

Monday, April 26, 2021.

Re: Q & A: Economic Consulting Services for Destination Plans

Thank You for your interest and participation in the Economic Consulting Services for Destination Plans RFP.

To answer all questions that have arisen we have prepared this document that compile all requested information.

Please note that we have extended the date to receive the proposals.

The new date is Friday, April 30, 2021.

Kind Regards,



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**Foundation for Puerto Rico**  
**Bottom Up Destination Recovery Initiative**  
**Economic Consulting Services for Destination Plans**

- Are consultants expected to revise estimates on visitors and their characteristics as in the plans or should they be used as in the plans? This is key because it underlies economic impact estimates.

We recognize the impact the COVID-19 pandemic has had worldwide both on visitor trends and local mobility. Historical information on visitor volumes and average spending for local attractions is very limited and/or of low quality and accuracy. Given the significant impact the pandemic might have had on the initial estimates included in the plans, we do expect a revision of those estimates where appropriate. In addition, economic impact estimates should recognize any changes in consumer trends or behaviors that might have an effect on the overall performance or economic benefit potential of the project.

Any revisions to these estimates should be based on the best publicly available information including but not limited to market research reports, industry trends reports, macro-economic trends, government projections as well as private databases or proprietary information, among other information sources, or a combination of thereof, that can contribute to the development of an accurate economic impact estimate. The inclusion of additional information sources should contribute to the homogenization of data to make it comparable across regions.

- The RFP mentions multiple sources as being used in the plans. Is this data available to consultants and, if so, can you indicate format?

Yes, the data will be made available to consultants. The following is a list of the information that will be made available to consultants and its format:

- a. Geo-referenced list of the region's most prominent assets and attractions (as reflected by the total number of reviews and average rating from TripAdvisor) as of dates pertaining each region; **(Excel spreadsheet)**
- b. Geo-referenced inventory of local businesses, lodging, among other services and amenities serving the region along with the total number of reviews and average rating from TripAdvisor for those that are listed online as of dates pertaining each region; **(Excel spreadsheet)**
- c. Existing plans, auxiliary information and other documents from local and federal government agencies that were referenced during the planning process; **(PDF and/or Word Documents)**
- d. Contact information for key stakeholders that could be interviewed for data gathering. **(Excel spreadsheet)**

- Do plans completed in 2020 incorporate the impact of COVID lockdowns on estimates and projections used in the definition of strategies and action options? What specific undertakings are expected from consultants in terms of the updating of data and information contained in the current version of the plans?

No, the plans do not incorporate updated data on the impact of the lockdowns on estimates and projections. Consultants are not expected to update the data already published in the plans, however, the current estimates should be enhanced using the best publicly available information including but not limited to market research reports, industry trends reports, macro-economic trends, government projections as well as private databases or proprietary information, among other information sources, or a combination of thereof, that can contribute to the development of an accurate economic impact estimate.

The inclusion of additional information sources should contribute to the homogenization of data to make it comparable across regions. In addition, economic impact estimates could include scenarios that reflect lockdown effects on mobility and consumer spending as well as the effects of other major events and natural disasters such as hurricanes and earthquakes.

- Will consultants be required to update the diagnosis, evaluations and “gap analysis” of the four plans (physical environment, markets, administrative capacity, etc.) or simply use the information in the plans?

No, consultants are not expected to update the content on the plans, but rather use the information as a baseline for their analyses. However, it is expected that the consultant will carry basic due diligence procedures over the information contained in the plans as well as carry its own analyses to define, enhance or update key variables that might impact the overall economic benefit potential of each project. This information might be based on stakeholder interviews as well as more recent data sources and/or publicly available information, including but not limited to the examples mentioned in Question 1.

- The RFP states “...Gain a deeper understanding of the investment required for each of the key projects identified”. Since establishing priorities is also required, the question is whether the phrase quoted above refers to all the projects in the four plans or whether it is limited to those assigned a higher priority?

The statement in Phase 2 refers only to the priority projects already identified in the first phase of the process and not to all the projects in the plans.

- Does the estimate for required investment include needed infrastructure improvements?

Yes.

- When impacts are discussed at the “community (municipality), regional and national levels.” Does regional refer to the two municipalities only or should consultants define a region beyond the two?

In the context of the Destination Plans, the regions are the combination of two municipalities. For regions 3 (Barceloneta/Manatí) and 4 (Arecibo/Camuy) there are also recommendations/projects for the “North Region/Porta Atlántico”. This refers to all the municipalities under the Porta Atlántico region, as defined by the Puerto Rico Tourism Company.

- In delineating the tasks, the RFP defines “possible evaluation criteria, (and) analyses that could be applied...include (criteria stated in Phase I) but are not limited to: The fit of the project with the proposed regional branding proposition included in the destination plan”.

Is it correct to assume that part of the diagnostic criteria used to support the recommendations, consider, or attribute some weight to the projects’ fit with the branding criteria that is used to position the regions, develop their distinctive brand, and serve to underscore the differentiation that should characterize each region?

Yes. It is correct to assume that the recommendations and projects in the plans were somehow aligned with the distinctive brand or unique qualities of each region.

- Is the submission date of April 23rd. final or would you consider extending it?

We will consider extending the deadline to allow each proponent to review the answers to these questions and submit a quote.

- Will the FPR provide access to the data outlined in page 5 of the RFP?

Yes.

- If access is conditioned to proposal award, can you provide a description of the variables which comprise the datasets?

- a. The variables for the Attraction lists are: Latitude, Longitude, Name, Municipality, Type (Manmade, Natural, Cultural, etc.), Activity Type (Transportation, Sightseeing, etc.), Customer Segment, Google Listing, Number of Google Reviews, Google Rating, TripAdvisor Listing, Number of TripAdvisor Review, TripAdvisor Rating, Reasonable Access by Public Transit, Road, Road Type, Conditions/Qualitative Observations, On-site Bathrooms Conditions, On-site Nearby Dining/Retail Conditions, Visitor Services (Tours/Rentals) Conditions, Climate Risk Conditions, and Notable Stakeholders Engagement.
- b. The variables for the Lodging lists are: Listing Type, Latitude, Longitude, State, City, Zip Code, Currency Native, Average Daily Rate, Annual Revenue LTM, Occupancy Rate, Number of Bookings, Count Reservation Days, Count Available Days, Count Blocked Days, Number of Bedrooms, Number of Bathrooms, Max Guests, Response Rate, etc.

- Per the RFP, databases are (2019 & 2020), will the FPR require consultants to update such datasets, or consultants are expected to work with such data?

Consultants are expected to use the data contained in the plans and existing databases as a starting point or baseline. Consultants are expected to enhance such estimates and data with publicly available information such as market research reports, industry trends reports, macro-economic trends, government projections as well as relevant private databases or proprietary information, or a combination of thereof, that leads to the development of an accurate economic impact estimate.

The inclusion of additional information sources should contribute to the homogenization of data to make it comparable across regions.

- What kind of deliverables are expected for phase 1?

The two main deliverables for Phase 1 should be the design of (1) a **multi-criteria prioritization model** to be presented through an Excel spreadsheet macro together with brief report explaining the tool, the variables used, and the weighting applied to each variable as well as an analysis of the results. Also, all projects in the Destination Plans should be evaluated through the prioritization model to identify those with higher priority. Hence, (2) a **list of priority projects per region** together with brief report explaining the findings should be part of the deliverables for Phase 1.

- Phase 2 of the RFP mentions the need to develop feasibility studies for each of the key projects; will the feasibility analyses be performed for ALL projects outlined in the Destination Plans?

The feasibility studies will be performed only for the priority projects identified during Phase 1 after the revision and approval of FPR.

- i. How granular will these feasibility studies go?

This assessment typically involves a benefit/cost analysis of the project, helping organizations determine the viability, cost, and benefits associated with a project before financial resources are allocated. It also serves as an independent project assessment and enhances project credibility—helping decision-makers determine the positive economic benefits to the organization that the proposed project will provide.

- ii. What type of feasibility studies is the FPR considering? I.e. financial feasibility with capital stack and sensitivity analysis? Long-term revenue estimates?

Destination Plans for the four (4) regions included in the Scope of Work include over 50 projects that cover the areas of infrastructure development, business support, place-based asset enhancement or revitalization, organizational capacity, marketing, events and promotion and access and mobility.

Once the prioritization exercise is completed as part of Phase 1 of the RFP, we can determine the most appropriate approach for the feasibility study based on the nature of the project in question focused on an economic feasibility study.

iii. What kind of deliverables are expected for this phase?

For Phase 2, outcomes of the analyses, economic impact estimates and results from the feasibility studies could be included in a traditional consulting report.

- How will the FPR select the projects that will be subject to economic impact estimates? Is the above conditioned to the results of Phase 1 or an FPR management decision?

Projects subject to economic impact estimates, feasibility studies and more detailed analyses will be based on the outcome of the prioritization exercise completed during Phase 1.

- How many projects the FPR estimates will be subject to the economic impact assessment?

FPR performed a preliminary analysis of the projects contained in the four (4) regions included in the Scope of Work based on implementation timeframe, budget threshold, risk profile and known levels of stakeholder engagement and estimates that approximately between 10-15 projects (2-3 per region) have enough potential to be subject to the economic impact assessment. However, the consultant should keep in mind that the outcome of this Phase should not be limited by the number of projects but rather the economic impact potential to the region.

i. What kind of deliverables are expected for this phase?

For Phase 2, outcomes of the analyses, economic impact estimates and results from the feasibility studies could be included in a traditional consulting report.

- The project scope does not include any analyses for the regions of Fajardo/Luquillo and Ceiba/Naguabo? No projects will be selected for the regions which currently do not have a Destination Plan? Or are these destination plans already developed?

Destination Plans for the Fajardo/Luquillo and Ceiba/Naguabo regions have not been finalized. Therefore, they are not part of this Scope of Work.

- How will FPR score the different proposals? Is there a scoring system?

*Evaluation Criteria:*

The following table presents the maximum points for the mandatory and technical requirements for the proposal.

Criteria	Maximum Points
<b>Qualification and Work History</b> of the proponent should evidence services similar in scope to the herein required. FPR is interested in applicants with experience in the field of economics, analysis of data, design of prioritization, feasibility, investment, and economic impact models.	20 points
<b>Compliance with Deliverables and Requested Information:</b> All proposals must contain all deliverables established in the scope of work. <i>(Includes, methodology, documentation, and planned deliverables)</i> Additional requested information provided below.	20 points

<b>Timeline:</b> FPR is interested in applicants that can ensure the deliverables be completed and accepted by FPR in or before August 30 <sup>th</sup> , 2021. A detailed timeline must be provided to be evaluated.	20 Points
<b>Budget:</b> FPR will evaluate budget based on the estimated total project costs. A detail of estimated hours and fixed rate by Phase (Deliverable) is expected to be provided by proponent.	40 points
<b>Total</b>	100 points

*Requested Information:*

- Organizations Information: Name, mailing address, phone number, Tax-ID, Data Universal Numbering System (DUNS) and the year it was established and email of the designated point of contact.
- The company's brief history.
- Contact information for 3 references, one reference should be community based, ideally.
- The proposal does not suggest any budget, is the FPR initially requesting an RFQ? How will FPR evaluate the budgets outlined in each proposal? Rate per hour? Lumpsum?
 

FPR will evaluate budget based on the estimated total project costs. A detail of estimated hours and fixed rate by Phase (Deliverable) is expected to be provided by proponent. FPR will provide a simple cost form that outlines the deliverables (Annex A)
- Are projects limited to region-specific recommendations (per destination plans), visitor economy recommendations, or both?
 

Both the "region-specific recommendations" and "island-wide or visitor economy recommendations" are considered projects and should be considered during the prioritization exercise in Phase 1.

  - i. Per the RFP, how are projects defined? All recommendations of Destination Plans? Or Are all projects subject to the evaluation matrix that will be developed or limited to projects with physical infrastructure components?
 

Both the projects and recommendations in the Destination Plans (in the categories of island-wide, north-region and region-specific) are considered projects. All projects should be subject to the evaluation matrix, not only those with physical infrastructure components.
- Can you provide access or provide a copy of the Destination Plans for Arecibo/Camuy and Barceloneta/Manatí (the RFP mentions that consultant must request access to such documents)?
 

Yes. These will be sent via email upon request.

Annex A

**Foundation for Puerto Rico**  
**Bottom-Up Destination Recovery Initiative**  
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**Cost Form**

Task	Hours	Rate per hour	Total
Phase 1 <u>Deliverables</u> <ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> </ul>			
Phase 2 <u>Deliverables</u> <ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> </ul>			
Phase 3 <u>Deliverables</u> <ul style="list-style-type: none"> <li>• 1</li> <li>• 2</li> <li>• 3</li> </ul>			