



Strategic Planning for Community Safety in New York City RFP Questions – The Mayor’s Fund and The Office of Community Safety

Submitted by Professional Management Consulting Services, LLC (PMCS)

1. How many additional listening sessions does the City anticipate, and what formats and approximate participation levels are expected?

Proposals should include 3 – 4 virtual or in person sessions. The City is looking for a diversity of viewpoints with minimum of five – ten participants per session.

The City is looking for the applicant to propose a structure and number of listening sessions. The city is open to both virtual or in-person sessions and would like for the contactor to engage a wide range of feedback. The engagement costs should be included in the consultant’s proposed budget.

2. Which party will be responsible for participant recruitment, venues, interpretation and translation, accessibility accommodations, security, refreshments, childcare, participant stipends, and other engagement expenses?

Recruitment will be done in coordination with City staff. If the proposal includes in person sessions, it should include engagement expenses in the proposed budget.

3. What categories of prior analytic work, stakeholder-engagement findings, investment information, data, and draft materials will be available at kickoff? What level of access to OCS and component-office leadership and staff should applicants assume?

The City will share notes from prior listening sessions, internal qualitative and quantitative data, and all publicly available reporting. Applicants will also have the opportunity to interview relevant staff and leadership.

4. How many formal review and revision cycles should applicants assume for the SAFER NYC Strategic Plan and the OCS Strategy and Implementation Plan?

The application should include a timeline including how to structure the review cycle for each deliverable. There is no predictable number of formal review and revision cycles we are able to provide.



5. What level of detail does the City expect in the proposed OCS organizational structure? Should applicants anticipate addressing staffing levels, position classifications, budgets, reporting relationships, shared services, and implementation costs?

The city expects the deliverables to include guidance on proposed structure, including the core functions required, including implementation recommendations.

6. What deliverables or consultant support are anticipated for April 2027, given that the contract term extends through April but the milestone schedule concludes in March?

Develop materials to support ongoing briefings based on the deliverables and facilitate close out and handoff meetings with the team.

7. Does the City envision a common performance and accountability framework that connects SAFER NYC's citywide outcomes to the distinct contributions of OCS and its five component offices, or should the selected consultant recommend that architecture as part of the engagement?

Applicants should recommend the accountability framework as well as how they align and how they are distinct.

8. Please clarify which coverage satisfies the requested malpractice insurance requirement for strategic management consulting firms. Would professional liability/errors-and-omissions insurance meet this requirement?

Yes, please provide your general professional liability COI's or a declaration from your broker for the same. Specific insurance requirements will be handled in the post award stage.

Submitted by Innovative Business Concepts, Inc. (IBC)

- 1.) Scope: Approximately how many additional listening sessions OCS anticipate the selected consultant will be expected to plan & facilitate as part of this engagement?

Proposals should include 3 – 4 virtual or in person sessions. The City is looking for a diversity of viewpoints with minimum of five – ten participants per session.



The City is looking for the applicant to propose a structure and number of listening sessions. The city is open to both virtual or in-person sessions and would like for the contractor to engage a wide range of feedback. The engagement costs should be included in the consultant's proposed budget.

The proposal should include a recommendation on how to structure the engagement including a recommendation on facilitation for engagement sessions.

- 2.) Existing Materials: What existing materials will OCS make available to the selected consultant, including prior listening tour notes, SAFER NYC draft materials, analyses, findings, or other relevant work completed to date?

The City will share notes from prior listening sessions, internal qualitative and quantitative data, and all publicly available reporting, along with draft materials related to SAFER NYC. Applicants will also have the opportunity to interview relevant staff and leadership. The award recipient will finalize the SAFER NYC strategic plan in close collaboration with relevant staff and leadership.

- 3.) Insurance: Please confirm whether the malpractice insurance requirement refers to professional liability/errors & omissions insurance applicable to consulting services.

Yes, please provide your general professional liability COI's or a declaration from your broker for the same. Specific insurance requirements will be handled in the post award stage.

- 4.) Work Sample: Are public-sector implementation, research, toolkit, or strategy work samples acceptable instead of publication & media campaigns?

Yes. All of these are appropriate optional work samples.

Submitted by The Eclectic Group

1. Approximately how much prior stakeholder-engagement material should the selected consultant expect to review, and in what formats will those materials be provided?

We have notes from the prior sessions, as well as publicly available reports from the four offices, as much as possible, digital access will be provided.



2. Is there an anticipated number or minimum expectation for additional listening sessions across the five boroughs?

Proposals should include 3 – 4 virtual or in person sessions. The City is looking for a diversity of viewpoints with minimum of five – ten participants per session.

The City is looking for the applicant to propose a structure and number of listening sessions. The city is open to both virtual or in-person sessions and would like for the contactor to engage a wide range of feedback. The engagement costs should be included in the consultant's proposed budget.

3. Will the selected consultant receive an existing draft of the SAFER NYC Strategic Plan at kickoff, and how developed is the current draft?

As of September 14, there is a content outline and a draft framework for the plan. The City will continue to work on the plan until the award recipient is able to begin supporting the work.

4. What prior organizational or analytical work related to the Office of Community Safety and its five component offices will be made available to the selected consultant?

The City will share notes from prior listening sessions, internal qualitative and quantitative data, and all publicly available reporting. Applicants will also have the opportunity to interview relevant staff and leadership.

5. Does DMCS/OCS anticipate assisting with participant recruitment and existing stakeholder relationships for listening sessions, or should the consultant assume full responsibility for recruitment and outreach?

The City will work collaboratively with the consultant on recruitment and outreach.

Submitted by Growth Partners, LLC

1. What are the eligibility requirements for proposers? Are they required to be nonprofit organizations?

No, for profit organizations may apply.



2. Is there an incumbent consultant that has been supporting earlier phases of this project? If so, is that incumbent eligible to submit a proposal for this scope of work?

Prior work with City does not affect eligibility.

3. Are proposers to develop their own application cover sheet?

Yes, applicants are strongly encouraged to develop and include their own cover sheet.

4. Are proposers required to have malpractice insurance for this RFP? If so, may it be acquired after contract award and prior to contract initiation?

Yes, applicants may acquire insurance after the contract award. This is primarily a post award matter.

5. It appears much of the work outside of in-person stakeholder engagement can be conducted remotely. Is this correct?

The applicant should propose how they intend to complete the work and engage with relevant stakeholders, staff and leadership.

6. The RFP notes a task is to: “Review and synthesize takeaways from prior stakeholder engagement.” What form is this information available in (e.g., transcripts, recordings, or other formats)?

The City will share notes from prior listening sessions, internal qualitative and quantitative data, and all publicly available reporting. Applicants will also have the opportunity to interview relevant staff and leadership.

7. What types of consultant support are sought for the planned public engagement scheduled to occur through Fall 2026? (E.g., primarily facilitation, scheduling and logistics, and/or outreach and promotion?)

The proposal should include plan for full menu of support.

8. Will engagement activities solely comprise listening tours and “calls to conversation,” or will they also include other engagement activities (e.g., key



informant interviews, focus groups) that the consultant should plan to develop and administer?

The consultant may propose any engagement activities they believe should be included to complete the deliverables.

9. Have engagement dates, formats, and/or locations been determined for the “calls to conversation”?

Conversations are being scheduled for September and October. Proposals should include 3 – 4 virtual or in person sessions independent of what the City is scheduling prior to selection of awardee. The City is looking for a diversity of viewpoints with minimum of five – ten participants per session.

Questions Submitted by Social Contract

1. Does the City have an anticipated number or range of additional listening sessions across the five boroughs?

Proposals should include 3 – 4 virtual or in person sessions. The City is looking for a diversity of viewpoints from across the city with minimum of five – ten participants per session.

2. Which engagement functions will be led by the City versus the consultant, including participant recruitment, scheduling, venues, accessibility accommodations, translation or interpretation, participant compensation, communications, and documentation?

The City is looking for the applicant to propose a structure and number of listening sessions. The city is open to both virtual or in-person sessions and would like for the contactor to engage a wide range of feedback. The engagement costs should be included in the consultant’s proposed budget.

3. The application materials require a copy of the organization's malpractice insurance policy. Will a certificate of insurance and/or declarations page for a Professional Liability policy or Employee Dishonesty Insurance policy satisfy this requirement?



Yes, all of those examples may be acceptable, and the awardee will be advised should any further documentation be needed.

4. The required documents list refers to a project budget template, but the RFP later states that applicants will not receive a budget template. Can you please confirm that applicants should submit their own budget format using "best practices and professional style" referenced in Section VII. Application Materials & Questions?

Applicants should submit a budget for the RFP using best practices and professional style. A budget template will not be provided.

Submitted by Bennett Midland

- 1.) At the top of page 4, could you please clarify what is meant by “public comments on SAFER NYC vision and strategic plan”? Is there a pre-drafted plan, or will the consultant be supporting the Office of the Deputy Mayor to develop one?

The SAFER NYC vision will be public prior to the selection of the awardee. Public comments refers to comments submitted by the public through multiple means, including online.

As of September 14, there is a content outline and a draft framework for the plan. The City will continue to work on the plan until the award recipient is able to begin supporting the Office of the Deputy Mayor to complete the plan.

Questions Submitted by Dalberg Advisors

1. How far along is the SAFER NYC Strategic Plan in its development? (i.e. early conceptual stage in terms of priorities and focus vs. further progressed with a clear theory of change, outputs, activities, etc.)

As of September 14, there is a content outline and a draft framework for the plan. The City will continue to work on the plan until the award recipient is able to begin supporting the work.



2. How do you envision the SAFER NYC Strategic Plan informing the OCS Organizational Strategy & Implementation Plan? How do these two pieces of work connect?

The SAFER NYC Strategic Plan must reflect a whole-of-government approach to safety, to which OCS is central, but which extends beyond the work of OCS. The Strategic Plan will inform the OCS Organizational Strategy & Implementation Plan insofar as the OCS Plan must reflect how OCS will carry out its components of the Strategic Plan.

3. What stakeholders has the City already engaged as part of its listening tour? What types of questions have stakeholders been responding to?

The City launched a Youth Listening Tour in Fiscal 2026, reaching over 1,400 students. The Office of the Deputy Mayor for Community Safety and the Office of Community Safety have held discussions and roundtables with dozens of organizations and community coalitions spanning behavioral health, hate violence prevention, gender-based violence prevention and response, community violence prevention and intervention, human service providers, advocates, and survivors.

4. The RFP states that the awardee will "support the Office of the Deputy Mayor for Community Safety and the Office of Community Safety in planned public engagement efforts through Fall 2026." Are there any key dates, milestones, or engagement activities currently planned that prospective contractors should be aware of?

Conversations are being scheduled for September and October. The awardee may join scheduled conversations once the award is announced.

The City is looking for the applicant to propose a structure and number of listening sessions. The City is open to both virtual or in-person sessions and would like for the contractor to engage a wide range of feedback. The engagement costs should be included in the consultant's proposed budget.