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May 19th , 2026

Business Solution Centers RFP

EPIN: 80124P0049 - Business Solution & Industrial Business Zone Center RFP

ADDENDUM # 2

The New York City Department of Small Business Services is issuing Addendum #2 to the Business Solution & Industrial Business Zone Center RFP EPIN: 80124P0049

This addendum includes the following information:

- Section I: Reminder Of Proposal Due Date**
 - Section II: Information For Subcontractors**
 - Section II: Questions and Answers from and for Prospective Vendors**
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Section I: Reminder Of Proposal Due Date

The due date for submission of proposals is Wednesday, June 17th, 2026, no later than 3:00 p.m. EST.

Section II: Information For Subcontractors

A list of subcontractors that submitted their contact information indicating their interest will be issued in Addendum #3. Any vendor interested in being on the subcontractor list should email procurementhelpdesk@sbs.nyc.gov.

Section II: Questions and Answers from and for Prospective Vendors

Question 1:

As I understand this new RFP, recipients will service industrial businesses in the city's Industrial Business Zones. However, many of our members already do this as Industrial Business Service Providers. Can you explain the difference between this new RFP and those previously issued to IBSPs?

Answer 1:

Competition Pool will provide services to small businesses across the five boroughs, with no geographical limits. There will be a combination of central oversight and logistics, centrally



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developed programming and training, and localized service delivery. The model is set up to support industry-specific programming and specifies the requirements for industrial business expertise both centrally and in each of the five boroughs.

This is different from the current IBSP model in contract structure but will continue to serve industrial businesses across the IBZs and throughout the entirety of the five boroughs.

Question 2:

Could you please confirm whether firms located outside the five boroughs—but within the greater NYC metropolitan area—are eligible to participate either as a prime contractor or subcontractor for this opportunity?

Answer 2:

Yes, per the Minimum Requirements for Service Area A, firms must have or be able to provide a physical location within New York City. For Service Area B, there are no physical location requirements

Question 3:

If subcontracting is permitted for firms outside the boroughs, I would appreciate any guidance on: How to ensure my firm's profile is visible to prime vendors competing for this solicitation.

Answer 3:

In addendum #1, vendors were instructed to submit their contact information to SBS if they were interested in subcontracting. A list of subcontractors that submitted their contact information indicating their interest will be issued in Addendum #3.

Question 4:

For Service Area B, the city expects to select only one contractor to oversee and meet all deliverable requirements, correct? So, one awardee will be responsible for financial awards, financial consultations, legal clinics, legal assistance, business education, and reporting, rather than splitting financial awards, legal clinics, etc. among separate contractors?

Answer 4:

Service Area B has two Competition Pools (6 and 7), which allows for up to two prime contractors to be selected. Section III, C. outlines the service goals for each Competition Pool. The selected contractor(s) will be responsible for the deliverables outlined in the solicitation.



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Question 5:

In previous RFP's I noticed that there was specific language about how the summary and proposal should be written but I don't see a lot of that in this proposal. Can we still craft a multipage response that answers all of your questions or is there a specific format?

Answer 5:

Vendors should answer the questions in the answer box provided for each question in the PASSPort Questionnaire.

Question 6:

Are there specific steps, forms, or registrations required to indicate subcontractor interest for this particular solicitation?

Answer 6:

In addendum #1, vendors were instructed to submit their contact information to SBS if they were interested in subcontracting. A list of subcontractors that submitted their contact information indicating their interest will be issued in Addendum #3.

Question 7:

We are the existing Brooklyn contractor for the BSC with a physical location at 9 Bond Street that is co-located with the WFI Career Center. We would ideally like to propose this remain the "Flagship" location, as it is centrally located downtown and already set up. This noted, we currently do not pay rent on this space, and under the new configuration, if awarded the contract, would we now need to pay rent on this location? And if so, who would we negotiate that with?

Answer 7:

If a proposer intends to co-locate the BSC with an existing co-located Workforce1 Career Center, it will not be necessary to include rent in the budget proposal. Please refer to Attachment B for the current list of BSC locations. Any location that meets the requirements as outlined in the RFP solicitation may be proposed as a flagship location, for review by SBS.

Question 8:

Please provide clarification as it is our understanding IBSP centers may no longer be part of the model, and instead there may be one Industrial Business Expert assigned per borough. Would there be a need for a dedicated Industrial Business Expert for Staten Island, or is the intent for a single Industrial Business Expert to provide support and expertise across all five boroughs?



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Answer 8:

Each borough-based contract will be required to staff or subcontract with at least 1 full-time industry expert focused on industrial sectors. This industry expert will be one of the borough's business advisors, with a specialization in industrial businesses. These experts will be responsible primarily to conduct outreach to industrial businesses and stakeholders, and to provide direct services to industrial businesses. They will be required to attend trainings coordinated by the vendor operating Competition Pool 7 to ensure the expertise stays up to date.

Question 9:

Please elaborate on what a "Business Assessment" is defined as? Is it the same as a Qualified Business Consultation in Dynamics, or is it intended to be different and more like an engagement that's entered with less information?

Answer 9:

Business Assessments are defined as intentional consultations between Business Advisors and entrepreneurs or small business owners with the intention of learning the business needs and delivering or making connections to appropriate business services. The contractor selected in Service Area B will design a Business Assessment template and script, that will include a triage process that connects businesses to the services most appropriate to meet their business needs. The selected contractor will train client-facing staff on this Business Assessment and related data entry practices to ensure SBS has real-time access to information captured through client-facing staff conversations with small businesses.

Question 10:

How will the Financing Assistance Service provided by Service Area B contractor work if a Service Area A contractor refers a client? Will the financing service/center goal operate the same way it does currently for the BSCs, just with additional resources/help from the Service Area B contractor? If a loan closes for a client that a Service Area A contractor referred to the Service Area B contractor, do both contractors receive credit or is the credit handed off to the Service Area B contractor?

Answer 10:

The Financing Assistance Service Goals for Service Area B are inclusive of goals and performance from Service Area A. Service Area A contractors are solely responsible for their contract goals. This includes all Finance Deliverables, including # of Awards, Dollars Awarded, and Financial Consultations. If Service Area A contractor makes the referral to Service Area B contractor and an award is closed – both contractors will receive credit. If Service A makes a referral to a loan directly and an award is closed – both contractors will receive credit. Service Area B is expected to



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design and implement standardized training protocols to ensure consistency in service delivery, including in Service Area A. Service Area A contractor will be responsible for partnering with Service Area B contractor to develop a referral plan.

Question 11:

Please elaborate on the guidelines/provide an example for the Service Provider A quarterly networking events/intended structure of these events.

Answer 11:

Vendors are encouraged to plan and submit proposals for quarterly events to be hosted at satellite, flagship or partner locations. SBS may also propose events to be hosted by the providers.

Question 12:

Are proposers encouraged to include pre-nonprofit operational history to demonstrate experience and impact?

Answer 12:

All relevant experience as required in the solicitation should be submitted in your response.

Question 13:

How should organizations best demonstrate outcomes related to workforce retention and employer stability within past programming?

Answer 13:

Proposers can include but are not limited to demonstrating outcomes related to workforce retention by showing workforce data, retention rates and average tenure that improves over time. This information should explicitly tie these metrics to outcomes such as service continuity, reduce onboarding and client satisfaction.

Question 14:

Are there specific expectations regarding minimum service volume or performance benchmarks for borough-based contractors?

Answer 14:

Expectations for all service areas are outlined in the RFP, Service Area A, Section II, D and Service Area B, Section III, C.



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Question 15:

To what extent should industrial sector expertise be demonstrated within the initial proposal versus through partnerships?

Answer 15:

Proposer should demonstrate industrial expertise through staffing or subcontracting, in addition to any proposed partnerships.

Question 16:

The RFP permits subcontracting and encourages the use of M/WBE subcontractors, but does not specify which scopes of work are most appropriate for subcontracting versus direct staffing. Does SBS maintain or recommend any approved vendor lists, pre-qualified contractor rosters, or referral resources from which proposers may identify qualified subcontractors for this scope, particularly for industrial sector expertise, legal services, and financing assistance? If so, please provide access to or directions for locating such resources.

Answer 16:

In addendum #1, vendors were instructed to submit their contact information to SBS if they were interested in subcontracting. A list of subcontractors that submitted their contact information indicating their interest will be issued in Addendum #3. The type of services that each subcontractor can provide will also be included in Addendum #3.

Question 17:

The RFP states that "there will not be added funds to cover administrative or other costs due to subcontracting." Does SBS have any guidelines or expectations regarding the percentage of contract funds that may be allocated to subcontractors versus direct program delivery?

Answer 17:

Proposers who intend to subcontract must provide the amount of each subcontract. It is preferred that the combined amount of all subcontracts not exceed 49% of the total contract amount.

Question 18:

The RFP states that submissions with a "letter of commitment" from potential subcontractors are preferred. Is a letter of intent (LOI) from a subcontractor sufficient to meet this preference, or does SBS require a more formal commitment agreement? What minimum information must such a letter contain to be considered responsive?



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Answer 18:

A letter of intent (LOI) from a subcontractor would be sufficient to meet this preferred qualification. At a minimum, the LOI should describe the services to be provided and the estimated annual costs for such services.

Question 19:

Section II(A)(4) requires Service Area A contractors to staff "at least 1 industry expert as instructed by SBS" focused on industrial sectors (NAICS codes: 22, 23, 31-33, 42, 48-49). Can SBS clarify the minimum qualifications, credentials, or experience required for this role? Specifically: (a) Is formal academic or professional certification required, or is demonstrated professional experience in the relevant NAICS sectors sufficient? What does "industry expert" mean in practical terms? Is this a subject-matter specialist with deep sector experience, a business advisor with sector familiarity, or something else?

Answer 19:

It's up to the proposer to determine the level of expertise needed to fulfill the requirements and expertise specified in the RFP. Staff and/or subcontractors are expected to deliver relevant services and facilitate connections to appropriate programs and partners, ensuring clients' business needs are effectively addressed.

Question 20:

Does this mean the Service Area A industrial expert will receive content, curriculum, and guidance from the Service Area B contractor? Is their primary role delivery rather than content creation? Can they be trained into the role through the Service Area B coordination process?

Answer 20:

While the primary role of the borough-based industrial experts is service delivery, the role of the centralized Industrial Expertise contractor (Competition Pool 7) will be a combination of service delivery coordination & oversight, program design, and direct service delivery. The contractor for Competition Pool 7 will be responsible for developing and managing a feedback loop between SBS, Service Area A providers, and other relevant stakeholders. This loop should include oversight of service delivery performance to ensure the overall industrial business targets are met across the system.

Question 21:

Is the industrial expert role intended to be a dedicated, separate position distinct from the generalist Business Advisors? Can one of the Business Advisors fulfill this role if they possess the



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required industry knowledge? May this role be filled by a part-time subcontractor, or does SBS expect a full-time dedicated staff member?

Answer 21:

Vendors can propose staffing structure for the selected Competition Pool that meets the deliverables and requirements of the contract. As specified in the RFP solicitation, at least one full-time industrial expert must be hired or subcontracted to deliver services directly to industrial businesses.

Question 22:

Section II(B)(1)(d) requires the flagship location to be "open and staffed by at least 1 full-time employee (FTE) from 9 AM to 5 PM during business days." Provided the flagship remains staffed by another qualified employee, may that FTE also conduct external outreach, canvassing, and community networking during business hours (e.g., a receptionist or coordinator) who can receive clients, collect intake information, and schedule appointments?

Answer 22:

Yes.

Question 23:

May Business Advisors, including senior consultants, divide their time between the flagship, satellite locations, and community outreach activities?

Answer 23:

Yes, staff can be rotated between the flagship and satellite locations.

Question 24:

Is there a minimum percentage of time SBS expects Business Advisors to spend at physical locations versus in the field?

Answer 24:

Proposers should review the FTE requirements for each Service Area and schedule staff assignments accordingly.

Question 25:

Section II(B)(1) states that the flagship location must be "located in or near a commercial corridor" and "ADA-compliant." If a proposer's current office is located within an ADA-compliant business



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incubator, does that qualify as an eligible flagship location? Does SBS require a standalone, independently leased office space?

Answer 25:

Any location that meets the requirements as outlined in the RFP solicitation may be proposed as a flagship location, for review by SBS. Any associated costs should be included in the budget. A standalone, independently leased office space is not a requirement.

Question 26:

The RFP states that satellite locations should be "integrated into existing community-based organizations, libraries, city agencies, or similar venues." May be proposed to use multiple business incubator spaces distributed across a borough, with one designated as the flagship and others as satellites? Would an incubator qualify as a "similar venue" for satellite purposes?

Answer 26:

If the incubator location meets the requirements as outlined in the RFP solicitation it may be proposed as a flagship or satellite location, for review by SBS.

Question 27:

Can SBS clarify the meaning of "integrated" in this context? Specifically: (a) Does "integrated" mean physically co-located within the host organization's space? (b) Does the host organization need to play any programmatic role, or is a space-sharing arrangement sufficient? (c) Must there be a formal MOU or agreement with the host organization, and if so, is a letter of intent sufficient at the proposal stage?

Answer 27:

Vendors should propose a recommendation for the most effective way to co-locate and manage host organization relationships. A letter of intent is acceptable but not required at the proposal stage.

Question 28:

Will selected contractors operate as agents of SBS, using SBS branding, logo, and identity exclusively at the centers, or will contractors maintain their own organizational identity alongside SBS branding?

Answer 28: Selected vendors will use SBS approved branding and logos. Flagship centers will exclusively use SBS branding. Co-branding may be an option at Satellite centers but will need to be reviewed and approved by SBS.



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Question 29:

May contractors co-brand the centers with both their organizational identity and the NYC Business Solutions brand?

Answer 29:

Flagship centers will exclusively use SBS branding. Co-branding may be an option at Satellite centers but will need to be reviewed and approved by SBS.

Question 30:

Section II(B)(2)(c) states that satellite locations must be "open and staffed by at least 1 FTE during specified, scheduled, and consistent times during and after business hours." Can SBS clarify the meaning of "after business hours" in this context? Specifically: (a) Does "after business hours" mean the contractor must offer some evening or weekend hours, or does it require around-the-clock staffing? (b) What is the minimum frequency of after-hours availability SBS expects, for example, at least one evening per week, or at least one Saturday morning per month? (c) Is it acceptable for after-hours availability to vary by satellite location based on community need?

Answer 30:

After hours are defined as after 5:00pm and on weekends. This applies when events are scheduled, and staff attendance is required. Such time will not appear as a regular schedule but will be assigned on an as needed basis. Vendors will also manage their event calendars to optimize service delivery.

Question 31:

Section II(C)(1) states that "client-facing staff should be equipped with mobile devices to input data in real time." Does SBS have a preferred device type (e.g., tablet, laptop, smartphone), or technical specifications for these devices? Are device and technology costs considered allowable budget line items under this contract?

Answer 31:

Proposers are encouraged to suggest their preferred mobile device to ensure data is input in real time. Any hardware and/or software being purchased using contract funds will need to receive approval from SBS prior to purchasing.

Question 32:

For the purposes of both the minimum qualifications in Section II(E) ("5 years of experience conducting outreach in New York City") and the service delivery requirements in Section II(A)(5).



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Can SBS provide a specific definition of what activities constitute "outreach"? For example: Does outreach include community canvassing, attendance and tabling at community events, social media campaigns, email newsletters, presentations at partner organizations, one-on-one networking, and referral partnership management? Is there a minimum scale or scope required for outreach experience to satisfy the 5-year minimum qualification?

Answer 32:

All relevant experience as required in the solicitation should be submitted in your response. Outreach can include but not be limited to, community canvassing, attendance and tabling at community events, social media campaigns, email newsletters, presentations at partner organizations, one-on-one networking, referral partnership management, and other similar activities.

Question 33:

Section II(E) requires supporting documentation, including a "lease agreement of office within NYC." If a proposer operates from a business incubator under a license agreement or membership agreement rather than a traditional lease, will such documentation be accepted in lieu of a formal lease? If not, what alternative documentation would SBS accept to demonstrate a qualified physical presence? Section II(F) lists preferred qualifications, including "at least five years of significant experience working with small businesses." Is the preferred qualification standard evaluated on a pass/fail basis, or is it scored on a spectrum where more years and a broader scope of experience result in a higher score? (This will help us determine how much detail to provide in their supporting documentation.)

Answer 33:

A license agreement or membership agreement rather than a traditional lease would be sufficient. Preferred qualifications will not be scored; however, they are used to support a vendor's proposal.

Question 34:

Attachment A1 is described as a "Start-Up Budget (if required)." Can SBS clarify under what circumstances a start-up budget is required? What types of pre-contract-start costs are allowable, and is there a maximum amount that may be requested in the start-up budget?

Answer 34:

Vendors should propose a contract budget with cost allocations that best meet the requirements of the RFP, within the budget listed in the solicitation.

Question 35:

Section IV(C)(f) of the Evaluation Criteria asks proposers to submit a "list of community-based organizations and other partners that the proposer recommends working with," indicate whether a current relationship exists, and describe each partner's key role. Can SBS clarify the definition of "partner" for evaluation purposes? Specifically: (a) Does a "partner" require a formal MOU or contractual relationship, or is an established working referral relationship sufficient? (b) Will proposers with more formal partnership agreements (e.g., signed MOUs) receive a higher score than those with informal relationships? (c) May subcontractors also be listed as community partners, or should the partner list be limited to non-subcontracting community organizations?

Answer 35:

The partner list submitted must demonstrate that the vendor maintains an existing relationship with each partner and clearly defines the roles each partner will perform. Vendors are responsible for determining whether a memorandum of understanding (MOU) or other contractual agreement is required to formalize the partnership and whether subcontractors will be classified as partners including any associated fees. Proposals will be evaluated comprehensively but there is not a specific requirement to maintain a formal MOU prior to submission.

Question 36:

Would firms like ours be best suited to participate as a subcontractor/industry partner under a prime proposer for this RFP?

Answer 36:

It is up to each proposer to determine whether they will be better suited as a prime or subcontractor based on the requirements outlined in the RFP.

Question 37:

Is there a way to access or connect with plan holders or prospective prime bidders for potential teaming opportunities?

Answer 37:

In addendum #1, vendors were instructed to submit their contact information to SBS if they were interested in subcontracting. A list of subcontractors that submitted their contact information indicating their interest will be issued in Addendum #3.



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Question 38:

Given the emphasis on industrial sectors, would expertise in workplace infrastructure, decommissioning, and circular economy solutions be considered relevant under the “Industrial Expertise” scope?

Answer 38:

The following NAICS codes are used to identify industrial businesses, these codes are self-identified by business clients: 22 (Utilities); 23 (Construction); 42 (Wholesale Trade); 31-33 (Manufacturing); and 48-49 (Transportation & Warehousing). Proposers should provide any information that they think is relevant to their experience.

Question 39:

Are there any upcoming information sessions or networking opportunities related to this solicitation?

Answer 39:

No, however, a list of subcontractors that submitted their contact information indicating their interest will be issued in Addendum #3.

Question 40:

Will a separate Budget for Cannabis business assistance be allocated as prior years?

Answer 40:

Allocation of any additional funds will be determined if and when additional industries are identified by SBS.

Question 41:

Should proposers include Instructor costs in their Price Proposal for Options 1-5 for Service Area A?

Answer 41:

Yes, if applicable.

Question 42:

For budgeting purposes for Options 1-5 for Service Area A, what should be the budgeted placeholders for fee-for-profit and administrative costs?

Answer 42:

The fee for profit's max is 10%. Administrative cost is based on the proposer's budget.



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Question 43:

Should rent costs be added in a budget proposal, or will that be a separate build-out budget post-award?

Answer 43:

Proposers must include all expenses in their budget proposals. If proposing a location with rent expenses, other than an existing co-located location, rent costs should be included in the budget.

Question 44:

Can SBS provide insight into the cost assumptions used to establish the proposed funding levels? Understanding how the budget was structured in relation to staffing, facilities, and service delivery would help ensure alignment in how vendors build their approach.

Answer 44:

SBS anticipates each vendor may have unique cost assumptions. Vendors should propose a contract budget with cost allocations that best meet the requirements of the RFP, within the budget listed in the solicitation.

Question 45:

How does SBS expect vendors to account for physical space requirements within the contract value? Specifically, are vendors expected to bear the full cost of securing and operating flagship and satellite locations, or are these costs considered billable and included within the anticipated budget? Additionally, should vendors assume that any city or partner-provided spaces will be available at no cost, or should associated costs still be accounted for in the proposal?

Answer 45:

Proposers must include all space-related expenses in their budget proposals. All operational costs associated with the proposed location must be reflected within the budget for the applicable Competition Pool. If no fee is required for the use of a location, a corresponding line item is not necessary in the budget proposal. Vendors are encouraged to propose locations that meet the requirements outlined in the RFP.



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Question 46:

Can SBS further clarify how the minimum FTE requirement is intended to translate into actual service delivery capacity? As written, it would be helpful to understand how staffing expectations align with the breadth of outreach, advising, and programming outlined in the scope.

Answer 46:

It's up to the proposer to determine how to staff at least the minimum number of FTEs in order to deliver relevant services and facilitate connections to appropriate programs and partners, ensuring clients' business needs are effectively addressed.

Question 47:

Is there an implied staffing profile SBS has in mind when defining the FTE requirement? For example, whether the expectation is a more outreach-focused, entry-level model or a team inclusive of experienced business advisors providing higher-touch support.

Answer 47:

It's up to the proposer to determine the level of expertise needed to fulfill the requirements specified in the RFP. Staff are expected to deliver services as described in the solicitation and facilitate connections to appropriate programs and partners, ensuring clients' business needs are effectively addressed.

Question 48:

What technology infrastructure, if any, will be provided directly by SBS to support program delivery? This includes client tracking systems, reporting platforms, and any standardized tools required for performance management.

Answer 48:

SBS utilizes Microsoft Dynamics as its internal customer relationship management system, in which all client interactions are documented. The system enables the development of service dashboards, reports and data exports to monitor progress against defined goals.

Question 49:

Should vendors assume that all equipment and technology needs are to be fully covered within the contract budget? This includes items such as laptops, tablets, mobile devices, and any tools required for field-based service delivery.



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Answer 49:

The purchase of software and hardware necessary to support the outlined services is contingent upon SBS approval and may be eligible for coverage under the contract funding. Any expected costs should be included in the submitted budget.

Question 50:

Are there any additional resources, supports, or cost offsets that SBS anticipates providing that are not explicitly outlined in the RFP? Understanding whether there are supplemental supports available would help ensure vendors are not over- or under-scoping their cost assumptions.

Answer 50:

Proposers should propose a contract budget with cost allocations that best meet the requirements of the RFP, within the budget listed in the solicitation.

Question 51:

If vendors identify a gap between the scope of work and the available funding, how should that be addressed within the proposal? Specifically, whether SBS is open to alternative delivery models or adjustments in approach that maintain program outcomes while accounting for cost feasibility.

Answer 51:

Proposers should propose a contract budget with cost allocations that best meet the requirements of the RFP within the budget listed in the solicitation. It is up to the vendor to propose a model that achieves program goals within the budget listed in the solicitation.

Question 52:

Financing Assistance, Area A: Explain the working relationship between Area A Business advisors and Area B Financing Advisors? Per RFP, "Service Area A contractor staff will be expected to provide technical assistance directly to some small businesses, and to refer others to Service Area B contractors, as outlined in a Standard Operating Procedure that will be published annually" What does "other businesses" mean?

Answer 52:

Service Area B is expected to design and implement standardized training protocols to ensure consistency in service delivery, including in Service Area A. Service Area A contractor will be responsible for partnering with Service Area B contractor to develop a referral plan. Service Area A staff should work with businesses where applicable to provide referrals to financing products or to Service Area B to meet with Financing Consultants.

Question 53:

What is the rationale for setting the financing target at \$50M, given current system performance (~\$15.5M)?

Answer 53:

Definitions and anticipated numerical goals are included in the solicitation and were determined based on a variety of factors including historical performance, funding level, market considerations, and operational factors. SBS will provide updated goals each year in a Standard Operating Procedures document, considering factors such as historical performance, funding level, market considerations, and operational factors.

Question 54:

How were performance goals determined, and what assumptions underpin the expected scale-up from where the system is today?

Answer 54:

Service Definitions and anticipated numerical goals are included in the solicitation and were determined based on a variety of factors including historical performance, funding level, market considerations, and operational factors. SBS will provide updated goals each year in a Standard Operating Procedures document, considering factors such as historical performance, funding level, market considerations, and operational factors.

Question 55:

Are these goals the sole responsibility of the Citywide Hub provider, or shared across the Hub and Borough operators?

Answer 55:

Service goals and deliverables are outlined for each Competition Pool. Service Area A and Service Area B will work together to complete a combination of set goals. Service Area A contractors are solely responsible for their contract goals. Service Area B is expected to design and implement standardized training protocols to ensure consistency in service delivery, including in Service Area A. Service Area B responsibilities include oversight of service delivery performance across Service Area A and B to ensure targets are met across the system.



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Question 56:

Is the Citywide Hub provider solely responsible for the meeting the \$50M financing target, or is this responsibility shared with Center providers?

Answer 56:

The Financing Assistance Service Goals for Service Area B are inclusive of goals and performance in Service Area A.

Question 57:

Which specific goals are tied to performance-based payments?

Answer 57:

SBS anticipates that the payment structure of the contract(s) awarded from this RFP will be a combination of line-item fees and performance-based deliverables. It is anticipated that performance milestones will be no greater than 20% of the budget. For clarity, as an example, if 20% of the budget were allocated to performance milestones, this would mean the contractor could invoice for up to 80% of the contract value on a line-item basis. Please note, the 20% would only be invoiceable after the performance goals are met. The final payment structure will be agreed upon between the contractor(s) and SBS to optimize performance.

Question 58:

Are performance targets negotiable or subject to adjustment based on implementation realities?

Answer 58:

SBS will provide updated goals each year in a Standard Operating Procedures document, considering factors such as historical performance, funding level, market considerations, and operational factors.

Question 59:

How will performance be tracked and attributed across Service Area A and Service Area B?

Answer 59:

The service goals for Service Area B are inclusive of goals and performance in Service Area A. Service Area A contractors are solely responsible for their contract goals.

Question 60:

Is the Citywide Hub provider accountable for total citywide outcomes, including those driven by Borough operators?



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Answer 60:

Yes. The Service Area B contractor(s) will provide foundational infrastructure to ensure that service delivery throughout Service Area A is high quality, optimized, and meets SBS standards.

Question 61:

What role will SBS play in making referrals and doing marketing to drive businesses to the program (Hub and Centers)?

Answer 61:

SBS will continue to conduct marketing for all programs and services and targeted marketing as needed. Responders are encouraged to propose alternative marketing options which are contingent on SBS approval.

Question 62:

How will credit toward performance goals be allocated between direct service delivery and referrals across providers? For example, if the Citywide Hub assesses and refers a business that ultimately receives services or financing through a Borough provider, will the Hub receive full, partial, or no credit toward goal attainment?

Answer 62:

The service goals for Service Area B are inclusive of goals and performance in Service Area A. Service Area A contractors are solely responsible for their contract goals. If Service Area A contractor makes the referral to Service Area B contractor and an award is closed – both contractors will receive credit. If Service A makes a referral to a loan directly and an award is closed – both contractors will receive credit. Service Area B is expected to design and implement standardized training protocols to ensure consistency in service delivery, including in Service Area A.

Question 63:

Is there flexibility for the pay for performance requirements starting in Years 2 or 3 to allow for full set up and testing of the new citywide Hub program model?

Answer 63:

SBS anticipates that the payment structure of the contract(s) awarded from this RFP will be a combination of line-item fees and deliverables-based. It is anticipated that performance milestones will be no greater than 20% of the budget. For clarity, as an example, if 20% of the budget were allocated to performance milestones, this would mean the contractor could invoice for up to 80% of the contract value on a line-item basis. Please note, the 20% would only be



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invoiceable after the performance goals are met. The final payment structure will be agreed upon between the contractor(s) and SBS to optimize performance.

Question 64:

Is there flexibility in the required FTE structure for the Citywide Hub, particularly the 15 Financing Assistance FTE requirement?

Answer 64:

Vendors should propose staffing structure that will optimize service delivery as described in the RFP.

Question 65:

Can FTEs be structured as blended roles across service areas (e.g., staff supporting multiple functions), or must they be fully dedicated?

Answer 65:

Vendors should propose staffing structure that will optimize service delivery as described in the RFP.

Question 66:

For Service Area B, can FTEs include contractors or fractional resources, or must they be full-time employees?

Answer 66:

Vendors should propose staffing structure that will optimize service delivery as described in the RFP. Subcontracting is permissible and must follow city requirements.

Question 67:

Are there expected FTE requirements for Business Education & Legal Coordination, Industrial Expertise, and Coordination & Analytics?

Answer 67:

There is not a specified FTE minimum for Business Education, Legal Coordination, Coordination & Analytics, or Industrial Expertise within Service Area B. Vendors should propose staffing structure that will optimize service delivery as described in the RFP. Expertise is described in the RFP based on the Service Area. Coordination and Analytics can be found in Section III, B.



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Question 68 :

Can the same personnel be proposed across multiple service areas?

Answer 68:

Proposers can propose their staffing structure for the selected Competition Pool that meets the deliverables and FTE requirements of the contract.

Question 69:

Will proposals be disqualified, penalized or deemed non-responsive if fewer than 15 FTEs are included in the proposal for the City-wide hub?

Answer 69:

Vendors should submit proposals to best meet the requirements and achieve the program goals listed in the RFP.

Question 70:

For the Citywide Hub, are providers required to deliver in-person courses, including covering instructor costs? Or will in-person course delivery be handled by Borough operators?

Answer 70:

The business education service will be implemented through a combination of online and in-person courses available citywide. Selected vendor will be responsible for coordinating the logistics of the delivery of these courses including coordinating with Service Area A contractors.

Question 71:

Will proposals be disqualified, penalized, or deemed non-responsive if in-person course delivery is not included in the Citywide Hub scope?

Answer 71:

Vendors should submit proposals to best meet the requirements and achieve the program goals listed in the RFP.

Question 72:

Are all Service Area A courses expected to be delivered in person, or is there flexibility for virtual delivery?

Answer 72:

A combination of webinars and in-person courses is acceptable.



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Question 73:

Is there flexibility to structure the budget based on milestones achieved and services delivered, rather than strictly personnel and OTPS categories?

Answer 73:

SBS anticipates that the payment structure of the contract(s) awarded from this RFP will be a combination of line-item fees and deliverables-based. It is anticipated that performance milestones will be no greater than 20% of the budget. For clarity, as an example, if 20% of the budget were allocated to performance milestones, this would mean the contractor could invoice for up to 80% of the contract value on a line-item basis. Please note, the 20% would only be invoiceable after the performance goals are met. The final payment structure will be agreed upon between the contractor(s) and SBS to optimize performance.

Question 74:

Is a profit or fee structure allowable within the contract? If so, what is the expected range (e.g., historically ~10%)?

Answer 74:

Proposers who are for-profit service providers, the fee-for-profit is 10%.

Question 75:

What is the allowable fringe cap?

Answer 75:

Proposers should submit a fringe rate in their budget proposal. Fringe rates will be reviewed and approved by SBS.

Question 76:

Given the Citywide Hub includes both technology and service delivery, how should costs be allocated across these categories?

Answer 76:

Vendors should propose a contract budget with cost allocations that best meet the requirements of the RFP and is within the budget listed in the solicitation.

Question 77:



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Will SBS retain responsibility for managing partners across Service Areas A and B?

Answer 77:

Vendors are responsible for managing their partner relationships.

Question 78:

Will Borough-based teams be required to conduct marketing activities (e.g., email campaigns, outreach, referrals) into the Hub?

Answer 78:

Yes, using SBS approved activities and material.

Question 79:

Will marketing activities be centrally directed by SBS or managed independently by providers?

Answer 79:

SBS will continue to manage marketing related to all programs and services. Responders are encouraged to propose alternative marketing options which are contingent on SBS approval.

Question 80:

Are existing SBS-controlled locations available for use as part of Service Area A delivery, and should associated costs be included in proposals?

Answer 80:

Yes, existing locations can be suggested as a flagship or satellite. Vendors must include all space-related expenses in their budget proposals. All operational costs associated with the proposed location must be reflected within the budget for the applicable Competition Pool.

Question 81:

For shared or partner spaces, will MOUs be managed by the vendor or SBS?

Answer 81:

The proposer will be responsible for the shared space and any associated agreement, unless otherwise determined by SBS.



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Question 82:

What specific industrial expertise is required? What types of support is expected to be provided outside of the services outlined in the RFP?

Answer 82:

It's up to proposers to determine the level of expertise needed to fulfill the requirements and expertise specified in the RFP. Staff and/or subcontractor are expected to deliver relevant services and facilitate connections to appropriate programs and partners, ensuring clients' business needs are effectively addressed.

Question 83:

How are priority sectors defined (e.g., Construction, Manufacturing, Transportation, Warehousing)?

Answer 83:

The first sectors to be prioritized for sector-specific advice will be defined by the following NAICS codes as self-identified by business clients: 22 (Utilities); 23 (Construction); 42 (Wholesale Trade); 31-33 (Manufacturing); and 48-49 (Transportation & Warehousing).

Question 84:

Why is Legal Assistance structured as a Citywide goal only, rather than also being a Borough-based responsibility?

Answer 84:

Business Assessments are defined as intentional consultations between Business Advisors and entrepreneurs or small business owners with the intention of learning the business needs and delivering or making connections to appropriate business services. "Appropriate business services" includes connections to legal assistance that will be coordinated through Service Area B contractor.

Question 85:

What is the expected timeline from contract execution to program launch (e.g., 3–6 months)?

Answer 85:

The timeline will be discussed with the selected vendors during contract negotiations, finalization and processing.



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Question 86:

Are there word limits associated with each proposal response, and what do the (#) indicators represent?

Answer 86:

There are no word limits for responses. The number indicator at the end of each question in PASSPort is its scoring value.

Question 87:

Appendix C appears to duplicate Attachment C — can the correct Appendix C be uploaded to the portal?

Answer 87:

This was corrected as part of Addendum #1. The corrected Appendix C has been uploaded to PASSPort.

Question 88:

How are performance-based payments structured? Specifically, are payments tied to achieving minimum threshold targets, proportional progress toward goals, or full attainment of all agreed-upon materials?

Answer 88:

SBS anticipates that the payment structure of the contract(s) awarded from this RFP will be a combination of line-item fees and deliverables-based. It is anticipated that performance milestones will be no greater than 20% of the budget. For clarity, as an example, if 20% of the budget were allocated to performance milestones, this would mean the contractor could invoice for up to 80% of the contract value on a line-item basis. Please note, the 20% would only be invoiceable after the performance goals are met. The final payment structure will be agreed upon between the contractor(s) and SBS to optimize performance.

Question 89:

Are performance targets fixed for the duration of the contract, or are they revisited and calibrated annually between SBS and the selected vendor based on implementation progress and system performance?

Answer 89:

Service Definitions and anticipated numerical goals are included in the solicitation. SBS will provide updated goals each year in a Standard Operating Procedures document, considering



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factors such as historical performance, funding level, market considerations, and operational factors.

Question 90:

Are there any required thresholds or expectations regarding the allocation of personnel versus non-personnel (e.g., technology, platform, and related costs) within the budget?

Answer 90:

Proposers should propose a contract budget with cost allocations that best meet the requirements of the RFP and is within the budget listed in the solicitation

Question 91:

Is there flexibility in how costs are allocated between personnel and non-personnel categories, particularly for models that include significant technology and platform components?

Answer 91:

Proposers should propose FTE structures that ensure the deliverables in the RFP are met.

Question 92:

For both the Flagship and Satellite locations, please confirm whether rental expenses and other facility-related overhead costs are expected to be covered within the proposed operating budget.

Answer 92:

Proposers must include all space-related expenses in their budget proposals. All operational costs associated with the proposed location must be reflected within the budget for the applicable Competition Pool.

Question 93:

Please clarify how the 80% / 20% performance structure will operate. Specifically, we are requesting additional detail on how performance metrics will be weighted, measured, and applied within this payment model.

Answer 93:

SBS anticipates that the payment structure of the contract(s) awarded from this RFP will be a combination of line-item fees and deliverables-based. It is anticipated that performance milestones will be no greater than 20% of the budget. For clarity, as an example, if 20% of the budget were allocated to performance milestones, this would mean the contractor could invoice



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for up to 80% of the contract value on a line-item basis. Please note, the 20% would only be invoiceable after the performance goals are met. The final payment structure will be agreed upon between the contractor(s) and SBS to optimize performance.

Question 94:

Is there a physical location requirement for Option B? We are requesting clarification on whether the proposer must maintain a designated physical site for service delivery under Option B, or if virtual, mobile, or shared-space models are permissible.

Answer 94:

A physical location is not required for Service Area B, but certain deliverables will require the deployment of staff to physical locations citywide (for example, but not limited to flagship, satellite, or event locations).

Question 95:

Can we propose alternative learning systems and database platforms beyond those currently used by the BSC system? We are requesting clarification on whether proposers may recommend different learning management systems, data platforms, or related technologies, provided they meet all functional, reporting, and interoperability requirements outlined in the RFP.

Answer 95:

Vendors are encouraged to propose the best approach to achieve the outlined requirements and deliverables. Any new system, data platforms or related technologies proposed are subject to SBS approval prior to use.

Question 96:

For organizations pursuing subcontracting roles, what level of documented past small business service delivery is required to be considered by prime contractors?

Answer 96:

Prime contractors are required to ensure subcontractors meet the agency's expectations in all relevant areas.

Question 97:

Are prime contractors expected to identify subcontractors at the time of proposal submission, or can subcontractors be onboarded post-award?



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Answer 97:

If a prime contractor is submitting a proposal, and knows its intended subcontractor(s), then the subcontractor's information as requested in the RFP should be included in the proposal. Subcontractors can be submitted post award and are subject to agency approval.

Question 98:

Does SBS provide any formal opportunities or guidance for subcontractors to connect with potential prime contractors prior to award?

Answer 98:

A list of subcontractors that submitted their contact information indicating their interest will be issued in Addendum #3.

Question 99:

Pool 7 Scope – Advisory vs. Direct Service: Can you clarify how much of the Pool 7 role is advisory versus direct service? When would the Pool 7 contractor work directly with small businesses versus supporting Service Area A providers?

Answer 99:

The role of the centralized Industrial Expertise contractor (Competition Pool 7) will be a combination of service delivery coordination & oversight, program design, and direct service delivery. The contractor for Competition Pool 7 will be responsible for developing and managing a feedback loop between SBS, Service Area A providers, and other relevant stakeholders. This loop should include oversight of service delivery performance to ensure the overall industrial business targets are met across the system. As an example, if all targets are met through service delivery from the 5 Service Area A contractors, the contractor for Competition Pool 7 will not be required to deliver direct services.

Question 100: Working with Service Area A (Borough Providers): How is the Pool 7 contractor expected to work with Service Area A providers? Is there a set structure for communication, reporting, or escalation?

Answer 100:

The role of the centralized Industrial Expertise contractor (Competition Pool 7) will be a combination of service delivery coordination & oversight, program design, and direct service



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delivery. The contractor for Competition Pool 7 will be responsible for developing and managing a feedback loop between SBS, Service Area A providers, and other relevant stakeholders. This loop should include oversight of service delivery performance to ensure the overall industrial business targets are met across the system. At the start of the contract, SBS will make introductions and set expectations on roles and responsibilities.

Question 101:

Pool 6 and Pool 7 Coordination: How are the Pool 6 and Pool 7 contractors expected to work together? Will there be regular coordination between these roles?

Answer 101:

The role of the centralized contractors (Competition Pool 6 and 7) will be a combination of service delivery coordination & oversight, program design, and direct service delivery. The contractor(s) for Competition Pool 6 and 7 will be responsible for developing and managing a feedback loop between SBS, Service Area S providers, and other relevant stakeholders. This loop should include oversight of service delivery performance to ensure the overall industrial business targets are met across the system. At the start of the contract, SBS will make introductions and set expectations on roles and responsibilities.

Question 102:

Definition of Industrial Businesses: Can you clarify what is meant by “industrial businesses” for Pool 7? Does experience with construction, facilities, or built environment projects count?

Answer 102:

The following NAICS codes are used to identify industrial businesses, these codes are self-identified by business clients: 22 (Utilities); 23 (Construction); 42 (Wholesale Trade); 31-33 (Manufacturing); and 48-49 (Transportation & Warehousing)

Question 103:

Staffing Expectations: Are there minimum staffing requirements for Pool 7, or is a lean, expert-led approach acceptable?

Answer 103:

There is not a specified FTE minimum for Business Education, Legal Coordination, Coordination & Analytics, or Industrial Expertise within Service Area B. Vendors should propose staffing structure that will optimize service delivery as described in the RFP.



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Question 104:

Service Targets (1,500 Businesses): For the goal of serving about 1,500 businesses per year, how much is expected to be handled directly by Pool 7 versus through Service Area A providers?

Answer 104:

Of the goal to serve 1,500 businesses per year, delivery is expected to be a combined effort between Competition Pool 7 and Service Area A industry experts. The contractor for Competition Pool 7 will be responsible for developing and managing a feedback loop between SBS, Service Area A providers, and other relevant stakeholders. This loop should include oversight of service delivery performance to ensure the overall industrial business targets are met across the system. As an example, if all targets are met through service delivery from the 5 Service Area A contractors, the contractor for Competition Pool 7 will not be required to deliver direct services.

Question 105:

Subcontracting: Do subcontractors need to be identified at the time of submission, or can they be added after award?

Answer 105:

If a prime contractor is submitting a proposal, and knows its intended subcontractor(s), then the subcontractor's information as requested in the RFP should be included in the proposal. Subcontractors can be submitted post award and are subject to agency approval.

Question 106:

Subcontractor Compliance: Is the prime contractor responsible for ensuring subcontractors meet Appendix C requirements, or does each subcontractor submit their own?

Answer 106:

Prime and sub-contractor should meet the requirements of APPENDIX C to ensure compliance.

Question 107:

Appendix C Timing: Are Appendix C certifications required at the time of submission, or only after award?

Answer 107:

APPENDIX C requirements must be met prior to the start of services. Seeking compliance should not delay the start of services.



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Question 108:

Appendix C Applicability: Do all Appendix C requirements apply to Pool 7, or only to certain parts of the program?

Answer 108:

Appendix C applies to all Competition Pools and will be included in the contract document.

Question 109:

Our organization operates an Industrial Business Service Provider (IBSP) program serving a defined subset of Brooklyn, rather than borough-wide or city-wide. Is there an opportunity for organizations to apply for funding to continue serving a specific service area directly?

Answer 109:

The Prime Contractor will be responsible for meeting its goals (deliverables) whether it's via a sub-contractor or otherwise. The prime contractor will determine if subcontracting is needed and will set the deliverables and compensation for the subcontractor.

Question 110:

How will SBS ensure continuity of services for businesses currently served by IBSPs operating within defined industrial geographies, rather than borough-wide catchment areas?

Answer 110:

SBS anticipates extending all existing IBSP contracts for up to one year to ensure continuity of service while the RFP process is completed and vendors selected.

Question 111:

Did SBS account for the loss of hyperlocal relationships and sector-specific expertise when shifting from IBSP-based service delivery to a borough-wide model?

Answer 111:

The current model only serves approximately 1,000 industrial businesses a year, but approximately 14% of NYC's ~200K small businesses are industrial. The structure of this model is designed to provide high quality services at scale, by leveraging central expertise and service design with both citywide and borough-based service delivery.



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Question 112:

Applicants for BSC contracts in Service Area A must supply at least one industry expert per borough. How will a single industry expert per borough improve upon the current IBSP model, which typically funds multiple staff embedded within multiple industrial communities?

Answer 112:

These experts will be responsible primarily to conduct outreach to industrial businesses and stakeholders, and to provide direct services to industrial businesses. They will be required to attend trainings coordinated by the vendor operating Competition Pool 7 to ensure the expertise stays up to date.

Question 113:

What specific scope of work and performance expectations are assigned to the Competition “industry expert,” and how will effectiveness be measured across an entire borough?

Answer 113:

Sector-specific goals for Service Area A contractors will be determined by SBS and supported by the Service Area B Industry Expert analysis of market needs, incorporating feedback from SBS, other industry stakeholders, and the business-facing staff within Service Area A.

Question 114:

Service Area A respondents are bidding at current BSC funding levels. The RFP permits subcontracting but does not provide additional funding to support it. What is the incentive for BSC respondents to subcontract with experienced IBSP providers if no additional funds are available to support those partnerships?

Answer 114:

Subcontracting is permitted in the event the proposer cannot meet the minimum requirements and goals set forth in the RFP and must be within the amount allocated for each Competition Pool.

Question 115:

In both Service area A and Competition 7: How does SBS envision IBSP subcontractors being compensated relative to deliverables and will SBS establish any standards to ensure equitable participation?



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Answer 115:

Subcontract deliverables and compensation are determined by the prime contractor.

Question 116:

Can a respondent list organizations or entities as potential subcontractors without their formal consent or commitment?

Answer 116:

Sub-contractors submitted should be aware of their organization being submitted as a proposed sub-contractor to ensure they are aware of their role and responsibilities.

Question 117:

Applicants for BSC contracts in Service Area A are bidding at current funding levels. How were the proposed service targets calibrated relative to funding levels and required staffing, particularly given the scale of outreach and engagement expected?

Answer 117:

Service Definitions and anticipated numerical goals included in the solicitation were determined based on a variety of factors including historical performance, funding level, market considerations, and operational factors. SBS will provide updated goals each year in a Standard Operating Procedures document, considering factors such as historical performance, funding level, market considerations, and operational factors.

Question 118:

Our current IBSP contract of approximately \$170,000 annually supports service to roughly 200 businesses with 1.7 staff. If a subcontract were significantly smaller (e.g., funding less than one FTE), how would SBS expect deliverables to scale proportionally?

Answer 118:

The structure of this model is designed to provide high quality services at scale, by leveraging central expertise and service design with both citywide and borough-based service delivery.

Question 119: Does SBS anticipate that contractors will subsidize program delivery through other funding sources in order to meet required staffing levels and service goals?



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Answer 119:

At the proposers' discretion, additional funds may be allocated as in-kind contributions to support the program. The funding available through SBS is specified within each Competition Pool.

Question 120:

Competition Pool 7 includes a requirement to serve at least 1,500 businesses citywide with an annual budget of \$300,000. How many subcontracts does SBS anticipate under this pool, and what is the expected size and scope of those subcontracts?

Answer 120:

It's up to the proposers' discretion on the number of subcontracts and scope of work needed to complete the requirements and deliverables as outlined in Competition Pool 7. It is preferred that the combined amount of all subcontracts not exceed 49% of the total contract amount.

Question 121:

What is the expected staffing model for delivering services at this scale, and what proportion of these services are anticipated to be direct vs. coordinated through Service Area A contractors?

Answer 121:

Proposers can submit a staffing structure for the selected Competition Pool that meets the deliverables and requirements of the contract. Service Definitions and anticipated numerical goals are included in the solicitation and were determined based on a variety of factors including historical performance, funding level, market considerations, and operational factors. SBS will provide updated goals each year in a Standard Operating Procedures document, considering factors such as historical performance, funding level, market considerations, and operational factors.

Question 122:

How will Service Area A Industry Experts and Service Area B Industrial Expertise coordinate efforts and be responsible for outcomes?

Answer 122:

The role of the centralized Industrial Expertise contractor (Competition Pool 7) will be a combination of service delivery coordination & oversight, program design, and direct service

delivery. The contractor for Competition Pool 7 will be responsible for developing and managing a feedback loop between SBS, Service Area S providers, and other relevant stakeholders. This loop should include oversight of service delivery performance to ensure the overall industrial business targets are met across the system. At the start of the contract SBS will make introductions, set expectations on roles and responsibilities.

Question 123: How will SBS adapt performance metrics to reflect the more intensive, long-term engagement required by industrial businesses compared to other small business sectors?

Answer 123:

Service Definitions and anticipated numerical goals included in the solicitation were determined based on a variety of factors including historical performance, funding level, market considerations, and operational factors. SBS will provide updated goals each year in a Standard Operating Procedures document, considering factors such as historical performance, funding level, market considerations, and operational factors.

Question 124:

Will SBS differentiate between light-touch engagements and high-intensity technical assistance when evaluating contractor performance?

Answer 124:

Service Definitions and anticipated numerical goals are included in the solicitation. SBS will provide updated goals each year in a Standard Operating Procedures document, considering factors such as historical performance, funding level, market considerations, and operational factors.

Question 125:

What is SBS's plan to ensure continuity of service for businesses currently receiving IBSP support during the transition to the new model?

Answer 125:

SBS anticipates extending all existing IBSP contracts for up to one year to ensure continuity of service while the RFP process is completed and vendors selected.



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Question 126:

Will existing client relationships, pipelines, and CRM data be transferred to new contractors, and if so, under what structure?

Answer 126:

Yes, existing client relationships, pipeline and CRM data should all be completed and updated in SBS's Microsoft Dynamics CRM system and any other platform currently in use and will be provided to the selected vendors.

Question 127:

The RFP introduces a centralized "hub-and-spoke" model for industrial services. What evaluation findings or data informed this shift from the current decentralized IBSP model?

Answer 127:

The current model only serves approximately 1,000 industrial businesses a year, but approximately 14% of NYC's ~200K small businesses are industrial. The structure of this model is designed to provide high quality services at scale, by leveraging central expertise and service design with both citywide and borough-based service delivery.

Question 128:

How will SBS ensure that centralized service design reflects the distinct needs of different industrial neighborhoods across the city? Will there be a comparative analysis to determine whether it is more or less effective than the IBSP program?

Answer 128:

The contractor for Competition Pool 7 is expected to coordinate sector-specific service delivery across all five boroughs, ensuring the business-facing staff within all 5 Service Area A boroughs meet the specific needs of small businesses in industrial sectors. This coordination will include creating and overseeing a feedback loop of information from SBS, other industry stakeholders, and the business-facing staff within Service Area A. It will also include working with SBS to determine sector-specific goals for Service Area A contractors, based on market needs, and measuring the impact and success of these services.

Question 129:

I noticed that there are two RFP for the same EPIN # 80125P0049. Could you please confirm which one is the current active RFP and advise on the correct due date?



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Answer 129:

SBS initiated a new round addendum to provide an updated RFP. The current round (Round 2) is the only active RFP. The due date is June 17th, 2026

Question 130:

I've located the upload area and the questionnaire as well. Several of the uploads are the same questions as the questionnaire. Are we required to submit them in both places?

Answer 130:

Proposers should answer the questions in the answer box provided for each question in the PASSPort Questionnaire. Proposers should upload required documents in the designated area in PASSPort.

Question 131:

In addition, there is a question asking for documentation about events, however there is no upload option for those attachments in the questionnaire or in the document section. How can that be addressed?

Answer 131:

Proposers should answer the questions in the answer box provided for each question in the PASSPort Questionnaire. An upload is not required for this question.

Question 132:

There are several sections in the document tab that say things like the following that indicate they are requirements for Service Area B – yet they are listed as "REQUIRED" even if you are applying for Service AREA A. Should a blank piece of paper that says Non-Applicable be uploaded?

Answer 132:

It is acceptable to upload a 'Not Applicable' one-pager for the required documents to the Service Area that is not being proposed for.

Question 133:

There are other required documents that say things like "Documents to Support Minimum Requirements for Service Area A..." This copy has already been added to the questionnaire where the same question exists. Is the expectation that an individual page with the exact same answer be entered here?



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Answer 133:

Proposers should answer the questions in the answer box provided for each question in the PASSPort Questionnaire. Proposers are expected to label and upload all Required Documents in the Document Submission Tab as part of their response.

Question 134: Can you provide clarity on the definition of an industry expert for Service Area A for the purposes of considering the newly defined Service Area B Competition Pool 7?

Answer 134:

The first sectors to be prioritized for sector-specific advice will be defined by the following NAICS codes as self-identified by business clients: 22 (Utilities); 23 (Construction); 42 (Wholesale Trade); 31-33 (Manufacturing); and 48-49 (Transportation & Warehousing). It is up to the vendor to demonstrate their expertise within their proposal.

Question 135:

For organizations proposing within a Competition Pool without a current lease or contract, does the proposed location need to be included in the start-up budget and also in the Year 1 total budget?

Answer 135:

Any anticipated costs to deliver the goals outlined in the solicitation should be included in the budget proposal, within the budget categories listed.

Question 136:

Please provide clarification as it is our understanding IBSP centers may no longer be part of the model, and instead there may be one Industrial Business Expert assigned per borough. Would there be a need for a dedicated Industrial Business Expert for Staten Island, or is the intent for a single Industrial Business Expert to provide support and expertise across all five boroughs?

Answer 136:

Each borough-based contract will be required to staff or subcontract with at least 1 full-time industry expert focused on industrial sectors. This industry expert will be one of the borough's business advisors, with a specialization in industrial businesses. These experts will be responsible primarily to conduct outreach to industrial businesses and stakeholders, and to provide direct services to industrial businesses. They will be required to attend trainings coordinated by the vendor operating Competition Pool 7 to ensure the expertise stays up to date.



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Question 137:

Please elaborate on what a “Business Assessment” is defined as?

Answer 137:

Business Assessments are defined as intentional consultations between Business Advisors and entrepreneurs or small business owners with the intention of learning the business needs and delivering or making connections to appropriate business services. The selected contractor in Service Area B will design a Business Assessment template and script, that will include a triage process that connects businesses to the services most appropriate to meet their business needs. The selected contractor will train client-facing staff on this Business Assessment and related data entry practices to ensure SBS has real-time access to information captured through client-facing staff conversations with small businesses.

Question 138:

How will the Financing Assistance Service provided by Service Area B contractor work if a Service Area A contractor refers a client? Will the financing service/center goal operate the same way it does currently for the BSCs, just with additional resources/help from the Service Area B contractor? If a loan closes for a client that a Service Area A contractor referred to the Service Area B contractor, do both contractors receive credit or is the credit handed off to the Service Area B contractor?

Answer 138:

The Financing Assistance Service Goals for Service Area B are inclusive of goals and performance from Service Area A. Service Area A contractors are solely responsible for their contract goals. This includes all Finance Deliverables, including # of Awards, Dollars Awarded, and Financial Consultations. If Service Area A contractor makes the referral to Service Area B contractor and an award is closed – both contractors will receive credit. If Service A makes a referral to a loan directly and an award is closed – both contractors will receive credit. Service Area B is expected to design and implement standardized training protocols to ensure consistency in service delivery, including in Service Area A. Service Area A contractor will be responsible for partnering with Service Area B contractor to develop a referral plan.

Question 139:

Please elaborate on the guidelines/provide an example for the Service Provider A quarterly networking events/intended structure of these events.



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Answer 139:

Proposers are encouraged to plan and submit proposals for quarterly events to be hosted at satellite, flagship or partner locations. SBS may also propose events to be hosted by the providers.

Question 140:

Should proposers include Instructor costs in their Price Proposal for Options 1-5 for Service Area A?

Answer 140:

Yes, if applicable

Question 141:

For budgeting purposes for Options 1-5 for Service Area A, what should be the budgeted placeholders for fee-for-profit and administrative costs?

Answer 141:

The fee for profit's max is 10%. Administrative cost is based on the proposer's budget.

Question 142:

Should rent costs be added in a budget proposal, or will that be a separate build-out budget post-award?

Answer 142:

All costs associated with the provision of Program Services should be included in the appropriate Section of the Budget Proposal.

Question 143:

We are currently experiencing a technical issue within the Document Submission Tab of the PassPort portal. When attempting to upload required documents, the system does not allow files to be uploaded. We have tried in both Microsoft Edge and Chrome browsers. Could you please confirm whether there is a known issue with the portal, or provide guidance on how to successfully upload the required documents? Additionally, if the issue persists, please advise on an alternative method for submitting these materials.

Answer 143:

If you are experiencing issues uploading documents to PASSPort, please submit a ticket to the MOCS Service Desk at nyc.gov/mocshelp with the EPIN and name of the RFP. After submitting the



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ticket, please send the ticket number and the date it was submitted to
procurementhelpdesk@sbs.nyc.gov.

Question 144: Will the Financing Goals given for Service Area A (borough-based) be different from the Financing Goals for Service Area B (Citywide) contract? Kindly clarify relationship between both as well as from borough to borough.

Answer 144:

The service goals for Service Area B are inclusive of goals and performance in Service Area A. Service Area A contractors are solely responsible for their contract goals. If Service Area A contractor makes the referral to Service Area B contractor and an award is closed – both contractors will receive credit. If Service A makes a referral to a loan directly and an award is closed – both contractors will receive credit. Service Area B is expected to design and implement standardized training protocols to ensure consistency in service delivery, including in Service Area A.

Question 145:

Page 10, Supporting Documents for Service Area A, Items 2 and 3 request description of services and outreach “in the past.” Can you please clarify the number of years back to be provided for each?

Answer 145:

On page 10 of the RFP, please refer to Section II E for the required years of experience.

Question 146:

Page 4, “Proposed Location (Proof of Site Control)” please clarify what, if anything, is required for proposers who are either co-located, or do not have site control (e.g., letter from landlord/partner organization)

Answer 146:

If co-located, please provide the address and name of the co-location partner(s). If a proposer does not have a secured location, they can still submit a proposal, however they should include a Letter of Intent from the landlord/partner organization.

Question 147:

Do you have site requirements for satellite locations, or is it at the proposer’s discretion? For example, could it be a local CBO?



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Answer 147:

Proposers should suggest site locations for satellite centers, including rationale for why each location is proposed. If co-located, please provide the address and name of the co-location partner(s).

Question 148:

The current NYC Funds Finder is powered by a vendor operator, Next Street. Once the City identifies the Citywide operator, will the management or governance of this platform be transferred to the new vendor?

Answer 148:

No, the management of the NYC Funds Finder platform will not be transferred to the new vendor.

Question 149: Is this upload required for Service Area B, Competition Pool 6: “An example of a case study or data assessment of businesses served or worked closely with by the organization (or subcontractor) that demonstrates expertise in industrial small business sectors. The example should include the coordinated approach that was taken to conduct the case study or data evaluation.”

Answer 149:

All documents marked as required must be uploaded in order to submit. It is acceptable to upload a 'Not Applicable' one-pager for the required documents to the service area that is not being proposed for.

Question 150:

Each Borough-based center will include a dedicated Industrial Plan (IP) staff member. How does this role align with and support the broader IP initiative?

Answer 150:

Each borough-based specialist will play a role in aligning local operations and needs with broader industrial plan initiatives by serving as a direct link between centralized planning and on the ground service delivery. They support implementation by coordinating industrial initiatives within their borough, ensuring consistency with goals in their service area, and identifying opportunities for improvement.



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Question 151:

Do Borough-based staff have specific targets or goals for serving IP clients?

Answer 151:

Borough-based staff will be primarily responsible for conducting outreach to industrial businesses and stakeholders, and to provide direct services to industrial businesses. They will also be responsible for contributing to the overall goals of Competition Pool 7.

Question 152:

Are there any word or character count requirements within the Questionnaire?

Answer 152:

There are no word limits for responses.