

The following revisions and/or clarifications are being made to the request for proposal (“RFP”) document for Consulting Services Related to BPCA 2024 Strategic Plan Update. They are the result of questions received before the deadline of 4:00 p.m. on May 8, 2024.

Answers to each question can be found in italics immediately below the question.

1. Do we need to provide a copy of the completed vendor responsibility questionnaire if we have already provided it to another New York State agency?

Yes, all proposals should include the vendor responsibility questionnaire.

2. What is the anticipated timeline for the project?

We expect the final work product to be delivered within six (6) months of contract execution.

3. What are the similarities and differences between the 2018 and 2024 projects?

The engagement in 2018 yielded the creation of the Authority’s first-ever strategic plan, which provided historical context for BPCA and its work, assessed opportunities and risks to the success of the neighborhood (and, by proxy, the Authority), and set forth a prioritized list of recommendations for mitigating or addressing those risks. Five years later, the project also requires internal and external engagement and contextual table-setting, albeit with some information already available through the prior effort and work performed in the intervening years. It also will include strategies and projects that align in-flight and forthcoming efforts around our shared mission. We expect the forthcoming plan also will connect BPC to broader Citywide and Statewide efforts and assist the Authority in identifying how BPCA resources (personnel, processes, assets) can be better harnessed to achieve our goals.

4. The RFP lists information to be collected. Is any of this information available from BPCA?

Some of the information is publicly available, and some has been aggregated by BPCA for other efforts. The Authority expects that the selected proposer would ensure that the data presented in the final strategic plan document is sufficient and adequately current.

5. Do you think that resiliency will be a large part of the plan like it was previously?

The Authority’s coastal resiliency efforts comprise the organization’s largest single capital undertaking since the creation of the neighborhood itself, and thus the overwhelming majority of its capital expenditure. We expect it will feature prominently in the forthcoming plan.

6. What internal resources will BPCA commit to the project? What will BPCA’s time commitment be?

BPCA has assigned a Senior Project Manager, under the supervision of the Chief Operating Officer, with primary responsibility for marshalling the necessary staff time and other resources

necessary to complete the project timely and successfully. As it will inform the balance of the Authority's work, completion of the project will be a top organization priority.

7. Will you share a list of participants of the pre-proposal meeting?

The following firms had representatives in attendance at the pre-proposal meeting held via audio-visual conference on May 3, 2024.

*Bennett Midland
Buro Happold
Cityfi
Common Ground Consulting
Crowe LLP
Deloitte US
Ernst and Young
Guidehouse
HR&A Advisors
Ichor Strategies
Public Works Partners
Real Estate Solutions
Resilient Cities Catalyst
Sachpreet Chandhoke Consulting
UrbanSense*

8. Can we share process/loss statement in lieu of an audited financial statement?

BPCA will accept the following documents for its financial review to determine if the Proposer possesses the resources and financial standing to perform the Services:

- *Audited Financial Statements*
- *When audited statements are not available:*
 - *Reviewed Financial Statements*
 - *Compiled Financial Statements*
 - *Most Recent Tax Return*
- *When none of the above are available, we will also accept summary financial information accompanied by a written letter from the CFO or equivalent indicating that financial statements are not available but that they certify the accuracy of the presented information.*

9. Who is the incumbent?

BPCA does not provide this information as part of the procurement process. No vendor currently provides these services under contract with BPCA.

10. Who developed the 2019 Strategic Plan for BPCA?

See page 9 of the Resilience Action Plan. 100 Resilient Cities, a program of the Rockefeller Foundation at the time, partnered with BPCA on the development of that document.

11. Is this project time and materials or a fixed fee?

Proposers should provide a lump sum fee for all services. Please see section VII of the Request for Proposals document.

12. Do you know what groups and how many participants you would like to participate from the public?

The solicitation specifies approximately 10 individual interviews and five focus groups with staff and/or external participants, subject to change in consultation with and with written approval from BPCA. It also specifies an on-line survey to solicit feedback from the broader public. BPCA expects that the selected proposer will work collaboratively with BPCA staff to identify the requisite cross-section of relevant stakeholders to inform the plan's development adequately.

13. Does the BPCA already have the demographic and contextual data for review or is the vendor to identify and obtain the data?

See the response to Question 4.

14. Does the BPCA already have an inventory of the assets to be mapped by the Battery Park City neighborhood?

No.

15. Do you have an estimated budget for this work?

The budget for this project will be based upon the cost proposals received.

16. Does BPCA have a preference for this work to be completed onsite, virtual, or hybrid?

We expect most of the work can be conducted remotely, though some data gathering (e.g., the Board working session) likely would require on-site presence.

17. Is it correct, that the BPCA desires an approximately 30-page strategic plan?

Correct. Some information in the plan may be better-suited for internal audiences, and thus could be provided as a separate stand-alone document, though the aggregate final work product is expected to be approximately 30 pages in length.

18. The RFP specifies an anticipated contract term of one year. Would BPCA be open to a shorter timeline of three months?

To the extent this question relates to the timeframe for the deliverables, you are welcome to propose as part of your approach any alternative timeframes you believe could be practically achieved.

19. Could BPCA please provide more context on the relationship between the 2019 Resilience Action Plan and the current Strategic Plan Update?

See the response to question 3.

20. In reference to Scope of Work (a), is it a specific expectation that this work involves a refresh of the Battery Park City Authority Park's User Count and Study 2017-2018?

Not in its entirety. However, some elements of the Parks User Count and Study, such as neighborhood demographic information, may provide important context for the plan and would require updating.

21. Does BPCA have an existing survey service provider and will those fees be covered by the consultant or by the BPCA?

BPCA maintains a SurveyMonkey account to conduct staff and community surveys. That account could be used for this engagement as well, at BPCA's expense.

22. Is it the expectation that the Rockefeller City Resilience Framework used in the last strategic plan continues to be the basis for this strategy refresh?

No, BPCA is open to any framework for the forthcoming plan (including that one).

23. How many strategic report examples are expected, and what specifically are you looking to learn from these examples?

Proposers should submit with their bids as many completed strategic plan report samples as they think adequately demonstrate the quality of their work product and the applicability of their experience performing such projects.

24. For the graphic design of the report, are there existing brand guidelines that can be followed or is BPCA looking for input on branding?

BPCA would welcome input on branding, consistent with existing State requirements outlined here: https://esd.ny.gov/sites/default/files/rfp/08032015_NYS_BrandGuidelines.PDF.

25. Are there any priority City agency plans that BPCA wants to align with as key initiatives?

Yes, the identification of key State, City, and local initiatives the Authority should be connecting to is an element expected to be included in the forthcoming plan, as outlined in 2(j) of the scope of work.

26. Is housing affordability a key topic area for the Strat plan update?

Yes, both in terms of the management of the Authority's residential ground leases and in its generation of excess revenues that flow through to the City of New York for the development of affordable housing.

27. Would BPCA like a plan structure similar to the 2019 document or is there an aim to expand on the scope in this new planning initiative?

The Authority is not committed to a specific structure for the forthcoming strategic plan document. Proposers should include with their bids a description and/or examples of structures they believe would be optimal for this project. Note that a general outline for the plan is proposed in the solicitation in Exhibit A: Scope of Work.

28. As well as defining goals will an update/creation of a shared vision and mission statement be required as part of the Board engagement?

This is not required, though the inclusion of these elements could be considered as part of the planning process. Proposers should indicate in their proposal if they plan to include these elements as part of their proposed approach in their response to the prompt in Section II regarding approach and methodology.

29. Please confirm that the Strategic Plan deliverable will be in electronic format only to publishing quality standards.

Correct — BPCA will cover the cost and effort of printing any physical copies of the report.

30. Please confirm if a separate electronic database format is required for the asset mapping information.

Proposers should describe their proposed approach as part of their response to the prompt in Section II regarding approach and methodology.

31. Please confirm the cadence of progress / update meetings required with BPCA.

Proposers should include meeting cadence information as part of their response to the prompt in Section II regarding approach and methodology.

32. Please confirm if any support is required for the launch and roll out of the Strategic Plan. If so, please identify the approximate timeline for this.

The Authority expects to conduct some public engagement to launch the plan upon its publication, including but not limited to a community meeting and a press release. Some limited ad hoc support may be required for this engagement, such as responding to emails and phone calls from BPCA staff and assisting with the development of the presentation collateral (e.g., PowerPoint). We expect these needs will taper within a month of the completion of the final document.

33. What forms are subcontractors required to fill out?

Sub-contractors are not required to complete any forms or provide any documents during the procurement process.

34. Are notaries required?

The Diversity Practices Questionnaire found in section XIV of Exhibit B of the RFP must be notarized. An electronic scan of the notarized document should be included in each Proposers' technical proposal.

35. Exhibit A: 37. What datasets does BPCA currently have to understand BPC demographics, assets, facility usage, sustainability and external context? To what extent is BPCA looking for the vendor to complement these datasets with original research and analysis?

Please see the response to Question #4. Further detail regarding available data will be provided to the successful proposer upon execution of their contract.

36. Exhibit A: 40. Does BPCA use any asset modeling (e.g., digital twin) solutions? If not, is that something BPCA would be interested in employing as a tool to simulate future models for BPC as part of its strategic planning process?

BPCA does not currently use any asset modeling solutions. Proposers who believe such a solution would benefit the Authority as part of this project should include it as part of their proposal.

37. Exhibit A: Are there any specific sustainable communities/cities globally that BPCA would like to draw inspiration from and benchmark against?

No.

38. Exhibit A: As part of the strategic plan, is BPCA looking for a roadmap and cost considerations for the key priorities/action items identified?

Either as part of a standalone companion document or as part of the strategic plan document itself, BPCA expects to include as part of this project some key considerations regarding the implementation of critical projects and strategies.

39. Exhibit A: As part of the socialization of the strategic plan, is the vendor expected to develop a communication strategy and communication artifacts (e.g., using Adobe, video clips, posters, etc.)?

See the response to Question #32.

40. Exhibit B III: Can the vendor submit a certification from NYS Comptroller VendRep system in place of filling out the Vendor Responsibility questions in the RFP?

See question #1.

41. Exhibit B/C: Can you please confirm that there is no MWBE participation goal for this project, per page 43?

M/WBE and SDVOB utilization goals are 0% for the proposed agreement. Please see Addendum I: <https://media.bPCA.ny.gov/wp-content/uploads/2024/05/02172946/Addendum-1-to-Consulting-Services-Related-to-BPCA-2024-Strategic-Plan-RFP.pdf>

42. Section VII: Is there an estimated budget range that BPCA is expecting cost proposals from vendors to fall within?

Please see the response to question #15.

43. Section 1: Is there an incumbent firm that BPCA has been engaged with on the 2019 strategic plan and the initiatives that followed?

Please see the response to question #9.

44. Do you have a preference for proposals that answer each question in Exhibit B in turn, or is a proposal narrative that addresses all acceptable?

Proposers should answer each question listed in Exhibit B as separate items rather than a single narrative.

45. What new or emerging strategic priorities has BPCA identified following the previous strategic plan? Are any of the previous priorities still relevant for this strategic planning cycle?

The core elements of the Resilience Action Plan are still active and guiding the Authority's work. The status of those items, as well as any new and emerging strategic priorities, will be discussed in detail with the selected proposer upon contract execution as part of the project's scope of services.

46. What is the role of the Battery Conservancy in this work?

As a neighboring park and the site of a portion of the Authority's coastal resiliency project, The Battery is a key Authority stakeholder, akin to Hudson River Park.

47. Are there specific issues or needs related to commercial tenants that will be prioritized in this work?

Assessing the needs of all relevant stakeholders — commercial, residential, visitor, et al. — is core element of the development of the plan, and the resulting document should speak to these needs.

48. How critical is exploration of national/global models to inform the work?

As a forward-looking document, we expect to engage in some review of appropriate models to inform BPCA's direction. However, contextualizing BPCA globally is not the primary purpose of the plan.

49. What are the exact language and addresses preferred for BPCA, BPCPC, and the State of New York to be listed as additional insureds on the certificate of insurance?

Per section VI of the RFP: "BPCA, BPCPC, and the State of New York must be protected as additional insureds on ISO Form CG 2010 (11/85) or its equivalent on policies held by the selected Proposer and any of its subcontractors."

The address that may be used is:

*200 Liberty Street, 24th Floor
New York, NY 10281*

Please refer to section VI of the RFP for complete insurance requirements and information.