

**Marketing for the Arts: Marketing & Communications Training  
Program Development Consultant  
Request for Proposal**

**Background & Goals**

Lower Manhattan Cultural Council (LMCC), a 501(c)(3) nonprofit, has been a leading voice for arts and culture Downtown and throughout New York City for nearly 40 years, producing cultural events and promoting the arts through grants, services, advocacy, and cultural development programs. LMCC's Arts Services programs help artists and arts organizations build their capacity to contribute to their communities and build sustainable practices.

Marketing for the Arts is a pilot program that will provide intensive training in marketing and communications for small-to-mid-sized arts and cultural organizations based in Lower Manhattan. The program will provide support to senior management and executives of up to seven participating organizations working across disciplines (literary arts, visual arts, performing arts, historic collections) through a series of intensive workshops and individual consultations, accompanied by opportunities to engage relevant market research. The program will result in the development of strategic marketing & communications plans by each organization, to be supported by the Lower Manhattan Development Corporation (LMDC) and administered by LMCC.

Program goals:

- 1) To increase the capacity of Downtown cultural organizations to develop and implement strategic and sustainable marketing and communications plans.
- 2) To encourage collaboration between organizations to engage local market research and data to maximize resources and impact, and enable a network of mutual support.
- 3) To develop an effective, replicable program syllabus with the potential to serve a growing circle of organizations.

**The Assignment**

LMCC seeks a marketing and communications professional or firm to design and implement the MFA program as a Program Development Consultant (the "Consultant") over a 12-month period beginning in approximately November 2012. The Consultant should have an understanding of the nonprofit arts, and the needs and challenges of small organizations; a strategic approach to operations; track record of practical excellence in the field; and proven ability to frame and convey best practices in a professional learning environment.

LMCC activities outlined in this RFP are funded by the Lower Manhattan Development Corporation (LMDC), which programs are funded through a Community Development Block Grant (CDBG) from United States Department of Housing and Urban Development (HUD).

The Consultant will work closely with the in-house Grants & Services team on program design and implementation that involves: assessment of participants' organizational capacity and goals, individually and as a group to inform program design; development of an intensive curriculum and learning materials for group instruction led by industry experts and responsive to the needs of participants; guidance in the development of strategic and sustainable marketing and communications plans; opportunities for participants to access and benefit from relevant local market research and data to maximize resources; and regular progress checks to provide support to the organizations as they each implement their respective plans.

LMCC will work with the Consultant to identify ways to harness existing local data to inform the curriculum and participant plans, working with civic and corporate information partners to secure existing residential, tourism, and consumer data and demographics. A Marketing Data Specialist will be engaged to focus on

this data gathering and analysis, as well as development of data-specific consultations and curricular components, working in collaboration with the Consultant.

This project has a stated Minority- and Women-Owned Business Enterprise (M/WBE) goal of 20% participation (which both LMCC as the Subrecipient and all subcontractors will abide by when able and where applicable).

## **Details of Assignment**

### **1. Participant Assessment and Program Design**

1. Develop preliminary program plan including timeline, topics to be covered, potential leaders and guest speakers, information partners, relevant case studies and materials, in consultation with LMCC staff.
2. Develop agenda and co-lead initial orientation meeting with seven participating organizations.
3. Meet with representatives of each participating organization to determine goals and assess capacity and needs to inform the development of a relevant and responsive curriculum.
4. Review LMCC's own branding and marketing efforts to identify opportunities to develop case studies or best practices to be shared with participants.
5. Work with Marketing Data Specialist and information partners to determine best ways to integrate available market research and data for the benefit of program participants.
6. Finalize program curriculum and schedule and work with LMCC staff to invite and secure guest speakers.
7. Work closely with LMCC staff to develop program materials and information resources that are clear and effective and that can be shared with a wider range of arts organizations.

### **2. Program Delivery**

1. Deliver a series of intensive sessions of group instruction over a three-month period, covering a range of core concepts, which may include but is not limited to understanding market position, strategy and planning, audience research and development, data capture and analysis, institutional and consumer branding, digital tools and practices, and public relations/communications.
2. Determine if and when guest speakers or instructors should be engaged to conduct individual meetings or advise participants on specific aspects of the curriculum.
3. Review and provide constructive feedback to participants on their own marketing and communications plans with a focus on appropriateness, feasibility and sustainability in preparation for final submission to LMCC, and subsequently to LMDC.

### **3. Progress Assessment and Program Evaluation**

1. Conduct follow-up meetings with each participating organization to track progress and provide strategic guidance during the early stages of plan implementation to maximize available resources.
2. Collaborate with LMCC in the development of evaluative tools and methods; program evaluation and program reporting.

For all elements of the scope of work, we are looking for a consultant that is flexible, responsive and committed to the development of sustainable professional practices.

## **Proposal Requirements**

- Please provide a detailed budget estimate for fees and any other out-of-pocket costs. This estimate can be in the form of a monthly retainer or as a project fee (based upon the possible scope(s) of work indicated above); if you choose to provide a project fee, please break it out by deliverable.

- A statement of qualifications with examples of experience in the successful design and execution of marketing and communications plans in the arts and cultural sector, and in the development and delivery of effective professional training in relevant areas.
- An outline of how you intend to work, who the team members would be (i.e. what is the structure of the team) should you be awarded this contract.
- A plan to meet or exceed a Minority- and Women-Owned Business Enterprise (M/WBE) goal of 20% participation in the project.
- Sample(s) of pertinent previous work.
- A resume/CV of experience.
- Three letters of reference from previous clients, including contact information.

Proposals must be received no later than **5:00PM, Friday, November 16, 2012.**

Please submit completed proposals to:

Haowen Wang  
 Program Manager, Grants & Services  
 Lower Manhattan Cultural Council  
 125 Maiden Lane, 2nd Floor  
 New York, NY 10038  
 RFP [at] lmcc.net

### **Terms Governing this RFP**

LMCC will select the proposal, which, in its sole judgment, most successfully demonstrates the necessary qualities to undertake the project, offers most favorable financial terms, and best meets the other needs and goals of the program. LMCC reserves the full right to reject all proposals if it so chooses. LMCC will not pay any costs incurred in response to this request.

Let it be known by all person(s) who respond to this RFP that the work to be performed under contract with LMCC is for a project assisted under a program providing Federal financial assistance from the U.S. Department of Housing and Urban Development (HUD) and is subject to the requirements of Section 3 of the Housing and Urban Development Act of 1968, as amended (12 U.S.C. § 1701). *Please refer to our website for details.*

### **Important Contractual Provisions**

This project has a stated M/WBE goal of 20% participation (which both LMCC as the Subrecipient and all subcontractors will abide by when able and where applicable).

According to Section X.D.2.c. of the Subrecipient Agreement, LMCC must include the following provisions in any private vendor subcontracts executed in the performance of the Subrecipient Agreement. Please be aware that this includes all agreements between consultants and their respective sub-consultants. See below for relevant provisions.

#### List of Required Terms

- VII.A. General Compliance
- VII.C. Hold Harmless
- VII.D. Workers' Compensation
- VII.E. Insurance and Bonding
  - VII.E.1 Commercial General Liability Insurance
  - VII.E.2 Automobile Liability and Property Damage Insurance
  - VII.E.3 Workers' Compensation
  - VII.E.4 Excess Liability Insurance
  - VII.E.5 Certificates of Insurance

- VII.F. Grantor/Grantee Recognition
- VII.H. Suspension or Termination
- VIII.B.2. Records Retention
- VIII.B.3. Personal Data
- VIII.B.4. Disclosure
- VIII.B.5. Property Records
- VIII.B.6. Close-Outs
- VIII.B.7 Audits and Inspections
- IX. RELOCATION, REAL PROPERTY ACQUISITION AND ONE-FOR-ONE HOUSING REPLACEMENT
- X. PERSONNEL AND PARTICIPANT CONDITIONS
  - X.A. Civil Rights
    - X.A.1. Compliance
    - X.A.2. Nondiscrimination
    - X.A.3. Land Covenants
    - X.A.4. Section 504
  - X.B. Affirmative Action
    - X.B.1. Compliance with E.O. 11246
    - X.B.2. M/WBE (Schedule C)
    - X.B.3. Access to Records
    - X.B.4. Notifications
    - X.B.5. EEO/AA Statement
    - X.B.6. Subcontract Provisions
  - X.C. Employment Restrictions
    - X.C.1. Prohibited Activity
    - X.C.2. Labor Standards (Davis-Bacon Act)
    - X.C.3. "Section 3" Clause
      - X.C.3.a. Compliance
      - X.C.3.b. Notifications
      - X.C.3.c. Subcontracts
      - X.C.3.d. Reporting. (Quarterly reports - Exhibit A-7)
    - X.C.4. September 11, 2001 Recovery
      - X.C.4.a. Compliance
      - X.C.4.b. Reporting. (Quarterly reports - Exhibit A-8)
  - X.D.3. Hatch Act
  - X.D.4. Conflict of Interest
  - X.D.5. Lobbying
  - X.D.6. Copyright
  - X.D.7. Religious Organization
- XI. ENVIRONMENTAL CONDITIONS
  - XI.A. Air and Water
    - XI.A.1 Clean Air Act, 42 U.S.C. § 7401, et seq.;
    - XI.A.2 Federal Water Pollution Control Act;
    - XI.A.3 Environmental Protection Agency ("EPA") regulations pursuant to 40 CFR Part 50, as amended.
  - XI.B. Flood Disaster Protection
  - XI.C. Lead-Based Paint
  - XI.D. Historic Preservation
  - XI.E. Environmental Performance Commitments

THANK YOU – We look forward to reviewing your proposal.