



Garment District Alliance
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#garmentdistrict

Garment District Alliance Request for Proposals for Program Administrator

The Garment District Alliance (GDA), a 501(c)(3) not-for-profit corporation which operates the business improvement district in New York City's garment district (the "District") is in the process of contracting with program managers to provide workforce development, business technical assistance, and other related programs to strengthen the business community and apparel industry presence in the District. Throughout this RFP, these program managers shall be referred to as "Program Managers"; their programs shall be referred to as "Special Programs"; and their contracts shall be referred to as "Special Programming Contracts".

To assist the GDA with the management, oversight and reporting of the Program Managers which are conducting the Special Programs, the GDA is seeking proposals from potential program administrators to provide program and contract management services with respect to the Special Programming, including oversight and related functions. In the first year of the Special Programs there will be approximately ten Program Managers and Special Programs. The number of Program Managers and Special Programs in future years may vary.

Background

The manufacturing sector of the apparel industry in New York's garment district has historically been an important provider of jobs and a catalyst for economic activity in the District. Over the past several decades the District fashion industry, in particular the manufacturing sector, has experienced decreasing jobs and diminished business activity. The GDA has made a commitment to strengthen the competitiveness of the neighborhood's workforce and industry by funding, partnering or producing economic development programs which are in accordance with GDA charitable mission, goals and district plan as well as other applicable regulations. In 2019 the GDA issued an RFP to solicit programming concepts which would strengthen the workforce, business environment and competitiveness of garment district businesses or which promote the garment industry's history and continued presence in this area. The GDA is currently negotiating Special Programming Contracts with selected, qualifying Program Managers.

Goals

The GDA is looking for a qualified proposer who will be able to provide program and contract management services, as well as oversight and review of the selected Special Programs and their Program Managers. The selected provider ("Program Administrator") will be tasked with effectively managing each of the Program Managers to ensure compliance with the Special Programming Contracts, maximize each Program Manager's likelihood of success and ensure coordination of the various Special Programs. Program Administrator's oversight and review also will inform the GDA's decision-making regarding further development of Special Programs in future years.

Specifically, the role of the Program Administrator will include the following responsibilities:

- a) Manage each of the Program Managers and Special Programming Contracts;
- b) Ensure coordination among Program Managers and their Special Programs, so that each of the Special Programs benefits from the resources of the others to the extent feasible;

- c) Meet regularly with Program Managers;
- d) Conduct site visits of Special Programs;
- e) Oversee timing of delivery of Special Programs;
- f) Monitor quality of Special Programs in accordance with the Special Programming Contracts;
- g) Monitor whether Special Programs are meeting the requirements of their Special Programming Contracts;
- h) Monitor whether programs are meeting applicable legal requirements, as set forth in the applicable Special Programming Contract;
- i) Collect quarterly reports from Program Managers;
- j) Ensure proper data is collected in accordance with each Special Program Contract;
- k) Analyze and evaluate collected data and quarterly reports;
- l) Review each Program Manager's progress toward participation and/or outcome goals required under the Special Programming Contract;
- m) Assess successes and failures of Special Programs;
- n) Track each Program Manager's budgets for GDA;
- o) Collect and review quarterly invoices and backup documentation to confirm time and expense reimbursement of Program Managers;
- p) Work with GDA to ensure proper payments to Program Managers;
- q) Communicate regularly with GDA about Special Programs and Program Managers;
- r) Assist GDA with stakeholder management and communications regarding Special Programs, including the GDA Board of Directors, political officials and industry leaders who serve on the Special Programming Advisory Committee;
- s) Make recommendations to GDA about Special Programs, including ways to improve programs, programs that should not be continued, programs that are scalable, etc.;
- t) Make recommendations to GDA to improve Special Programming Contract requirements, including data collection, participation/outcome goals and other metrics.
- u) Make recommendations to GDA regarding future RFPs and proposals for Special Programs.

Special Program Contracts

The selected Program Administrator will be the primary contract manager for GDA with respect to the Special Programming Contracts. As such, for purposes of informing proposer's proposals, below is a summary of the applicable contract structure and requirements for the Special Programming Contracts. Please note that each Special Programming Contract will vary to accommodate the unique nature of each individual program. All Special Program Contracts are currently under negotiation, and as such the summary below is intended to only provide a general overview.

1. Special Programming: Contracts and Operating Plans

Each of the selected Program Managers will enter into a Special Programming Contract with GDA to fund their Special Program. Each Special Programming Contract will consist of two parts: (1) the basic contract terms and conditions, and (2) an operating plan outlining how the Program Manager will deliver the Special Program. Special Programming Contracts will be structured with a not-to-exceed fee, and paid through quarterly time and expense reimbursement. In this first year of Special Programs, the Special Programming Contracts are

structured as one-year pilot programs. Future multi-year contracts may be awarded through future RFPs.

The Program Administrator will play an essential role in assisting GDA in evaluating which Special Programs are successful and which are not in this first pilot year. GDA will seek the Program Administrator's input in developing future years' RFPs and reviewing and evaluating proposals.

The following components are included in each Special Programming Contract:

- Term – One year, July 1, 2020 – June 30, 2021 (note some programs are shorter)
- Program branding is intended to highlight the role of the Program Manager and GDA. GDA is considering umbrella branding that would be inclusive of all covered programs.
- Program legal requirements (see below);
- Data tracking and quarterly reporting (see below);
- Budget (not-to-exceed);
- Quarterly time & expense reimbursement;
- Additional legal terms (e.g., intellectual property, indemnification, insurance, PASSPort, audit, etc.).

The following components are included in each of the Program Manager's operating plans:

- Detailed program description;
- Participation and/or outcome goals for each portion of the program (see below);
- Program schedule/timeline;
- Marketing Plan;
- Staffing Plan;
- Strategic Partners;
- Budget.

2. Special Programming: Legal Requirements

Business Technical Assistance

Under the BID Law, Special Programs delivering business technical assistance should be located in or adjacent to the District or be provided specifically to businesses located in the District. For example, a program delivering training programs to businesses should hold such trainings at locations in or adjacent to the District. For another example, a program delivering one-on-one counselling to businesses should only provide such services to District businesses.

Under BID Law, and per guidance from GDA's oversight agency NYC Department of Small Business Services (SBS), the Special Programs should have general applicability to all types of business so that the program enhances the whole district, and not just fashion manufacturers. The programs should be offered to a broader audience.

Workforce Development

Under the BID Law, Special Programs delivering workforce training should be located in or adjacent to the District or specifically benefit businesses located in the District. Ideally, workforce development programs will do both. For example, a program delivering skills training workshops could hold such workshops at locations in or adjacent to the District. For another

example, a program might consist of training workshops to “upskill” current employees of District businesses. For another example, a training program might be structured to fill specific staffing needs of District businesses, such as through job placement at District businesses after completion of the training.

Under BID Law, and per guidance from SBS, Special Programs should have general applicability to all types of business so that the program enhances the whole district, and not just fashion manufacturers. The programs should be offered to a broader audience.

GDA is currently reviewing with SBS whether BID Law permits any of the Special Programs to provide an on-the-job training component at District businesses.

3. Special Programming: Data Tracking and Quarterly Reporting

Each Program Manager is required to track information relating to their Special Program.

For example, a business training program might be required to track:

- Number of training programs executed, including location.
- Number and type of District-based businesses and individuals recruited and participating.
- Number and type of other businesses and individuals recruited and participating.
- Number and type of businesses and individuals that participate in multiple trainings.

For another example, a workforce training program might be required to track:

- Number training courses executed, by type of course, including location.
- For each training course:
 - Number of trainees participating in, and completing, each training course.
 - Number of District workers participating in, and completing, each training course.
 - Number of trainees who also participate in job placement services.
 - Number of trainees offered, and accept, positions by District businesses.
- For job placement services:
 - Number of District businesses recruited to fill job placements through the training program;
 - Number of District business job placements expected to be filled by participants in the training program; and
 - Number of District business job placements actually filled by participants in the training program.

Program Managers are also required to conduct surveys and interviews of participants to track pre- and post-program assessment and satisfaction, and the impact of the program on participants (e.g., increased sales for business, job placement for workforce development program).

Each Program Manager is required to submit quarterly reports to the Program Administrator, including:

- Summaries, narratives, charts, etc. showing data tracked, and survey/interview responses;
- A progress report with respect to each participation goal and/or outcome goal set forth in the operating plan;

- A narrative description of the Program Manager's marketing efforts, particularly noting marketing efforts in the District and to District businesses;
- A narrative description of Program Manager's collaborations with strategic partners; and
- Challenges and successes.

Program Managers also will meet (in person or via conference call) regularly with the Program Administrator.

4. Special Programming: Participation & Outcome Goals

Each Special Program will be expected to meet the participation goals and/or outcome goals set forth in their operating plan. The Program Managers set these goals during the contracting stage in consultation with GDA.

For example, a business coaching program might have the following goals:

- Minimum number of District businesses who receive coaching;
- Minimum number of hours of consultation provided to each District business;
- Minimum number of services delivered to District businesses.

For another example, a workforce training program might have the following goals:

- the minimum number of District workers who participate in and complete a training course,
- the minimum number of individuals who participate in and complete a training course,
- the minimum number of individuals who are offered, and accept, employment by District businesses at the conclusion of a training course geared toward job placement,
- the minimum number of District businesses participating in any training course or job placement services.

5. Infrastructure Projects

Additional contracts will be entered into for infrastructure projects that will showcase the impact of the apparel industry on the District and to promote the District generally. These contracts will also be managed by the Program Administrator and will be structured as more typical BID vendor contracts.

Proposer Eligibility

Eligible responders include:

- Individual consultants
- Businesses
- Industry trade groups and organizations

Joint proposals are acceptable. See Business Arrangement guidelines (below).

Programs are all based in New York City. Proposers should be located in, or have the ability to provide staff in, New York City.

MWBEs are encouraged to apply.

Proposal Content

Proposals should include the Proposer's plan for:

1. Handling contract management and oversight responsibilities;
2. Managing data tracking and quarterly reports;
3. Meeting with Program Managers and conducting site visits;
4. Managing Special Program budgets and Program Manager invoicing;
5. Overseeing contract and legal compliance;
6. Evaluating Program Manager progress toward meeting goals;
7. Communications and coordination with GDA;
8. Assisting GDA with communications to stakeholders regarding the Special Programs, including the GDA Board of Directors, political officials and industry leaders who serve on the Special Programming Advisory Committee;
9. Assisting with program and contract development following the initial pilot year, including making recommendations regarding future RFPs, proposals, Special Programming Contracts, data collection, participation/outcome goals and other metrics.

Proposals should include Proposer's prior experience with:

1. Managing program contracts and program managers,
2. Overseeing program contract compliance, and
3. Evaluating program metrics and goals.
4. Though not required, experience managing new or pilot programs will be a positive consideration.

Proposals also should include:

1. A description of its organization in terms of size, structure, location, and areas of expertise;
2. Proposer's estimates regarding the time and staff commitment necessary to handle all of the Program Administrator's responsibilities;
3. Resumes of the individuals that Proposer would assign to this project;
4. If more than one individual will be assigned to this project, a summary of roles and responsibilities of each individual;
5. Hourly rates for each such individual;
6. A proposed fee structure, e.g., hourly, retainer etc.

Selection Process

The Special Programming Task Force of the GDA will review all Proposals for completeness and compliance with the terms and conditions. The GDA reserves the right to request additional materials to evaluate each Proposer's qualifications and past experience. The GDA may conduct discussions with Proposers submitting acceptable proposals.

Recommendations from the Task Force will be forwarded to the GDA's Committee of Officers for final evaluation and approval. The GDA will select the Proposer which, in the sole judgment of the GDA, most successfully demonstrates the necessary qualities to undertake the project, offers the most favorable financial terms, and best meets the needs and goals of the GDA.

Business Arrangement

Following selection of a Program Administrator by the GDA Board of Directors, the GDA will seek to enter into the necessary legal agreement with selected proposer.

GDA recognizes that proposers may enter into partnerships, subcontracts, consortiums or other arrangements to perform certain aspects of the program. Proposals should clearly identify every business partner and subcontractor, what each entity's role would be, and disclose the nature of the relationship between entities.

All business arrangements must be in compliance with GDA's procurement policies, contract with NYC, and all applicable city, state, and federal laws and regulations. Successful proposers may be required to receive clearance through the NYC Mayor's Office of Contracts' PASSport program.

Submission Information

- Submissions must be received by **Wednesday, April 1, 2020 at 5:00 p.m.**
- Submissions may be delivered to:

Attn: Gerald Scupp
Garment District Alliance
209 West 38th Street, 2nd Fl.
New York, NY 10018

Or by email to: jscupp@garmentdistrictnyc.com

- Questions about this RFP may be emailed to jscupp@garmentdistrictnyc.com by Friday March 27, 2020.
- Any questions and answers, as well as any additional or updated information on this Request for Programming Concepts, will be posted on **garmentdistrict.nyc**.

Agreement

If a satisfactory Proposal is received, it is anticipated that the GDA will enter into an agreement with a Program Administrator from approximately May 2020 through June 2021. The agreement will provide for additional one-year options to renew. The Special Programming Agreements are being scheduled to begin on or about July 1, 2020.

Additional Notes

GDA reserves the right to request additional information or materials as it may deem useful or appropriate to evaluate a proposer's qualifications, past performance and current activities, or clarification or modification of any submitted proposal. Submission of a proposal shall constitute the proposer's consent that GDA may make any inquiry deemed useful or appropriate to evaluate the proposer's qualifications. GDA is not obligated to accept any unsolicited additional materials, clarification, modification or background information. GDA may

conduct discussion with some of the proposers submitting proposals and not others. GDA reserves the right, in its sole discretion, to reject submissions; to postpone, amend and/or cancel this request for programming concepts; require supplemental information; waive defects; permit corrections; and/or negotiate or hold discussions with any proposer. GDA may exercise the foregoing rights at any time without notice or liability to any proposer or other party for expenses incurred in the preparation of responses hereto or otherwise. No copies of materials submitted in response to this request for programming concepts will be returned.

GDA shall not pay any costs incurred by any proposer in responding to this request for programming concepts. The review or selection of a submission will create no legal relationship or equitable rights in favor of a proposer, including, without limitation, rights of enforcement or reimbursement.

Failure by GDA to select a proposer, or to enter into a contract with a proposer if selected as a result of this RFP, will not create any liability on the part of GDA or any of its members, directors, officers, employees, agents, consultants, or other proposers. Submission by a proposer shall constitute a waiver by the proposer of any claim or cause of action against any of the aforementioned for any costs incurred or for any matters arising in connection with the review of the submissions.

GDA Map of District

The GDA is located in midtown Manhattan, encompassing the area from approximately 35th to 41st Streets, from Fifth to Ninth Avenues.

