



Harlem African Burial Ground Memorial & Cultural Education Center

RFEI Information Session

November 7, 2019



Agenda

1. HABG Memorial & Cultural Education Center Operator RFEI Background
2. Response Requirements
 - a. Section 1: Respondent Description
 - b. Section 2 and 3: Statement of Interest and Experience & Capabilities
 - c. Section 4: Budget & Funding
 - d. Section 5: M/WBE Participation Proposal
 - e. Section 6: Memorandum of Understanding
3. Additional Information
 - a. Selection Criteria
 - b. Process & Procedure
 - c. RFEI Response Submission
4. Q&A

HABG Memorial & Cultural Education Center Operator RFEI Background

What is the Harlem African Burial Ground?

History and background

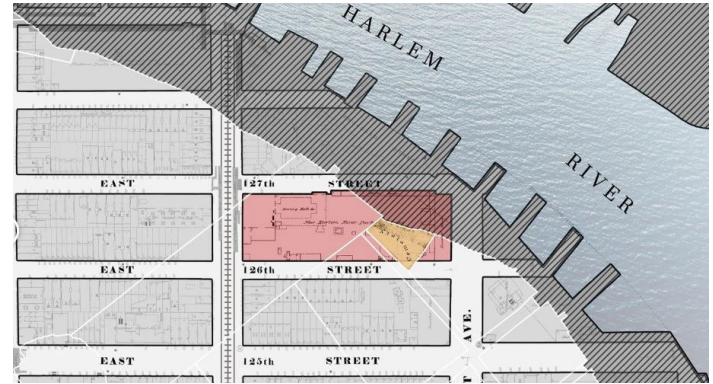
- The Village of Harlem, established on an indigenous people's sacred site, was chartered in 1660 overlooking the Harlem River.
- The Low Dutch Reformed Church of Harlem, the founding place of worship in the village, maintained two cemeteries: one for people of European descent and one for people of African descent.
- As New York City grew from small agrarian villages to a more industrialized, urban center, the Low Dutch Reformed Church of Harlem congregation expanded, requiring several relocations.
- Beginning in the 1830s, the cemetery for people of African descent was leased from the Church as grazing land for sheep and cattle, beginning a tragic chapter in a long story of displacement and neglect.
- By the early 1870s, the land containing both cemeteries had been sold. Many descendants of those buried in the cemetery for people of European descent were contacted, and their ancestors' bodies were exhumed for re-interment in other cemeteries. In contrast, no arrangements were made for those of African descent. Their remains were left in the ground and the city was built on top of the Harlem African Burial Ground.



What is the Harlem African Burial Ground?

History and background

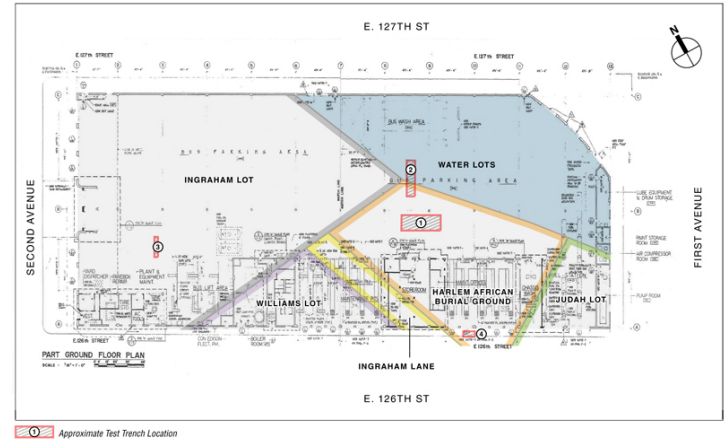
- After number of developments and redevelopments, the Third Avenue Railway Company built a trolley barn to house its trolley cars. The City of New York (the “City”) purchased the railway line in 1962 and the trolley barn became a bus depot where buses were fueled, stored and repaired.
- After acknowledgement of the existence of the Harlem African Burial Ground, together with New York City Transit Authority’s reassessment of transportation infrastructure needs, the bus depot was vacated in 2015.
- NYCEDC hired environmental planning and engineering consultants to conduct a preliminary archaeological investigation (Phase I-B). Subsurface testing was limited in scope; its purpose was to identify the presence or absence of important buried remains and artifacts.
- Disarticulated human remains were found in one of the test pits, along with other archaeological artifacts. It was made apparent that the burial ground had been destroyed and displaced over the years.
- All recovered artifacts have been safely secured in accordance with approved city and state archaeological protocols.



What work has been performed at the Site?

History and background

- Conclusion from the Phase 1B archeological work (from AKRF, Inc.):
 - Skeletal remains are present in the NE corner of depot – the “Water Lots”
 - Not intact but disarticulated remains have been found in a layer of landfill
 - Fragmentary and in fair to poor condition
 - Some of have been removed and preserved while others were left in the ground/test pit walls for further archeological work
 - The remains of at least 2 people
 - Intact burials and other potential funerary artifacts could have been removed during post-1850 site leveling
 - Other artifacts found include ceramic shards, pipe fragments, a wooden post and a thimble
- City and state archaeological protocols dictate that an archaeologist must be on site when any future construction occurs and the extent of the displacement in the subsurface conditions of the site is unknown.



What is the Harlem African Burial Ground Task Force?

Guided by its Executive Committee, the Harlem African Burial Ground Task Force, founded in 2009, is a group of citizens working with the Elmendorf Reformed Church to preserve and memorialize its historically and culturally significant African Burial Ground.

In 2011, Manhattan Community Board 11 designated the HABGTF as the organization representing the interest of the burial ground.

The objectives of the task force are as follows:

- To reclaim, preserve, and recognize this sacred cemetery.
- To obtain historic designation for the Harlem African Burial Ground.
- To celebrate indigenous people who inhabited this area prior to the arrival of Europeans.
- To honor the memory of Harlem's colony builders, enslaved and free Africans who were major contributors to the growth and success of New York's economy, infrastructure and society.
- To support the development of a memorial and cultural education center where the history of this sacred site and of Harlem can be shared and explored with the public.



HABGTF Co-Chair

Rev. Dr. Patricia A. Singletary
Elmendorf Reformed Church
Pastor



HABGTF Co-Chair

Melissa Mark-Viverito
Former New York City
Council Speaker

HABG Executive Committee:

- Deborah I. Gibson
- Thomas Lunke
- Jeannie Ballard Terepka
- Melinda Velez
- Lois Brown
- William Long
- Sharon Wilkins
- Anthony Carrion



What is the Harlem African Burial Ground Task Force?

The vision and mission of the Task Force are as follows:

- **Vision:**

On this sacred Lenape tribal site near the Harlem River and East 126th Street, where the Village of Harlem was founded in 1660, lie the desecrated remains of both freed and enslaved Africans who helped build this village, city and nation. The Harlem African Burial Ground Task Force seeks to create a profoundly visionary memorial that empowers and educates all to the continued local, national and global struggles for social and economic justice and spiritual fulfillment.

- **Mission:**

Working with the City, the Harlem African Burial Task Force seeks the creation of a vibrant memorial that is fully integrated into the social and economic fabric of East Harlem. The mission of the task force is to ensure that any new development on this sacred site be iconic in design and honor the lives and contributions of enslaved and free African colony and nation builders, their descendants, and indigenous people who inhabited Manhattan before the arrival of Europeans.

This unique waterfront location reveals Harlem's and New York City's rich history and inspires its social, economic and spiritual future. Its redevelopment incorporates openness, grace and innovation. Nearby Harlem River Park, Harlem River Drive, Willis Avenue Bridge, 2nd Avenue Subway, and the larger neighborhood are visually connected through elegant landscaping, architecture and urban design that highlights this place, embracing residents and visitors alike.

In this sacred memorial place, the spirits of those once forgotten will be remembered; their wisdom will be received and renewed, and their stories will take their rightful place in the rich American narrative.

For more information on the Harlem African Burial Ground Task Force, visit: habgtaskforce.org

What is the Harlem African Burial Ground Task Force?

Since it's formation, the HABGTF has done extensive historical research, community outreach, and project advocacy

- **2009:** Harlem African Burial Ground Task Force formed
- **2011:** CB11 designates HABGTF as the organization representing the interest of the historic cemetery
- **2016:** NYCEDC and the HABGTF hosted a public project Open House in East Harlem to provide more information on the site and provide an opportunity for feedback
- **2016:** The Society for Historical Archeology awarded the team of AKRF, Inc., HABGTF, and NYCEDC as 3rd place winner of the Mark E. Mack Community Engagement Award
- **2017:** NYCEDC and HABGTF participated in the American Planning Associations Hindsight Conference
- **2017:** The HABGTF successfully applied to have the site listed on the National Register of Historic Places
- **2019:** NYCEDC, HABGTF and Council Member Ayala kicked off a free project exhibition at La Marqueta in East Harlem with a public panel discussion

...and more, including presentation of historical materials at several forums, events and public spaces.



What is the HABG Memorial & Cultural Education Center?

A community-based planning process envisioned a site that would include a memorial, cultural center, and other community-serving uses within a mixed-use development

The City, worked with the Bus Depot Task Force, which formed in 2015 and included the HABGTF, bringing community stakeholders together to determine a vision for the redevelopment of the site.

Through this community-based planning process, it was determined that future redevelopment of the site would include:

- A permanent outdoor memorial on the historical footprint where the Harlem African Burial Ground was formerly located, as well as an indoor cultural center providing programming related to the history and cultural significance of the burial ground
- Affordable housing
- Commercial space, including office and retail space
- Community space, which could include programs focused on youth, families, and health
- Improvements to the streetscape and pedestrian connections to the surrounding neighborhood
- A plan to train and hire East Harlem residents for jobs at the new development

In 2017, NYCEDC hired Lord Cultural Resources to work with the HABGTF in order to develop a mission, vision, and mandate for the operations of the memorial and cultural education center.

Mission: A place of learning and inspiration for New York City residents, tourists, and beyond. It honors the contributions of enslaved and free Africans by connecting their stories to the 21st century life of the village, city and nation they helped build through engaging exhibitions and robust and relevant programming

Vision: in this sacred memorial place where the Village of Harlem was founded in 1660, the HABG memorial and cultural center embraces residents and visitors, catalyzing economic activity through innovative interpretation and vibrant programming. With openness and grace, the Center inspires the city's social, economic and spiritual future by revealing Harlem and New York City's rich history

Mandate: Through a visionary memorial that empowers and educates all to the continued local, national and global struggles for social and economic justice and spiritual fulfillment, the HABG memorial and cultural center will commemorate the spirits of those once forgotten and will connect those experiences to the Harlem of today, within interpretation ranging from the time of indigenous people to the present day

What is the HABG Memorial & Cultural Education Center RFEI?

The Request for Expressions of Interest (RFEI) is soliciting responses from interested individuals, non-profit and cultural organizations in order to identify a qualified operator for the memorial and cultural education center.

As the central component of the new vision for the site, the City committed to seeking an Operator for the memorial and cultural education center before any procurement for a Developer. This is to ensure that the entity operating the memorial and cultural education center is aligned with the goals of the community. It is expected that the conditionally designated Operator will work with the Developer to realize the community's vision.

1

Provide a **competitive process** for identification of an Operator

2

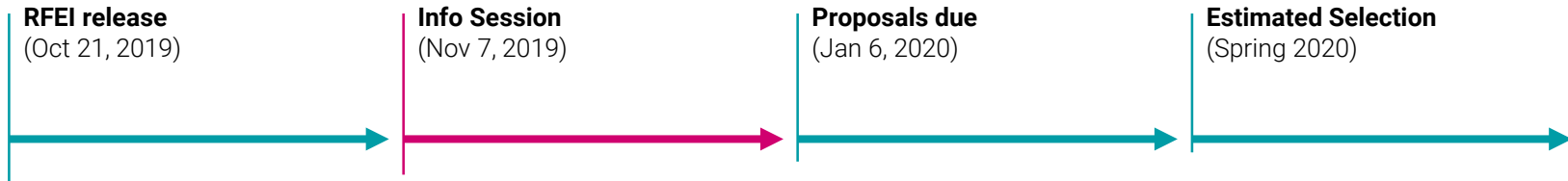
Detail the **expected responsibilities & commitments** of the Operator

3

Ensure the HABG Memorial and Cultural Education Center is **sustainable and mission-aligned** over long term

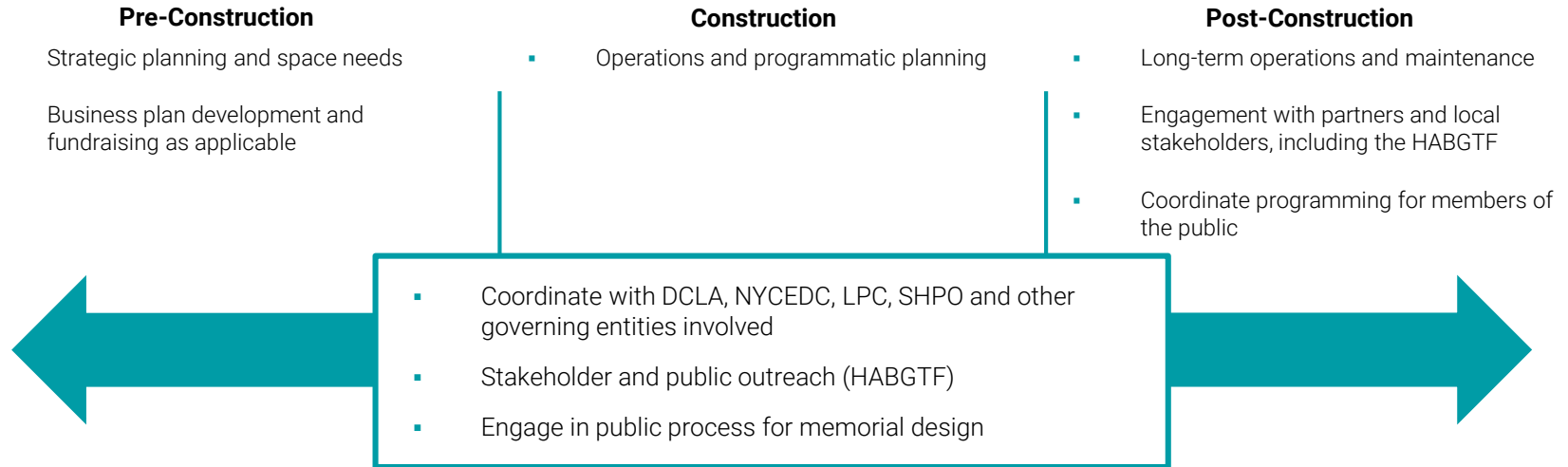
What is the estimated timeline for the Memorial and Cultural Education Center?

It is anticipated that DCLA and NYCEDC, in partnership with an Advisory Group, will conditionally designate an Operator by Spring 2020.



What are the responsibilities of the Operator?

In addition to operating the facility, it is expected that the Operator will have a role in the archeological work, design and construction of the HABG Memorial and Cultural Education Center.



How will the Memorial and Cultural Education Center be funded?

In September 2017, after successfully completing the City's Uniform Land Use Review Process, the site was rezoned to allow for a new mixed-use development. The City's commitments were memorialized in a Points of Agreement letter between City Council Speaker Melissa Mark-Viverito and Deputy Mayor Alicia K. Glen.

Those commitments include facilitation for the support of the Memorial and Cultural Education Center:

Operating Costs:

As a part of its negotiations with the Developer, the City will require from the Developer an annual contribution of no more than one million dollars to offset eligible operating costs of the Outdoor Memorial and Cultural Education Center

Capital Costs:

The City will seek to identify eligible funding, through capital funding, grants, or other programs, for all or a portion of the eligible costs associated with:

1. Pre-development archeological work on the site;
2. Construction of the Outdoor Memorial; and
3. Construction of the Cultural Education Center

Developer Operating Cost Contribution

The Developer Operating Cost Contribution will only be made available to the conditionally designated operator if the RFP results in the Developer undertaking and delivering the redevelopment project.

Response Requirements

Section 1: Respondent Description

1. **RFEI ROLE** Indicate the role(s) that best describes the Respondent for purposes of this RFEI:
 - **Existing Organization:** An established nonprofit arts and/or cultural organization that will lease, manage, and operate the Cultural Education Center and Outdoor Memorial, either for its own cultural use, for sub-tenant use, or a combination of both.
 - **Proposed New Organization:** An entity that will be created in order to lease, manage, and operate the Cultural Education Center and Outdoor Memorial, either for its own cultural use, for sub-tenant use, or a combination of both. Proposed new organizations should include plan for the creation of the new organization (incorporation, fiscal sponsor, staffing, leadership, etc.)
2. **NAME** If applicable, name of the Respondent, the City and State in which it was legally incorporated, and a description of all its subsidiaries and affiliates.
3. **CONTACT INFORMATION.** Name, telephone number, fax number, and email address of the Respondent's principal(s) who should be contacted on all matters involving this submission.

Section 1: Respondent Description

3. ORGANIZATIONAL OVERVIEW: Description of the Respondent's existing and/or proposed organization(s), including the following, as applicable:

- Mission statement, as well as specific goals and objectives of your organization, and characteristics of any communities targeted for outreach;
- History and key developments, including recent accomplishments;
- Leadership, including a list of the Board of Directors with their professional affiliations and contact information;
- Staff information, including numbers of total paid and full-time staff;
- Principal arts and cultural activities and programs, including audience information for each;
- Historical and projected attendance including a breakdown of visitor demographics;
- Average ticket price calculation;
- Breakdown of resources to be shared between Cultural Education Center and Outdoor Memorial and existing organization such as employees, budget, office space, etc.;
- Employer Identification Number (EIN);
- If your organization has applied for or received institutional or programmatic support from DCLA in any of the past three fiscal years (FY16-18); and
- Any other relevant organizational information.

FOR PROPOSED NEW ORGANIZATIONS: Respondents that are proposing a new organization should provide the following:

- Plan for the creation of the new organization (incorporation, fiscal sponsor, staffing, leadership, etc.)

FOR PROPOSED OR EXISTING PARTNERSHIPS: Respondents consisting of multiple organizations (new or existing) should provide the following:

- Description, in detail (EIN, organization type, leadership, principal activities and programs, etc.), of all entities involved and the proposed or existing nature of their partnership and governance structure

DOING BUSINESS DATA FORM: Respondents must complete and submit one (1) copy of the Doing Business Data Form (**Appendix B**) in a separate sealed envelope.

Section 2 & 3: Statement of Interest; Experience and Capabilities

1. Describe your/your organization's interest in the Mission, Vision, and Mandate of the Cultural Education Center and Outdoor Memorial. Describe the following:
 - Space requirements, proposed uses, and programming;
 - Proposed Cultural Education Center and Outdoor Memorial programming and operating budget including a breakdown of key revenue and expense line item;
 - Proposed funding for programming and operations;
 - Demonstrated knowledge of proposed subject matter;
 - Engagement plan with related stakeholders and partners;
 - Vision for executing the Harlem African Burial Ground Mission, Vision, and Mandate;
 - Existing staff and expertise available for proposal; and
 - Existing strategic or business plan with goals that align with the project goals.
2. Describe your/your organization's experience with developing and/or operating cultural centers to date, if any. Provide the following information about all relevant experience:
 - Address, type, and size/configuration per location;
 - Programs and resources offered;
 - Financing and funding support from government and non-government sources in the development and/or operation;
 - Public programs and events offered, and audiences served;
 - Related community engagement, planning, market study and/or marketing efforts;
 - Experience overseeing capital construction or expansion of cultural or non-cultural center projects;
 - All other comparable experiences regarding cultural centers; and
 - Any comparable experience with non-cultural center projects.

Section 4: Budget & Funding

- Submit documentation of your existing or proposed organization's budget and funding for long-term sustainability to be determined. Include the following, as applicable:
 - Operating budgets for your organization's current fiscal year and most recently completed fiscal year (exclusive of capital funding or expenses, or in-kind support) including a breakdown of key expense categories;
 - 5 years of operating budget projections including a breakdown of key expense categories;
 - Cash flow statement from your organization's most recently completed fiscal year;
 - Audited financial statements from your organization's most recently completed fiscal year, if gross annual revenue was greater than \$500,000; Unaudited financial statements if gross revenue was less than \$500,000
 - Sources of institutional funding (government and private) from the most recently completed fiscal year (if not specified in operating budget); and
 - IRS Form 990 from your organization's most recently completed fiscal year.
- *If applicable, please also include:*
 - Descriptions of current or upcoming capital campaign(s), if available; and
 - Confirmation of any endowment, reserve fund, or available capital reserve.

Section 5: M/WBE Participation Proposal

- Both the City and NYCEDC encourage participation in City and NYCEDC procurement by minority-owned business enterprises and women-owned business enterprises (collectively referred to as “M/WBEs”). It is encouraged that services associated with the future operations of the Cultural Education Center and Outdoor Memorial will meet the goal of 15-25% M/WBE participation. The selected respondent should include an M/WBE Participation Proposal that outlines how they will meet this goal once operations begin.
- Describe your/your organization’s M/WBE Participation Proposal. Include the following:
 - Proposed Participation Goal, and a narrative related to Respondent’s implementation of the proposed Participation Goal;
 - Strategies and methods that will facilitate participation by M/WBE firms as contractors, subcontractors or suppliers, such as carve-outs and/or unbundling bid packages;
 - Methods for identification of M/WBE firms seeking to provide services in connection with such development; and
 - A statement that Respondent will make good faith efforts to meet the Participation Goal.

Section 6: Memorandum of Understanding

- The conditionally designated Operator will be expected to enter a Memorandum of Understanding (“MOU”) with NYCEDC, which will set forth the terms of the conditional designation and certain Project milestones. A draft of the MOU (“Draft MOU”) is attached to this RFEI as Exhibit E.
- Please review the Draft MOU, provide any necessary comments, and complete the Designated Operator Milestone Schedule. Redlined Word documents are preferred.
- Please describe any proposed modifications to the Draft MOU in your response to the RFEI. The Draft MOU will be discussed further in Part 4.

Additional Information

Assessment Criteria

NYCEDC and DCLA, in coordination with an Advisory Group, will review and assess each submission according to the following criteria in no order of preference:

- Completeness and quality of overall response
- Respondent readiness
- Financial capacity
- Respondent experience

Process and Procedure

- The evaluation of responses will be performed by City stakeholders (NYCEDC, DCLA, and the Advisory Group)
- NYCEDC, in consultation with DCLA and an Advisory Group, will make the final selection(s)
- NYCEDC may request additional information or materials from Respondents to supplement their original responses
- Respondents may be asked to attend one or more in-person interviews, conducted by NYCEDC

RFEI Response Submission

1. All questions and clarifications regarding this RFEI can be submitted no later than **5:00PM on November 14, 2019** by emailing HABG_RFEI@edc.nyc. Answers will be posted on the RFEI website by **5:00PM on November 22, 2019**.
2. All RFEI responses and supporting documentation are to be received by hand or by mail by NYCEDC by **4:00PM on January 6, 2020**.
3. The package must contain **five (5) hard copies** and **one (1) USB drives each containing one digital copy** to the following address:

NYCEDC
One Liberty Plaza
165 Broadway, 14th Floor – Mailroom
New York, NY 10003
Attn: Maryann Catalano, Chief Contracting Officer

The Doing Business Data Form should be provided with the response in a separate, sealed envelope.

Please refer to the Submission Checklist in the RFEI (Appendix A) to ensure complete responses

Late RFEI questions and response submissions will not be accepted.

Q&A