



## Providence Redevelopment Agency

Jorge O. Elorza, Mayor | Bonnie Nickerson AICP, Executive Director

### REQUEST FOR PROPOSALS: STRATEGIC PLANNING FOR LOCAL REDEVELOPMENT AGENCY Released January 24, 2022

**QUESTIONS DUE: JANUARY 31, 2022 at 5:00pm**

Questions may be e-mailed to Amanda DeGrace, Director of Real Estate, at [adegrace@providenceri.gov](mailto:adegrace@providenceri.gov). Responses will be posted to website by February 2 at 5:00pm.

**SUBMISSION DEADLINE: FEBRUARY 7, 2022 at 12:00pm**

Proposals may be emailed to Bonnie Nickerson, Executive Director at [bnickerson@providenceri.gov](mailto:bnickerson@providenceri.gov).

**\*\*PROVIDENCE REDEVELOPMENT AGENCY RESERVES THE RIGHT TO AWARD IN FULL, IN PART, JOINTLY, OR NOT AWARD AT ALL IN ITS SOLE AND ABSOLUTE DISCRETION\*\***

#### PURPOSE

The Providence Redevelopment Agency (PRA) staff and board seek a firm/consultant to guide and execute a strategic planning process and develop an action-driven framework to serve as the PRA's strategic plan. The five-year strategic plan (2022-2027) will be a guide for the work of the agency and will be shared with partners and the general public. This strategic planning process will:

- Articulate the agency's role of addressing blight, vacancy and mindful redevelopment in a manner that is accessible, informative and transparent to the public
- Outline the agency's approach and strategic goals within its wide range of projects, initiatives and ongoing programs
- Provide a framework to ensure staff work and programs align with the strategic plan and priorities, including external communications and outreach
- Engage stakeholders including residents, neighborhood and community organizations and diverse partners
- Prioritize agency opportunities for deeper community participation, especially within historically underserved neighborhoods, recognizing the harm of urban renewal practices in Providence's history ([click here for reference to "A Matter of Truth", developed by the City's African American Ambassador Group](#))

#### ELIGIBILITY

PRA seeks firms/consultants that can demonstrate a strong overall understanding of the structure and purpose of redevelopment agencies and their power to invest in communities to make a real and lasting positive impact on neighborhoods and residents. Successful candidates will have an understanding of the legal underpinnings of redevelopment agency broad powers and responsibilities.

Ideal candidates will have experience facilitating discussions of best and current practices in affordable housing, community development, neighborhood revitalization and public engagement through the public sector.

#### PROVIDENCE REDEVELOPMENT AGENCY

444 Westminster Street Providence, Rhode Island 02903

401 680 8400 OFFICE | 401 680 8492 FAX

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### ABOUT THE PROVIDENCE REDEVELOPMENT AGENCY

Since 1946, the PRA has focused on the elimination and prevention of blighted and substandard areas in the City of Providence. The agency is also granted broad powers to foster economic development. Redevelopment Agencies across the country have adopted a more nuanced approach to redevelopment which fosters neighborhood revitalization and private investment, focused on improving existing neighborhoods and communities. PRA implements a suite of tools to bring the City’s underutilized properties back into productive use and will increase its block-by-block outreach in efforts towards post-pandemic neighborhood recovery. New programs will aim for mindful incremental improvements to protect, restore and renew Providence neighborhoods and communities. The agency works across all 25 neighborhoods in the City of Providence. The work of the PRA is currently supported by a small, dedicated staff within the Department of Planning & Development.

### SCOPE OF WORK & PROJECT TIMELINE

The consultant will lead a brief, but intense engagement with the PRA board, staff and agency partnerships. The following is a suggested timeline with deliverables, proposals may outline an alternative approach will all work completed by **August 1, 2022**.

**NOTE: Project must include bi-weekly check-in calls (1 hour) with PRA staff.**

<p><b>Stage 1: PRA Background</b> <b>March 2022</b></p>	<p><b>Goal:</b> Agency will provide firm with staff interviews, list of current programs/projects and existing comprehensive and neighborhood plans within City of Providence. Firm/consultant will facilitate discussions (up to 3) to outline agency’s organizational structure.</p> <p><b><u>Milestones/Deliverables</u></b></p> <ul style="list-style-type: none"> <li>➤ Kick-Off Meeting, PRA staff to outline agency’s current projects and responsibilities</li> <li>➤ Staff/Board Retreat facilitated by firm (assumed virtual), to discuss high-level objectives and challenges</li> <li>➤ Exercises created by firm for PRA staff to create detailed work plans of how each role supports agency’s mission</li> </ul>
<p><b>Stage 2: PRA Community Engagement</b> <b>April 2022</b></p>	<p><b>Goal:</b> Agency will connect firm to stakeholders (up to 7) for outreach including residents, organizations and partnerships connected to PRA. Firm will document findings of interviews and facilitate public meeting to review role of public redevelopment agencies and engage participants to provide input.</p> <p><b><u>Deliverables</u></b></p> <ul style="list-style-type: none"> <li>➤ Summary Report of Engagement with recommendation of central challenges agency may address within the next 5-10 years</li> <li>➤ Exercises for PRA staff/board to engage input from the broader public, with focus on outreach and participation</li> </ul>

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<b>Stage 3: PRA Project &amp; Program Development</b> <b>May 2022</b>	<b>Goal:</b> Agency will provide firm with overview of current structure for PRA programs and approaches to various projects.  <b>Deliverables</b> <ul style="list-style-type: none"> <li>➤ Summary of best practices and trends implemented by other public and redevelopment agencies</li> <li>➤ Draft 1 Report for Internal Agency Review</li> </ul>
<b>Stage 4: PRA Strategic Plan Release</b> <b>June 2022</b>	<b>Goal:</b> Agency will support firm to finalize an actionable strategic plan for public distribution by July 2022.  <b>Deliverables</b> <ul style="list-style-type: none"> <li>➤ Draft 2 Report for Internal Agency Review</li> <li>➤ Completed Strategic Plan, written and designed by firm, to be reviewed and approved by agency.</li> </ul>

**PROPOSAL**

The brief proposal (6-12 pages) should include:

1. **Company Background:** Experience in facilitating discussion (for staff and public) and strategic planning for public agency and/or community development organizations
2. **Project Approach:** A project plan that demonstrates a clear understanding of the work to be performed, estimated hours, and other information relevant to the project.
3. **Project Team:** Names, roles and experience of all members within the project
4. **Time and Cost:** Proposal should list hours and rate based on tasks, including a weekly check-in call with PRA staff.
5. **References:** At least 2 professional contacts that illustrate the firm’s dedication to mission-driven and action-based strategic planning

*\*Optional: In addition to the proposal, candidates are highly encouraged to submit a portfolio or work samples of prior related projects.*

**PROCESS FOR EVALUATION & PROPOSAL SUBMISSION**

Proposals will be evaluated for qualified, cost effective candidates that demonstrate experience within this service. Questions may be submitted by January 31, 2022 at 5:00pm.

Proposals are due February 7, 2022 at 12:00pm, please e-mail to Bonne Nickerson, Executive Director, at [bnickerson@providenceri.gov](mailto:bnickerson@providenceri.gov). The PRA withholds the right to award, not award or conduct interviews of candidates within the week of February 7, 2022 and aim to select a proposal on or about February 21, 2022.

**\*\* NOTE: ANY AWARD MADE HEREUNDER IS SUBJECT TO AVAILABILITY OF FUNDING AND NO AWARD MADE HEREUNDER IS CONSIDERED A BINDING OLBIGATION OF THE PRA UNLESS AND UNTIL A CONTRACT FOR SERVICES IS EXECUTED BY AND BETWEEN THE AWARDED ENTITY AND THE PRA.\*\***

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