

**Foundation for Puerto Rico**  
**Bottom-Up Destination Recovery Initiative**  
**Economic Consulting Services for Destination Plans**  
**Scope of Services**

I. **Background**

Foundation for Puerto Rico, Inc. (FPR) is a 501(c)(3) organization with the mission of transforming Puerto Rico into a destination for the world by driving economic and social development through sustainable strategies. Through its Bottom-Up Destination Recovery Initiative (Bottom Up), FPR aims to advance Puerto Rico’s recovery efforts using the Visitor Economy as a key strategy to create economic opportunities and make the island a resilient destination. This program has been awarded federal funds from the U.S. Economic Development Administration (EDA), an agency in the United States Department of Commerce to implement the program in six (6) regions around the island.

With a focus on promoting collaborations among local key stakeholders and communities, the program proposes the combination of two municipalities into a region that can work together for the social and economic development of the destination. The goal is to help regions recover quicker by creating a Destination Plan to help increase the local tourism offerings and seek the extension of the average length of stay.

The program regions are the following:

1. Aguadilla and Isabela – [Link to Destination Plan](#).
2. Cabo Rojo and San Germán – [Link to Destination Plan](#).
3. Arecibo and Camuy (Request to FPR Staff)
4. Barceloneta and Manatí (Request to FPR Staff)
5. Fajardo and Luquillo
6. Ceiba and Naguabo

**Figure 1: Bottom Up Program Regions**



**The present Scope of Services will focus on estimating the economic impact of key projects contained in the Destination Plans for the regions of 1) Aguadilla/ Isabela, 2) Cabo Rojo/ San Germán, 3) Barceloneta/Manatí, and 4) Arecibo/Camuy.**

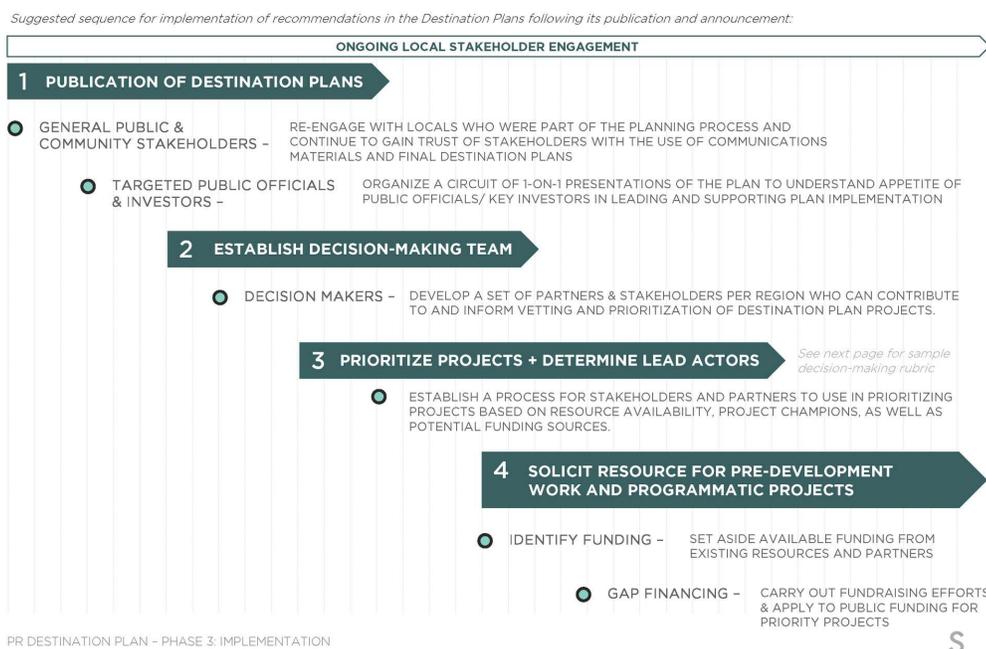
The creation of a community-led Destination Plan that can help bring more visitors in the short-term, ensure commitments from local stakeholders towards the implementation of the plan, and develop a sustainable, locally based governance around plan goals and objectives. Each Plan conveys a statement of purpose, shared and agreed upon by a group of key stakeholders in the community and seeks to define the ways to develop the destination over a given period. It also describes the roles and concrete actions, such as strategies and projects, to be carried out by the local key stakeholders in the short-, medium- and long-term to increase tourism activity sustainably, aligned with the vision adopted by community residents themselves.

### a. Project Recommendations

The strategies and projects described or recommended in the Plans are based on a range of data collected, including qualitative input from the community as gathered via individual meetings with municipal and state-level stakeholders, through site visits, and global data analysis, among other initiatives. Each recommended project was filtered and pre-qualified against a set of criteria as follows:

- Projects that would result in tangible physical improvements to unique assets that differentiate the region from others and help to further reinforce the region’s strategic position and brand.
- Projects that address fundamental organizational, operational, and financial obstacles that create the conditions necessary to support improvements and long-term maintenance of key visitor assets.
- Projects that raise awareness of offerings and drive visitation to the region’s unique set of natural, cultural, and business offerings.
- Projects with reasonable complexity and risk. Typically, these are “shovel ready” projects with a readily identifiable “champion”, i.e. a clearly defined partner with the know-how and access to the resources necessary for implementation.

**Figure 2: Preliminary work plan for implementation of projects contained in Destination Plans**



## b. Scale of Projects in Destination Plans

In addition, the following scale was applied to Projects recommended in the Plans:

- Budget
  - Low – Under \$50,000
  - Medium – \$50,000 - \$200,000
  - High – Over \$200,000
- Timeframe
  - Short-term – Less than 1 year to implement
  - Medium-term – 1 to 3 years to implement
  - Long-term – 3+ years to implement
- Risk
  - Low
  - Medium
  - High

Definitions for said criteria is included in the figure below:

**Figure 3: Primary and Secondary Criteria used in the development of the Projects contained in the Destination Plans**

PRIMARY CRITERIA				
"PROJECT CHAMPION"/PARTNERS	AVERAGE (+0 PTS)	<input type="radio"/>	GOOD (+10 PTS)	<input type="radio"/> EXCELLENT (+15 PTS) <input checked="" type="radio"/>
<i>Are there existing champions with capacity and technical expertise to support project implementation?</i>	THIS PROJECT HAS NO LEAD ACTOR		THIS PROJECT HAS A LEAD ACTOR WITH SOME EXPERIENCE	THIS PROJECT HAS A TRUSTED LOCAL LEAD ACTOR
PROJECT RISK	AVERAGE (+0 PTS)	<input type="radio"/>	GOOD (+10 PTS)	<input checked="" type="radio"/> EXCELLENT (+15 PTS) <input type="radio"/>
	THIS PROJECT MAY FACE SEVERAL REGULATORY AND ENVIRONMENTAL RISKS		THIS PROJECT MAY FACE A REGULATORY/FUNDING RISK THAT WILL REQUIRE ADDITIONAL SUPPORT	THIS PROJECT MAY BE IMPLEMENTED WITH LIMITED RISKS
BUDGET	AVERAGE (+0 PTS)	<input checked="" type="radio"/>	GOOD (+10 PTS)	<input type="radio"/> EXCELLENT (+15 PTS) <input type="radio"/>
<i>Are there existing resources – either public or private – that can be identified to support the project?</i>	THIS PROJECT IS EXPENSIVE AND CANNOT CURRENTLY BE FUNDED		THIS PROJECT IS EXPENSIVE BUT MAY BE FUNDED BY INTERESTED PRIVATE SECTOR INVESTORS	THIS PROJECT IS LOW COST AND MAY BE QUICKLY FUNDED BY AVAILABLE FUNDS
SECONDARY CRITERIA				
TIMEFRAME	N/A (+0 PTS)	<input type="radio"/>	GOOD (+2 PTS)	<input checked="" type="radio"/> EXCELLENT (+5 PTS) <input type="radio"/>
<i>Are short-term or long-term projects more important to existing stakeholders?</i>	THIS PROJECT MAY EXTEND ACROSS SEVERAL ADMINISTRATIVE CYCLES		THIS PROJECT MAY BE COMPLETED WITHIN 1-2 ADMINISTRATIVE CYCLES	THIS PROJECT MAY BE COMPLETED WITHIN A SINGLE ADMINISTRATIVE CYCLE

*Working with key stakeholders, other priorities can be defined and added to the decision-making rubric.*

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## II. Scope of Services Requested

The Foundation is looking for an economics, market research or urban planning firms (hereinafter, the Consultants) to **estimate the economic impact of key projects contained in the Destination Plans for the regions of 1) Aguadilla/ Isabela, 2) San German/ Cabo Rojo, 3) Barceloneta/Manatí, and 4)**

**Arecibo/Camuy.** This information will help the Foundation in its decision-making process to target and prioritize investment to those projects that generate the most impact or rank highest within the model.

The Consultants should be able to design a suitable model to prioritize projects, determine the feasibility and investment required to carry out the project, and calculate or estimate the benefits of said projects at the community (municipality), regional and national levels, tied to the main goal of increasing the number of visitors that come to the region and job creation.

**Deliverables:** The analysis should be carried out in three (3) main phases:

Phase	Task/Goal	Estimated Timeline
<b>Phase 1:</b> Prioritization of Destination Plan projects	Gather and analyze relevant data from key stakeholders from both program regions and Bottom-Up staff and design a multi-criteria prioritization model, that can or should include the criteria listed in Figure 3 and any other necessary data collection procedures including but not limited to surveys, georeferencing locations, statistical analysis, etc.	Due date between four to six (4-6) weeks from signing up the contract.
<b>Phase 2:</b> Feasibility studies for selected Destination Plan projects	Gain a deeper understanding of the investment required for each of the key projects identified and determine the feasibility of carrying out the project.	Due date between two to four (2-4) weeks after Phase 1 is completed.
<b>Phase 3:</b> Calculation of economic benefits of selected Destination Plan projects	Determine the total amount of economic impact the projects will have at the community, regional and national level – including on the potential number of visitors and jobs created in the regions.	Due date between three to five (3-5) weeks after Phase 2 is completed.

**Tasks:** Possible evaluation criteria, analyses that could be applied in the above-mentioned Phases include, but are not limited to:

- The fit of the project with the proposed regional branding proposition as included in the Destination Plan.
- Whether the approach is a best or promising practice tried successfully elsewhere. Likelihood that the project will resolve issues as documented in the Destination Plan.
- The compatibility of the project with ongoing efforts.

- The availability of adequate resources for the project, such as:
  1. Community assets that can be used in this project;
  2. People with the expertise to carry out the project or to train others to do so;
  3. Stakeholder disposition or willingness to invest time or effort or other type of resources that could contribute to the projects development;
  4. Collaboration or shared workload possibility;
- The level of local and federal Government’s required compliance for carrying out the project (e.g. licenses, permits, environmental evaluations etc.)
- Analyze the fit of the project with the Foundation’s existing and given vision and mission statements.
- Analyze the fit of the project with community standards provided by Foundation.

The Foundation has requested and gathered the following data records as of the included dates, which can be made available to the Consultant:

Regions	As of date
Regions 1 & 2	November 2019
Regions 3 & 4	February 2020

1. Geo-referenced list of the region’s most prominent assets and attractions (as reflected by the total number of reviews and average rating from TripAdvisor) as of dates pertaining each region;
2. Geo-referenced inventory of local businesses, lodging, among other services and amenities serving the region along with the total number of reviews and average rating from TripAdvisor for those that are listed online as of dates pertaining each region;
3. Existing plans, auxiliary information and other documents from local and federal government agencies that were referenced during the planning process;
4. Contact information for key stakeholders that could be interviewed for data gathering.

### III. Term

Consultant may perform tasks concurrently, but deliverables must be completed and accepted by Foundation up to August 30<sup>th</sup>, 2021. All invoices and service must be provided on or before August 30<sup>th</sup>, 2021.

### Quote, Questions and Deadline:

#### Quote shall include:

- Company Information and Background
- Full Time Resource Education, background, and resume
- Past Experiences and Customers
- Other Relevant Information

**Questions:**

Questions related to this SOW should be sent over to Verónica Montalvo ([veronica.montalvo@foundationpr.org](mailto:veronica.montalvo@foundationpr.org))

**Deadline:**

Please send your proposal by Friday, April 9, 2021 – 5:00pm to Verónica Montalvo.