

City of Rochester

Request for Proposals

Team Building, Culture, and Climate Consultant

Proposals to be received by 5:00 PM

February 26, 2024

Submit Proposals to:

Commissioner Dr. Shirley Green

Shirley.Green@CityofRochester.Gov

Department of Recreation and Human Services

57 St. Paul St

Rochester, NY 14604

REQUEST FOR PROPOSAL

The City of Rochester (the City) is seeking proposals from qualified Consultants (“Consultant(s)”) to facilitate team building activities to build positive organizational culture and climate within the City’s Department of Recreation and Human Services (DRHS) (the “Project”).

BACKGROUND

The Department of Recreation and Human Services is located downtown Rochester at 57 St. Paul Street. DRHS has over 250 employees, divided into three bureaus: the Commissioner’s Office, Bureau of Recreation and Youth Services, and the Bureau of Human Services. DRHS’s mission statement is to support the City of Rochester’s Mission, Vision, and Values by nurturing and inspiring the inner potential of all citizens of Rochester through the provision of first-rate programs and services, supports for citizens who are confronting complex challenges, and investments in the vibrancy of our neighborhoods. This RFP is to provide services and activities to enhance a positive work culture, climate and collaborative work setting for the employees in DRHS.

The Commissioner's Office operates the administration, finance, capital projects, and permits units. The Office also operates the historic Rochester Public Market, located in the heart of Rochester, the International Plaza, a Latin-themed event space and marketplace; and Rochester Animal Services (RAS). RAS includes both the Verona Street Animal Shelter, which takes in, cares for, and adopts out the homeless animals as well as animal control services for the entire city of Rochester.

The Bureau of Recreation oversees the City’s 11 R Centers, where youth ages 6-18 participate in recreational, enriching and engaging activities. The bureau includes the Roc Music program, social-emotional learning supports and programs, environmental education, afterschool and summer camps, leadership programs, sexual education classes, literacy classes, and youth employment work experience and training. The bureau also includes Athletics and Aquatics, which offers both organized and open sports programs and leagues for youth and adults. The Athletics and Aquatics unit operates Rochester’s Community Sports Complex located at 460 Oak Street, MLK Rink and the GVP Pool and Rink. The Sports complex opened in spring 2019, with a variety of sports clinics such as lacrosse, football, baseball, soccer, conditioning, and much more.

The Bureau of Human Services supports the City of Rochester’s Mission, Vision, and Values by holistically supporting residents in their development into successful, contributing members of their community through the provision of career exploration, work readiness and crisis intervention programs and services. The Bureau includes Flower City AmeriCorps Programs (FCA and Flower City Public Health Corps) that offer a yearlong apprenticeship designed to inspire and prepare the next wave of human service and public health professionals, with a focus on alleviating poverty and local public health crises. Additionally, the Bureau includes the Crisis Intervention Services Unit that supports residents by providing trained professionals for community members in crisis by addressing their immediate needs, as well as providing

support to victims and families impacted by violence. With teams acting as first responders and offering connections to community-based supports, residents have improved opportunities for long-term recovery and stability.

In this Request for Proposals (RFP), the City has set aside \$105,000 for a professional service agreement (PSA – **Attachment A**) with a Consultant who has a proven record of accomplishment working with diverse teams in a professional work setting. The Consultant will be working across the entire department, with each unit mentioned above having a specific need in terms of enhancing a positive climate, culture and collaborative work experience. The Consultant will work with DRHS leadership to identify particular areas of concern in their unit and create a plan to help improve workplace climate, culture and collaboration amongst staff members. This plan will be implemented by the Consultant and may include activities such as team development, leadership, cultural awareness, diversity, inclusion, equity and belonging in an effort to improve the overall work experience for all staff. All services will take place on City properties, including R Centers, the Rochester Community Sports Complex, City camp sites, and/or the Honorable Loretta C. Scott Center for Human Services building.

TIMELINE

Activity	Time	Date
RFP Release	9:00 a.m.	January 22, 2024
Deadline for questions	12:00 p.m.	February 5, 2024
Response for questions submitted	9:00 a.m.	February 12, 2024
Proposals due	5:00 p.m.	February 26, 2024
Consultant Selection and Award Notification	12:00 p.m.	March 1, 2024

The dates shown above may be subject to change within the City of Rochester’s sole discretion and upon written notification as set forth herein.

COMMUNICATIONS

All communications by parties who have indicated an intent to submit or have submitted a proposal in response to this RFP ("Respondents"), including any questions or requests for clarifications, submission of the proposal, requests for status updates about the proposal selection process and any other inquiries whatsoever concerning this RFP shall be sent, in writing, to the following City staff person ("City Contact"):

Commissioner Dr. Shirley Green
Shirley.Green@CityofRochester.Gov
Department of Recreation and Human Services
City of Rochester
57 St. Paul St
Rochester, NY 14604

No contact is permitted with any other City staff member with regard to this RFP during the RFP process unless specifically authorized in writing. Prohibited contact may be grounds for disqualification.

To ensure that all Respondents have a clear understanding of the scope and requirements of this RFP, the City will respond to all timely questions submitted via e-mail to the City Contact by the question deadline stated above. Questions and the responding answers will be sent via e-mail to all Respondents who have provided an e-mail address to the City Contact and will be posted on the City's web page for this RFP. The City's failure to timely respond or provide responses to any questions shall not delay or invalidate the City's right to make a decision to award an agreement pursuant to this RFP.

The City will make every reasonable effort to keep Respondents informed about the RFP process. Notifications about Timeline date changes, amendments to the RFP and other information about the RFP will be sent by e-mail to Respondents who have provided an e-mail address to the City Contact and will be posted on the City's website for this RFP. The City's failure to provide such information shall not delay or invalidate the City's right to make a decision to award an agreement pursuant to this RFP.

SCOPE OF SERVICES

The City is seeking the services of a Consultant to assist in creating a more collaborative, inclusive and positive work environment at the Department of Recreation and Human Services (DRHS). DRHS recognizes the need for the development of its staff and the effectiveness of its teams as being crucial to the long-term success of the department so that we can continue to provide much-needed services to the community. We also recognize the importance of fostering a work environment that prioritizes the well-being and emotional health of its employees. We are seeking a Consultant to work with DRHS leadership to devise a plan and to implement tailored solutions to foster a positive atmosphere in areas such as team building, culture and climate, social and emotional support, dealing with challenging situations, stress management, and communication.

Respondent's proposal shall address each of the following services. The proposal shall address each of the requested services, using the same identifying language, including any paragraph or section numbers or letters as used in the RFP.

1. All Respondents must be able to provide the following services:
 - a. Conduct an in-depth analysis of the team's current dynamics, organizational culture and work climate.
 - b. Design and implement activities tailored to the needs of the department by creating team-building activities to strengthen and to enable better collaboration and communication.
 - c. Provide guidance and support in shaping a more positive organizational culture that aligns with Mayor's Evans values.
 - d. Recommend strategies to address challenges and to promote a healthy workplace climate.
 - e. Team building experiences.
 - f. Help teams sustain a positive and inclusive work culture to strengthen team bonds.
 - g. Facilitate discussions to creative a supportive work culture.
 - h. Provide training on issues including effective communication and leadership, accountability, self-care, and appropriate coping mechanisms.
2. In order to be qualified Respondents must:
 - a. Demonstrate prior experience providing similar services
 - b. Have or will be able to obtain liability insurance in the amount of \$1,000,000
 - c. Submit references who can describe the Proposer's work for previous clients

PROPOSAL PREPARATION AND SUBMISSION PROCESS

Proposals must be postmarked or received by the City no later than February 26, 2024 at 5:00 p.m. All proposals shall be in PDF format in both email and hard copy, either through US Mail or dropped off at the address below. The email with the proposal as the attachment shall have the subject as "Respondent's Name-Culture and Climate Proposal" to the City Contact:

Commissioner Dr. Shirley Green
Shirley.Green@CityofRochester.Gov
57 St. Paul St
Rochester, NY 14604

This RFP is designed to facilitate the evaluation and selection of a Consultant that is best able to achieve the City's objectives. The proposal shall be no longer than seven (7) pages, excluding attachments, with 1-inch margins and 12 pt. Times New Roman font. All pages shall be numbered including major sections

and all attachments shall be referenced in the table of contents. In order to enable the City to effectively review the information contained in the proposals, proposals shall reference the numbered and lettered sections of the RFP. The response to each section shall be clearly indicated and addressed or an explanation provided as to why the Respondent is not submitting a proposal for a specific section or the requirement of the RFP.

Each proposal shall be signed by an individual authorized to enter into and execute contracts on the Respondent's behalf. Unless otherwise specified in its proposal, Respondent represents that it is capable of meeting or exceeding all requirements specified in this RFP.

Submission of a proposal shall be deemed authorization for the City to contact Respondent's references. Evaluation of proposals will be conducted by the City based on information provided in the Respondent's proposals and on such other available information that the City determines to be relevant. The evaluation of proposals may include an on-site assessment, meetings with authorized personnel, and may involve the use of a third-party consultant.

Respondents selected by the City will be required to enter into a Professional Services Agreement (PSA) with the City (see Attachment A, the City's Standard PSA form). The establishment of a PSA is contingent upon approval by City Council for all Agreements in excess of \$20,000 or for a period of more than one year and upon the availability of funds for such agreement. Unless otherwise stated in the proposal, the Respondent's response to this RFP shall be deemed its acceptance of the terms of this PSA.

Respondents shall provide sufficient information in their written proposals to enable the City review team to make a recommendation to the Mayor. The City reserves the right to invite any or all Respondents to an interview to discuss their proposal. Any expenses resulting from such an interview will be the sole responsibility of the Respondent. The City is under no obligation to select any of the responding Respondents or to conduct the Project described herein. The City may amend or withdraw the RFP at any time, within its sole discretion. The City shall have no liability for any costs incurred in preparing a proposal or responding to the City's requests with respect to the proposal.

PROPOSAL CONTENT

The proposal should include the following information in the order specified:

1. **Services to be delivered:** Describe the approach to be taken to perform the services mentioned in the Scope of Services section. Specifically address the following:
 - a. The name of the submitting organization or individual
 - b. The names, titles, mailing addresses, email addresses, and telephone numbers of persons to be contacted for clarification if necessary
 - c. Approach to be taken to understand the needs of the various units within DRHS
 - d. Samples of curriculum, workshops, activities that might use with DRHS staff
 - e. Timeline to complete the activities listed in the scope of services section

- f. Expected outcomes of the services or activities completed
- 2. **Experience:** Please describe the following:
 - a. Thoroughly describe the Respondents' background, education, training, years of experience and any applicable skills.
 - b. Successful completion of project similar to this proposal
 - c. Experience working with people of diverse background and work environments
 - d. Indicate if the direct provider is an individual business owner, an employee of an organization, or a subcontractor. Any use of subcontractors must be clearly explained, including identification of the individuals or agencies to be used, if known.
 - e. Resume may be attached and will not be included in the overall page count
- 3. **References:** proposals must include 3 (three) external client references from clients who received similar services. Each reference must include:
 - a. Name of the individual or organization for whom services were provided
 - b. Name of contact person, with email address and phone number
 - c. Type of services provided, with date and accomplishments achieved
- 4. **Budget:** Describe the proposed cost structure and narrative that describes what the cost includes. The budget shall not exceed \$105,000
- 5. **Rochester presence:** Information about Respondent's presence in the City of Rochester and/or any collaborative relationships with local firms that are to be formed for this Project
- 6. **MWBE:** Statement as to whether or not the Respondent is a bona fide MWBE firm, will use bona fide MWBE subcontractors and the percentage of the workforce utilized to perform the work of this contract who will be either Minority (M) or Women (W), including both the Consultant's workforce and that of any subcontractors who will be utilized
 - a. **Attachment B:** City of Rochester MWBE Utilization form
 - b. **Attachment C:** City of Rochester Workforce Utilization form

EVALUATION CRITERIA

The following is a summary of the proposal evaluation criteria. It is within the City's sole discretion to determine the value assigned to each of these criteria.

Proposal: How well the description of the services to be provided compares to the requirements listed in the Scope of Services section of this RFP.

Experience: The Respondent's relevant experience in providing the same or similar services to employees in areas of team building, culture and climate and tackling effective communication and leadership.

Cost: The total cost of the Respondent's proposal is important to the City, however, based on the evaluation of the other criteria, the City will not necessarily select the lowest bidder

References: Evaluation of the Respondent's work for previous clients receiving similar services to those proposed in this RFP.

MWBE and Workforce Goals: The City of Rochester desires to encourage minority and women owned (MWBE) businesses to participate in opportunities to enter into PSAs with the City and to encourage minorities and women in the workforce. Pursuant to Ordinance No. 2018-54, the City has a goal that 30% of the aggregate annual contract awards for professional service contracts over \$20,000 be awarded to minorities (M) (15%) and women (W) (15%). The City has also established minority workforce goals of 20% M and 6.9% W for professional services consulting contracts. For more information please see <http://www.cityofrochester.gov/mwbe>. Respondents shall be awarded MWBE bonus weighting as follows:

1. The City will give preference to Consultants who are New York State certified MWBEs. Consultants who meet this requirement shall receive **an additional weighting of 10%.**
2. The City will give preference to Consultants who utilize state certified MWBE subcontractors with bona fide offices and operations in the Empire State Development Finger Lakes Region, which includes the following counties: Genesee, Livingston, Monroe, Ontario, Orleans, Seneca, Wayne, Wyoming and Yates. State-certified MWBEs from outside the Region may be counted if there are insufficient businesses in the Region to perform the specialized work or consulting services required. If one or more MWBE subcontractors will perform 10% to 20% of the work of the contract – measured as either a percent of the total contract amount or as a percent of the total full-time-equivalent labor hours budgeted for this project, the consultant shall receive **an additional weighting of 5%.** If MWBE subcontractors will perform more than 20% of the work of the contract, the Consultant shall receive an **additional weighting of 10%.**
3. Respondents shall provide sufficient documentation with their proposal to support the additional preference weighting as an MWBE Consultant or for use of MWBE subcontractors. If one or more MWBE subcontractors are proposed, they must be named and the size of the subcontract identified. If selected, the Respondent shall submit an MWBE Utilization Plan on the City's form for approval by the MWBE Officer. Once approved, the Utilization Plan shall be incorporated into the PSA.
 - a. If the total amount of a PSA is increased by 5% or more at any time during the term of the PSA, the Consultant shall submit a revised MWBE Utilization Plan for approval by the MWBE Officer. The MWBE Officer may also issue a revised MWBE Utilization Plan for unforeseen changes in the availability of MWBE subcontractors during the term of the PSA.
4. The City will give preference to Consultants who meet or exceed the City's workforce goals, which are: 20% M and 6.9% W. Consultants who demonstrate that their and/or

their subcontractors' workforce on this Project meets or exceeds these goals shall receive an **additional weighting of 10%**. If selected, the Respondent shall submit a Workforce Staffing Plan on the City's Form for review by the MWBE Officer. Once reviewed, the Workforce Staffing Plan shall be incorporated into the PSA. The calculated percentages of workforce utilization shall be based on actual hours worked and billed over the term of the project. The final determination of a workforce goals accomplished during the contract shall be based on hours reported in the workforce utilization reports.

5. If selected, the Respondent shall provide MWBE utilization and subcontractor/supplier payment certification and/or workforce utilization reports on the City's forms. These reports shall be submitted with each invoice or as otherwise requested by the MWBE Officer.
6. A failure to submit the required subcontractor/supplier payment certification and/or workforce utilization reports shall constitute a default in the performance of the Agreement subject to potential termination for default by the City. In addition, if the selected Respondent fails to meet the most recent MWBE Utilization Plan and/or Workforce Staffing Plan, for which additional weight was awarded by the end of the PSA, such failure may result in disqualification from award of future contracts with the City.
7. Summary of additional evaluation weighting points for MWBE and Workforce Goals:

Category of Additional Evaluation Points	Additional Weight Awarded
Respondent is New York State Certified MWBE	10%
Utilize MWBE Subcontractors for 10-20% of work	5%
Utilize MWBE Subcontractors for more than 20% of work	10%
Meet or exceed workforce goals of 20% M and 6.9% W	10%

City of Rochester location preference: The City favors contracting with firms located in the City of Rochester and a preference will be given to Consultants located in the City, through an additional weighting of 10%. Non-local firms may wish to consider partnerships or other collaborative arrangements with local firms as a strategy to address this criterion.

Other Criteria: Other criteria may be considered and evaluated by the City if it is determined to be in the best interest of the City and the success of the Project to do so.

The selection of a Consultant is within the City's sole discretion and no reasons for rejection or acceptance of a proposal are required to be given. Although costs are an important consideration, the decision will be based on qualifications and compliance with the requirements of this RFP and not solely

on cost. The City reserves the right to reject any or all proposals or to accept a proposal that does not conform to the terms set forth herein. The City further reserves the right to waive or modify minor irregularities in the proposals and negotiate with Consultants to serve the City's best interest.

MISCELLANEOUS

The City reserves the right to amend or withdraw this RFP in the City's sole discretion, including any timeframes herein, upon notification of all Respondents as set forth above, and in such case, the City shall have no liability for any costs incurred by any Respondent.

The City may request additional information from any Respondent to assist the City in making its evaluation.

The proposal and all materials submitted with the proposal shall become property of the City and will be subject to NYS Freedom of Information Law. If any proprietary information is submitted with the proposal, it must be clearly identified and a request to keep such information confidential must be submitted.

Submission of a proposal shall constitute a binding offer by Respondent to provide the services at the prices described therein until such time as the parties enter into a PSA.

Attachment A

January 2019 PSA Form