



Request for Proposals

**Focused Investment
Strategy/Community Development
and Engagement**

**Department of Neighborhood &
Business Development, Bureau of
Housing and Project Development**

Issued January 27, 2010

I. Introduction

The City of Rochester is issuing a Request for Proposals (RFP) for organizations that operate in the City of Rochester. The goal of this program is to initiate an effective Community Development and Engagement process in four targeted neighborhoods in the City of Rochester. The four targeted neighborhoods have been designated by the City of Rochester as part of the Focused Investment Strategy (FIS). The FIS concentrates a portion of Community Development Block Grant (CDBG) funds and other resources to effect visible, positive changes in specific neighborhoods within three to five years. Through a process that included community input, four FIS areas were approved by City Council in August 2008: Beechwood, Dewey/Driving Park, Jefferson Avenue, and Marketview Heights. The organization(s) selected to implement this Community Development and Engagement process will be accountable to the Department of Neighborhood and Business Development, Bureau of Business and Housing Development. Major tasks that are expected to be achieved by this program are as follows:

- **Community Development:** Develop and implement a creative program model that motivates current residents, business operators, landlords and other stakeholders in the aforementioned neighborhoods to re-commit themselves and become engaged to help rebuild and promote their neighborhood. The program model will foster leadership, communication and mutual cooperation among neighborhood residents. The program will also develop a neighborhood engagement process and community building program that focuses on building on the positive assets of the neighborhood, foster a positive identity for the neighborhood. The program should help conceive, develop and implement projects that will help build pride in the neighborhood.
- **Community Engagement:** Develop a creative program model that motivates broad engagement through both formal and informal neighborhood improvement and community building activities from diverse groups within the targeted neighborhood. To conduct outreach to residents, business operators, landlords and other stakeholders that have not been traditionally involved in the community. Some of these groups may include home owners, senior citizens, renters, youth, and new arrivals to the neighborhood. The project will offer leadership opportunities and capacity training for residents and other stakeholders to develop the confidence and skills necessary to lead their own groups into the future.
- **Develop a Sustainable Program Model:** Recommend the most effective model for building healthy neighborhoods that can generate lasting involvement from residents and other stakeholders from a diverse community. Develop and implement a creative community engagement program model that will motivate and enable residents to sustain the program beyond the FIS funding period.
- **Assist in the Implementation of Action Plans:** Specific action plans have been developed for each FIS area. The consultant will assist with the implementation of these plans by helping to engage residents and identifying participation in programs/projects. The consultant(s) is expected to participate on the FIS Implementation Teams for each area,

which include representatives from the City of Rochester Departments of Neighborhood and Business Development, Neighborhood Service Center, Police, and Department of Environmental Services.

- **Collaboration:** Identify and develop opportunities for collaboration with existing neighborhood groups, and stakeholders such as block clubs and social groups, business associations, landlords and other groups that engage residents. The City welcomes proposals that will create a new and creative collaboration between several organizations and/or agencies. This collaboration should maximize the program's impact by utilizing the unique experiences and skills of multiple entities. The City of Rochester would be especially interested in reviewing proposals from "Citywide" entities with deep experience in community building that partner with grassroots neighborhood groups active in each of the FIS areas.
- **Neighborhood Pride:** Work to develop a sense of "neighborhood pride" and confidence in the future of the neighborhood among the residents, business operators, landlords, and other stakeholders in the FIS areas by incorporating and implementing strategies that effectively promote the neighborhood as a place to live, work and invest. This new sense of "neighborhood pride" will also serve to foster a positive perception of the neighborhood by others that currently do not live, work or invest in the area.
- **Time Frame of Project Activities and Strategies:** Organize and implement the community development and engagement model in each of the four FIS areas in an effective and timely fashion. The project is expected to start in May of 2010. The progress of project activities shall be reported on a monthly basis to the Department of Neighborhood and Business Development, Bureau of Business and Housing Development. The program will begin with a one year agreement envisioned to be renewed annually and should not exceed 36 months.

II. Background

Upon completion of a comprehensive housing study in 2007, the City of Rochester adopted a new housing policy to guide residential development. The City's Housing Policy is available to the general public upon request. Subsequently, in August 2008 City Council approved the FIS areas of: Beechwood, Dewey/Driving Park, Jefferson Avenue, and Marketview Heights. The FIS goal is consistent with the policies outlined in the City Housing policy.

The goal of FIS is to provide support to residents, improve neighborhood physical appearance and "curb appeal," and enhance neighborhood quality of life to create neighborhoods of choice where people want to live, work and play. The FIS will be implemented in each area for approximately three to five years. It is expected that the FIS community engagement program will become self-sustaining at the completion of the funding period. The City is expected to use public funds as well as attract private investments into the four targeted neighborhoods. The FIS areas average approximately a five block area within the aforementioned neighborhoods. Immediate strategies, including housing rehabilitation and vacant lot beautification, have begun in each area. In addition, specific action plans have been developed for each area. Once FIS is

implemented in the four targeted neighborhoods it is expected that the FIS process will be expanded from the initial blocks and/or initiated in other Rochester neighborhoods.

III. Scope of Services

The selected organization(s) will work closely with the Department of Neighborhood and Business Development, Bureau of Business and Housing Development to:

1. Motivate and engage neighborhood residents, business operators, landlords and other key stakeholders to come together, develop relationships with each other, commit themselves to rebuild and promote their neighborhood, throughout the model development and implementation process.
2. Facilitate, participate in, and lead group discussions regarding program work plan development and implementation building on existing FIS strategies.
3. Review and take into account available information on problems or trends, researched information, data, and look at the neighborhood's unique needs and assets.
4. Create and implement a "Community Development and Engagement Plan" for each targeted area that effectively keeps residents and stakeholders engaged, connected and accountable to sustain the program beyond the funding period.
5. Manage and conduct an opinion survey of a randomly selected set of households in the FIS area, utilizing neighborhood residents as survey-takers. A draft survey, which ask about their level of satisfaction with the neighborhood, as well as to offer a menu of engagement opportunities that they could consider joining, and changes they would like to see. The survey draft will be provided by the City of Rochester and may be revised in consultation with the selected organization.
6. Develop a volunteer recognition process to acknowledge residents, landlords, and other stakeholders that demonstrate successful participation and leadership as part of the FIS Community Engagement program activities.
7. Work to implement the "Community Development and Engagement Plan." Conceive, develop and implement projects that will help build pride in the neighborhood.
8. Keep the Department of Neighborhood and Business Development, Bureau of Business and Housing Development informed of all program activities and tasks. Assist with the implementation of action plans that have been developed for each FIS area by helping to engage residents and encourage participation in programs/projects.

(Note: consider using survey instrument to also collect baseline data for FIS evaluation.)

IV. Selection Criteria

The following criteria will be used by the Department of Neighborhood, and Business Development and the Bureau of Business and Housing Development in the selection of the finalist:

Item	Maximum Point Score
Quality of Community Engagement Proposal	20
Sustainability of Community Engagement Proposal	20
Collaboration with stakeholders	15
Neighborhood Development & Community Engagement Experience	10
Administrative Capacity	10
Budget	10
Leveraged resources: funding, technical assistance, etc.	10
Time frame to organize and implement project activities & strategies	5
Maximum Total Score	100

V. Selection Process

The Department of Neighborhood and Business Development, and the Bureau of Business and Housing Development will review the proposals that are submitted by Friday at 4:00 p.m. on March 5, 2010. After reviewing responses, a staff committee will:

- Decide on finalist(s)
- Interview finalist(s)
- Recommend that the City of Rochester enter into a contract with finalist for project.

It is anticipated that the awarded organization(s) will begin work on the program no later than May 2010. The award will be a one year agreement envisioned to be renewed annually not to exceed 36 months.

VI. Submittal Requirements

Please submit five (5) hard copies and one (1) electronic version of a *Program Proposal* that includes the following:

- Program description that addresses the proposed scope of services and selection criteria
- Name, address, e-mail, and telephone number of the organization(s), with contact name
- Resume of key individual(s) who would work on this program, clearly stating their experience, qualifications and years worked in relevant field(s)
- Team membership, skills, and resources that will be used to develop/create the program model, technology analysis, and implementation plan
- Rate of pay for key individual(s)
- Program budget
- Program schedule/timeline
- Organization's Charter (if applicable)
- Form of "Memorandum of Understanding" if application is a partnership of two or more organizations (if applicable)

Please deliver your Proposal by 4 p.m. on Friday, March 5, 2010, to:

Bret Garwood
Director of Development Services
City of Rochester
30 Church Street, Rm. 005A
Rochester, NY 14614

garwoodb@cityofrochester.gov

Questions regarding this Request for Proposals should be directed to Bret Garwood, City of Rochester, Department of Neighborhood and Business Development, Bureau of Business and Housing Development, (585) 428-6150.

The following items are attached as Exhibits in pdf format that can be downloaded with this Request for Proposals:

- Rochester City-wide Housing Policy
- Immediate Strategies and maps for each FIS area
- Situation Analysis for each FIS area
- Draft Recommended Strategies for each FIS area
- Program descriptions for initiatives currently underway in all FIS areas:
 - Owner Occupant Housing Repair Program
 - Investor Owned Housing Repair Program
 - Private Demolition Program
 - Vacant Lot Beautification Program
 - Mini Grant Program
 - Business Development and Commercial Façade Program

An informational session will be conducted for all interested entities:

Friday, February 5, 2010

City Hall, Room 005A

10:00 am