



Request for Proposals

January 15, 2010

JOSANA Neighborhood
Master Plan

City of Rochester
Neighborhood & Business Development

City of Rochester

Request for Proposals

JOSANA Neighborhood Master Plan

Issued January 15, 2010

Issued for: JOSANA Neighborhood Master Plan

Issued by: City of Rochester,
Department of Neighborhood & Business
Development
City Hall, Room 005-A
30 Church Street
Rochester, NY 14614

Submission
Deadline: 4:30 PM, Tuesday, February 16, 2010

Information
Session: 9 AM, Friday, January 29, 2010
City Hall Room 008-A

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RFP Web Site: www.cityofrochester.gov/josanarfp

City of Rochester
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JOSANA Neighborhood Master Plan
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I. Purpose

The JOSANA neighborhood is located in the northwest quadrant of the City and is named for two of the main streets in the neighborhood, namely Jay and Orchard Street. The name is an acronym for the Jay Orchard Street Area Neighborhood Association but in this context JOSANA refers to the specific neighborhood delineated below. It comprises approximately eight hundred parcels of mostly residential land use, and its southeast border is less than a mile from downtown. The neighborhood shares its boundary with the soccer stadium, and encompasses a large scale Brownfield Opportunity Area and a public elementary school that partners with local hospitals to offer dental and health clinics for residents. JOSANA boasts residents who are eager to improve their neighborhood and active in community meetings geared toward that goal.

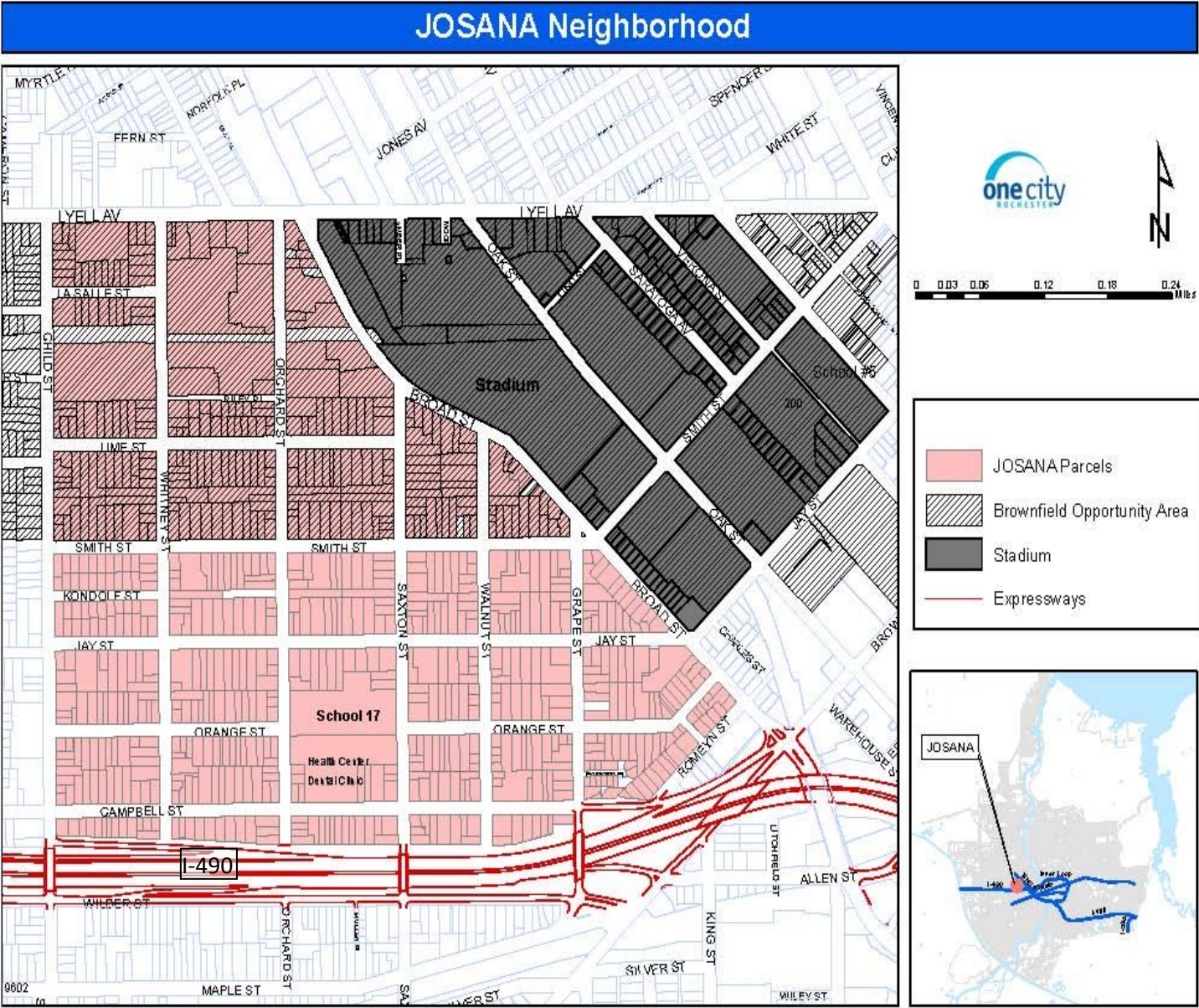
The City of Rochester is seeking proposals for a consultant to conduct a neighborhood assessment, and to prepare a JOSANA Neighborhood Master Plan (“Plan”) for the revitalization of the JOSANA neighborhood. The JOSANA Neighborhood Plan will be used to:

- Ensure that all activities and interests are consistent with the Plan’s vision for the neighborhood
- Guide funding decisions for development and other investment activities in JOSANA
- Guide revitalization efforts in JOSANA

II. Project Area Definition

The neighborhood is bounded by Interstate 490 on the south, Child Street on the west, Lyell Avenue on the north and Broad Street on the east (see Figure 1 below). In addition, it is bordered by the soccer stadium and Brown Square to the east, the Susan B. Anthony historic neighborhood to the south, and a large Brownfield Opportunity Area to the north that encompasses nearly half the JOSANA neighborhood. The Plan should also consider activities in all adjacent areas that may impact conditions within the JOSANA neighborhood.

III. Project Area Map



IV. Background

The JOSANA neighborhood is one of active, concerned residents with a long history and experience in community organizing and collaboration with other community organizations and external partners such as the University of Rochester and other Rochester area health systems. Together, these groups have successfully engaged residents, assessed the needs of the neighborhood, developed strategies, and implemented some of those strategies to improve their neighborhood, particularly with respect to the health of people.

JOSANA faces many challenges. It is one of the poorest neighborhoods in the city, with 41 percent of the families living below the poverty level. There is high unemployment and a high number of single-parent households. In a 2007 housing market study, JOSANA was cited as one of the most distressed neighborhoods in the city. Crime, drug abuse and vacant/abandoned houses are amongst the most serious threats. Gang activity is also a serious threat to the neighborhood's development and public perception. The catchment area for the local elementary school in JOSANA lies within the ZIP code with the fourth highest lead toxicity rating in New York State, according to a 1999 study.

Despite these challenges, the neighborhood has many strengths, including a healthcare facility developed in partnership with the University of Rochester that includes a dental clinic as well, both co-located with the neighborhood elementary school. The officials and parents of the primary school were involved in the formation of the Coalition to Prevent Lead Poisoning. The school has an active Parent Teacher Association and collaborates with several groups and organizations that provide support services to students.

The neighborhood enjoys active support and participation of Charles Settlement House (CSH) which provides many services to children and seniors. Together with the residents, they launched the Charles House Advisory Community (CHAC), a group made up of residents, people who work in the neighborhood, and stakeholders from organizations within the wider area; in early 2008 the group created its by-laws and changed its name to Charles House Neighbors in Action (CHNA). Since the launch of CHAC in 2007 there have been regular community meetings, social activities, expert speakers, and other community development efforts. When asked, the residents of the neighborhood list as part of their strengths, *“resourceful and caring people, being a melting pot, and being on the cusp of new development.”* It is such strengths that the proposed neighborhood master plan should seek to build upon. CSH received a multi-year grant from the Greater Rochester Health Foundation to improve health outcomes

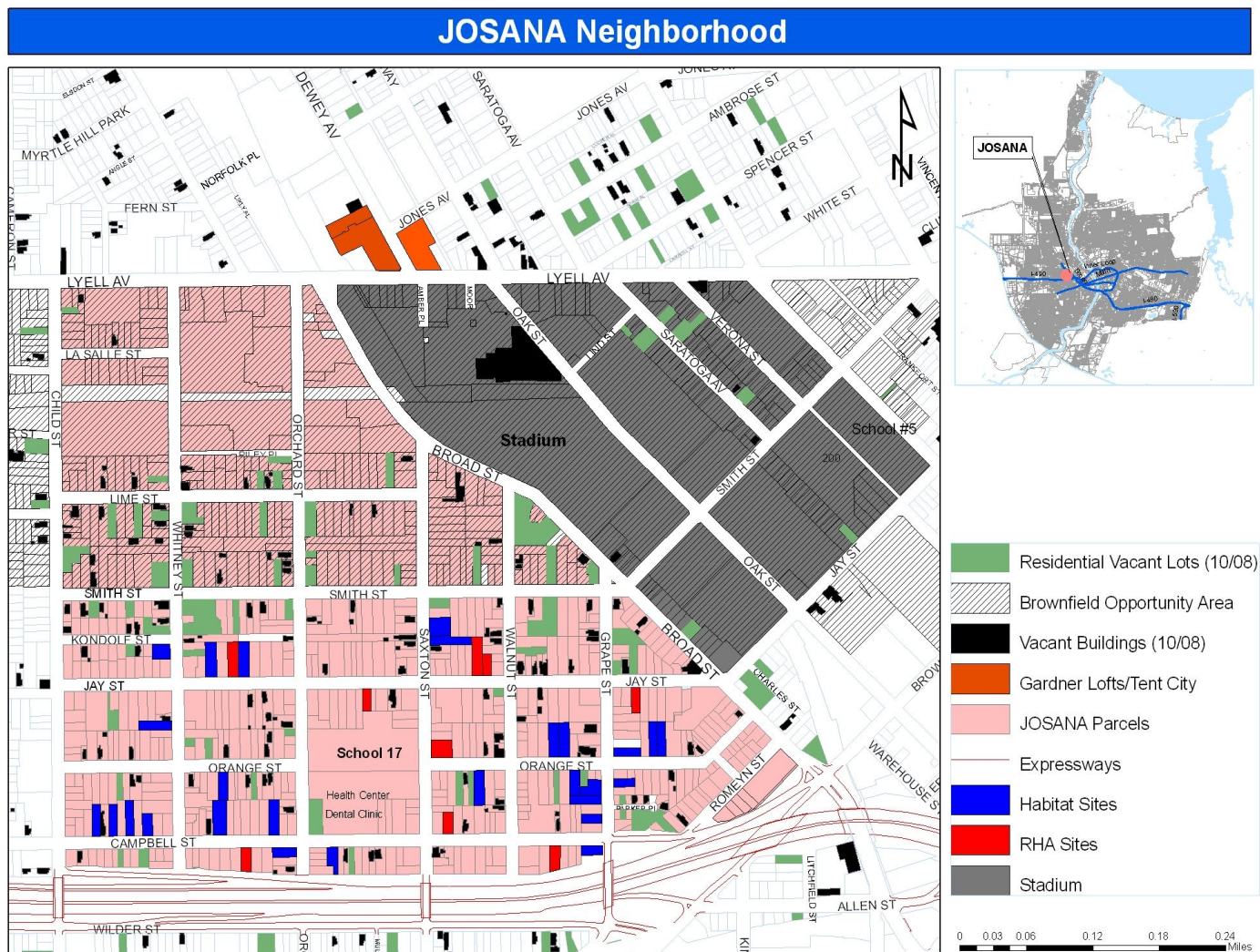
for neighborhood residents and this has been a vehicle for community organizing and community engagement.

The neighborhood has been the focus of interest to some developers in the last four years. Habitat for Humanity began construction of single family houses in 2007, with the aim of completing one hundred new houses in JOSANA, within ten years. Rochester Housing Authority has also completed construction of ten rental single family homes, and intends to construct even more, pending the outcome and recommendations of the neighborhood plan. Other developers have also expressed interest in developing in JOSANA, including Tent City (Gardner Lofts), a proposal to adapt a former manufacturing building to mixed-income, loft-style rental use.

Of significance and great impact to the neighborhood is the soccer stadium formerly known as Paetec Park. The stadium was constructed in the early 2000s and is considered an asset to the neighborhood and the city. At present, the Stadium does not enjoy anywhere near the capacity crowds it could, and there is a symbiotic relationship between the stabilization of the JOSANA neighborhood and the success of the stadium as a sports and entertainment venue.

End of Page

V. Map Showing Present Conditions



VI. Plan Components | Scope of Work | Deliverables

The deliverable for this contract will be a JOSANA Neighborhood Master Plan. The Plan will include the following: housing market study; identification of economic development opportunities; a comprehensive review of existing neighborhood studies, plans and recent investments in JOSANA. The consultant is expected to facilitate community meetings with residents, City staff and stakeholders in order to conduct a SWOT analysis and craft a unified vision for JOSANA. The plan and planning process is expected to result in a clear and concise set of recommendations and strategies to revitalize JOSANA. Each Plan component is listed below, followed by the scope of work required and the specific deliverables for each Plan component. All deliverables will be presented to the project management team for review.

a) Data Collection and Condition Analysis

Consultant will work with City staff to collect and review relevant information to form the basis of a background and understanding of the neighborhood. City Staff will provide all relevant data, including GIS maps to include property ownership and land use, property databases, and Census data analysis to be reviewed and synthesized by Consultant.

Deliverables:

- i. Inventory of all materials and data sources reviewed; and
- ii. Neighborhood conditions analysis memo.

b) Review and Synthesis of Relevant Plans, Studies and Recent Investments in JOSANA

The City will provide consultant with copies of recent studies, maps of the area, data to identify recent residential development in JOSANA, list of public and private projects/initiatives currently underway or planned in JOSANA and adjoining neighborhoods, and a list of recently completed capital expenditure projects in the area. Consultant should evaluate all studies and data to determine how they impact JOSANA and any proposed revitalization strategies.

Consultant will work with City staff to identify, review and summarize all existing relevant plans and studies, and projects and infrastructure investments that relate to JOSANA and areas bordering it. Such studies and plans may include but not be limited to:

- a) Brown's Square Neighborhood Plan, 2006;
- b) Brownfields Opportunity Area (BOA), ongoing;
- c) Circulation and Access Study for Stadium, 2009;
- d) Housing Market Study, 2007; and
- e) Project Green Report, 2009.

Specific projects and other investments:

- a) Gardner Lofts/Tent City project;
- b) Curb replacement project adjacent to Stadium;
- c) Map showing recent Rochester Housing Authority's rental and Habitat's owner occupied housing developments; and
- d) Neighborhood Health Status Improvement Project – Charles Settlement House.

These items are attached to this RFP as Exhibits.

Deliverables:

- i. Summary and inventory of all reviewed studies, plans and programs;
- ii. Review of extent of impact on and synthesis with JOSANA vision; and
- iii. Report on how plans impact JOSANA both positively and negatively and opportunities to be leveraged.

c) A Complete Market Study/Analysis for Housing in JOSANA

There is active housing development activity and interest in the JOSANA neighborhood and areas adjacent. In order to continue to support future housing development, there is a clear need for a market analysis that goes beyond the study of supply and demand. The consultant will not only conduct a supply and demand analysis for housing, but will determine what potential exists for a variety of housing unit types that is sustainable for the neighborhood, within the context of the rest of the city. Consultant will review the recently completed Rochester Citywide Housing Market Analysis for context, and relevant implications for JOSANA. Projections should be adjusted to consider likely effects of changes in JOSANA and on the rest of the city. Consultant will also gauge the type of existing demand within the neighborhood with the aim of retaining as many existing residents as possible and attracting new residents as appropriate.

Also of importance to this item is consideration of the large number of vacant lots behind the Stadium and within JOSANA.

Deliverables:

- i. Housing market analysis, including types, sizes, and areas of the neighborhood where any proposed new housing should be developed; opportunities for economic development; and assessment of land banking feasibility, opportunities and strategies.
- ii. Provide possible outcomes and effects on the number of housing units under the following circumstances: a) if the number of households continues to decline; and b) if the number of households remains the same.

d) SWOT Analysis and Vision Development for JOSANA Neighborhood

Consultant will review all data and prepare a report on the Strengths, Weaknesses, Opportunities and Threats impacting JOSANA. The information for this analysis will include meetings and interviews with residents and neighborhood stakeholders including City staff, developers, and area non-profits (to cover faith based and social service orgs) and for-profit businesses. The City is seeking a revitalization plan for JOSANA that incorporates the residents' vision for their neighborhood and the City's goal for a healthy, economically viable neighborhood. Consultant will, in consultation with City staff, organize and schedule public meetings and formulate one vision for the neighborhood.

Deliverables:

- i. Facilitation of initial community outreach meeting with residents, stakeholders, Steering Committee and City staff;
- ii. Meeting notes;
- iii. Comprehensive SWOT Analysis Report; and
- iv. Statement of JOSANA unified vision.

e) Recommendations and Strategies for Revitalization in JOSANA

This would be the culmination of the entire study and will incorporate recommended strategies for the revitalization of JOSANA, including ways to enhance the southeast entry at Rt. 490 and Broad Street into the neighborhood, stabilize housing values, integrate economic development activities that tie in the stadium and the surrounding area, attract new residents to the neighborhood, consider appropriateness of zoning, etc.

Deliverables:

- i. Final JOSANA Neighborhood Master Plan to include neighborhood enhancement and land use strategies;
- ii. Recommendations list which will include: action items, timeline, suggested funding sources, and implementation partners;
- iii. Maps and graphics depicting strategies, action steps and recommendations; and
- iv. Meetings to share recommendations with residents, stakeholders, Steering Committee and City staff.

VII. Additional Consultant Responsibilities

Consultant is specifically responsible for the following items:

Planning and implementing at least two public meetings with residents and neighborhood stakeholders. The first meeting will seek resident input and produce a SWOT analysis and Vision Statement, and the second meeting will be to share the recommendations toward the conclusion of the project.

Consultant will also attend two Steering Committee meetings.

Consultant will be responsible for producing agenda and meeting notes for all meetings and may propose additional meetings as they feel necessary for the project.

VIII. Project Schedule

Notification to the successful firm is anticipated in March 2010. It is expected that project will commence in April 2010, with a target completion of fall 2010. A detailed project timeline/schedule must be submitted as part of the consultant proposal.

IX. Project Funding

Consultant will evaluate scope of services above and provide City with a cost estimate to deliver services within the anticipated six months project duration.

X. Issuing Office | Project Management

The City's Bureau of Business and Housing Development is the Issuing Office for this RFP and is responsible for management of the JOSANA Neighborhood Master Plan process with continuous participation of other City agencies, funding partners, neighborhood organizations and other stakeholders. The following agencies and entities are anticipated to be active participants in the consultant response review process, and the review of all deliverables:

NBD – Bureau of Planning & Zoning

NBD –Northwest Quadrant Team

NBD – Business and Housing Development

Rochester Housing Authority

United Way of Greater Rochester

Enterprise Community Partners

Charles Settlement House

Sector 3 Leader

Steering Committee comprised of members of the above groups and neighborhood stakeholders

The Project Manager for this RFP is Anne Da-Silva Tella, Sr. Community Housing Planner, and will serve as the coordinator and point person of contact during the consultant selection and subsequent plan preparation and implementation. All correspondence, questions, submissions, etc., related to this project should be addressed to:

City of Rochester, Dept of Neighborhood & Business Development
Attn: Anne Da-Silva Tella
30 Church Street, Room 005-A
Rochester, NY 14614
Telephone: 585 428-6124
Fax: 585 428-6229
Email: Anne.DaSilvaTella@CityofRochester.gov

XI. Response Content and Submission Requirements

Responses should provide a clear and concise methodology for satisfying the required tasks within the scope of this RFP. The proposals should outline the respondents' qualifications to complete the project as stated in this RFP, to include background, unique qualifications, relevant project information, previous awards, references, and other information that may support the response.

The City will not be limited solely by the information provided by the respondent prior to the submission due date. Additional information or modifications to response may be requested. Respondents are required to submit the following items to enable the selection panel to consider each response:

☐ Transmittal letter with the following information:

- 1) Respondent's Name: _____
- 2) Respondent's Street Address: _____
- 3) City, State & Zip: _____
- 4) Mailing Address if different from Street Address: _____
- 5) Contact Person: Name, Title: _____
- 6) Telephone No.: _____
- 7) Email Address: _____
- 8) Fax Number: _____
- 9) Organization Type: ____ For Profit ____ Not for Profit
- 10) Federal Taxpayer I.D. No.: _____

☐ Proposal narrative that includes:

- 1) Summary of consultant's understanding of the project

- 2) A description of the firm's approach to creating a neighborhood master plan for JOSANA
 - 3) Experience and qualifications of project consultant team (including resumes)
 - 4) Organization chart of the project consultant team
- ☐ Detailed description of similar project(s) with updated outcome(s)
 - ☐ Methods employed to provide the requisite services
 - ☐ Proposed project schedule
 - ☐ Contact information for references for previous clientele of the respondent.
 - ☐ Staffing plan of the project team, including names, roles and experience of each staff member.
 - ☐ Description of staffing capability to perform required tasks within schedule (cooperation with other organizations is encouraged)
 - ☐ Project budget for the proposed Scope of Services based on hourly rate fee schedule with estimated reimbursables. Also include name and title of each staff member working on each deliverable, the number of hours worked on the deliverable, the hourly rate, the subtotal for each staff person, and the subtotal for each deliverable.
 - ☐ Submission of the Proposal Checklist (see below).
 - ☐ Indicate if the firm has ever had a prior contract with any governmental entity that was terminated for any reason, and, if so, provide an explanation.
 - ☐ Any additional information should be marked as "Attachment(s)" and numbered accordingly.
 - ☐ Submission of one **(1) clipped, unstapled** original and **eight (8) stapled** copies of the proposal must be submitted no later than: 4:30 PM, Tuesday, February 16, 2010 to:

Anne Da-Silva Tella, Sr. Community Housing Planner
Department of Business and Neighborhood Development
City of Rochester
30 Church Street, Room 005-A
Rochester, NY 14614

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Proposal Checklist

<i>Preparer's Initials</i>	<i>I certify the following actions have been taken in preparation of this submission:</i>
	The entire contents of this proposal package have been reviewed.
	All requested information has been supplied.
	All pages have been numbered sequentially.
	Transmittal letter with the information outlined above is attached to the proposal.
	Proposal narrative is attached to the proposal.
	Staffing Plan is included in the proposal.
	Budget is included in the proposal.
	Description of similar project(s) with updated outcome(s)
	References are included in the proposal.
	Any additional information to the proposal has been included and mark as "Attachment".
	One (1) clipped, <i>unstapled</i>, original and eight (8) <i>stapled</i> copies of the proposal are enclosed in this package that has been prepared for delivery to: Anne Da-Silva Tella City of Rochester Department of Business and Neighborhood Development 30 Church Street, Room 005-A Rochester, NY 14614

XII. Consultant Selection Process

Consultants interested in being considered for this project are invited to forward written responses to the RFP. The City will convene a Consultant Selection Panel comprised of representatives from various departmental staff, funding agencies and community stakeholders to review all submissions. It is likely that some personal interviews may be conducted. All consultants will be notified in writing as to the results of the final selection.

Selection of the best proposal will be based upon, but not limited to, the following criteria:

- a) **Project Team (30%)**
Experience of the proposed project manager and staff with all aspects of neighborhood master plan formation and implementation including: past experience with neighborhood master plan design and implementation; example(s) of successful plan implementation; experience in housing market analysis and projections; land use analysis, landbanking; knowledge and/or familiarity with the City of Rochester in general and JOSANA in particular; and conducting, leading and managing stakeholder group and public meetings. All the foregoing should be in the context of a distressed neighborhood.
- b) **Proposal (25%)**
Quality and appropriateness of the proposal to the project scope. Proposals will be reviewed on the basis of knowledge and demonstrated experience in creating successfully implemented neighborhood plans in the context of a distressed neighborhood.
- c) **Local Connection (5%)**
Preference will be given to firms having a local presence in the Rochester area. Alternatively, collaboration with such local firms is very much encouraged.
- d) **Firm (20%)**
Experience and prior performance of principal consultant and all sub-consultants with the analysis, planning and implementation of neighborhood master plans specific to housing, economic development and land banking.
- e) **Price (20%)**

XIII. Rights Reserved

Should it become necessary to revise any part of this RFP, provide additional information necessary to adequately interpret provisions and requirements of this RFP, or respond to written inquiries concerning the RFP, the City reserves the right to issue an Addendum to the RFP to all respondents who received the initial RFP.

The City reserves the right to extend the Submission Deadline by a reasonable time.

The City reserves the right in its sole discretion to recommend the award of a contract related to this RFP based upon the written responses received by the City without prior discussion or negotiation with respect to those responses. Any

contract awarded in connection with this RFP will be subject to approvals as required by City law, including final authorization by the Rochester City Council.

The City reserves the right to accept or reject any and all responses, at its sole discretion, received as a result of this RFP, to waive minor irregularities, and to conduct discussions with all responsible respondents, in any manner necessary, to serve the best interest of the City of Rochester.

The City reserves the right to request additional information from any or all prospective respondents, if necessary, to clarify that which is contained in the responses.

END OF RFP

Exhibits

1. Brown's Square Neighborhood Plan, 2006;
2. Brownfields Opportunity Area (BOA), ongoing;
3. Circulation and Access Study for Stadium, 2009;
4. Housing Market Study, 2007; and
5. Project Green Report, 2009.
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