

Request for Proposals



Lee Harvard Community Master Plan

Posted May 8, 2023
Proposals Due June 2, 2023



To Prospective Firms:

Harvard Community Services Center (HCSC), in partnership with the City of Cleveland City Planning Department and Department of Community Development, Cleveland Ward 1 Councilman Joe Jones, Local Initiatives Support Corporation and Cleveland Neighborhood Progress, is soliciting proposals to develop an urban planning and investment strategy for the Lee-Harvard neighborhoods in the City of Cleveland. The community holds a strong African American legacy and continues to be a stable community with committed residents and businesses owners.

The neighborhood has come to a critical moment in its history. There are several development and public improvement opportunities that need guidance in order to grow and enhance the health and wealth of the community. Mayor Bibb has a vision and priority to strengthen the southeast side of the City, and the Mayor's Office of Capital Projects is currently designing roadway improvements along Lee Road in concert with the construction timeline for the Shaker Heights portion of the corridor. Additionally, there are several large, underutilized sites that are ripe for development. Beyond these eminent projects, it is essential to leverage both new investments and the community's legacy to support existing residents and businesses and renew the identity of the neighborhood.

Paramount to the success of the community plan is strong collaboration with our local government, partners, and elected officials. More importantly, the residents and businesses of Lee-Harvard will be the strongest partner during the planning process.

We envision the community planning work to bring a place-based plan that will attract robust investment and inspire high quality design in housing and commercial development. This plan will examine the following key components as detailed in the Scope of Work:

1. Community Engagement
2. Land-Use and Revitalization Plan
3. Neighborhood Connectivity and Identity
4. Early Action Plan and Implementation Strategy

Firms and/or teams wishing to be considered in the selection process must submit a proposal electronically by June 2, 2023 at 12:00 NOON. Questions and proposal submissions will be handled by Thomas Starinsky on behalf of HCSC. He can be reached at thomasstarinsky@gmail.com. We look forward to reviewing the proposals and moving our community forward.

Respectfully,



President and CEO
Harvard Community Services Center



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Cleveland's Lee-Harvard & Lee Seville Neighborhood

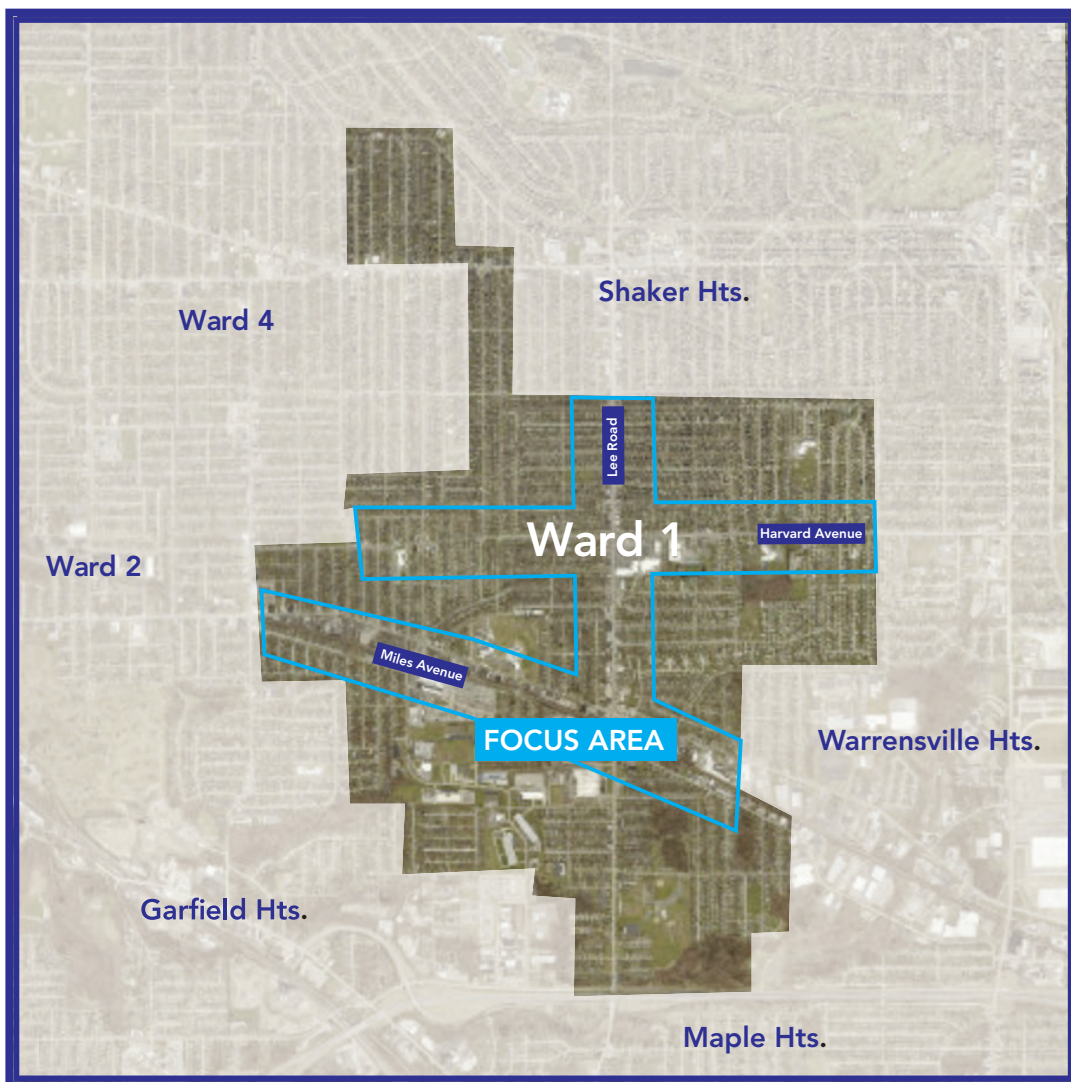
Neighborhood and Demographic information sourced from Census data, HCSC staff, and *The Making of Cleveland's Black Suburb in the City: Lee-Seville & Lee Harvard, 2019*.

Focus Area

The HCSC service area is conterminous with the Ward 1 boundary. The primary focus of the study will be the neighborhood's main commercial corridors highlighted by the light blue border noted in the map below.

- Lee Road from Invermere Avenue to Miles Road
- Harvard Road from Feiner Drive to E, 142nd Street
- Miles Road from E. 131st Street to E. 175th Street

It will also be essential to consider development and neighborhood identity throughout Ward 1 and connectivity to and through the neighborhood.





The Lee-Harvard and Lee-Seville neighborhoods experienced unprecedented growth from 1945 to 1970. More than 5,000 homes were built during this time. The neighborhood grew to be a thriving African American community which was characterized by its strong middle class, 80% home ownership, and a highly educated population. Several African American owned banks and construction development companies were established in the neighborhood. The commitment of people in the community was the neighborhood's strongest asset. The 2019 publication by the Cleveland Restoration Society refers to this area as the "Suburb in the City."

Today, the legacy of the community remains strong. However, the neighborhood lacks a cohesive identity, the population is aging and there has been a great deal of disinvestment all amplified by past discriminatory redlining practices and the foreclosure crisis. Despite this, residents remain committed to the community. There are currently over 20 active block clubs in the neighborhood with strong participation.

While home ownership has dropped to 44% and home values are undervalued at

\$50-100,000, the neighborhood is stable relative to other similar neighborhoods. There are approximately 200 businesses in the neighborhood – less than 5% are national chains and many are second or third generation ownership. The Lee Harvard Shopping Center, built in 1949, contains many critical neighborhood-serving amenities and services including a full-scale grocery, a pharmacy, a post office, a public library and banks. Additionally, there are over 60 businesses in the Cleveland Industrial Parkway area of the community.

The Lee-Harvard and Lee-Seville community is home to seven city parks including Kerruish Park – one of the largest parks in the city, JFK High School and three elementary schools. Additionally, numerous churches play an essential role in community life.

HCSC has a long-trusted history in providing social services to the community. With the development of this plan, HCSC and its partners are committed to strengthen the capacity to implement the collective planning and development elements of the plan in collaboration with the community.

Lee-Harvard General Demographics

The (City of Cleveland Ward 1) community's population consists of 25,000 individuals .

- 49% are male and 51% female.
- 94% are African American
- 5% are White, non-Hispanic
- 0.5% are of Native American ancestry
- 0.5% are identified as "Other"

The resident's socio-economic status spans the gamut of the unemployed, working class and middle-class residents.

- 75% of the area's adults are employed
- 9% are retirees from the professional and manufacturing sectors
- 43% are children, making the area a portrait of both the young and old, and kinship caregiving grandparents.

In its social services capacity, HCSC serves families across the lifespan ages 0-100+. Many are engaged in a variety of complex life situations that include: the unemployed or underemployed, high school dropouts, juvenile delinquents, men and women in re-entry, pregnant and single parenting populations; children and youth ages 0-18 years; young adult and middle adult populations (21-54 years); disabled adults, and the "well" and "fragile" senior adult person aged 55+ years.

HCSC's Community Development Corporation services include preservation and renewal of the community's housing stock; oversight and renewal of homes

lost to foreclosure; code enforcement, commercial district maintenance and preservation; community gardening and the intensification of an ethic of neighborhood and neighborliness.

The Harvard Community Services Center also serves families in 5 adjacent zip codes. Research indicates that zip code influences longevity. Across these targeted neighborhoods there is a correlation between poverty rates and indicators of how poor health care access, neighborhood crime, food deserts, poor nutrition, and exposure to toxic waste and particulate matter all affect health, quality of life and longevity.

Current and Recent Relevant Development, Plans, and Initiatives

All new planning work will consider and include plans, ideas, and initiatives previously contemplated in recent work that remains relevant to the neighborhood. The plans listed below will be provided to the consultant .

- 2023 City of Cleveland Lee Road Construction – in process
- 2023 Shaker Heights Lee Road Action Plan - WSP
- 2013 Ward 1 Master Plan – CUDC
- 2016 Lee Road Plan – EDG



Project Team

It is paramount that the work results in a plan that places community engagement hand in hand with the technical planning work. As such, HCSC and its partners are committed to strongly support the consultant in all community engagement activities to ensure timely and effective input and diverse perspectives.

The consultant team will work with the following groups to guide and inform their work:

- **Core Project Team** with representatives from HCSC; City of Cleveland departments of City Planning, Community Development, Economic Development, and Capital Projects; Councilmember Jones, Local Initiatives Support Corporation, and Cleveland Neighborhood Progress
- **Steering Committee** – staffed by Core Project Team – community members including residents, business owners, churches, property owners.
- **Community Stakeholders** – community meetings, focus groups, survey, meeting people where they are.

Values

- Level power dynamics among participants and lower barriers to participation by engaging stakeholders where they are, including with existing neighborhood-level networks.
- Equity of access and participation is important, recognizing that residents, businesses, property owners, and other stakeholders are integral, expert partners in the process and project.
- Planning work must be firmly rooted in racial equity and inclusion and seek to reverse the impacts of past racial injustices in the community that have resulted in neighborhood disinvestment.

Goals of the Plan

The Lee-Harvard & Lee-Seville Community Plan will provide a framework and implementation plan to raise the quality of life of the residents and businesses in the community. The place-based plan aims to attract robust investment and inspire high quality design in housing and commercial development. The goals of the Plan seek to:

- Meet the Lee Harvard & Lee-Seville community in meaningful and purposeful conversations to arrive at solutions to benefit current residents and businesses and the generations that follow.
- Bring a fresh perspective to a disinvested neighborhood that builds upon the Lee-Harvard & Lee-Seville legacy.
- Reimagine the Lee Road Corridor and connector corridors to be friendly and accessible to pedestrians, bicyclists, and transit riders in coordination with the City's Lee Road construction project currently being planned.
- Develop a land use strategy that balances innovative and practical thinking to provide Lee Harvard residents with an enhanced built environment including quality housing and neighborhood amenities including green space.
- Develop an investment strategy that can be used to guide public and private funds to support the development envisioned in this plan and attracts new community minded investments with high quality and innovative development.
- Support current residents, business owners, and property owners in sustaining and improving the health of the neighborhood.
- Develop an action plan to transform the Lee Harvard business area into a vibrant district in which businesses thrive.



Scope of Work

The selected project team will coordinate with other work that will be occurring concurrently including a market analysis for specific development sites and Lee Road roadway design and construction.

1. Community Engagement

- Prepare an outreach and communications plan, including print materials and social media/web content.
- Coordinate and streamline messaging and community engagement events across various efforts and clearly communicate purpose and need with the community.
- Implement a robust process to gather input from stakeholders including diverse residents, block clubs, business owners, and property owners. The engagement work must include activities that specifically engage neighborhood youth.
- Incorporate authentic and creative feedback methods at a series of workshops, public meetings, small group conversations, etc., recognizing that some meetings and interactions will be virtual.
- Develop a neighborhood vision and identity statement.
- Summary of engagement conversations including community goals, values, and needs.

2. Land-Use and Revitalization Plan

- Analysis of existing conditions in commercial and residential areas and emerging themes and trends, including
 - Inventory and typology of existing housing stock, utilizing current citywide building and parcel survey data.
 - Inventory and typology of commercial/retail parcels utilizing current citywide building and parcel survey data.
 - Inventory and ownership typology of vacant parcels utilizing current citywide building and parcel survey data.
- Prioritized neighborhood opportunities for development and growth

- Coordinate and include inputs from parallel efforts including the City's analysis and future RFP for the former JFK site, City/WRLC Property Data to accomplish the following:
 - Assessment of housing needs and strategic investment opportunities through rehab and new construction.
 - Market demand assessment for new affordable and market rate housing including information on unit demand and types of units needed, price points for rental and ownership and recommendations.
 - Tools for racial equity in real estate processes with strategies that foster social and economic belonging and inclusion.
- Identify gaps in assets, amenities, public resources and essential services that are critical to creating healthy, equitable neighborhoods
- Propose a community-centered toolkit and incentives to support the needs of small business owners specific to the focus area
- The study deliverables will include broad recommendations for site-specific redevelopment strategies to be defined at the onset of the study period.

3. Neighborhood Connectivity and Identity

- Explore and identify community needs along Lee Road in coordination with the City's construction project, 15 minute cities, Transit-Oriented Development and Vision Zero Initiatives including pedestrian safety, transit waiting environment, and parking consolidation.
- Coordinate, explore and design streetscape enhancements that are outside the scope of work of the City's road construction including trees, street furniture, transit waiting environments, parking lot aesthetics, and banners.
- Explore and identify community needs to improve connectivity and safety throughout the Lee-Harvard & Lee-Seville neighborhood including walkability; the public transportation experience; opportunities for bike infrastructure; along with education and pedestrian safety.
- Incorporate the City's Safe Routes to Schools program and policy and make recommendations for the neighborhood as necessary.
- Explore neighborhood identity and recommend ways to promote this identity through place enhancement opportunities throughout the neighborhood including public art and neighborhood branding.
- Connect jobs and housing, housing and businesses, recreation and open spaces.
- Planning around emerging community themes such as arts and culture, youth empowerment, 21st century technology and innovation.

4. Early Action Plan and Implementation Strategy

- Identify top 10 community priorities.
- Develop short-, mid-, and long-term actions with time frame, responsible partners, and intended results.
- Develop estimated budgets for priority projects.

Tasks

1. Project coordination and kick-off meeting to align core team on communication expectations, project budget and timeline, plan outline.
2. Co-create an innovative process for community engagement with HCSC staff, the core team and the community including existing community groups including residents, small businesses, and institutions.
3. Analysis and neighborhood understanding by quantitative and qualitative means. Sources may include data, interviews, source documents, existing plans and studies, neighborhood tours.
4. Preparation of plan concepts in accordance with ideas from the community and best practices. This will include a draft, a final draft, and a final plan for approval.
5. Presentation of plan for formal adoption at City of Cleveland Planning Commission and the HCSC Board of Trustees meeting. Select members of the team may also be present for final presentation of the plan to the public at a community meeting.
6. Create an implementation strategy including an Early Action Plan with cost parameters and benchmarks for the next 3-5 years.

Deliverables and Plan Format

1. Full documents of all aspects of the planning process, including all meeting materials, minutes, presentations (.pptx and .pdf), public feedback, and attendance from steering committee and public meetings in digital format.
2. Executive summary of findings and priority actions.
3. Aesthetically pleasing graphic representation of the plan inclusive of photo documentation from steering committee and public meetings.
4. Analysis of the neighborhood using maps and brief explanations.
5. Key findings from exploration of neighborhood identity .
6. Appendix of data analysis and other databases.
7. A slide deck for use in community, internal HCSC meetings, and Planning Commission meetings.



Proposal Requirements

Proposals may be submitted by qualified and responsible firms or teams. Please submit a proposal that includes items 1-10, in the order listed below. The proposal should not exceed 30 pages total.

1. Firm profile(s) and contact information; identify primary firm/team contact for this project.
2. Outline of the proposed project methodology and public process; indicate recommended changes/additions to the Scope of Work.
3. Proposed timeline/project schedule.
4. List of all deliverables.
5. Fee schedule showing price for each of the four elements described in the Scope of Work. Total fee shall be stated as a "not to exceed" amount, with reimbursable expenses listed separately. Please include hourly rates for project team members.
6. List of project team members; include qualifications for each and identify project manager.
7. List of any subcontractors; identify project role and references.
8. List MBE/WBE/SBE status for each firm included on project team. Inclusion of minority-owned, female-owned, veteran-owned, and EDGE-certified business enterprises is encouraged.
9. List a minimum of three similar previously prepared plans that illustrate your experience with the type of work requested in this RFP. Include web links to complete plans that we can review.
10. Three references, preferably for those projects listed in item #9 above. References will be contacted; contact information must be current.

Upon receipt of responses to this RFP, the Core Project Team will review and determine which firms and/or teams, if any, will be interviewed for further consideration. Additionally, the Core Project Team reserves the right to waive this step and proceed with selection based on the above-noted qualifications. Alternately, the Core Project Team reserves the right to reject any and all responses. All respondents will be notified of these decisions at the appropriate time.

Evaluation Criteria and Submission Requirements

Proposals will be evaluated based on quality and budget with the following criteria:

- 20% - Methodology in community engagement activities, analysis and recommendation development
- 20% - Demonstrated experience working with diverse communities and creative engagement strategies
- 20% - Demonstrated ability and capacity of team to successfully complete the project within the anticipated timeline
- 15% - Specific experience & technical competence of the project manager and other team members related to the performance of this project
- 15% - Firm/Team diversity
- 10% - Total cost of the project

The projected project budget is \$80,000.

Anticipated Project Timeline

- RFP Posted – May 8, 2023
- Proposals Due – June 2, 2023 at 12:00 NOON
- Top Candidates Selected – June 9, 2023
- Consultant Interviews – Week of June 19, 2023
- Consultant Award – June 26, 2023
- Contract Execution – July 10, 2023
- Project Kick-Off – July 17, 2023
- Project Completion – January 19, 2024

Proposal must be emailed in PDF format (file size less than 15MB no later than June 2, 2023 at 12:00 NOON. Email subject line must read "PROPOSAL - Lee-Harvard & Lee-Seville Community Plan 2023."

Submit proposals to:

Thomas Starinsky
On Behalf of Harvard Community Service Center
thomasstarinsky@gmail.com

Please direct all questions to Thomas Starinsky at thomasstarinsky@gmail.com. All questions will be answered in writing via email and shared with all parties who express interest in this project.



About Harvard Community Service Center

The Harvard Community Services Center (HCSC) has been in the business of providing social services to the community since 1968 years. We have served the community with or without funding support, and have demonstrated the significant role of the neighborhood and community centers as stakeholders, catalysts, places of refuge, and leaders.

Each time we experience an ideological shift in our society to care (or not care) for those who are less fortunate and in need, the Harvard Community Services Center has been challenged to meet the demand for services to families in the community who turn to us for help. The settlement house tradition is alive and well in the community of Lee, Harvard, Seville and Miles, a community that has grown from working class to a mixed income community with a substantial base of poverty.

In response to service demands that grew out of an increase in poverty, and aging homeowners, HCSC has developed multiple partnerships, and is linked to a host of community stakeholders and collaborative networks. The commitment and the strength of our endeavor to continue to be a cornerstone in the community gives countless families and children a safe place to go, and meaningful family development services to improve their quality of life. With 20 individuals on staff and 20 family centered programs, HCSC impacts more than 16,000 residents annually, giving them hope for a better life.

HCSC programs reflect our highest values which are family stability, education, a work ethic, safety for our most vulnerable populations – our children and our elderly, and civic responsibility.

HCSC currently operates the following: Community Based Services Systems of Care – Neighborhood Collaborative project, The Neighborhood Foster Care Project; Youth employment program; Before and After school programming; Senior Services and Meals on Wheels; Food Pantry; Families and Youth Ministerial Crises Counseling.

Harvard Community Service Center

Serving the Community Since 1968

Mission

Is to improve the quality of life and social functioning of Residents in the Lee-Harvard, Miles, and Seville Areas. The agency accomplishes this by Advocating, Coordinating, Organizing, and Providing Supportive Services to Families, Children, Single Adults and Seniors who need them.

Our Vision

Building a Safe, Stable Community for Residents and their Families.

Programs and Services

Senior Connection Services

Transportation to and from Center
Community Trips-Shopping, & Doctors
Appointments
Home Delivered and Center Congregate Meals
Adult Development (Physical & Cognitive
Activities)
Socialization & Resources, Bible Study
Grief Counseling (when needed)
Exercise classes and Line Dance classes

Youth Development and Education

After School Tutoring and Child Care
Out of School Time Academy – Ages 5-18 years
Summer Camp

Food Pantry

Open Tuesday, Wednesday, Thursday

Workforce and Job Readiness Training Program

This programs works to assist adults to become literate and obtain the knowledge and skills necessary for employment and self-sufficiency

Civic & Community Engagements

HEAL (Healthy Eating, Active Living)
Programming
Street & Block Club support & resources
Community Engagement

Family Development Support

Wrap Around Case Management
Parent & Youth Advocacy, Foster & Kinship
Support
Family & Child Visitations, Youth Leadership
Building, Parenting Support and Parenting
Classes
Linkage to Resources

Community Development

Residential Services
Housing Rehab, House Warming
Home Maintenance, Senior Services, and Senior
Housing Construction
Commercial Revitalization – Commercial
Development, Storefront Renovation, Business
Development, Retention and Expansion
Green Initiatives-Environmental Sustainability
Community Clean-Up, Water Conservation

Healthy Homes Initiative

This program, launched by the City of Cleveland is a strategic, data-driven, approach to the management of housing stock throughout the city. The program works with homeowners to improve the exterior of their houses by referring them to various programs such as the paint program and weatherization program.