

City of Rochester

Request for Proposals

Assessment and Strategic Organizational Design Services to Inform Rochester's Neighborhood Service Centers (NSCs)

March 8, 2024

Proposals to be received by 11:59 p.m. on April 5, 2024

Submit Proposals Electronically to:

Elizabeth Murphy, Director of Policy and Strategic Initiatives
City of Rochester, Department of Neighborhood and Business Development (NBD)

Elizabeth.Murphy@CityofRochester.Gov

REQUEST FOR PROPOSALS

The City of Rochester (“City”) is seeking proposals from qualified Respondents (“Respondent(s)”) to perform an assessment and develop a strategic organizational design plan to best position the City’s Neighborhood Service Centers (“NSCs”) for positive community impact and sustainable operations well into the 21st Century (the “Project”). The primary goals of this Project are to:

- Better understand the current state of NSC responsibilities, operations, and resources;
- Analyze if/how NSCs align, support, or duplicate existing City and external community agency functions with overlapping goals and service offerings;
- Assess if the NSCs are well positioned to provide the services they are responsible for providing with their current resources, staffing structure, and management chain;
- Better understand the customer base of the NSCs – who uses the physical location, who calls, how customers become aware of and/or are guided to the NSCs, how they make decisions about who to call (NSC vs 211, 311, or other entities), etc.;
- Plan for how to strengthen NSC capacity to foster stronger social connections and support asset-driven civic engagement and collective action of neighbors within their neighborhoods;
- Recommend if/how the NSCs’ future operations and organizational structure should be aligned with the City’s overarching strategy to transition from legacy software and service delivery models to 21st Century government, with enterprise “software as a service” solutions and self-service capabilities;
- Gather resident and stakeholder input – including existing, but also potential future, NSC customers regarding the current and desired future state of NSCs; and
- Develop a strategic organizational design plan to align NSCs within the broader ecosystem of City and external community agency efforts to connect residents with needed and desired services and other resources.

The City seeks Respondents with significant experience in organizational design/reviews, local government finance/operations, strategic planning, process improvement/reengineering, managing technology and data integration with government and community services/operations, performance management, change management, and/or human centered design to lead this effort. The City is particularly interested in Respondents with knowledge (individually or as part of a team) of:

- Best practices in integrating digital tools, data, technology, process improvement, and human centered design principles into organizational planning and change management for local governments;
- How peer local governments to Rochester successfully organize and resource their staff teams that support resolution of community/constituent complaints, service intake and referrals, community engagement, and neighborhood building/empowerment; and
- Rochester’s unique context and ecosystem of City teams and community agencies tasked with community/constituent complaint intake and resolution, service referrals and navigation, community engagement, and neighborhood building/empowerment efforts.

BACKGROUND

Rochester, New York is a mid-sized city of approximately 210,000 located on the southern shore of Lake Ontario in western New York. From a peak of about 332,000 residents in the late 1950s, the city has lost more than one-third of its population and experienced significant losses to its employment and commercial base in recent decades with the decline of former “Big 3” employers (Kodak, Xerox, Bausch & Lomb) and the suburbanization of commercial uses. These trends have had profound impacts on employment, opportunity, accessibility, and health for city residents. That population decline has recently turned a corner, as the 2020 Census revealed that the city grew in population for the first time since 1950. Today, Rochester is a community with significant challenges, yet also tremendous assets. City leadership and staff are working to support growth and revitalization as key goals, and to pursue them through equitable development and strategies that foster health, resilience, and shared prosperity.



Rochester’s Neighborhood Service Centers (NSCs) were first created as Neighborhood Empowerment Team (“NET”) Offices in 1997 as part of the City’s nationally recognized “Neighbors Building Neighborhoods” (NBN) program. NBN was a community organizing and collaborative planning initiative that established ten “sector” geographies across the City and provided ongoing City staff support to engage residents and neighborhood leaders in developing Sector Plans for these areas. NET Offices were established to serve each of the sectors and were intended to bring City government closer to residents – physically embedding staff in neighborhoods to create formalized spaces to implement NBN Sector Plans through joint problem solving, and organizing collective action to address quality of life issues like property inspections, public safety, nuisance abatement, etc. The idea was to make government more knowledgeable of and responsive to community needs, and to empower residents and neighborhood organizations to become more effective at partnering with the City to address concerns, and build stronger, more engaged and active community in their neighborhoods.

Over time – with staff and leadership turnover, changes in City Administrations, and the 2008 economic downturn – the NBN program evolved, and was ultimately discontinued. In 2009, the City adopted a new model through which to conduct neighborhood engagement, quality of life problem solving, collaborative planning, and community service coordination. It moved from having six NET Offices serving 10 NBN Sectors to four “Neighborhood Service Centers” (NSCs), one for each of the City’s newly adopted Quadrant geographies. And, as part of a major consolidation and re-organization of City government, the newly formed NSCs were removed from the Mayor’s Office and combined with the City Departments of Community Development and Economic Development to form a newly integrated Department of Neighborhood and Business Development (NBD), where they remain within the City’s organizational framework to this day.

There have been various changes experienced by NSCs, the City, and the broader community in the nearly 15 years since NSCs were created within NBD, including:

- Several Mayoral Administration changes, which have often involved changing leadership and staffing of the NSCs;
- Changing priorities of what the NSCs should focus on as their core roles and responsibilities by different Mayoral Administrations and leadership;
- Re-organizations of the NSC function and structure within NBD, and of other City teams and departments that work closely with NSCs;
- Re-organizations of some functions that were formerly led by NET Offices into other non-NSC City teams (e.g., property inspections and code enforcement);
- Increasing challenges in neighborhoods with issues of public safety, housing quality, code enforcement, nuisance abatement, tenant-landlord conflicts, homelessness, drug abuse, etc.;
- Widespread adoption of smart phones to access information and the digital transformation of government and community services to increasingly online information access/processing; and
- Changing context of neighborhood leadership, organizational capacity, and levels of engagement.

Today, NSCs serve a number of different functions, including:

- *Customer Service and Complaints* – receiving direct calls and emails (as well as referrals from other City teams and community agencies) and then working with residents, business owners, and other stakeholders or constituents to resolve neighborhood complaints on a wide range of issues.
- *Application Intake* – processing applications for handicap permits, City housing rehab grants, City-issued garden permits, and certain types of business permits.
- *Community Serving Admin* – scheduling code enforcement inspector appointments, processing requests and scheduling City resources for “mini clean sweep” neighborhood clean-up events, tracking known homeless encampments, tracking “Top 10” problem property lists, etc.
- *Targeted Commercial Corridor Support* – managing the City’s [Street Liaison](#) contract that provides outreach to small businesses about City grants and loans, inspecting and conducting outreach to businesses and property owners on target commercial corridors for issues with code compliance.
- *Nuisance Abatement* – managing the City’s [Nuisance Abatement Program](#) to address chronic issues impacting neighborhood quality of life.
- *Community engagement and community-building support* – liaising with neighborhood associations, blocks clubs, and businesses associations; maintaining the City’s list of recognized neighborhood and business association leaders; convening a monthly Neighborhood Presidents meeting to discuss City initiatives and community questions/concerns; planning and implementing [Rochester Community University](#) to help residents become more involved in their neighborhoods and with the City; supporting community initiatives to implement [Rochester 2034](#), the City’s Comprehensive Plan.
- *Special Projects* – facilitating implementation of special projects and initiatives as assigned, such as administering the City’s [Senior Meals Program](#) from 2020-2023, working with college interns on special projects, working with neighborhood or business associations on community beautification projects, such as banner/bench installations, tree plantings, etc.
- *Police-Community Relations support* – Partnering with the Rochester Police Department’s (RPD’s) Community Affairs Bureau to improve police-community relations and public safety; providing office space for RPD Crime Prevention Officers (CPOs) within the NSC offices and working with CPOs to address community issues and needs such as vacant property, homelessness, drug activity, etc..

For more detail on the NSCs' current organization, including roles and responsibilities, staffing, and key performance indicators, please see the *NSCs' Final Adopted Budget for FY2023-24* (see **Exhibit A** on the webpage for this RFP) and the *Summary of NSC Services, Responsibilities, and Operations* (see **Exhibit B** on the webpage for this RFP) on the webpage for this RFP. Information about current NSC Office locations (with a map of NSC service areas/City Quadrants) can be found on [NBD's Neighborhood Preservation Bureau page](#) on the City's website. It should be noted that NSC service boundaries/City Quadrant geographies differ slightly from RPD police sections and service boundaries. A [map of current RPD sections is available here](#) on the City's website.

The NSCs' wide-ranging responsibilities also overlap or directly connect (to varying degrees) with a number of other City teams and external community agencies' work and responsibilities. For example:

- The Mayor's Office of Constituent Services and [City of Rochester 311](#) are other City teams that are also tasked with taking community/constituent complaints and following up to help resolve community reported issues and needs;
- The City's Code Enforcement, Contract Services, Housing, and Business Development Divisions (all within NBD), Department of Environmental Services Operations Bureau, and RPD Community Affairs Bureau are other City teams with overlapping (and sometimes duplicative) roles and responsibilities for certain programs and initiatives; and
- [211/Lifeline](#) and [Together Now](#) are external agencies that are also meant to serve as community hubs/"front doors" for information and referrals to a wide variety of community services.

Because of these overlaps, community members may call their Quadrant's NSC with the same issues and referrals for service that they would also call another City team or external agency about (e.g., 311, The Mayor's Office of Constituent Services, 211, or Together Now). NSCs serve as a "front door" or community entry point, but often have to navigate and refer community members on to services that are actually provided by other City teams or external agencies where closed loop referrals are not possible or practicable. This can create challenges in accountability, follow-through, and community perception of customer service or responsiveness. For example, NSCs are not directly responsible for code enforcement but receive many community complaints about problem properties and may be viewed as "responsible" by callers even though they have no direct authority to address the issues being raised and are not responsible for inspecting identified properties, or ticketing or enforcing on properties that are deemed to be not code compliant.

Given the wide variety of current NSC roles and responsibilities, the multiple shifts that have occurred in core NSC focus areas over the last 5-20 years, the potential overlap of some NSC roles with other City or community agency work, and the priorities of Rochester's current Mayor, Malik D. Evans, we believe that now is a crucial time to assess the NSC function within City government and develop a strategic organizational design plan to inform development of a successful and sustainable path forward.

One of the Administration's priorities is to develop a reimagined NBN model for today's context and capacity. Currently in a planning phase, the idea is to develop a collaborative initiative that provides resources that foster stronger social connections and support asset-driven civic engagement and collective action of neighbors within their neighborhoods. Given the NSCs role working with neighborhood groups and business associations, they will need play a critical role in the implementation of the new NBN model, once finalized. Therefore, clarifying NSC roles and responsibilities is an important part of planning for the implementation of a reimagined NBN.

The emergence of new technologies and the ongoing digital transformation of public sector data, community/constituent engagement, and service access/delivery also make this an opportune time to explore the NSC role within City government and the broader community. This is true, generally, as government agencies across all sectors and scales explore how technology can help to improve access, equity, transparency, service delivery, and operations. It is also true, specifically, as a couple recent or upcoming City technology projects directly relate to the current and potential future state of the NSCs:

- A major initiative of NBD's over the last five years has been to partner with the City's IT Department and Project Management Office to plan and begin implementing (through a phased, multi-year effort) a transition away from the City's legacy, decades-old data mainframe towards modern software (Infor Public Sector) with a public interface more appropriate for 21st Century government. Some of the goals were to optimize land and property management processes with automated integrations to better manage workflow, support online self-service for community members across a wide variety of applications, enhance data and reporting capabilities, and ultimately improve efficiency and sustainability of City operations as well as customer service. The transition began with NBD permitting and inspections processes, but will ultimately be built out to include a variety of processes such as City housing program application intake (e.g., rehab or homebuyer grants), as well as connections to other City services and processes (including those in departments beyond NBD).
- Meanwhile, the City's IT Department has begun to explore the possibility of designing a citywide Citizens (or Constituent) Relationship Management (CRM) tool, which other local governments have used to foster more direct, transparent connections with community members to better manage public-facing government services and processes. A well-planned and implemented CRM tool allows local government to centralize data about individuals or organizations that various city teams interact with for their various business purposes, enabling them to de-silo data and have a more holistic understanding of those community members and their touch points with City government. A well designed CRM tool implemented in the right way would also be able to integrate with 311 and other public-facing enterprise tools and/or business units, such as NSCs, to better synthesize information about service delivery and follow-up to individuals, organizations, or locations for improved operational analysis, strategic planning, and performance management.

Additionally, the Rochester City Council has called for an assessment of NSCs to better understand current operations and explore their desired future role in City government. In June 2023, City Council authorized funding to support this Project via passage of Ordinance 2023-265 and named a series of specific questions that it would like the Project to address (please refer to the list of questions identified to analyze in the **Scope of Services** section below).

Given all this background, the City seeks Respondents with significant experience in organizational design/reviews, local government finance/operations, strategic planning, process improvement/reengineering, managing technology and data integration with government and community services/operations, performance management, change management, and/or human centered design to lead this effort. The City is particularly interested in Respondents with knowledge (individually or as part of a team) of:

- Best practices in integrating digital tools, data, technology, process improvement, and human centered design principles into organizational planning and change management for local governments;

- How peer local governments to Rochester successfully organize and resource their staff teams that support resolution of community/constituent complaints, service intake and referrals, community engagement, and neighborhood building/empowerment; and
- Rochester’s unique context and ecosystem of City teams and community agencies tasked with community/constituent complaint intake and resolution, service referrals and navigation, community engagement, and neighborhood building/empowerment efforts.

The City intends to take an active role in this Project, partnering with the selected Respondent to share data, information, and insight about current and prior NSC and related City operations.

TIMELINE

Activity	Time	Date
RFP release		March 8, 2024
Pre-Proposal Virtual Conference	1-2 p.m.	March 15, 2024
RFP Questions due in writing to City Contact	5:00 p.m.	March 15, 2024
Proposals due	11:59 p.m.	April 5, 2024
Potential interviews with finalist respondent(s)	9 a.m. – 5 p.m.	April 16-18, 2024
Recommended Consultant submitted to City Council for approval		May 28, 2024
City Council authorization of Professional Services Agreement(s)		June 18, 2024
Professional Services Agreement execution/start date		July 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, 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 by e-mail to the following City staff person (“City Contact”):

Elizabeth Murphy, Director of Policy and Strategic Initiatives
City of Rochester, Department of Neighborhood and Business Development (NBD)
Elizabeth.Murphy@CityofRochester.Gov

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.

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.

PRE-PROPOSAL VIRTUAL CONFERENCE

In order to provide Respondents with an opportunity to ask questions, clarify the RFP and Project opportunity, and meet other Respondents who may be interested in joining a team, a pre-Proposal virtual conference will be held via Zoom:

- **March 15, 2024 1-2 p.m. (EST)** To join the session, please register at:
<https://cityofrochester.zoom.us/j/87139328904>

There is no requirement to attend the pre-Proposal virtual conference and no obligation by the City to provide information from the conference to parties who fail to attend, but a recording of the session will be made available on the RFP webpage.

In addition, questions that are submitted to the City Contact by ***no later than 5 p.m. on March 15, 2024*** will be summarized and answered in writing and posted on the City's web page for this RFP.

SCOPE OF SERVICES

The City is seeking the services of a Respondent (individually or as part of a team) to perform an assessment and develop a strategic organizational design plan to best position the City's NSCs for positive community impact and sustainable operations well into the 21st century. The City intends to use the analysis and recommendations of this Project to inform development of a successful and sustainable path forward for NSC roles, responsibilities, organization, and operations.

Services: Respondents shall develop their approach and propose a detailed scope of work that lays out recommended tasks, along with the data, methods, timeframe, deliverables, and staffing (plus costs to be summarized in the Budget section of each Proposal) associated with each. The proposed scope of work shall be based on the information and Background in this RFP and should directly address the following Project goals to:

- Better understand the current state of NSC responsibilities, operations, and resources;
- Analyze if/how NSCs align, support, or duplicate existing City and external community agency functions with overlapping goals and service offerings;

- Assess if the NSCs are well positioned to provide the services they are responsible for providing with their current resources, staffing structure, and management chain;
- Better understand the customer base of the NSCs – who uses the physical location, who calls, how customers become aware of and/or are guided to the NSCs, how they make decisions about who to call (NSC vs 211, 311, or other entities), etc.;
- Plan for how to strengthen NSC capacity to foster stronger social connections and support asset-driven civic engagement and collective action of neighbors within their neighborhoods;
- Recommend if/how the NSCs' future operations and organizational structure should be aligned with the City's overarching strategy to transition from legacy software and service delivery models to 21st Century government, with enterprise "software as a service" solutions and self-service capabilities;
- Gather resident and stakeholder input – including existing, but also potential future, NSC customers regarding the current and desired future state of NSCs; and
- Develop a strategic organizational design plan to align NSCs within the broader ecosystem of City and external community agency efforts to connect residents with needed and desired services and other resources.

Therefore, the proposed scope should include *at a minimum*:

1. An *Assessment phase* that draws on a variety of data sources and research methods to address Project goal bullets, while accounting for the context noted in the Background section above, and exploring the specific questions¹ named by City Council in Ordinance 2023-265:
 - Do current NSCs operations differ across the four Quadrants, particularly in terms of staffing, public usage, public awareness, and/or services provided?
 - Should [NSC boundaries](#) be aligned with [RPD boundaries](#) and/or [City Council District boundaries](#)?
 - Are the services currently provided at NSCs the services that the public wants to access at NSCs?
 - Are there other services the public would want to use at NSCs?
 - Should other city services be co-located with the NSCs?
 - Should the role of the police be expanded or reduced at NSCs?
 - Are the current hours at NSCs optimal for community need?
 - What could/should the connection of NSCs be with a new reimagined NBN and NBD's Director of Policy & Strategic Initiatives (who is working to help develop it)?
2. A *robust resident and stakeholder engagement strategy* to inform both the assessment and final recommendations that draws on a variety of formats and input methods (e.g., survey/s, interviews, focus groups, telephone town halls, etc.).
3. A *final report/strategic organizational design plan*, with recommendations to inform development of a successful and sustainable path forward for NSC roles, responsibilities, organization, and operations within the broader context of other similar, related, or overlapping City and community agency work

¹ Additional related questions not specifically named in the City Council legislation could include: What is the volume of customer calls vs. walk-ins across existing NSC offices/locations; If/how does the physical location of each NSC office impact their operations; What specific services, interactions, or value is added by having police present at NSC offices; In the digital era, is a physical location a pre-requisite for providing NSC services and, if so, which/why?

and the evolving role of technology and digital tools in 21st Century government, services, and community/constituent engagement.

The City encourages Respondents to propose additional detail and/or other elements with rationale based on their understanding of the City's need, their knowledge of best practices in this space, and their experience leading similar projects in other communities, particularly where they can point to successful, sustained impacts resulting from the implementation of those projects.

Timeframe: This is a time sensitive project. As such, the City anticipates entering into a Professional Services Agreement (PSA) with a term of no more than 6-8 months.

PROPOSAL CONTENT

Each Respondent Proposal should include the following information in the order specified:

- A. Table of Contents** – All major sections and attachments shall be referenced in a table of contents and all pages shall be numbered.
- B. Project Understanding and Overview** – A summary page with:
 - 1. Brief summary of Respondent's understanding of the City's need(s) and unique value that Respondent brings to meet that need in their proposed Project approach.
 - 2. Brief summary of Respondent's proposed Project team and roles, including subcontractor/s (if proposed), noting which (if any) are located within the City of Rochester and/or are NYS certified M/WBEs and summarizing the diversity of the proposed Project team workforce.
 - 3. Times between 9 a.m. to 5 p.m. EST on Tuesday-Thursday April 16-18, 2024 that the proposed Project team is available to participate in an interview by Zoom, should the City invite Respondent for an interview.
 - 4. Name, title, contact information, office address, and signature of an individual authorized to enter into and execute contracts on Respondent's behalf.
- C. Proposed Project Approach** – Proposed Project approach narrative and detailed scope of work with description of recommended tasks, activities, data, methods, timelines, staffing, and deliverables for each work area, as applicable. This narrative should include reasoning for the different components and methods being proposed, especially anything that goes beyond (or differs from) the minimum requirements detailed in the Scope of Services section above. The narrative should also highlight where elements of the proposed scope reflect the specific kinds of knowledge and experience the City seeks for this Project (summarized on pgs. 1 and 6 of this RFP).
- D. Project Personnel** – Summary of key personnel who will be involved the Project, including sub-contractors, with their names, titles, description of Project roles (with number of hours and billing rate if staff cost is proposed in the Project), and high level summary of their relevant experience (drawing particular attention to the specific kinds of knowledge and experience the City seeks, as summarized on pgs. 1 and 6 of this RFP). The Respondent's lead staff person for the Project should also be clearly identified.

- E. Project Budget** – A detailed budget demonstrating how funds will be spent to accomplish the Project in the timeline proposed, including staff names, hours, and billing rates for all proposed Project personnel and any non-staff expenses, summarized by major tasks or work areas in the proposed Approach above (including sub-contractors if/as proposed). Be sure that the information included in section G. M/WBE and Workforce Diversity below can be verified in the budget *and attach a copy of the budget in Excel in addition to the version included with the full proposal PDF.*
- F. Qualifications and References** – A page with summary information about the Respondent’s specific qualifications and relevant references for this Project (drawing particular attention to the specific kinds of knowledge and experience the City seeks, as summarized on pgs. 1 and 6 of this RFP):
- Brief descriptions of prior experiences helping other communities assess and develop strategic organizational plans for local government teams/services with results noted from those communities post-implementation.
 - At least three references for successfully completed projects relevant to this Project. Reference information shall include the reference’s name, title, organization, phone, and email; the name of the project that Respondent performed for the reference; and the name(s) and role(s) of any of the Respondent’s proposed Project team staff for this Project who worked on the reference’s project.
 - If sub-contractors are included on the Respondent’s proposed Project team, relevant references should be listed for them as well.
- G. M/WBE and Workforce Diversity** – Provide documentation or information about the following:
1. Is the Respondent a NYS certified M/WBE firm?
 2. Are any of the proposed sub-contractors NYS certified M/WBE firms?
 3. State the total cost and total full-time equivalent labor hours in the proposed budget and summarize the number and percent of each that would be performed by NYS certified M/WBE firms (listed by individual firms). Be sure that this information can also be verified in the proposed Project Budget above.
 4. List of the Respondent’s proposed workforce, including the workforce of any proposed subcontractors. Show the number and percent of total proposed staff hours needed to complete the Project that will be worked by Minority workers and by Women workers. Be sure that this information can also be verified in the proposed Project Budget above.

PROPOSAL PREPARATION AND SUBMISSION PROCESS

Digital proposals must be received by email to the City Contact **no later than 11:59 p.m. EST on April 5, 2024**. Respondents may attach their Proposal files to the email submission or include a link to a file sharing platform if files are too large for email attachments. Email submittals should be directed to the City Contact for this Project:

Elizabeth Murphy, Director of Policy and Strategic Initiatives
City of Rochester, Department of Neighborhood and Business Development (NBD)
Elizabeth.Murphy@CityofRochester.Gov

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 contain a table of contents. All pages shall be numbered and 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 (if included). The response to each section shall be clearly indicated and addressed or an explanation provided for why the Respondent is not submitting a Proposal for a specific section or 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, the 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 the 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 interview, on-site assessment, meetings with authorized personnel, and may involve the use of a third-party consultant.

The Consultant(s) selected by the City will be required to enter into a Professional Services Agreement (PSA) with the City (see **Exhibit C**, *Example Standard City of Rochester Short Form Professional Services Agreement (PSA) Template* on the webpage for this RFP) or in the alternative, depending on the nature of proposals received, may determine that a Grant Agreement is preferable, in its sole discretion. 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 an 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. *Note:* Attention is directed to the City's Living Wage requirements and MWBE and Workforce Utilization Goals.

Respondents shall provide sufficient information in their written Proposals to enable the City review team to make a recommendation to the Mayor to bring to City Council for authorization. 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.

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 Quality (60): The overall quality and clarity of Respondent's Proposal, including its comprehension of City goals and needs with this RFP, completeness with respect to the Proposal Content requirements listed above, and the quality of the proposed Approach and scope of work.

Project Value (20): The value and cost effectiveness of the Proposal, as evidenced by the total proposed cost relative to the number, type, and quality of proposed services, staff hours, and deliverables. *Note:* while total cost is important, value is a holistic measure and the City will not necessarily select the lowest bidder(s).

Respondent and Team Experience (10): The Respondent's relevant experience and impact in providing the same or similar services, including the experience of individual staff on the proposed Project team.

References (10): The relevance of Respondent's previously completed project references that are similar to or indicative of potential success for the proposed Project.

Location Preference Goals (bonus weighting): The City favors contracting with firms located in the City of Rochester so additional weighting of 10% will be given to Respondents with at least one team member whose offices are located in the City. Non-local firms may wish to consider partnerships or other collaborative arrangements with local firms as a strategy to address this criterion.

MWBE and Workforce Goals (bonus weighting): 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 \$10,000 be awarded to minority (M) (15%) and women (W) (15%) owned firms. 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>.

Consultants shall be awarded M/WBE 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. Consultants 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 Consultant 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 (see **Exhibit C** on the webpage for this RFP for an example City PSA template and **Exhibit D** for the City's *MWBE Utilization Form*).

- 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 Consultant shall submit a Workforce Staffing Plan on the City's Form for review by the MWBE Officer (see **Exhibit E** on the webpage for this RFP for the City's *Workforce Staffing Plan*). 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 Consultant 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 Consultant 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
Consultant 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%

Non-NYS certified MWBE firms may wish to consider partnerships or other collaborative arrangements with local NYS certified MWBE firms as a strategy to address this criterion. The City of Rochester compiles and periodically updates a list of NYS certified MWBE firms as a service to anyone looking to do business with M/WBE firms in our city and region. The most recent update of the list can be found under the Business Directories section of the City's MWBE webpage:

<http://www.cityofrochester.gov/mwbe>

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.