

Exhibitions International
REQUEST FOR PROPOSALS
Institutional Planning Services
for
The Museum of Industrial Design

*Exhibitions International, a 501(c)(3) non-profit corporation,
seeks proposals to provide institutional planning services relating to the
development of The Museum of Industrial Design in Lower Manhattan.*

Exhibitions International
David Shearer, Director
Jeffery Owens, Director of External Affairs

June 23, 2006

Deadline for responses: August 30, 2006, 5:00 PM EDT

Questions must be submitted in writing no later than **August 15, 2006**, to David L. Shearer (Director) by mail to EXHIBITIONS INTERNATIONAL or by facsimile to (212) 979-2818.

I. GENERAL INFORMATION

A. Overview of Services Requested and the Submission Process

In fulfilling its mission to promote and enhance the understanding of industrial design as a creative process, profession, marketing force and positive cultural dynamic, EXHIBITIONS INTERNATIONAL requires the services of a firm to provide institutional planning services in connection with The Museum of Industrial Design (MoID) through the following anticipated phases: planning and schematic design, operational planning and design completion, capital campaign; implementation, and construction. A more detailed scope of services can be found in Section II.

EXHIBITIONS INTERNATIONAL may select one or more such firms to provide some of the requested services for the MoID or may select a single firm/team to provide all services requested. 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).

Proposals should provide a straightforward, complete and concise description of the proposer's capabilities to satisfy the requirements of the RFP. Please prepare 2 copies of your proposal and work samples.

Proposers submitting a proposal in response to this RFP may be required to give an oral presentation of their proposal to EXHIBITIONS INTERNATIONAL. This oral presentation may provide an opportunity for the firm to clarify or elaborate on the proposal but will in no way change the original submission. All staff identified in the proposal should be present at the oral presentation. EXHIBITIONS INTERNATIONAL's request for an oral presentation shall not constitute acceptance of a proposal.

Proposals must be received no later than 5:00 PM EDT, August 15, 2006. Deliver all proposals to: **Exhibitions International, 200 Park Avenue South, Suite 1406, New York, NY 10003, Attn: Institutional Planning Services RFP.**

EXHIBITIONS INTERNATIONAL reserves the right to reject any or all proposals submitted if such election is deemed to be in its best interest. EXHIBITIONS INTERNATIONAL assumes no obligation, no responsibility and no liability for costs incurred by the responding firms prior to the issuance of a contract.

B. Mission and Structure of Exhibitions International

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EXHIBITIONS INTERNATIONAL (EI) is a 501(c)(3) non-profit organization that organizes exhibitions of decorative arts, design and architecture. EI is governed by a Board of Directors and an Advisory Council, both of which include important museum professionals and art world figures. To prepare EI's exhibitions, EI works closely with leading scholars and curators to break new ground and lead the way in the areas of decorative arts and design. EI is specifically concerned with these areas because they have

been historically underserved by art museums. EI's expertise in the decorative arts and design is widely recognized, and, though small, EI is well respected and has an enviable record and reputation.

C. Summary of The Museum of Industrial Design

EI, through close cooperation with City Council, Tides Foundation and the Lower Manhattan Development Corporation (LMDC), has selected 15 Broad Street to be the home of the MoID after a thorough feasibility assessment that identified several important factors: financial viability, programmatic alignment, political uniformity and social impact.

The central element to EI's mission is education. EI will establish additional programming in the form of exhibitions, programs, design competitions, lectures, film series, symposia, conferences and volunteering. The museum will also host an after-school design program, tours, workshops, a learning-by-design program and internships. The museum will provide a multimedia experience using digital kiosks to provide an interactive museum directory and learning stations related to current exhibits as well as a resource center with a library virtually connected through a dynamic website.

The scope of the exhibits will encompass all facets of the industrial design diaspora, including: architecture, identity/branding and consumer products. Possible exhibitions include Lower Manhattan Architecture, Swiss Contemporary Design, Mobile Living, Corporate Branding of Raymond Loewy and Neo-Consumer Technologies: iPods to Snowboards.

EI has secured a \$100,000 planning grant in support of the MoID from the LMDC, which has indicated a strong willingness to provide additional capital support after outside support is secured. In addition to the contributions from the LMDC, Tides Foundation has also contributed support for the development of the MoID.

D. Overview of Planning and Design Process for the MoID Site

Master Planning Phase

EI will found The Museum of Industrial Design at the base of the Phillippe Starck condos across from the New York Stock Exchange at 15 Broad Street. Located at the fourth most-walked intersection in Manhattan, it will ensure New York City's position at the forefront of industrial design, a cultural barometer of the future.

Financially, the MoID takes advantage of Tides Foundation's leveraged support, which allows EI to purchase the Thoreau Art Center in the lower level of the building at a square footage price point well below the market rate. The negotiated lease-to-buy agreement allows EI a direct investment capitalization and provides for the long-term sustainability of the museum.

EI is particularly interested in revitalizing Lower Manhattan following the 9/11 terrorist attacks. The unique challenge to contribute innovatively to this revitalization was inspired by Council Member Alan Gerson's report, "Campuses and Corridors: A Strategy for a Multi-campus Cultural District in Lower

Manhattan,” along with subsequent conversations with Gerson’s office and Tides Foundation Shared Spaces and by the recent publication by the Center for an Urban Future, “Creative New York.” Together they have convinced EI that relocating EI’s operations to Lower Manhattan and establishing the MoID there will create the ideal composition for the long-term cultural and financial evolution of New York City.

E. Vision for The Museum of Industrial Design

MoID Statement and Program

The mandate of EI’s MoID is to promote the understanding and appreciation of industrial design and to give it a permanent home in Lower Manhattan. The MoID will provide a vehicle for promoting the significant development projects underway in the city and will serve as a catalyst for corporate involvement in Manhattan as firms invest in exhibits that will provide an artistic forum for their innovations.

The MoID has a coalition of support, including City Council, Tides Foundation Shared Spaces, the Industrial Design Society of America, the American Institute of Graphic Artists, the National Trust for Historic Preservation, the Industrial Design Network Foundation and the LMDC. This coalition will provide the museum the opportunity to effectively use all of its resources not only to accomplish its mission but also to serve as a catalyst for creating jobs, generating revenue, fueling tourism and promoting the cultural and economic development goals of the city.

The MoID will directly create job opportunities in operations and programming and will provide educational internships to students. The museum will significantly contribute to tourism by hosting design programming in conjunction with other events that occur in New York City, such as the International Contemporary Furniture Fair. In addition, the museum will administer programs that will include collaborations with our partner organizations, such as the Industrial Design Society of America (IDSA), American Institute of Graphic Artists (AIGA), and American Institute of Architects (AIA).

The MoID will also serve to directly enrich the cultural and educational wealth of Manhattan by providing relevant and educational exhibitions addressing the past, present and future currents of design as they relate to our local community and the world at large. The ideas presented and derived from the programming will drive progress and development of new technologies that will allow for the refinement of our environment in a balanced fashion. The MoID will establish exhibitions and programs that will examine the principles of design, the nature of materials, the human factor, technology, the industrial process and the multidisciplinary synthesis that contribute to effective industrial design. The museum will bring together designers, students, the public and a broad array of organizations, including IDSA, AIGA, the National Trust for Historic Preservation and the International Design Network Foundation. The presentation of exhibitions, lectures, film series, symposia, and conferences experienced in the 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.

II. ANTICIPATED SCOPE OF SERVICES

EI is seeking an institutional planning firm to assist in its planning, development and related work on the construction of the MoID. Specifically, EI needs the services of an institutional planning firm to assist in its planning efforts for the MoID 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 MoID's content, physical space, operations and structure.

EI 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 greater detail 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. Project Area for The Museum of Industrial Design

EI, working in collaboration with Tides Foundation, the LMDC and City Council, has selected a location at 15 Broad Street to be EI's new home, in addition to housing the MoID.

This location will place the MoID directly across from the New York Stock Exchange. It will allow for all involved parties to benefit from its location. The financial giants of the city will have a significant opportunity to entertain their clients directly across from the NYSE, presenting them a benefactor institution that will be well suited for addressing the marketing needs of their corporate patrons, fueling the city's second largest industry. As one of the few institutions of its kind in the world, the MoID will be a feather in the cap of New York City as local residents and visitors from around the world make this museum a cultural destination.

B. Scope of Project

To conduct a feasibility study for the creation of MoID in Lower Manhattan. 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 Museum of Industrial Design

The Consultant will be responsible for working with EI to develop a museum program, 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 space, such as requirements for loading; and any special architectural or technical requirements.
- c. Help to define the physical and programmatic relationship of the MoID to other program elements on the site.

2. Curatorial Consulting and Concept Development for The Museum of Industrial Design

The Consultant will be responsible for working with EI to develop the concept for the MoID and determine issues related to exhibitions and programming, including:

- a. Make recommendations for processes to develop the MoID's exhibits and programs that are responsive to a variety of stakeholders. Help to identify other key consultants (such as a narrator or historian) and/or staff positions required for the development of the MoID's content, help to define scope and determine necessary qualifications.
- b. Make recommendations for key artifacts, media and other presentations to be included in the MoID exhibits, and identify whether such items would be on permanent, temporary or rotating display.
- c. Assist EI in determining MoID's long-term interpretive plans, including the development of a proposed schedule for permanent and rotating exhibits for the first 5 years of operation.
- d. Identify aspects of the interpretive program that will have significant operational or architectural consequences.
- e. Outline the visitor experience of a variety of pathways through the interpretive program of the MoID, focusing on the potentially different interests/needs of different types of visitors, children, international visitors, etc.
- f. Work with and be responsive to a variety of shareholders, partner institutions, and other consultants, to be determined, through an advisory committee or other forum and means, as determined by EI.
- g. Provide expertise in interpretation trends and exhibit techniques.

3. Institutional Plan for The Museum of Industrial Design

The Consultant shall develop an Institutional Plan for the MoID, which shall include the following components:

- a. Proposed governance, management and organizational structure.
- b. Analysis of comparable organizations.

4. Business Plan for The Museum of Industrial Design

The Consultant shall develop a comprehensive Business Plan for the MoID. 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 5 years of operation.
 - iii. Attendance projections through 2010, by demographics and 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. The profile should include demographics of groups including 2007 and 2008 projections and written descriptions of the subgroups within each group that are most likely to visit the MoID.
 - 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.

5. Implementation Plan for The Museum of Industrial Design

The Consultant shall develop an Implementation Plan for the MoID, which shall include the following components:

- a. Organizational chart.
- b. Ramp-up of the program at the 15 Broad Street site, and steps needed to get up and running.

- c. Comprehensive staffing plan through 2010.
- 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, EI will have the right to add subconsultants with such expertise where it deems necessary to achieve the scope of work described herein. If EI so elects, the Consultant will contract directly with such subconsultants, and the fees and charges of such subconsultant will be passed through to EI. 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

EXHIBITIONS INTERNATIONAL needs the services of an institutional planning firm to assist EI in its planning efforts related to the MoID 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 2007, to be determined at a later time by EI. Approximate dates for these anticipated phases are listed below and are subject to change:

August, 2006 – February 2007

September 5, 2006	Firm selected.
September 15, 2006	Concept, operations, and interpretive planning begins. Institutional planning begins.
October 15, 2006	First review of proposed program and organizational structure with space requirements, (including analysis of comparable organizations, analysis of collections issues).
October 30, 2006	Business planning phase begins.
November 30, 2006	First review of business plan, implementation plan begins.
December 15, 2006	Final review of Concept, Program, and Institutional Plan.
January 15, 2007	Final review of Business Plan.

January 30, 2007

Final review of Implementation Plan

February 15, 2007

Final report prepared

III. SUBMISSION REQUIREMENTS

Please letter your responses exactly as the questions are presented herein.

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 description of the firm's organizational structure, including resumes of the principals, project manager(s) and professional staff who would work directly with EI.
3. Overall description of the firm's relevant work. Include synopses of 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.
4. 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.
5. Any other information that you believe would make the firm's work on behalf of EI 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, EXHIBITIONS INTERNATIONAL reserves the right to negotiate a lower or different fee structure with any firm that is selected.

D. Contact Information

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 EI project.
4. Telephone, fax, and wireless numbers for firm principals or individuals working on the EI project.
5. E-mail address for firm principals or individuals working on the EI project.
6. The street address of the lead firm or individual.
7. The year the firm or individual practice was 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.
10. The signature of the lead individual, and the date of the signature.

E. Conflicts of Interest

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 EI, that could be created by providing services to EI.
2. Indicate what procedures will be followed to detect and notify EI 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 EI.
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 4) in compliance with New York State Executive Order 127.

F. Non-discrimination Policy

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, EI requires the following minimum qualifications of firms submitting proposals to be considered for evaluation:

- Five 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, EI 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 EI.
- 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 EI directors, officers, staff and consultants.
- Conformity with or exceeding of applicable EI 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 EI, 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 EI staff and its consultants to provide institutional planning services to EI 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 EI's request, to make such records available to EI 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 EI.
- Comply with applicable law governing projects initiated or supported by EI, including all applicable HUD requirements and regulations.

EI may hire more than one firm that responds to this RFP. EI 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. EI will review all proposals without prejudice regarding which services are proposed.

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

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. EXHIBITIONS INTERNATIONAL Reservation of Rights

EI reserves the right to:

1. Amend, modify, or withdraw this RFP.
2. Revise requirements of this RFP.
3. Require supplemental statements or information from any firm.
4. Accept or reject any or all responses hereto.

5. Extend the deadline for submission of responses thereto.
6. Negotiate or hold discussions with any respondent and waive defects and allow corrections of deficient responses which do not completely conform to the instructions contained herein.
7. Cancel this RFP, in whole or in part, if EI deems it in its best interest to do so. EI 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 EI 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 EI's participation in projects or initiatives, and/or the use of EI funds. The selected firm(s) shall be required to use best efforts to provide for the meaningful participation of United States M/WBEs, 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.