

## ATTACHMENT C - WORK PLAN

### Bull's Head BOA Predevelopment Activities

#### 1. Project Description

The City of Rochester will undertake several strategic planning and pre-development activities within the State-designated Bull's Head BOA to advance community revitalization. These activities will provide the groundwork for future infrastructure investment and private development in an area characterized by disinvestment, high poverty, and high unemployment. The City of Rochester will advance the Bull's Head Brownfield Opportunity Area (BOA) through the following pre-development activities:

- A. Market Analysis** – Targeted analyses will be conducted to determine the market potential of up to three sites, including 95 Ames Street, to gain a firm understanding of the possible reuses and support marketing efforts for redevelopment. Sites to be determined with steering committee input.
- B. Phase I Environmental Site Assessments** – Environmental assessments will be completed for up to three sites to provide an updated understanding of potential soil and groundwater contamination on site. Sites to be determined with steering committee input.
- C. Site Reuse Conceptual Designs** - This task involves the completion of feasibility studies and master plan development for up to three sites, including 95 Ames Street. This will include determining the feasibility of repurposing or developing the sites, conceptual design alternatives and plans for purposes of redevelopment. This component will also include cost estimates for all preferred alternatives. Sites to be determined with steering committee input.
- D. Infrastructure/Utility Needs Analysis** – An analysis that will complement the Site Reuse Conceptual Designs for various sites will be completed. This will include an assessment of existing gas, electric, water and sewer infrastructure to understand current utility systems and forecast potential future needs based on site reuse scenarios. Potential improvements to public infrastructure and utilities surrounding and serving the site(s) may also be evaluated.
- E. Traffic Impact Study** – A traffic impact study will be completed for the eastern side of the Bull's Head BOA to understand existing and future traffic volumes and circulation patterns, including residential and commercial vehicles in the area. This study will involve a focus on access to and from the Susan B. Anthony House campus.
- F. Visitor / Tour Bus Access Feasibility Study** – This study will examine existing rail bridges within and adjacent to the Bull's Head BOA to understand their clearance height and ability for larger vehicles/tour buses to access. This will also include existing infrastructure conditions review of rail infrastructure and develop recommendations / preliminary cost estimates for improvements to enhance tour bus access in the proximity of the Susan B. Anthony House campus. Potential areas of focus include the railroad tracks and crossings near Canal, Brown, and King Street, as well as the I-490 bridge just north of the BOA.

- G. Streetscape and Gateway Enhancement Conceptual Designs** – This task involves the creation of conceptual streetscape and gateway enhancement designs intended to increase accessibility, improve vehicular and pedestrian circulation, and provide a welcoming environment within and adjacent to the Bull’s Head BOA. Potential areas of focus include Jefferson Avenue, Brown Street, and West Main Street.
- H. Implementation Strategy** – A strategy will be prepared to outline specific actions the City of Rochester and partners can take to implement recommended improvements within the Bull’s Head BOA. This implementation strategy will include phasing, responsible parties, partnerships, and cost estimates. Recommendations with specific actions, changes, and/or amendments to guide the City of Rochester will be presented.
- I. Public Outreach and Marketing** - This component involves continuation of public outreach efforts that supported the Bull’s Head BOA Revitalization Plan (Nomination Study) process and includes project steering committee meetings, public workshops, stakeholder interviews/meetings, open houses and/or summits, direct outreach (flyers, mailings, etc.), website updates and associated preparation including development of graphics, handouts, brochures, summaries and other presentation materials.

## 2. Project Attribution and Required Products

The Contractor must ensure that all materials printed, constructed, and/or produced acknowledge the contributions of the Department to the project. All final and public facing materials must include the Department of State logo and the following acknowledgment:

*" This (document, report, map, etc.) was prepared for the New York State Department of State with funds provided under the Brownfield Opportunity Areas Program."*

The contributions of the Department must also be acknowledged in community press releases and other notices issued for the project, including web site postings and other forms of digital distribution. Project press releases and other notices shall be submitted to the Department for review and approval prior to release, to ensure appropriate attribution.

The Contractor must submit to the Department all required products, clearly labeled with the NYS Comptroller's contract number as indicated on the Face Page of this Contract and where applicable, the related task number from this Work Plan.

Unless otherwise specified in the Work Plan tasks, the Contractor shall submit products in the following formats:

- Draft products: one electronic copy of each product must be submitted in Adobe® Acrobat® Portable Document Format (PDF), created using 300 dpi scanning resolution and Microsoft Word, if applicable.
- Final products: one electronic copy of each product must be submitted in PDF, created using 300 dpi scanning resolution and Microsoft Word, if applicable. In addition, one paper copy of each final product (including reports, designs, maps, drawings, and plans) must be submitted.
- Electronic data for all Geographic Information System-based mapping products must be submitted in either ArcGIS format, or similar product acceptable to the Department, and comply with the requirements for Contract GIS Products. Formal metadata must be provided with all digital GIS data

which includes, at minimum, a file summary/abstract, intended use, data, source data, and author information.

- Electronic data for all designs, drawings, and plans must be submitted in the original software that they were created (such as CAD format or other similar product acceptable to the Department), as well as in JPG format.
- Photographs and images must be submitted in JPG format with a minimum resolution of 300 dpi and must be dated and captioned with the location and a brief description of the activity being documented and include any associated metadata (including the photo's GPS location where available).

### **3. Compliance with Procurement Requirements**

The municipal attorney, chief legal officer, or financial administrator for the municipality (contractor) shall certify to the Department of State that the procedures of the municipality, established pursuant to General Municipal Law, Section 104-b, were fully complied with for all contracts for professional services.

### **4. Project Tasks**

The following tasks are required to be completed. Products identified for each project component and task must be submitted to the Department for review and approval.

#### **Component 1: Project Start-Up**

##### **Task 1.1: Project Initiation Meeting**

The Contractor, the Department, and any partners responsible for managing the project, shall hold an initial meeting to review and agree upon the project scope and schedule, project requirements, roles and responsibilities, the selection process for procuring consultants, State Environmental Quality Review Act (SEQRA) compliance requirements, MWBE requirements, ADA requirements, the number of public meetings and techniques for public involvement proposed for the project, and any other information which would assist in project completion. In addition, the composition of a project advisory committee shall be discussed during the project initiation meeting. The Contractor, or a designated project partner, shall prepare and distribute to all project partners a brief meeting summary clearly indicating the agreements reached at the meeting. Work on subsequent tasks shall not proceed prior to Department approval of the proposed approach as outlined in the meeting summary.

##### *Products:*

- Project initiation meeting held with appropriate parties.
- Written meeting summary outlining agreements reached.

## **Task 1.2: Project Advisory Committee**

The Contractor shall establish a project advisory committee to oversee all aspects of the project in cooperation with municipal officials and the project consultant(s), if applicable. The committee shall be representative of project stakeholders, including representatives of state, county, and municipal agencies with jurisdiction over project activities or the project area, and non-governmental and community-based organizations. A draft list of proposed members shall be provided to the Department for review and approval prior to establishment of the committee.

### *Products:*

- Draft and final list of proposed members of project advisory committee.
- Establishment and approval of the project advisory committee.

## **Task 1.3: Consultant Selection and Compliance with Procurement Requirements**

Consultant selection is subject to approval by the DOS.

The municipal attorney, chief legal officer, or financial administrator for the municipality (contractor) shall certify to the Department of State that the procedures of the municipality, established pursuant to General Municipal Law, Section 104-b, were fully complied with for all contracts for professional services.

For preparation/certification of final designs and construction documents, a licensed professional engineer, architect or landscape architect licensed to practice in New York State is required.

The Contractor shall prepare the draft subcontract(s) to conduct project work with the selected consultant(s). The subcontract(s) shall contain a detailed work plan with adequate opportunity for review at appropriate stages of product completion, a payment schedule with payments tied to receipt of products, and project costs.

The Contractor shall submit the draft subcontract(s) to the Department for review of the subcontract work plan for alignment with the appropriate tasks of the work plan as set forth in this contract. The Contractor shall incorporate the Department's comments on the subcontract work plan, or scope of services, prior to execution of the final subcontract(s). The Contractor remains responsible for the legal sufficiency of the subcontract in accordance with the requirements in the Master Grant Contract and Attachment A-1.

### *Products:*

- Consultant(s) selected and approved by the Department
- Written certification of compliance with procurement procedures
- Draft and final, executed consultant subcontracts

## **Component 2: Pre-Development Activities**

### **Task 2.1: Draft Site Preparation and Access Studies**

The Contractor or its consultant(s) will complete several studies and analyses to inform future development opportunities within the Bull's Head BOA. These will include a targeted market analysis on up to three key strategic sites to determine viable reuse options, an infrastructure and utility capacity analysis to determine the location/capacity of utilities and future potential needs on key strategic sites, a traffic impact study on the eastern side of the BOA understand current and future volumes as well as review and test transportation network alternatives involving right-of-way alignments, intersections, geometries, widths, opportunities for incorporating multi-modal infrastructure, and determine optimal road configurations and alignments. A visitor/tour bus access feasibility study will also be completed to examine existing rail bridges within and adjacent to the Bull's Head BOA to understand their clearance height and ability for larger vehicles/tour buses to access.

If necessary, Phase I Environmental Site Assessments may be completed on up to three select strategic sites within the Bull's Head BOA to examine the potential likelihood of environmental contamination in soil and groundwater.

#### *Products:*

- Draft Market Analysis on Strategic Sites
- Draft Infrastructure and Utility Capacity Analysis
- Draft Targeted Traffic Impact Study
- Draft Visitor / Tour Bus Access Feasibility Study
- Draft Phase I Environmental Site Assessment(s)

All documents created shall be provided to the Department and the public for review. Comments from the Department and the public must be addressed to the satisfaction of the Department in subsequent revisions of the products and the final design. Map(s) and written summary describing the above information and any other appropriate information to assess site feasibility identified during the project initiation meeting shall be submitted to the state. Maps and relevant data and information, submitted in either ArcGIS format, or similar product acceptable to the Department.

### **Task 2.2: Final Site Preparation and Access Studies**

Based upon the approved draft Site Preparation and Access Studies, the Contractor or its consultant(s) shall develop final deliverables and other supporting materials. The final documents shall be provided to the Department for review at least two weeks prior to the due date for comments. Department comments must be addressed to the satisfaction of the Department.

#### *Products:*

- Final Market Analysis on Strategic Sites
- Final Infrastructure and Utility Capacity Analysis
- Final Targeted Traffic Impact Study
- Final Visitor / Tour Bus Access Feasibility Study
- Final Phase I Environmental Site Assessment(s)

### **Task 2.3: Draft Site Reuse Conceptual Designs**

The Contractor or its consultant(s) shall select up to three individual strategic or opportunity sites, including 95 Ames Street, in which to develop conceptual reuse site plans. The Contractor shall prepare a minimum of two draft concepts for each of the individual strategic sites selected. These studies will determine the ability to repurpose or reuse former industrial, commercial, and residential sites, and develop master plans for both private and publicly owned sites within the BOA. The conceptual designs shall include building placement, vehicle and pedestrian access drives, existing/proposed impervious surfaces, and a preliminary landscape plan. Conceptual site plans shall be accompanied by the proposed square footage of all structures and their proposed use, proposed number of units, and number of parking spaces. This component shall also include cost estimates for all preferred alternatives.

#### *Products:*

- Draft Conceptual Site Plans / Master Plans
- Preliminary Cost Estimates

All documents created shall be provided to the Department and the public for review. Comments from the Department and the public must be addressed to the satisfaction of the Department in subsequent revisions of the products and the final design. Map(s) and written summary describing the above information and any other appropriate information to assess site feasibility identified during the project initiation meeting shall be submitted to the state. Maps and relevant data and information, submitted in either ArcGIS format, or similar product acceptable to the Department.

### **Task 2.4: Preferred Site Reuse Conceptual Plans**

Following committee and stakeholder outreach, the Contractor or its consultant(s) shall select preferred conceptual site plans / master plans for each of the strategic or opportunity sites in the Bull's Head BOA. The Contractor shall also prepare a final planning-level cost estimate, inclusive of detailed line items for each improvement and contingency cost, for the preferred concept redevelopment plan.

#### *Products:*

- Preferred Conceptual Site Plans / Master Plans
- Final Cost Estimates

### **Task 2.5: Draft Streetscape / Gateway Design Alternatives**

The Contractor or its consultant(s) shall develop conceptual design alternatives for selected streetscapes and gateways within the Bull's Head BOA. The Contractor shall prepare a minimum of two draft concepts for each streetscape or gateway feature. This component shall also include cost estimates for all preferred alternatives.

#### *Products:*

- Draft Conceptual Designs
- Preliminary Cost Estimates

All documents created shall be provided to the Department and the public for review. Comments from the Department and the public must be addressed to the satisfaction of the Department in subsequent revisions of the products and the final design. Map(s) and written summary describing the above information and any

other appropriate information to assess site feasibility identified during the project initiation meeting shall be submitted to the state. Maps and relevant data and information, submitted in either ArcGIS format, or similar product acceptable to the Department.

### **Task 2.6: Final Streetscape / Gateway Design Alternatives**

Following committee and stakeholder outreach, the Contractor or its consultant(s) shall select preferred streetscape and gateway design plans. The Contractor shall also prepare a final planning-level cost estimate for the preferred concept redevelopment plan.

#### *Products:*

- Preferred Streetscape / Gateway Design Plans
- Final Cost Estimates

### **Task 2.7: Draft Implementation Strategy**

The Contractor or its consultant(s) shall prepare a strategy outlining specific actions the City of Rochester and partners can take to implement recommended improvements within the Bull's Head BOA. This implementation strategy will include detailed actions, phasing, responsible parties, partnerships, cost estimates.

#### *Products:*

- Draft Implementation Matrix and Narrative

### **Task 2.8: Final Implementation Strategy**

Based upon the approved draft implementation strategy, the Contractor or its consultant(s) shall develop final deliverables and other supporting materials. The final documents shall be provided to the Department for review at least two weeks prior to the due date for comments. Department comments must be addressed to the satisfaction of the Department.

#### *Products:*

- Final Implementation Matrix and Narrative

## **Component 3: Public Engagement and Outreach**

### **Task 3.1: Public Outreach and Stakeholder Interviews**

The Contractor and/or its consultants shall facilitate public outreach methods to ensure transparency of planning and pre-development efforts within the Bull's Head BOA. Public outreach efforts may include, but is not limited to up to three public workshops or open houses to solicit input and feedback, direct outreach via mailings or flyers, and City webpage updates. Public outreach efforts may also include interviews with key stakeholders, such as property and business owners, non-profit organizations, community leaders, and City officials. Stakeholder interviews will allow for the Contractor and/or consultants to understand local and regional market dynamics/trends, facilitation of conversations between key property owners, and understanding of goals/objectives of the larger community.

*Products:*

- Steering committee meeting materials, including agendas, presentations, notices and summaries
- Public workshop meeting materials, including agendas, presentations, notices, and summaries
- Stakeholder interview/meeting summaries
- Public notice flyers and mailings
- Website content

**Component 4: Environmental Review and Final Documents**

**Task 4.1: Environmental Quality Review**

The Contractor shall prepare, or cause to be prepared, all documents necessary to comply with the State Environmental Quality Review Act (SEQRA) through determination of significance. If a positive declaration is made, a Draft Environmental Impact Statement shall be prepared.

*Products:*

- SEQRA documents
- Draft Environmental Impact Statement (if necessary)

**Task 4.2: Final Bull's Head BOA Pre-Development Activity Documents**

Based upon the approved draft Bull's Head BOA Pre-Development Activity documents, the Contractor or its consultant(s) shall develop a final Bull's Head BOA Pre-Development Activity documents and other supporting materials. The final Bull's Head BOA Pre-Development Activity documents shall be provided to the Department for review at least two weeks prior to the due date for comments. Department comments must be addressed to the satisfaction of the Department.

*Products:*

- Final Bull's Head BOA Pre-Development Activity documents and supporting materials

**Component 5: Project Reporting and Close-Out**

**Task 5.1: MWBE Reporting**

Comply with MWBE Reporting Requirements by completing the following actions:

- Submit Form C - Workforce Employment Utilization to report the actual work force utilized for this contract broken down by specified categories (every March 31, June 30, September 30 and December 31).
- Submit Form D - MWBE Utilization Plan to indicate any state-certified MWBE firms selected to work on this contract. Form D must be updated and submitted to the Department whenever changes to the selected MWBE firms occur (addition or removal).
- Record payments to MWBE subcontractors using DOS funds through the New York State Contract System (NYSCS).



Technical assistance for use of the NYSCS system can be obtained through the NYSCS website at <https://ny.newycontracts.com> by clicking on the “Contact Us & Support” link.

*Product:*

- Ongoing reporting through NYSCS during the life of the contract

### **Task 5.2: Project Status Reports**

The Contractor shall submit project status reports semi-annually (every June 30 and December 31) on the form provided, including a description of the work accomplished, the status of all tasks in this work plan, schedule of completion of remaining tasks, and an explanation of any problems encountered.

*Product:*

- Completed project status reports during the life of the contract

### **Task 5.3: Final Project Summary Report**

The Contractor shall work with the DOS project manager to complete the Final Project Summary Report.

*Product:*

- Completed Final Project Summary Report.

## **5. Project Responsibilities**

The Contractor shall administer the grant, execute a contract with the Department, and ensure the completion of work in accordance with the approved Work Plan and budget.

The Contractor:

- will be responsible for conducting all project work in conformance with the Work Plan included in the executed contract with the Department.
- will be responsible for all project activities including drafting request for proposals and managing subcontracts with consultants and subconsultants.
- will certify to the Department that the procurement record for project consultants and subcontractors complies with the applicable provisions of General Municipal Law.
- will receive approval from the Department for any and all consultant subcontracts before beginning project work.
- will be responsible for submission of all products and payment requests.
- will be responsible for coordinating participation and soliciting comments from local government personnel, project volunteers, and the public.
- will keep the Department informed of all important meetings for the duration of this contract.
- will receive approval from the Department before purchase of any equipment.
- will secure all necessary permits and perform all required environmental reviews.
- will ensure that all materials printed, constructed, and/or produced acknowledge the contributions of the Department to the project.
- will ensure that all products prepared as a part of this contract shall include the NYS Comptroller's contract number as indicated on the Face Page of this contract.
- will ensure the project objectives are being achieved.

- will ensure that comments received from the Department, or other advisory group, are satisfactorily responded to and reflected in subsequent work.
- will recognize that payments made to consultants or subcontractors covering work carried out or products produced prior to receiving approval from the Department will not be reimbursed unless and until the Department finds the work or products to be acceptable.
- will participate, if requested by the Department, in a training session or sessions focused on developing and implementing revitalization strategies. The purpose of the training session(s) is to build knowledge and provide support to community leaders to advance revitalization efforts and complete priority projects.

The Department:

- will review and approve or disapprove of subcontracts between the Contractor and consultant(s) and any other subcontractor(s).
- will participate in initial project kick-off meeting and subsequent meetings that are important to the project.
- will review all draft and final products and provide comments as necessary to meet the objectives.