



## **REQUEST FOR PROPOSALS CHINATOWN TOURISM & MARKETING CAMPAIGN**

*The Lower Manhattan Development Corporation, a subsidiary of the New York State Urban Development Corporation d/b/a Empire State Development Corporation, in cooperation with the September 11<sup>th</sup> Fund of the United Way of New York City and the New York Community Trust, seeks proposals to provide tourism and marketing services relating to the Chinatown area of Lower Manhattan.*

### **Lower Manhattan Development Corporation**

John C. Whitehead, Chairman  
Kevin M. Rampe, President

### **September 11<sup>th</sup> Fund**

Franklin Thomas, Chairman  
Carol Kellermann, Executive Director & CEO

***August 18, 2003***

**Deadline for responses: Monday, September 15, 5:00 PM EST**

Questions must be submitted in writing no later than Friday, August 29, 2003, to Robert G. Goelet by mail, e-mail ([rgoelet@renewnyc.com](mailto:rgoelet@renewnyc.com)), 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 Friday, September 5, 2003. LMDC will not accept, and cannot respond to, questions via any other methods.

**I. GENERAL INFORMATION****A. Mission and Structure of the Lower Manhattan Development Corporation**

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

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

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

**B. Mission and Structure of the September 11<sup>th</sup> Fund**

The September 11<sup>th</sup> Fund was established the day of the terrorist attacks by The New York Community Trust and United Way of New York City to meet the immediate and long-term needs of victims, families and communities affected by the tragic events of September 11.

The September 11<sup>th</sup> Fund makes grants to nonprofit organizations and agencies with the expertise to meet a wide range of needs. The Fund supports organizations and agencies that provide cash assistance, legal counseling, mental health services, job training and placement, and other services for victims, families, and others directly affected. It also makes grants to assist nonprofits and small businesses as they help communities rebuild.

The Fund received approximately \$525 million in contributions from over 2 million donors and to date has made grants totaling more than \$445 million.

**C. Overview of Services Requested and the Submission Process**

In fulfilling its responsibility for the development and revitalization of Lower Manhattan, LMDC, in partnership with the September 11<sup>th</sup> Fund, is requesting the services of a team, which



## **II. ANTICIPATED SCOPE OF SERVICES**

LMDC and the September 11<sup>th</sup> Fund are seeking a team, which must include at least one Chinatown based community organization and at least one firm with extensive tourism and marketing experience, to assist in the revitalization of Lower Manhattan. Specifically, LMDC and the September 11<sup>th</sup> Fund seek services in connection with a Chinatown tourism and marketing initiative. LMDC and the September 11<sup>th</sup> Fund request proposals, as defined above, to provide services including, but not limited to, the scope of work described generally below.

### **A. Purpose and Project Area**

In keeping with its mission to revitalize Lower Manhattan in the aftermath of the September 11, 2001 terrorist attacks, LMDC, in partnership with the September 11<sup>th</sup> Fund, will conduct a tourism and marketing initiative to both stimulate regional, national, and international tourism to Chinatown – a Lower Manhattan community in which tourism is a major economic driver - and to encourage changes in the Chinatown community that would promote tourism. The September 11<sup>th</sup> attacks severely impacted tourism to Lower Manhattan and the subsequent outbreak of Severe Acute Respiratory Syndrome (SARS) in Asia exacerbated Chinatown's economic downturn.

The LMDC and the September 11<sup>th</sup> Fund seek the services of a team to develop the framework for, and then implement, a sustainable tourism and marketing campaign that:

1. Identifies existing short and long term factors impairing or impeding tourism in Chinatown,
2. Proposes solutions to both real and perceived challenges to attracting more visitors to the Chinatown area,
3. Develops new, innovative, and effective ways to attract visitors to Chinatown, including New York City residents and workers, domestic and international tourists, and business travelers, and
4. Identifies current marketing initiatives and methods to improve upon them.

### **B. Scope of Project**

LMDC and the September 11<sup>th</sup> Fund seek to identify a team to implement a creative, effective, and cost-efficient tourism and marketing campaign to generate sustainable tourism to Chinatown. LMDC and the September 11<sup>th</sup> Fund require a collaboration and partnership between one or more Lower Manhattan Chinatown community organizations and one or more firms with a proven record of experience and achievement in tourism development as well as large scale outreach initiatives. Marketing consultants, convention and visitor specialists, and organizations that have worked in successful Chinatown efforts in other cities are encouraged to apply in partnership with Chinatown-based partners. Each partner is expected to actively participate in the project.

As noted above in Section IIA, "Purpose and Project Area", the tourism and marketing campaign should address the identified impediments through an approach that attracts people from within the New York area, domestically, and abroad and promotes increased tourism associated expenditures. Elements of the campaign may include, but not be limited to, advertising, marketing, centralized distribution of information, and leverage of earned media. Respondents to this RFP may also propose components that will enhance the Chinatown community's ability to support tourism including components such as technical assistance to businesses and tourism infrastructure.

Funding for the tourism and marketing campaign will be up to two million dollars.

C. Project Schedule

The LMDC and the September 11<sup>th</sup> Fund plan to commence the tourism and marketing initiative after selection of the teams. The implementation timeframe will depend upon a variety of factors including complexity of proposed solutions. The duration of the project has not yet been determined, but will depend upon the proposed initiatives and overall strategy selected by the LMDC and the September 11<sup>th</sup> Fund. LMDC and the September 11<sup>th</sup> Fund are not seeking approaches that are one-time event driven, but rather, comprehensive efforts that propose projects, programs, and community participation that will help to sustain a steady flow of tourists, NYC residents, workers, and the surrounding community to Chinatown.

**III. SUBMISSION REQUIREMENTS**

Please letter your responses exactly as the questions are presented herein. Please limit your submission to twenty (20) 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 team's experience providing tourism and marketing services to economic development organizations, municipalities, other governmental entities, private developers, not-for-profit organizations, and civic organizations.
  2. A history of the team's experience in the Lower Manhattan Chinatown community.
  3. A description of the various firm's organizational structures, including resumes of the principals, project manager(s), and professional staff who would work directly with LMDC and the September 11<sup>th</sup> Fund.
  4. Samples of up to five (5) major projects that the team has completed in the areas of tourism and 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.

5. Any other information that you believe would make the team's work on behalf of LMDC and the September 11<sup>th</sup> Fund superior to that of other teams or information about the firm's specialty or particular skill to perform a specific requested service.
6. The structure of the team including the legal and financial relationship among the different groups and the proposed entity that will contract with LMDC and the September 11<sup>th</sup> Fund.

B. Impediment Identification & Resolution

1. A summary of what the team views as the key factors impairing or impeding tourism and tourism related spending in Lower Manhattan Chinatown.
2. Proposed solutions to the obstacles to tourism and associated spending identified by the team, and where relevant, estimated timeframe for implementation.

C. Existing Marketing Initiatives

1. A summary of existing marketing initiatives related to Lower Manhattan Chinatown, including costs, approximate dates of implementation, and estimated duration.

D. Tourism Marketing Methodological Approach

1. A description of how the team intends to address the anticipated scope of services set forth in Section II of this RFP, including a list of proposed tourism enhancing activities.
2. A statement explaining the team's approach to tourism and marketing initiatives, including preliminary outreach, methods, analytical techniques, or models, etc. that would be employed.
3. If the team is not proposing to provide all requested services, please include a statement of which specific services the firm proposes to provide.
4. Propose a system of measurements to evaluate the success of the tourism and marketing campaign.

E. Fee

1. Total estimated team fee for completion of the project, broken down by price per activity, including associated implementation costs, and whether the team would be willing to agree to a lower fee cap.
2. The normal hourly rate of each principal and staff member whose resume is provided or whose job category may be required, and the rate 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 and the September 11<sup>th</sup> Fund reserve the right to negotiate a lower or different fee structure with any team that is selected.

F. Contact Information (NOTE: does not count toward 20-page limit)

On a single cover sheet in your proposal, please provide this information for the lead firm and all other firms including partners/team members and proposed subcontractors:

1. The lead firm or individual's name along with all partners/team members and proposed subcontractors;
2. Contact persons;
3. License or certification information of team principals or individuals working on the LMDC and the September 11<sup>th</sup> Fund project;
4. Telephone, fax, and wireless numbers for principals or individuals working on the LMDC and the September 11<sup>th</sup> Fund project;
5. E-mail addresses for principals or individuals working on the LMDC and the September 11<sup>th</sup> Fund project;
6. The Street addresses of firms or individuals;
7. The years the various firms or individual practices were established;
8. The MBE/WBE status of the various 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 firms; and
10. The signature of the lead individual for the lead firm only, and the date of the signature.

G. Conflicts of Interest (NOTE: does not count toward 20-page limit)

1. Submit a statement describing any potential conflict of interest or appearance of impropriety, relating to other clients of the firm(s), officers, directors, and employees of LMDC, or the September 11<sup>th</sup> Fund, that could be created by providing services to LMDC and the September 11<sup>th</sup> Fund consistent with this RFP.
2. Indicate what procedures will be followed to detect and notify LMDC and the September 11<sup>th</sup> Fund 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 and the September 11<sup>th</sup> Fund.
4. Indicate if the firm(s) 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).

- H. Non-discrimination Policy (NOTE: Does not count toward 20-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 and the September 11<sup>th</sup> Fund place 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 the community and the ability to provide such services to LMDC and the September 11<sup>th</sup> Fund.
- Experience of firm(s) and employees to be assigned to the project in general, and in particular, experience both with the Lower Manhattan Chinatown community, if any, and with providing large scale tourism and marketing initiatives to municipalities, economic development organizations, governmental entities, or other Chinatown communities.
- Quality of work product as demonstrated in submitted work samples and number, complexity, and nature of tourism and marketing initiatives handled by the firm(s).
- Innovative or outstanding work by firm(s) that demonstrates unique qualifications to provide tourism and marketing services for the Lower Manhattan Chinatown community.
- Selected team's staff ability, availability and facility for working with LMDC and the September 11<sup>th</sup> Fund directors, officers, staff and consultants.
- Conformity with or exceeding of applicable LMDC and the September 11<sup>th</sup> Fund policies as noted herein, including specific policies relating to nondiscrimination and affirmative subcontracting goals.
- Projected cost of services.
- Ability to establish rapport and confidence with the Chinatown community.
- Knowledge and ability to represent Chinatown tourism to the media and work with businesses and Chinatown groups to effectively leverage earned media.
- Completeness of response to this RFP.

**V. CONTRACT TERMS AND REQUIREMENTS**

The contents of the proposal prepared by the successful team, with any amendments approved by LMDC and the September 11<sup>th</sup> Fund, will become a part of the contract that is signed as a result of this RFP Process.

The selected firms will be required to:

- Work with LMDC and September 11<sup>th</sup> Fund staff and their consultants to provide tourism and marketing services to LMDC and the September 11<sup>th</sup> Fund 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 or September 11<sup>th</sup> Fund request, to make such records available to LMDC or September 11<sup>th</sup> Fund 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 and the September 11<sup>th</sup> Fund.
- Comply with applicable law governing projects initiated or supported by LMDC, including all applicable HUD requirements and regulations.

LMDC and the September 11<sup>th</sup> Fund may hire more than one firm that responds to this RFP. [LMDC and the September 11<sup>th</sup> Fund have no preference that all services be provided by the same team and teams 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 and the September 11<sup>th</sup> Fund will review all proposals without prejudice regarding which services are proposed].

LMDC and the September 11<sup>th</sup> Fund reserve 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 and the September 11<sup>th</sup> Fund do not obligate either LMDC or the September

11<sup>th</sup> Fund in any manner. Legal obligations will only arise on the execution of a formal contract by LMDC and the September 11<sup>th</sup> Fund and the firm(s) selected by LMDC and the September 11<sup>th</sup> Fund. LMDC's and the September 11<sup>th</sup> Fund's formal contract will consist of more than one schedule, including one substantially in the form of the accompanying "Schedule A" (Attachment 4). LMDC and the September 11<sup>th</sup> Fund provide 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 and the September 11<sup>th</sup> Fund Reservation of Rights

LMDC and the September 11<sup>th</sup> Fund 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 and the September 11<sup>th</sup> Fund deem it in their best interest to do so. LMDC and the September 11<sup>th</sup> Fund 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.