work in conjunction with the other to develop and execute a cohesive, strategic and integrated communications program. Responders are not precluded from submitting responses to each of the RFPs, but no preference will be given to firms that submit for both. 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 ten (10) 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, February 23, 2004. Deliver all proposals to:

**RFP PROCESSOR**

Lower Manhattan Development Corporation

One Liberty Plaza, 20<sup>th</sup> Floor

New York, NY 10006

Attn: History & Heritage Downtown Brand Development and Advertising Creative Services  
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.

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

**II. ANTICIPATED SCOPE OF SERVICES**

LMDC is seeking one or more firms to assist in its planning and development of a cohesive and integrated marketing program to raise the level of public awareness and increase visitation at the following 14 cultural institutions located south of Houston Street, New York City: Castle Clinton National Monument, Eldridge Street Project, Federal Hall National Memorial, Fraunces Tavern Museum, Lower East Side Tenement Museum, Museum of American Financial History, Museum of Chinese in the Americas, Museum of Jewish Heritage – A living Memorial to the Holocaust, Smithsonian National Museum of the American Indian, The New York City Fire Museum, The New York City Police Museum, The Skyscraper Museum, South Street Seaport Museum, Statue of Liberty National Monument Ellis Island Immigration Museum. LMDC requests proposals for one or more firms to provide services including but not limited to the scope of work described in Section B, below.

A. Purpose and Project Area

Since September 11, 2001, Downtown has been redefined by its relationship to the terrorist attacks of that day. Recent market research data indicates that a very small percentage of those who visit the World Trade Center Site also visited museums in Lower Manhattan.

The purpose of these services is to raise the level of awareness, as well as brand and promote, the diversity of History & Heritage in Lower Manhattan prominently featuring the cultural institutions listed above within the Anticipated Scope of Services section. This awareness campaign should also establish the Lower Manhattan neighborhood and its 14 attractions as a thriving destination anchored by these 14 cultural treasures.

B. Scope of Project

Scope of work will include active participation in the development and implementation of a cohesive, strategic and integrated marketing program to increase public awareness of the History and Heritage Downtown theme embodied within the 14 cultural institutions that make up the group. The specific implementation of this portion of the marketing campaign will be to assimilate the in-hand market research, create a branded identity for History and Heritage Downtown and follow through with the development of advertising messaging and imagery that supports the branded identity for the purpose of driving traffic to the History and Heritage website as well as the individual member institutions. Creative services will include the development of the History & Heritage Downtown website, various printed collateral materials such as maps and brochures, newspaper and magazine print advertising with resizing as necessary to fulfill the various space commitments, transit displays and radio. The major objective of the creative message is to raise the level of public awareness, among New York Metropolitan Area residents and visitors alike, about opportunities to explore significant and diverse history and heritage in Lower Manhattan through these 14 cultural institutions. Accomplishment of this objective will be measured by the increase in History & Heritage Downtown website traffic, traffic at each of the member institutions and an attitudinal change in the perception of History & Heritage Downtown. An independent market research component will be utilized to measure the latter portion of this stated objective. Respondents will explain their strategy and methodological approach to its formulation.

Deliverables will include a branding strategy for the History & Heritage Campaign, logo identifier complete with guidelines on how to use it, a color pallet for branding integrity, print and radio Ads and collateral design to support the strategy. Annual media expenditures are anticipated to be approximately \$1 million per year.

### Project Schedule

The timetable for completion of this work will be in phases with the branding identity and logo treatments due May3, with initial Ads to be completed by May 17, 2004. Additional print collateral and print Ads completed on a timetable to be determined based upon subsequent media commitments.

### **III. SUBMISSION REQUIREMENTS**

Please letter your responses exactly as the questions are presented herein. Please limit your submission to twelve (12) 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 travel and/or entertainment branding & marketing campaigns to economic development organizations, municipalities, other governmental entities, private developers, not-for-profits and civic or other organizations in a related field.
  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 travel and/or entertainment branding & marketing. 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. All major project samples of should be specific with regard to the challenges faced, methodological approach to the solution, tactical execution of the solution and final results.
  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 travel, entertainment and tourism marketing, including methods, analytical techniques, or models, etc. that would be employed.

C. Fee

1. Total monthly retainer fee for completion of the scope of work.
2. A list of anticipated reimbursable expenses and the rate charged for each.
3. Any reduced fees offered to other municipalities, governmental entities, economic development or nonprofit organizations, and civic organizations.
4. Any other fees or charges.

D. Contact Information (NOTE: does not count toward twelve (12)-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 twelve (12) -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).

- F. Non-discrimination Policy (NOTE: Does not count toward *twelve (12)* -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 brand development and advertising creative services for travel or entertainment companies, municipalities, economic development organizations, or other entities in a related field.
- Quality of innovative or outstanding work product as illustrated in the submission of work samples which demonstrate experience of the firm with comparable projects, and are specific with regard to the challenges faced, methodological approach to the solution, tactical execution of the solution and final results.
- Demonstrated knowledge of branding and the development of creative advertising messaging necessary to execute targeted marketing strategies and both knowledge and understanding of the challenges and opportunities that face cultural institutions located in Lower Manhattan.
- Selected firm's staff ability, availability and facility for working with LMDC directors, officers, staff and consultants and 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.

#### **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:

- Works with LMDC staff its consultants and consortium members to provide branding strategies and creative advertising services for the History & Heritage Downtown Campaign 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 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 may hire more than one firm that responds to this RFP. 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 proposing to provide. LMDC will review all proposals without prejudice regarding which services are proposed.

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.

A. 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.