

Brooklyn Bridge Park

REQUEST FOR PROPOSALS FOR A CONSULTANT TO PREPARE A STUDY OF ALTERNATIVES TO HOUSING FOR THE FUNDING OF BROOKLYN BRIDGE PARK OPERATIONS

Release Date: September 23, 2010

1. Introduction/Objectives

Brooklyn Bridge Park Corporation d/b/a Brooklyn Bridge Park (“BBP”) at the direction of its Committee on Alternatives to Housing (“CAH”) is seeking a qualified consultant with extensive experience in public finance, tax policy, real estate economics, finance, and parks and recreation (the “Consultant”) to prepare a study of potential alternatives to the currently planned operating revenue model for Brooklyn Bridge Park (the “Park”). The consultant’s study will involve:

- i) Reviewing the current proposed operating revenue model for the Park;
- ii) Collecting and cataloging alternate revenue models via research and a public consultation process; and
- iii) Analyzing the feasibility of those alternative revenue models for funding Park operations and maintenance.

2. Background

Brooklyn Bridge Park

In the shadow of the Brooklyn Bridge and looking out onto Lower Manhattan and New York Harbor, the Park occupies one of the world’s most beautiful and inspiring urban settings. The Park project includes approximately 85 acres of waterfront that extends 1.3 miles from John Street in the north (north of the Manhattan Bridge) to Atlantic Avenue in the south (Pier 6). Construction will include the development of Piers 1 through 6 and their associated uplands, and the areas north of the Brooklyn Bridge. The new world-class park designed by acclaimed landscape architecture firm Michael Van Valkenburgh Associates, Inc., reconnects the visitors and residents of Brooklyn to their waterfront with opportunities to play sports, stroll, or lounge at the water’s edge, adding much-needed open space. The Park contributes to the extraordinary revitalization of waterfront in the New York Harbor, serving as a bridge from the commercial uses of previous centuries to the recreational uses of the future.

The Park will include a mix of expansive lawns, active recreational facilities, playgrounds, pathways, bike paths, promenades, and maritime related recreational facilities.

Construction of the Park commenced in January 2009 and the first phase, including portions of Pier 1 and Pier 6, are open. The remainder of the Park will open in phases over the next several years.

The Brooklyn Bridge Park Corporation

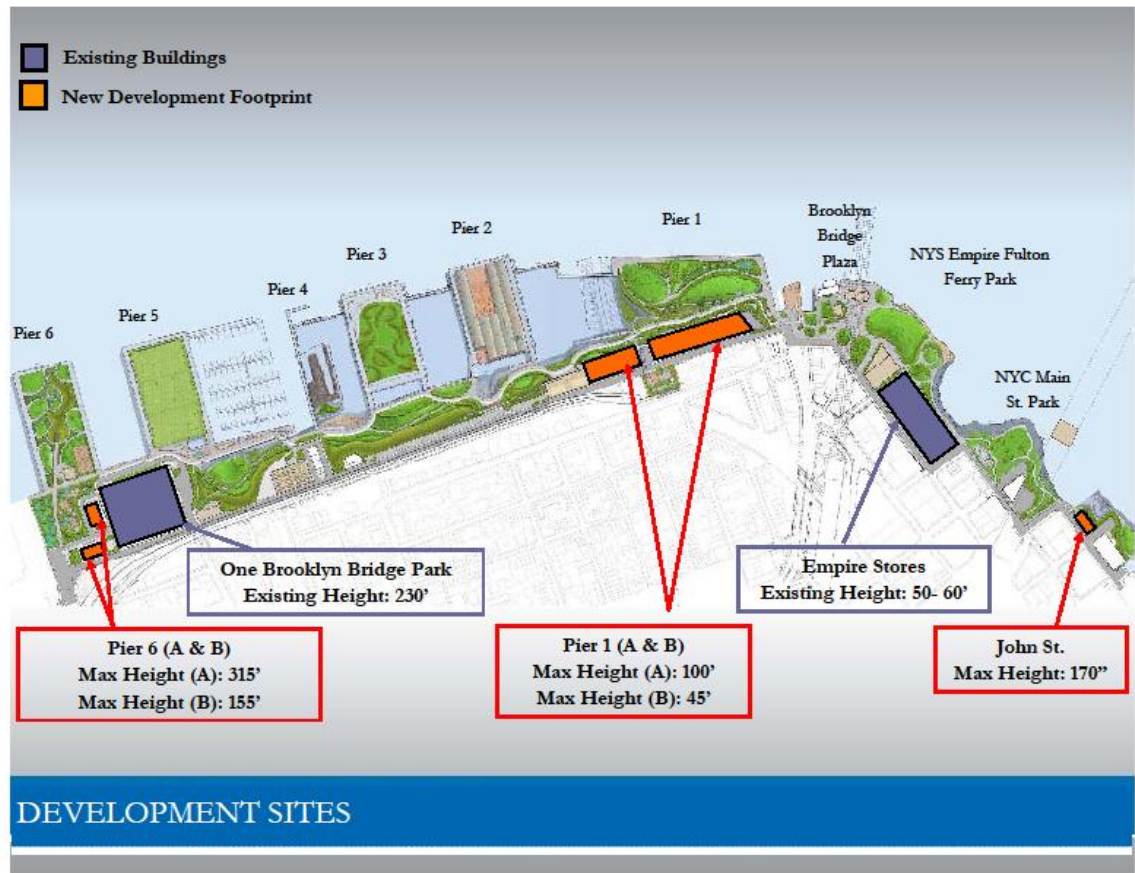
BBP is a not-for-profit corporation whose Board of Directors includes representatives of the Mayor, Governor, Borough President, City Council, State Senate and State Assembly. In July 2010, BBP took over responsibilities for the planning, design, construction, and maintenance of the Park from the Brooklyn Bridge Park Development Corporation (“BBPDC”), a wholly owned subsidiary of the Empire State Development Corporation (“ESDC”). BBPDC, with ESDC, will continue to be responsible for administering the Modified General Project Plan (“GPP”) and environmental review pursuant to SEQRA.

Committee on Alternatives to Housing

In a Memorandum of Understanding (“MOU”) dated March 8, 2010 the City of New York, The State Assembly Member from the 52nd District and the State Senator from the 25th District agreed to require BBP to create a Subcommittee on Alternatives to Housing (“SAH”). In order to meet this requirement the Board of Directors of BBP, at its September 22, 2010 meeting, authorized the creation of the SAH which will be called the Committee on Alternatives to Housing or CAH. The CAH is charged with investigating which potential alternative sources, if any, could be relied upon to finance the on-going operations of the Park in lieu of revenues from the John Street and Pier 6 development sites, as described in Section 3. The CAH and the Consultant shall not deem a source to be an alternative source unless the parties, after due analysis and diligence, conclude by majority vote of the CAH that such a source is not, in any way, displacing revenue to which the City is otherwise entitled. At its initial meeting, the CAH authorized the seeking of proposals from qualified consultants to aid in this investigation.

3. Current Park Operating Model

While the City and State of New York are contributing capital funds for the construction of the Park, funds for the operation and maintenance of the Park are currently planned to be generated from on-site uses. The GPP identifies 5 sites within the project footprint that may be developed to provide revenue for the maintenance and operations of the park. The GPP also describes the height limits and allowable uses for those sites. A map of the development sites and a chart describing the allowable uses can be found below. BBP will also be generating a small amount of revenue from on-site events, permits and concessions. More information about the current financial model for the Park will be provided to the selected Consultant. Over the past several years, several alternative models for financing the Park’s maintenance and operation have been put forward.



Site Description	Allowable Use	Maximum Height (ft)	Maximum # Of Floors	Maximum # of Units	Estimated Maximum GSF	Area of Footprint	Maximum # of Parking Spaces	Notes
John Street	Residential	170'	16	130	141,000	10,000	110	
Empire Stores	Commercial/Retail	50-60'	4-5	n/a	325,000	75,000	n/a	Existing building
Pier 1								
Site A	Hotel/Residential	100'	9-10	175 Hotel/ 180	389,400	64,000	300	Hotel units can be increased to 225, if residential is lowered to 150
Site B	Residential	45'	4	Residential	125,540	36,000		
One Brooklyn Bridge Park	Residential	230'	14	450	1,051,670	130,000	650	Existing building
Pier 6								
Site A	Residential	315'	31	290	306,000	10,000	72	Ground floor retail
Site B	Residential	155'	15	140	148,000	10,000		allowed on Site B
TOTAL				1190 res, 275 hot	2,486,610	335,000	1,132	

4. Scope

Task #1: Background and Literature Review

Consultant will review all relevant reports, presentations and data from BBPDC, NYCEDC, BBP, and any other relevant organizations or entities that concern the funding of the operations and maintenance budget for the Park.

Documents to be reviewed by the Consultant shall include, but are not limited to:

- The 13 Guiding Principles regarding park development that resulted from the community planning process;
- The May 2, 2002 MOU between the City of New York and the State of NY regarding the Park;
- The EIS from December 2005, including all of the studies produced as background information;

- The GPP and modifications;
- The Financial Model Update presentation made by BBPDC in January 2009;
- The most recent updates to the expense and revenue budgets produced by BBPDC and BBP;
- The most recent capital funding plan for the Park including the current phasing plan for construction; and
- The March 8, 2010 MOU between City of New York, State Senator Squadron and Assemblyperson Millman.
- Documents from community organizations.

Consultant will interview BBP staff and review current projections for Park operating and maintenance expenses, in order to understand the required level of annual revenues.

Consultant will interview BBP staff and the CAH to review current projections for revenues from the current revenue sources, approved development sites and concessions. Consultant will focus on understanding the risks and timing requirements associated with the current revenue model, including a review of any sensitivity analysis.

Deliverable: Consultant will produce a brief memo summarizing the finding of this background and literature review. This memo will highlight Consultant's understanding of the details of the current funding model, including its benefits and challenges.

Task #2: Establishment of Parameters for Alternatives

To properly evaluate the potential alternatives to revenues from residential development on the John Street and Pier 6 Sites, Consultant will assist the CAH in the establishment of the parameters upon which the CAH will evaluate the alternatives, guided by the following two primary parameters:

- 1) The CAH and the Consultant shall not deem a source to be an alternative source unless the parties, after due analysis and diligence, conclude by majority vote of the CAH that such a source is not, in any way, displacing revenue to which the City is otherwise entitled. Consultant will consult with experts, including staff at relevant City agencies, such as the City's Office of Management and Budget, about the impact of the source on revenue and expenses;
- 2) The timing of, and level of risk associated with, the revenue projected to be generated by such source must be consistent with the projected timing of, and risk associated with, the revenue projected to be generated by the John Street and Pier 6 Sites.

Based on the work undertaken by Consultant for Task #1 and in consultation with the CAH, additional evaluation parameters may be established.

Deliverable: Consultant will produce a document describing the criteria that will be used to evaluate the alternative financing proposals.

Task #3: Collection, Generation, and Analysis of Alternative Revenue Models

Consultant will moderate two public hearings to collect suggestions from the public on possible alternative revenue models.

Consultant will research international best practices that may be appropriate. This will include a high level analysis of revenue models for similar waterfront park properties in other locations/jurisdictions.

Consultant will produce a draft report listing all of the alternatives that have been considered and will evaluate each alternative based on the parameters established in Task #2. The report may also include any proposals generated by the Consultant. Such draft report shall be delivered to the CAH no later than 120 days from the notice to proceed.

Consultant will moderate an additional public hearing and public meeting of the CAH to hear feedback on the draft report.

Consultant will document feedback at the public hearing, as well as any feedback received in a 60-day comment period.

Consultant will draft a final report that shall include and respond to all comments collected during the public hearing and comment period. The final report will analyze all proposed alternatives.

Consultant will make 2-3 interim presentations, updating the CAH on progress, and also make final presentations of the draft and final reports to the CAH.

If the final report is accepted by the CAH, Consultant will also present the report to the full BBP Board of Directors.

Deliverables:

- Consultant will produce a draft report listing all of the alternatives that have been considered and will evaluate each alternative based on the parameters established in Task #2. Such draft report shall be delivered to the CAH no later than 120 days from the notice to proceed.
- Consultant will produce a final report that analyzes all proposed alternatives. Such report shall be delivered to CAH no later than 30 days following the end of the comment period.
- Consultant will present the draft and final reports to the CAH, and if requested, the full BBP Board of Directors.

5. Schedule of Work

Upon receiving a notification to proceed from BBP consultant must immediately commence with the work outlined in Item 4. Consultant must meet the following schedule deadlines:

- In mid-November 2010, Consultant must moderate two listening sessions at which community members may offer suggestions for alternate funding sources to be investigated by Consultant.

- In mid January 2011, Consultant must make a presentation to the CAH updating the subcommittee on the progress to date, providing them with an initial draft of the report, and providing the CAH with the opportunity to provide input.
- In mid February 2011, Consultant must publicly issue the draft report.
- Within a month of issuing the draft report, Consultant must moderate a public meeting of the CAH to receive comments on the Draft.
- In late April 2011, Consultant must make a presentation to the CAH summarizing the comments received on the draft report and proposed alterations to the draft for the final report.
- In mid May 2011, Consultant must issue the final report, and present the report to the CAH. If approved by the CAH, Consultant will also present the report to the full Board of Directors of BBP.

6. RFP Process

a. How to Submit

Eight (8) copies of the submission and one (1) electronic version of the submission on disc or USB drive in pdf format identified by “CAH RFP Response” on the envelope must be submitted to and received by BBP by **Thursday, October 7, 2010**. Such proposals must be delivered to the following address:

David Lowin, Vice President
Brooklyn Bridge Park
334 Furman Street
Brooklyn, NY 11201

Please email all questions regarding the RFP to David Lowin at the following address: dlowin@bbpnyc.org.

b. Proposal Requirements

- Technical Approach:** Describe your understanding of the scope and how you will produce a report that is responsive to this RFP.
- Proposed Schedule:** Present a schedule for every milestone of the scope of work.
- Experience:** Describe any relevant experience you have. Provide a list of key staff that will be assigned to this task and provide resumes for each person. Provide an organizational chart showing the relationship of the staff members.
- Fee Proposal:** Provide a lump sum price breakdown by task. Include hourly billing rates and an estimate of hours required for each staff member for each task. Provide a lump sum estimate for reimbursable expenses, including projected categories of expenses. Fee proposal (including reimbursable expenses) may not exceed \$100,000.

c. Selection Criteria

- i. Relevant Experience (50%)
- ii. Understanding of the project (20%)
- iii. Proposed Schedule (20%)
- iv. Fee Proposal (10%)

d. Selection Committee

The selection committee will be comprised of the members of the CAH and the president of BBP, or their designees. The selection committee will review all proposals and make a recommendation to the CAH. The selection of the recommended firm will require the approval of the CAH as described in the MOU.

7. General Conditions

The issuance of this RFP and the submission of a response by any firm or the acceptance of such response by BBP does not obligate BBP in any manner whatsoever. Legal obligations will only rise upon execution of a formal contract by BBP and the firm selected through this RFP.

BBP reserves the right, with the approval of the CAH, (i) to amend, modify, or withdraw this RFP, (ii) to reject any or all responses thereto, and (iii) to cancel, in whole, or part, this RFP, if BBP deems it is in its best interest to do so. BBP also reserves the right, (i) to revise any requirements of this RFP, (ii) to require supplemental statements or information from any responding party, (iii) to extend the deadline for submission of responses to this RFP and (vi) to negotiate or hold discussions with any respondent and to correct deficient responses which do not completely conform to the instructions contained herein, if BBP deems it is in its best interest to do so. BBP may exercise the foregoing rights at anytime without notice and without liability to any respondent or any other party for its expenses incurred in the preparation of responses hereto or otherwise. Responses hereto will be prepared at the sole cost and expense of the responding party.

A respondent accepts all provisions of this RFP by submitting a proposal and is responsible for the accuracy of its submission.