

LOCKER CENTERS

REQUEST FOR EXPRESSIONS OF INTEREST

CITY OF NEW YORK

DEPARTMENT OF CITYWIDE ADMINISTRATIVE SERVICES

I. INTRODUCTION

The volume of deliveries of parcels and other items to New York City residents and businesses has increased significantly in the past several years, and is anticipated to continue to rise. Among the consequences are increases in the number of missing packages, and in miles traveled by delivery vehicles. In many instances, if an item is delivered to a locker box rather than to a residential or commercial address, there is potential for mitigation of some of these consequences, and for an improved experience for both shipper and receiver.

The New York City Department of Citywide Administrative Services (“DCAS”) is releasing this Request for Expressions of Interest (“RFEI”) to engage and solicit information and feedback from interested parties regarding commercially and technologically viable solutions for the implementation and operation of locker boxes for pick-up and delivery of goods. This RFEI is intended to inform a future Request for Proposals (“RFP”) or other solicitation for the creation and operation of unattended areas on property owned by the City of New York (the “City”) on which groups of locker boxes will be located (“locker centers”). Such an area could be suitable for hosting only locker boxes, could host complementary uses in addition (such as vending machines), or could be a smaller element of a larger development (for example a corner inside a building) (and such a corner in a building, in turn, could host only locker boxes or could also host complementary uses). It is intended that any project resulting from such a solicitation provide the highest possible functionality from the lowest possible level of expenditure.

(Please see also RFEI 6 (Vending) and the “Last-Mile Cargo Bike Container Relay Facilities” part of RFEI 21 (Bike).)

DCAS is interested in assessing the extent to which respondents’ solutions will be expandable within a given location, scalable to multiple locations, and adaptable to indoor and outdoor publicly-owned property reflective of New York City’s:

- Market demographics, including areas with population densities ranging from moderate to very high, with differing levels of foot traffic and vehicle-per-day counts, and of pedestrian, transit, and vehicular access; locations with complete, limited, and no public access; and differences in suitable product mix resulting from local demand drivers and day-part activity.
- Topography, geography, and other land characteristics, including steep slopes and waterfront locations, and areas with varying levels of pavement coverage and utility connections.
- Weather and seasons, including locations with year-round outdoor use.

DCAS also seeks to assess the suitability for wider adoption of technology standards included in responses.

DCAS welcomes responses from all interested parties, including but not limited to:

- Couriers, including those with established capability to pick up and deliver parcels of many types, sizes, and levels of urgency, to and from a wide range of locations, as well as those with specialized expertise in a particular geographic area or market segment, and those which provide courier service as a non-core offering (such as bus lines and airlines).
- Organizations with expertise in logistics, supply chain management, and freight forwarding.
- Organizations with expertise in urban freight transportation and mobility.
- Scholars, nonprofits, and associations.
- Shippers and recipients, including retailers and suppliers.



II. CONTENTS OF RESPONSES

- a. Responses should contain the following, in this order:
 - i. Contact information, including the legal name of the respondent, business address, name of contact, telephone, and email. (Maximum one page.)
 - ii. Respondent overview that describes respondent's organization and addresses its qualifications related to the response to this RFEI. (Maximum two pages.)
 - iii. Intended solution(s) (Note: responses may follow the outline format or use another format of the respondent's choosing. Respondents are encouraged to address all items, and are free to address each item directly or to use the items as guideposts. If a precise answer is not possible with regard to any item, or if the solution(s) diverges from the premise of an item such that the item is either unsuited to the solution(s) or is inapplicable, the respondent may wish to include a more general or qualitative answer or indicate the divergence or inapplicability.) (Also please note that in the "Larger context" section, there is an item involving aspects of solution(s) which diverge from the concept of the RFEI.)
 1. Overall:
 - a. Concise conceptual overview of the intended locker center solution(s).
 - b. Summary of:
 - i. Layout, including diagram(s); discussion of same-site extensibility and multi-site scalability.
 - ii. Machines and other equipment, and intended function of each.
 - iii. Technology standards and applications intended to be used (both underlying and user-facing).
 - iv. Manufacturing and installation.
 - c. Brief description of the qualitative aspects of the solution(s).
 - d. Key historical or other precedents or inspiration (if any).
 - e. Applicability of the concept of good value for money.
 2. Markets and coverage area:
 - a. More detailed overview (if necessary).
 - b. Suitability of the solution(s) with regard to:
 - i. Shipment volume, capacity, and package dimensions and weights.
 - ii. Temperature control, perishables, and consumables.
 - iii. Delicate, sensitive, restricted, secure, hazardous, and dangerous goods.
 - iv. Time sensitivity:
 1. Urgency of shipment (extremely urgent to not time sensitive).
 2. Time windows (shortest viable time window; maximum time for goods to remain in a locker box).
 - c. Location and site selection; anticipated catchment area of a given locker center; suitability in different levels of population density and day part activity; discussion of number and size of intended locker centers needed for coverage of a given broader area (such

- as a neighborhood or borough or within a radius) or the city overall.
- d. Supporting facilities required to supply a locker center or multiple locker centers, and general discussion of intended or existing locations of such supporting facilities (see also 4(c), below, regarding interaction with the wider freight industry and system).
 - e. Volume of vehicular, pedestrian, cyclist, low emission freight vehicle, or other trips for drop-off, pick-up, and other purposes; parking; anticipated types of conveyances and mode share.
 - f. End-to-end steps in the user experience, including discussion of returns, unclaimed items, theft, and misdelivery, from the perspective of:
 - i. Recipient.
 - ii. Shipper.
 - iii. Operator (if not addressed above).
 - g. Returns, unclaimed items, theft, and misdelivery: aspects of the solution(s) impacting these factors; statistics or projections.
 - h. Zoning: extent to which suitability in New York City's range of zoning districts has been considered (please visit <https://www1.nyc.gov/site/planning/zoning/districts-tools.page> for more information about zoning districts).
3. Physical plant and technology:
- a. More detailed overview (if necessary).
 - b. More detailed discussion (if necessary) of:
 - i. Layout, including diagram(s); discussion of same-site extensibility and multi-site scalability.
 - ii. Machines and other equipment, and intended function of each.
 - iii. Technology, including standards and applications intended to be used (both underlying and user-facing), and interoperability with other systems and technologies.
 - c. Discussion of minimum and maximum number of lockers, size(s) of lockers, height, and footprint.
 - d. Discussion of suitability of the solution(s) in various building and lot conditions, including host structure types (permanent buildings, temporary structures), grade, dryness, pavement, and utilities; extent of required supporting infrastructure; required street widths, sidewalks, vehicle turning radii, and size and number of points of ingress and egress.
 - e. Lighting; security and loss prevention (if not addressed elsewhere in the response).
 - f. Dust, noise, illumination, and other emanations: description or other details of type or extent; day parts or hours; radius; intensity (and means of measurement if any); mitigation methods to be used.

- g. Discussion of suitability of the solution(s) in various weather and environmental conditions; anticipated resistance to corrosion; anticipated capacity to maintain structural integrity and remain operational during and after adverse events.
4. Manufacturing and installation:
 - a. More detailed overview (if necessary).
 - b. Manufacturing of each component and of the overall structure(s) (if any), including but not limited to:
 - i. Offsite or onsite manufacturing; use of modular construction methods and techniques.
 - ii. Relevance of traditional methods and techniques; supply chain issues and other factors influencing current or potential application of such methods and techniques.
 - iii. Extent, methods, and techniques of possible customization; economies of scope and scale; approach to achieving high levels of design variation and low cost.
 - iv. Extent to which the New York City Building Code and related regulations have been considered; extent to which the New York City Department of Buildings has been or is intended to be engaged.
 - c. Packing and shipping from manufacturing site (or other source) to construction site; storage; security.
 - d. Site preparation, including approach to economies of scale and to cost control.
 - e. Assembly, including ease of assembly; skill levels; tools and standards; materials, and the extent to which non-included materials will need to be sourced (and, if known, from where).
 - f. Technology standards and applications intended to be used in connection with manufacturing and installation.
 5. Larger context:
 - a. More detailed overview (if necessary).
 - b. Discussion of ancillary or complementary goods and services which would be anticipated to be provided to users of locker boxes (for example, provision of shipping supplies; billing and invoicing; customs), and the manner in which such goods and services would be offered.
 - c. Discussion of complementary uses, including but not limited to ideal or suitable other uses at a given location or nearby.
 - d. Interaction of the solution(s) with the larger freight industry and system (including, for example, impact on the last mile problem, rail mode share, and existing initiatives to increase capacity and efficiency).
 - e. Aspects of the solution(s) which are not covered elsewhere in this RFEI but which the respondent would like to emphasize (please note that the respondent is free to submit a solution(s) which diverges from the concept of the RFEI as the respondent understands it).
 - f. Pilot project(s) (existing or suggested).

6. Viability and financing:
 - a. Overview of the general approach to financing, including order-of-magnitude estimates of project cost (initial and expansion), anticipated revenue, length of agreement, future capital improvements, maintenance, and useful life; discussion of factors affecting viability of intended financial approach.
 - b. Discussion of factors affecting viability of the intended solution(s), including but not limited to stage of development, extent of existing installed base, known or anticipated issues of stability and security, legal and regulatory matters, and risks to buildout and operation.
- iv. Photographs, illustrations, and renderings (if not included elsewhere).
- v. Supporting documentation (optional):
 1. Provide any supporting documentation, including details about precedent projects, as an appendix to the response.



III. ADMINISTRATIVE AND PROCEDURAL MATTERS

a. Additional Information:

- i. This RFEI is not intended as a formal offering for the award of a contract and participation by a respondent is not a requirement for participation in any future solicitation that DCAS may undertake. A failure to respond to this RFEI will not be detrimental to the consideration of a response to any such future solicitation. This RFEI is preliminary in nature. DCAS does not intend to grant or issue any agreements on the basis of this RFEI.
- ii. DCAS, the City, and their officials, officers, agents, and employees make no representation or warranty and assume no responsibility for the accuracy of the information set forth in this RFEI.
- iii. Neither DCAS nor the City shall be liable for any costs incurred by any respondent in connection with the preparation, submittal, presentation, clarification, or revision of its submission.
- iv. All responses and other materials submitted to DCAS in response to this RFEI may be disclosed in accordance with the standards specified in the Freedom of Information Law, Article 6 of the Public Officers Law (“FOIL”). The entity submitting a response may provide in writing, at the time of submission a detailed description of the specific information contained in its submission, which it has determined is a trade secret and which, if disclosed, would substantially harm such entity's competitive position. This characterization shall not be determinative, but will be considered by DCAS when evaluating the applicability of any exemptions in response to a FOIL request.
- v. DCAS at its sole discretion reserves, without limitation, the right to:
 1. Withdraw the RFEI at any time;
 2. Not issue an RFP or other solicitation;
 3. Discuss various approaches with one or more respondents (including parties not responding to the RFEI);
 4. Use the ideas and/or submissions in any manner deemed to be in the best interests of DCAS and the City, including but not limited to soliciting competitive submissions relating to such ideas or proposals and/or undertake the prescribed work in a manner other than that which is set forth herein; and
 5. Change any terms of the RFEI.

b. Submission Process:

- i. DCAS requires that responses be submitted via email, to concessions@dcas.nyc.gov, with the subject line “Locker Centers RFEI - 7 - Submission”. DCAS can accept a variety of electronic formats including MS Word, MS Excel, MS PowerPoint, Portable Document Format (.pdf) files, or other industry standard file types. Emails, including attachments, must be below 20 megabytes; if an email would exceed that size, the respondent should instead send the response on a flash drive or other industry standard removable media to:

Jon Kraft
Senior Portfolio Manager, Asset Planning, Real Estate Services
New York City Department of Citywide Administrative Services
One Centre Street, 20th Floor
New York, NY 10007

In addition it is requested (but not required) that all respondents send a hard copy to this address.

- ii. If a respondent submits more than one response before the due date, only the latest of these will be considered.
- c. Respondent Questions:
 - i. Any inquiries related to this RFEI should be directed by email, with the subject line “Locker Centers RFEI - 7 - Q&A”, to concessions@dcas.nyc.gov. The deadline for submission of written requests for clarification is 10/7/2022 at 2:00 PM (ET). DCAS will endeavor to respond to questions no later than 10/14/2022.
- d. Due date:
 - i. The due date for final responses to the RFEI is 10/21/2022 at 2:00 PM (ET).
- e. Timeline:
 - i. DCAS anticipates releasing one or more solicitations involving the subject matter of this RFEI in early 2023.
- f. Updates, addenda, and answers to questions:
 - i. Before submitting a response to this RFEI, respondents should check for updates, addenda, and DCAS’ answers to questions potentially of interest to all respondents at <https://www1.nyc.gov/site/dcas/business/real-estate-rfps-rfbs-rfeis.page#rfeis>.

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You have had many happy years,
If all my wishes came true
May the **New Year** be the happiest one
For all your folks and you.

M. C. Dent

With best wishes
for a happy **New Year.**