



**LOWER MANHATTAN DEVELOPMENT CORPORATION**

**REQUEST FOR PROPOSALS**  
Institutional Planning Services  
for the  
Memorial Center and related aspects  
of the World Trade Center Memorial and 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 proposals to provide institutional planning services relating to the  
development of the Memorial Center and related or shared aspects of the  
World Trade Center Memorial and Cultural Program.*

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

**October 11, 2004**

**Deadline for responses: November 1, 2004, 5:00 PM EST**

Questions must be submitted in writing no later than October 18, 2004, to Leslie Davol, Assistant Vice President for Memorial, Cultural and Civic Programs, 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](http://www.renewnyc.com) by October 20, 2004. LMDC will not accept, and cannot respond to, questions via any other methods.

## **I. GENERAL INFORMATION**

### **A. Overview of Services Requested and the Submission Process**

In fulfilling its responsibility for the development and revitalization of Lower Manhattan, LMDC needs the services of a firm to provide institutional planning services in connection with the Memorial Center and related or shared aspects of the World Trade Center Memorial and Cultural Program through the following anticipated phases: planning and schematic design; operational planning and design completion; capital campaign; implementation; and construction. For the initial phase of planning and schematic design, the scope of services to be provided by the selected firm is anticipated to include: 1) Program development; 2) Curatorial consulting and concept development; 3) Institutional planning; 4) Business planning, including an operations plan and market analysis; and 5) Implementation planning. A more detailed scope of services can be found in Section II. Subsequent to the planning and schematic design phase, the scope of services is anticipated to include supplementing, updating, reviewing and testing information previously developed during the planning and schematic design phase.

LMDC may select one or more such firms to provide some of the requested services for the Memorial Center and related or shared aspects of the Memorial and Cultural Program, or LMDC may select a single firm/team to provide all services requested for the Memorial Center and related or shared aspects of the Memorial and Cultural Program. 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 proposer's capabilities to satisfy the requirements of the RFP. Please prepare seven (7) 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 in a separate, bound, appendix.

Proposers 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, November 1, 2004. Deliver all proposals to:

## RFP/RFQ PROCESSOR

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

The current schedule for this effort is as follows:

- October 11: RFP issued
- October 18: Deadline for submitting questions
- October 20: Addendum and answers to questions posted on [www.RenewNYC.com](http://www.RenewNYC.com)
- November 1: Responses due
- November 15-17: Oral presentations conducted
- November 22: Firm selected

Subject to annual review and approval by the LMDC Board of Directors, the selected firm will be retained for a two (2) year term, subject to renewal by LMDC for up to three (3) successive one-year periods.

### B. 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 \$2.8 billion has been allocated to LMDC under such appropriations. (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>.

C. Summary of the Memorial and 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 (the “Memorial Program”) and Port Authority will implement the commercial Redevelopment Program. The Memorial 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 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 the Performing Arts Complex - North Building and Museum Complex - South Building. 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 Program with the plans and implementation schedule for the Redevelopment Program.

D. Overview of Planning and Design Process for the World Trade Center Site

***Preliminary Blueprint and Principles***

The Preliminary Blueprint and Principles laid the groundwork for the LMDC rebuilding and revitalization efforts. It set forth principles to guide LMDC in developing, coordinating, and evaluating plans for a memorial. The Preliminary Blueprint proposed goals and objectives of the revitalization as well as actions required to realize these goals.

The creation of a fitting memorial is the first goal in the Preliminary Blueprint, symbolizing its importance to the mission and objectives of LMDC. The first Preliminary Blueprint goal proposes to “[r]espect the site of the World Trade Center as a place of remembrance, and reserve an area of the site for one or more permanent memorials.”

The Preliminary Blueprint and Principles may be viewed on the website of LMDC at <http://www.renewnyc.com/content/pdfs/PrinciplesBlueprint071102.pdf>.

### *Preliminary Design Concepts*

In July 2002, LMDC and the Port Authority of New York and New Jersey released six design concepts for the World Trade Center site. These designs sparked a public debate, which culminated in “Listening to the City,” a town hall forum attended by over 5,000 interested individuals. Through this public forum, LMDC was able to enrich and refine its redevelopment planning goals.

### *Innovative Design Study*

In the fall of 2002, LMDC launched an international design competition for an innovative land use plan for the World Trade Center site. Seven teams were selected out of 406 submissions. The teams were guided by the Innovative Design Study Program, which called for a fitting setting for the memorial, a distinctive skyline, mixed uses on the site, and enhanced transportation. After the release of the nine plans on December 18, 2002, LMDC embarked on Plans in Progress, an extensive public outreach campaign. The outreach initiative involved an exhibition of the nine site plans at the World Financial Center Winter Garden that drew over 100,000 visitors, the distribution and collection of comment cards at the exhibition, and a documentary of the seven teams each describing its design. Presentations of the nine designs could be viewed and comments submitted on the LMDC website. In addition, LMDC held two public hearings simulcast to all five boroughs and Long Island, and a separate hearing in New Jersey. In total, the outreach campaign yielded over 12,000 comments.

On February 27, 2003, Governor George E. Pataki and Mayor Michael R. Bloomberg announced the selection of Memory Foundations by Studio Daniel Libeskind as the design for the World Trade Center Site. As the master planner for the World Trade Center Site, Studio Daniel Libeskind, L.L.C. is responsible for the Master Plan and Design Guidelines for the World Trade Center site. A significant part of Studio Libeskind’s work on the Master Plan was the planning of an integrated memorial and cultural district that could accommodate the selected memorial design. Principal design concepts of Memory Foundations included the exposure of the slurry wall, the development of a memorial and cultural district adjacent to the slurry wall, and the creation of a 1,776 ft. tall building, the Freedom Tower, which would restore the majestic skyline of Manhattan.

### *Master Planning Phase*

In September 2003, LMDC, the Port Authority of New York and New Jersey, and Daniel Libeskind presented a revised master site plan. The revised site plan enhances the key design principles by relocating portions of commercial space off the site, providing for park space in the area south of Liberty Street, and placing truck and bus-servicing infrastructure away from the memorial area. The revised master plan may be viewed on the LMDC website at [http://www.renewnyc.com/plan\\_des\\_dev/wtc\\_site/new\\_design\\_plans/Sept\\_2003\\_refined\\_design.asp](http://www.renewnyc.com/plan_des_dev/wtc_site/new_design_plans/Sept_2003_refined_design.asp).

In December 2003, Governor George E. Pataki and Mayor Michael R. Bloomberg unveiled the design for the Freedom Tower, the tallest building in the world. The design, which was conceived by Daniel Libeskind, was realized by architect David Childs of Skidmore, Owings and Merrill. The Freedom Tower reflects the main design principles set forth in Memory Foundations. The torqued geometric shape of the building resembles the Statue of Liberty. The Freedom Tower will contain 2.6 million square feet of office space, retail, rooftop restaurants, and an observation deck. A network of cables will rise above the occupied space to 1,550 feet and within the cables will be wind turbines capable of generating 20% of the building's energy. On top of the cables, a 276 foot spire will be placed. The building will include state of the art security technology including extra fireproofing, structural redundancy, and chemical and biological filters for the air supply.

### *Memorial Mission Statement and Program*

LMDC made an early commitment to the establishment of a fitting memorial to honor those that were killed in the terrorist attacks on September 11, 2001 and on February 26, 1993, as well as to recognize the outpouring of emotional, material, and financial support provided by businesses, government agencies, nonprofit organizations, and individuals in response to the attacks. To guide the development of a memorial LMDC has developed a clearly defined process that is closely coordinated with the planning and redevelopment of the World Trade Center site. Two major components of the Memorial development process are the creation of a memorial mission statement and a memorial program. The LMDC Families Advisory Council developed the preliminary mission statement and program in the spring of 2002. The mission statement described the purpose of the memorial, while the program described the principles that the memorial must embody and the elements it must feature to be considered in the memorial competition.

The mission statement and program were released for public comment from January 8, 2003 through February 2, 2003. Public hearings about the statement and program were held in each of the five boroughs on January 14, 2003. By the end of the comment period, LMDC received over 2000 comments. Two separate committees, convened by LMDC and comprised of family members, residents, survivors, first responders, arts and architecture professionals, and community leaders drafted a revised version of the mission statement and program which incorporated the public comments. The finalized Memorial mission statement and program are

viewable on the LMDC's website at  
<http://www.renewnyc.com/Memorial/memmission.shtml.htm>.

### ***Memorial Competition***

In April 2003, the Lower Manhattan Development Corporation launched a worldwide competition to design a memorial at the World Trade Center site to honor the victims of the terrorist attacks of September 11, 2001 and February 26, 1993. LMDC received 5,201 memorial design submissions from 63 nations and 49 states making it the largest design competition in history. On January 6, 2004, the thirteen-member World Trade Center Site Memorial jury announced the winner of the memorial design competition: *Reflecting Absence* by architect Michael Arad and landscape architect Peter Walker. On January 14, 2004, World Trade Center Site Memorial winners Michael Arad and Peter Walker presented a refined memorial design. The design proposes a space that conveys the feelings of loss caused by the destruction of the World Trade Center and the loss of thousands of lives on September 11, 2001 and February 26, 1993. The design features reflecting pools within sunken voids that encompass the footprints of the Twin Towers within a grove of trees and provides a final resting place for all of the unidentified remains of those killed in the terrorist attacks of September 11, 2001 and February 26, 1993. Information on the Memorial Competition and the selected design are viewable on the Memorial Competition website: <http://www.wtcsitememorial.org/>.

### ***Cultural Institutions***

LMDC issued an Invitation to Cultural Institutions on June 30, 2003 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. The Invitation also sought information from organizations interested in locating on or participating in cultural programming at the World Trade Center Site. The interpretive museum is integral to honoring and memorializing those that died on February 26, 1993 and on September 11, 2001. The museum will educate and inform visitors through stories about the victims' lives and about the heroic rescue, recovery, and relief efforts, as well as allow for changing programming. In addition to the museum, 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. LMDC received 113 submissions, demonstrating the large interest in this historic effort.

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 New York Governor George E. Pataki and Mayor Michael R. Bloomberg, announced the selection of a vibrant mix of institutions to be located on the World Trade Center 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 such as the TriBeCa Film Festival and the Orpheus Chamber Ensemble. 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 create a detailed analysis of their proposed programming, funding capacity, and space allocation.

#### E. Vision for the Memorial and Cultural Program

The mandate of the 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 World Trade Center site will be a powerful symbol of resiliency, tolerance and hope in the wake of the 9/11 attacks.

Cultural programming on the site of the World Trade Center will remind us of our common humanity and reaffirm our democratic values. Cultural institutions that present international programming will reflect and draw from the existing diversity of New York City. 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.

A Memorial Center focusing on the events of February 26, 1993 and September 11, 2001 will be located on the World Trade Center site. This Memorial Center is an essential element to memorialize and honor those who died. The Memorial Center will pay tribute to the many individuals who lost their lives in these horrific attacks and it will recognize the countless acts of heroism that emerged from tragedy. These events could be related within a broader social, political or historical context which would evolve over time.

Cultural institutions near the memorial will celebrate life, animate a neighborhood and define a community. The LMDC has searched for cultural institutions that would establish and maintain Lower Manhattan as a world class cultural destination — full of vitality, energy and diversity. Successful cultural institutions with dynamic programming at the World Trade Center site will contribute to the creative and economic development of communities throughout Lower Manhattan. 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.



## II. ANTICIPATED SCOPE OF SERVICES

LMDC is seeking an institutional planning firm to assist LMDC in its planning, development and related work on the World Trade Center Memorial and Cultural Program. Specifically, LMDC needs the services of an institutional planning firm to assist LMDC in its planning efforts for the Memorial Center and related or shared aspects of the World Trade Center Memorial and Cultural Program through the following anticipated phases: planning and schematic design; operational planning and design completion; capital campaign; implementation; and construction. For the initial phase of planning and schematic design, institutional planning is needed to further define the Memorial Center's content, physical space, operations and structure. In addition, institutional planning is needed to further define the operations and structure of related or shared aspects of the Memorial and Cultural Program, which include the Memorial and the Museum Complex that will house visitor services and other potential programmatic elements for the entire site.

LMDC requests proposals for an institutional planning firm to provide services for the initial planning and schematic design phase including, but not limited to: 1) Program development; 2) Curatorial consulting and concept development; 3) Institutional planning; 4) Business planning, including an operations plan and market analysis; and 5) Implementation planning. This anticipated scope of services is described in more detail below, in Section II B. Subsequent to the planning and schematic design phase, the scope of services to be provided by the selected firm is anticipated to include supplementing, updating, reviewing and testing information previously developed during the planning and schematic design phase.

### A. Purpose and Project Area for the Memorial Center and Related or Shared Aspects of the Memorial and Cultural Program

LMDC and Studio Daniel Libeskind, working in collaboration with the memorial design team of Michael Arad and Peter Walker, have established a location for a below grade Memorial Center dedicated to the events of September 11, 2001, and February 26, 1993 at the southwest corner of the memorial site.

In April 2004, LMDC announced the formation of a Memorial Center Advisory Committee to make recommendations for the Memorial Center. The Advisory Committee— victims' family members, residents, survivors, first responders, historians, preservationists, and curators— visited the WTC memorial site and Hangar 17 at JFK Airport, where many artifacts from the World Trade Center are being stored, and met with professionals to learn from their experience in creating exhibitions. The Advisory Committee also reviewed an expansive list of archives and resources relating to the attacks. Through a series of facilitated meetings, the Advisory Committee produced a set of *Recommendations for the Memorial Center*. These recommendations were the result of a two-step process in which the Advisory Committee first released a set of draft recommendations for public comment, and then refined those recommendations based upon the public's input. The final recommendations were presented to the LMDC Board on August 12, 2004.

The purpose of the Memorial Center, as stated in the final recommendations is “to commemorate the extraordinary events of September 11, 2001 by:

- preserving and transmitting the history, magnitude and global impact of the events of that day;
- drawing upon the power and authenticity of the World Trade Center site;
- providing an appropriate sense of the context, background and aftermath of the terrorist attacks;
- conveying the individual and collective stories of the victims, survivors, responders, area residents and witnesses; and
- serving as a place of ongoing dialogue about the meaning and impact of the events of that day, and as a gateway for information that will expand and contribute to the evolving perspective of these events.

(The Memorial Center Advisory Committee’s recommendations and record of the public comment serve as a resource for the development of the Memorial Center. The complete text may be found at [http://www.renewnyc.com/Memorial/memorial\\_center\\_draft\\_rec.asp](http://www.renewnyc.com/Memorial/memorial_center_draft_rec.asp).)

As development proceeds with the adjacent Memorial and other components of the World Trade Center Memorial and Cultural Program, institutional planning is needed to further define the Memorial Center’s content, physical space, operations and structure, in tandem with a design process that will begin with the selection of an architect or architects for the core and shell of the Memorial Center in October 2004. In addition, institutional planning is needed to further define the operations and structure of related or shared aspects of the Memorial and Cultural Program, which include the Memorial and the Museum Complex that will house visitor services and other potential programmatic elements for the entire site.

#### B. Scope of Project

The specific scope of work of the Consultant during the initial planning and schematic design phase may include, but is not limited to, the following:

##### 1. Program Development for the Memorial Center

The Consultant will be responsible for working with LMDC to develop the program for the Memorial Center, including:

- a. Identify program components, including exhibition space, support space, and amenities.

- b. Describe programmatic space requirements by program area, including square footage and height requirements broken out by program use; flow diagrams from area to area, space adjacencies, and circulation issues; identification of public spaces and support spaces; descriptions of any operational issues that would affect the physical planning of the center, such as requirements for loading; and any special architectural or technical requirements.
  - c. Help to define the physical and programmatic relationship of the Memorial Center to other program elements on the site.
  - d. Coordinate with and provide feedback on parallel planning efforts underway for the other aspects of the Memorial and Cultural Program.
  - e. Attendance at bi-weekly meetings with the architect/s for the Memorial Center.
2. Curatorial Consulting and Concept Development for the Memorial Center  
 The Consultant will be responsible for working with LMDC to develop the concept for the Memorial Center and determine issues related to collections, including:
- a. Survey and document all collections and potential resources for the Memorial Center related to the events of February 26, 1993 and September 11, 2001 in the care of museums, agencies, and individuals. Provide an analysis of the issues related to these collections, such as ownership, access and availability, conservation, and storage requirements. Make recommendations for exhibition, loan, and collection management policies based on the above survey.
  - b. Draft an interpretive plan for the Memorial Center based upon the Memorial Center Advisory Committee's Recommendations and other available resources, outlining themes, objectives, and interpretive treatments for possible elements of the Memorial Center's program, including the centerpiece and supporting exhibits.
  - c. Make recommendations for processes to develop the Memorial Center's exhibits and programs that are responsive to a variety of stakeholders. Help to identify other key consultants (such as narrator or historian) and/or staff positions required for the development of the Memorial Center's content, help to define scope, and determine necessary qualifications.
  - d. Make recommendations for key artifacts, media, and other presentations, to be included in the Memorial Center exhibits, and identify whether such items would be on permanent, temporary, or rotating display.
  - e. Assist the LMDC in determining the Memorial Center's long-term interpretive plans, including the development of a proposed schedule for permanent and rotating exhibits for the first five (5) years of operation.
  - f. Identify aspects of the interpretive program that will have significant operational or architectural consequences.
  - g. Outline the visitor experience of a variety of pathways through the interpretive program of the Memorial Center, focusing on the potentially different interests/needs of different types of visitors, such as relatives and friends of victims, children, international visitors, etc.

- h. Work with and be responsive to a variety of stakeholders, partner institutions, and other consultants, to be determined, through an advisory committee or other forum and means, as determined by LMDC.
  - i. Provide expertise in interpretation trends and exhibit techniques.
3. Institutional Plan for the Memorial Center and related or shared aspects of the Memorial and Cultural Program
- The Consultant shall develop an Institutional Plan for the Memorial Center and related or shared aspects of the Memorial and Cultural Program, which shall include the following components:
- a. Proposed governance, management and organizational structure.
  - b. Analysis of comparable organizations.
  - c. Coordination with and feedback on parallel planning efforts underway for the other aspects of the Memorial and Cultural Program.
4. Business Plan for the Memorial Center and related or shared aspects of the Memorial and Cultural Program
- The Consultant shall develop a comprehensive Business Plan for the Memorial Center and related or shared aspects of the Memorial and Cultural Program. Assumptions throughout the Business Plan should draw explicitly and clearly on precedents where applicable. The Business Plan shall include the following components:
- a. Operations Plan for delivery of program, including:
    - i. Showing costs, margins, operating complexity, and resources required.
    - ii. Operating Policies: Hours of operation by program area showing times when public hours may be curtailed for building or other maintenance. Provide an annual calendar with indicative programming for the first three years of operation.
    - iii. Attendance projections through 2015 by demographic group and by ticket category.
    - iv. Revenue generation through (where appropriate) admission charges, membership programs, special events, rentals, gift shop, and other earned income.
    - v. Facilities plan inclusive of maintenance and security needs.
    - vi. Staffing (full-time, part-time, volunteers, labor issues).
    - vii. Expense projections (salaries and wages, benefits, consultants, capital, facility expenses, etc.).
    - viii. Address potential for joint operation with other on-site institutions. Potential areas of joint operation include maintenance, ticketing, and guest services.
    - ix. Identify any operational issues/ challenges and how they can be resolved.

- b. Market Analysis, including:
    - i. Profile of trends in attendance figures for similar institutions.
    - ii. Provide profile of target audience, including, but not limited to: downtown residents; area workers; school groups; Manhattan residents; NYC residents; NY Metropolitan area residents; tourists; and artists. Profile should include demographics of groups including 2009 and 2015 projections and written descriptions of the subgroups within each group that are most likely to visit the Memorial Center.
    - iii. Profile should include total attendance, attendance by demographics, and attendance by type of ticket.
    - iv. Provide information on programming accessible to all residents of New York City, specifically school children, senior citizens, people with disabilities, and low- and moderate-income residents.
  - c. Coordination with and feedback on parallel planning efforts underway for the other aspects of the Memorial and Cultural Program.
5. Implementation Plan for the Memorial Center and related or shared aspects of the Memorial and Cultural Program  
 The Consultant shall develop an Implementation Plan for the Memorial Center and related or shared aspects of the Memorial and Cultural Program, which shall include the following components:
- a. Organizational chart.
  - b. Ramp-up of program at WTC site, and steps needed to get up and running.
  - c. Comprehensive staffing plan through 2009.
  - d. Feasibility analysis, including an analysis of comparable start-up institutions focusing on lessons to be learned of successes and failures.

C. Staffing/Subconsultants

If the responding firm has not included an individual or other firm with curatorial expertise as part of its proposing team, or does not have curatorial expertise on staff, LMDC will have the right to add subconsultants with such expertise where it deems necessary to achieve the scope of work described herein. If LMDC so elects, the Consultant will contract directly with such subconsultant/s, and the fees and charges of such subconsultant will be passed through to LMDC. The Consultant will be responsible for coordination and management of services and all other work product of the subconsultants. The Consultant shall hold all subconsultant contracts and be responsible for the coordination and management of all Subconsultant work.

D. Project Schedule

LMDC needs the services of an institutional planning firm to assist LMDC in its planning efforts related to the Memorial Center and related or shared aspects of the World Trade Center Memorial and Cultural Program through the following anticipated phases: planning and schematic design; operational planning and design; capital campaign; implementation; and construction. It is expected that certain of the anticipated phases may require services through 2009, to be determined at a later time by LMDC. Approximate dates for these anticipated phases are listed below and are subject to change:

November 2004 –April 2005	<u>Planning and Schematic Design Phase</u>
November 22, 2004	Firm Selected
December 2004	Schematic Design of Memorial Center begins. Institutional planning begins.
January 2005	First review of proposed program with space requirements and institutional plan (including analysis of comparable organizations).
February 2005	First review of operations plan.
April 2005	Planning and Schematic Design Phase work complete (analysis of collections issues, interpretive plan, proposed program, institutional plan, business plan, implementation plan).
April 2005 – 2006	<u>Operational Planning and Design Completion Phase</u>
2004-2009	<u>Capital Campaign Phase</u>
2006-2009	<u>Implementation Phase</u>
2006-2009	<u>Construction Phase</u>

III. SUBMISSION REQUIREMENTS

Please letter your responses exactly as the questions are presented herein. Please limit your submission to fifteen (15) one-sided pages (no smaller than 12-pt font), 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. Materials that highlight the firm's unique strengths, talents, philosophy, sensitivity to the public realm, breadth of knowledge and experience.
  2. A history of the firm's experience providing institutional planning services to economic development organizations, municipalities, other

governmental entities, private developers, not-for-profits and civic organizations.

3. 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.
4. Overall description of the firm's relevant work. Include synopses of up to three (3) major projects that the firm has completed involving museums or other relevant not-for-profit organizations. 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.
5. Innovative and outstanding work experience and unique qualifications related to museum concept development and interpretive planning, particularly in relation to the incorporation of artifacts and other primary materials.
6. 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 institutional planning 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 15-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 15-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 15-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 requires the following minimum qualifications of firms submitting proposals to be considered for evaluation:

- Ten years experience providing institutional planning services for projects of similar scope, complexity, and visibility.
- Experience in developing interpretive exhibitions using artifacts to tell compelling, sensitive and accessible stories.
- Experience in developing effective processes for involving and responding to a wide variety of stakeholders and players.

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 institutional planning to municipalities, economic development organizations, or other governmental entities. Experience of firm on projects in New York City.
- Quality of work product as demonstrated in submitted work samples.
- Demonstrated knowledge of institutional planning.
- Experience of the firm with comparable projects.
- Innovative or outstanding work by firm that demonstrates the firm's unique qualifications to provide institutional planning services.
- Number, complexity, and nature of institutional planning projects handled by the firm.
- Selected firm's staff ability, availability of the assigned staff (team), commitment to this project, 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.

## 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 terms outlined throughout this RFP should be considered all inclusive.

The selected firm(s) will be required to:

- Work with LMDC staff and its consultants to provide institutional planning 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 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.

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.