

REQUEST FOR PROPOSALS
“PROMOTING ARTS CLUSTERS” – CONSULTING SERVICES

New York City Economic Development Corporation

New York City Economic Development Corporation (“NYCEDC”) is seeking proposals for the development and implementation of a marketing and tourism incentive program (the “Services”) to promote and increase visitation to arts neighborhoods within New York City’s (the “City’s”) five boroughs.

A. PROJECT OVERVIEW.

NYCEDC is a not-for-profit corporation designed to protect and enhance the City’s job and revenue base through the provision of comprehensive economic development services.

The City has a large and diverse arts/cultural sector (the “Arts Sector”) that include organizations of virtually every size in every branch of the arts. The positive contribution of the Arts Sector on the City’s economy and neighborhoods is enormous.

For the purposes of this Request for Proposal, the Arts Sector includes nonprofit organizations located in New York City involved in generating and exhibiting the visual and performing arts. The Arts Sector includes large and well-known institutions and organizations, such as museums and zoos, as well as lesser known and/or smaller organizations such as art galleries, historical houses, botanical gardens, and independent theaters.

While the City benefits from a wealth of arts/cultural attractions that are recognized and patronized both internationally and locally, organizations in nontraditional arts neighborhoods do not enjoy the same visitor traffic. Furthermore, the current economic downturn has resulted in substantial reductions in contributed income across the board, which has negatively affected the marketing budgets of local arts organizations. These arts groups have taken steps to coordinate promotional activities and operations, but have been unable to take their marketing initiatives to scale and reach a larger audience.

To address these challenges, NYCEDC seeks proposals from arts organizations in existing arts clusters (the “Proposer”) to develop and implement the Services. This initiative aims to (1) positively impact earned revenue of under-promoted organizations in the Arts Sector; (2) develop the long-term economic vibrancy of an under-promoted arts neighborhoods in the City; and (3) generate increased metro and regional tourism and visitation to the City. More details about the program can be found in Exhibit A.

B. PROPOSAL STRUCTURE AND CONTENT.

Selection will be based on NYCEDC’s evaluation of the quality of the written proposals, the quality and relevant experience of the proposers, ability to meet program dates, and the proposed Fee Schedule. Proposals should emphasize the proposer organization’s relevant experience, with a statement describing its approach to the Project. Specifically, proposals should include a description of the following:

- The local arts cluster, including a list of the organizations in the cluster, and each organization’s size, location, programming, and approximate annual revenue.

- Interest and commitment from local arts organizations, businesses and Business Improvement Districts (“BIDs”) as related to the “Promoting Arts Clusters” program
- Proposer’s mission, programming, and qualifications, including 3-5 references and descriptions of similar projects undertaken by your organization (including projects’ website addresses, if applicable). References should include the names and telephone numbers of contact persons at other organizations in the Proposer’s cluster.
- Proposer’s experience and expertise in all of the specific Services contemplated under this RFP, including program development, marketing and promotions, group facilitation, budgeting, and implementation.
- Proposer’s experience in developing, analyzing, and presenting quantitative and qualitative data.
- Demonstrated experience and knowledge of the Arts Sector in the City.
- A statement of Proposer’s approach to the structuring, marketing, and implementation of the Program, including the anticipated Program timeline. This should clearly demonstrate the Proposer’s ability to coordinate and complete the project by the required program dates and in a cost-efficient manner.
- A description of Proposer’s history, if any, in contracting or doing business with the City and/or NYCEDC.
- A detailed breakdown of all program costs required to complete each of Task 1 through Task 5 described in Exhibit A.
- A complete staffing schedule, which includes the names and résumés of all individuals in the Proposer’s organization who will be performing and/or supervising the Services.
- A general description of the qualifications of any subcontractor firms, if any, that will be performing the Services, as well as the names and resumes of individuals who will be performing and/or supervising the work of any subcontractors. Note that the Proposer shall retain, directly supervise, and coordinate the activities of as few or as many sub-contractors as necessary. Notwithstanding anything to the contrary contained in the foregoing, the Proposer is encouraged to utilize in-house resources to minimize costs.
- Fee Schedule in the form set forth in Exhibit B.
- Submission of a Doing Business Data Form which can be found at www.nycedc.com in the “Available Projects” section. If you cannot access or download these forms, the Corporation may, upon request, send you the required forms.

PLEASE NOTE THAT THE TERMS AND CONDITIONS OF THE ATTACHED DRAFT CONTRACT ARE NOT NEGOTIABLE.

C. QUESTIONS REGARDING PROPOSAL

Respondents may submit questions and/or request clarifications from NYCEDC no later than 4:00 p.m. on Monday, November 2, 2009.

Questions regarding the subject matter of this RFP should be directed to PromotingArtsClusters@nycedc.com.

Answers to all questions will be posted by Monday, November 9, 2009 to www.nycedc.com/RFP

D. INTERVIEWS

Interviews may be held with any, none or all of the respondents after the receipt of proposals. Interviews with NYCEDC would be scheduled after its initial review of proposals.

D. SELECTION

NYCEDC will review each respondent's proposal in its totality. The selected respondent, if any, will be a responsible respondent whose proposal is responsive to this solicitation and, in NYCEDC's sole determination, provides the best quality, creativity, and effectiveness in execution of the project. NYCEDC reserves the right to decline to select a Consultant, or to select more than one Consultant. In the event that more than one Consultant is chosen, the selected Consultants may be required to modify their proposal to ensure coordinated delivery of the project. The selected respondent shall be subject to clearance of NYCEDC's Internal Background Investigation Questionnaire and/or the City's Department of Investigation Vendex background investigation program.

E. SUBMISSION

Proposals are due on Monday, November 16, 2009 no later than 4 pm. Please submit five (5) sets of your proposal to the location listed below. Proposals can be submitted by hand or via regular mail, express mail, or another nationally known overnight courier. Proposals received after the indicated date and hour and/or at a different location may not be considered.

Maryann Catalano, Senior Vice President, Contracts
New York City Economic Development Corporation
110 William Street, 4th floor
New York, NY 10038

Exhibit A

SCOPE OF SERVICES

I. Introduction

The Proposer shall develop and implement a marketing campaign and tourism incentives (the “Services”) to attract audience traffic into an under-promoted arts cluster located within one of New York City’s five boroughs. The target audience of the initiative’s marketing and promotions shall be the residents and workers of the City (“Metro”) and the New York tri-state area (“Regional”).

NYCEDC recommends the Services consist of the following key phases:

1. **Collaboration with area businesses:** Work with leaders of local businesses and the BIDs to identify arts cluster’s attractions, programming and incentive opportunities.
2. **Development of a tourism incentive program:** Develop, at a minimum, one tourism incentive program to attract audience traffic. One such example of a tourism incentive program is a single-ticket entry pass (e.g., “One Pass”) program which allows for discounted entrance fees to numerous organizations in the arts cluster. Coordinate with other organizations in the arts cluster to finalize program details (including price, incentives, rules and regulations, and duration of the program) and secure recognition and commitment from organizations in the arts cluster.
3. **Launch a marketing campaign to promote the arts cluster and the tourism incentive program:** Develop a marketing strategy and manage the budget to maximize publicity and participation in the tourism incentive program. The program should include reaching out to existing and new audiences via new media resources (e.g., social networking sites, etc).
4. **Measure impact of program:** Develop metrics to demonstrate Program impact. Measure impact and analyze information.

In this Request for Proposal we are seeking a consultant to deliver these Services. The Proposer shall conduct all aspects of the program which shall include, without limitation, the following tasks:

- Task 1: Program proposal (outline of program, from concept through implementation)
- Task 2: Tourism incentive program (concept through implementation)
- Task 3: Marketing campaign (implementation of marketing strategy)
- Task 4: Program implementation (implementation of marketing campaign; incentive program and measurement of impact)
- Task 5: Final report

NYCEDC will provide partial funding only for the initial launch and promotion of the program. However, the Program is expected to result in an ongoing awareness of the identified arts cluster neighborhood among Metro and Regional visitors, and spur the creation of longer-term coordination efforts between the arts clusters, local business and BIDs, which may be funded through membership dues, joint donation drives, or other committed private funding.

The completed program is expected to take up to six months. All deliverables will be submitted to NYCEDC in both written and electronic format in draft form after completion of each task, as described below.

II. The Services

The Proposer shall provide a detailed cost estimate based on the following Services. The cost estimate should include a breakdown of costs required to complete each of Task 1 through Task 5.

In Consultation with NYCEDC, the Proposer shall provide the following Services which include, without limitation, the Tasks more fully described below.

Although the Proposer is expected to adhere to the Tasks outlined below, the Proposer may suggest alternative approaches to the program and additional tasks if they effectively achieve the program objectives. If an alternative approach is accepted, the Services will be amended to reflect such changes.

Task 1: “Promoting Arts Clusters” Program Proposal

To drive higher audience awareness and traffic into arts neighborhoods, the Proposer must act as the lead entity and representative of its arts cluster, and work closely with leaders of local art cluster organizations, local businesses and BIDs to develop a comprehensive plan for the “Promoting Arts Clusters” program.

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| Task 1.1 | Define, identify and map out the Proposer’s local arts cluster, and describe its current economic impact to the neighborhood in quantitative and qualitative terms. The cluster should be comprised of more than five local arts organizations. Provide data and research on the selected arts cluster through tools such as financial models/spreadsheets, interviews, focus groups, surveys and site visits. |
| Task 1.2 | Create a master contact list with information for the leaders of local arts organizations, local businesses and BIDs within the identified arts cluster. Obtain commitments from all involved arts organizations, business and BIDs. |
| Task 1.3 | Through a series of group discussions with the arts leaders, business proprietors and BID leadership, describe: <ul style="list-style-type: none">i. The arts cluster’s brand identity and chief attractions to be communicated to new and existing audiences;ii. Number and success of current collaboration and tourism incentive efforts;iii. Planned and potential arts and cultural offerings to be promoted through the program;iv. Appropriate goals and metrics for Program success, e.g., collective and individual earned revenue targets of the arts organizations; number and origin of visitors; number of ticket sales; and number of incentives purchased and redeemed. |
| Task 1.4 | Develop a program budget (see <u>Exhibit B</u>) and timeline (from contract start date to final completion) which shall include a breakdown of the planning, implementation and evaluation costs of the proposed program. |

Task 1 Deliverable: A summary of the research and data that supports the economic impact of the selected arts cluster, a detailed map of the arts cluster and the organizations it comprises, a contact list of arts organization leaders and business leaders within the cluster, and a detailed outline of the Proposer's program proposal. The proposal shall include the budget, timeline, success metrics, and relevant assumptions.

Task 2: Tourism incentive program

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| Task 2.1 | Research best practices from incentive programs in New York and other major cities. |
| Task 2.2 | Analyze and propose an appropriate incentive program and pricing to ensure maximum uptake and success as measured by the metrics devised in Task 1.3.iv. |
| Task 2.3 | Evaluate and recommend launch date and promotional period. |
| Task 2.4 | Convene leaders of the arts organizations and business community to obtain their agreement and commitment to promote, honor and track the progress of the incentive program. |
| Task 2.5 | Produce prototypes of incentive program materials and gain approval from participating arts organizations. |

Task 2 Deliverable: A detailed, organization-approved implementation plan for the incentive program and a prototype of the incentive program.

Task 3: Marketing strategy

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| Task 3.1 | Research and negotiate placement, timing, and duration of marketing materials. |
| Task 3.2 | Supervise and coordinate production of multi-media marketing materials, which may include without limitation: press packets and releases, brochures, events, a website, radio announcements, social networking opportunities and print and internet ads. |

Task 3 Deliverable: A marketing plan and marketing materials to advertise the program to aforementioned target audiences.

Task 4: Program Implementation

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| Task 4.1 | Manage, coordinate, and implement the Program, Program budget and timeline, including without limitation: <ul style="list-style-type: none">i. Managing Program costs, maintaining proposed budget and timeline;ii. Managing Program revenues and metrics tracking;iii. Managing and coordinating Program-related staff and corresponding staff resources in participating arts organizations;iv. Coordinating and monitoring arts cluster local outreach services;v. Acting as the primary point of contact with regard to general public and participant inquiries related to the Program. |
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Deliverable: Management and implementation of the Program within proposed budget and timeline.

Task 5: Final report

- Task 5.1 Analyze the program's impact by using metrics and methodology developed in Task 1.3.iv.
- Task 5.2 Prepare a first draft report of findings (including an executive summary, which can be reproduced as a stand-alone document) for NYCEDC review.
- Task 5.3 Following review and approval by NYCEDC and the incorporation of any required changes, submit and present a final written report of findings on or before the Final Completion Date. This report must be submitted in hard copy and electronic format. All supporting documentation, including, without limitation, sector data and analysis, notes, interview transcripts, plans, and reference materials, shall be included in appropriate appendices.

Deliverable: Final report of findings in electronic files, and printed, bound, color documents (10 copies); format to be determined.

Exhibit B

FEE AND PAYMENT SCHEDULE

The maximum payment ("Maximum Payment") for each portion of the Services ("Portion") shall be the respective amounts set forth for in the following table:

SCHEDULE

List and provide title of anticipated staff within each Task, and subtotals for each Task listed below.

	Staff / Title	Maximum Payment
<u>Project Proposal</u>		Subtotal: \$
Task 1: Development of Promoting Arts Cluster Program proposal		\$
Task 2: Coordination of tourism incentive program		\$
Task 3: Development of marketing strategy		\$
<u>Project Implementation</u>		Subtotal: \$
Task 4: Project management, coordination, and implementation		\$
<u>Project Summary</u>		Subtotal: \$
Task 5: Final report		\$
Project Allowable Additional Costs		\$

Total Program Cost: _____

Interim payments shall be made to the Proposer. The interim payments will be made no more frequently than once a month in an amount equal to the percentage of completion of each Portion multiplied by the maximum payment for each Portion performed during the billing period ("**Period**").

To request an interim payment, the Proposer shall submit a payment requisition, not more than once a month setting forth in detail, for the Period for which partial payment is requested (i) the percentage of completion for each Portion performed by the Proposer during the Period, and (ii) the amount of partial payment requested.