



**Land + Water WORKS Coalition
Request for Proposal
Evaluation Toolkit Phase II**

**Proposals are due on or before the close
of business**

Friday, February 8, 2019

Detroit Future City
Land + Water WORKS Campaign
Attn: Nicole Brown
2990 W. Grand Boulevard, Ste 2
Detroit, Mi 48202

Land + Water WORKS Coalition Request for Proposals: Program Evaluation Toolkit Development for Phase II Land + Water WORKS

Overview:

The Land + Water WORKS Coalition (LWWC) invites proposals from qualified researchers and consultants to develop an evaluation toolkit for program evaluation of Phase II of the Land + Water WORKS Campaign.

The LWWC is a 10-member coalition embedded at Detroit Future City who serves as the lead program administrator. Our mission is to connect Detroit residents to our water system to help them become a part of a shared sustainable future through innovative engagement strategies that deepen understanding and develop advocates of green stormwater infrastructure and an equitable green infrastructure economy.

Approximately \$1.1 million dollars will be invested in program administration and community programming from January 2019-December 2020. Background information on the program can be found in Appendix A.

While the ongoing evaluation over the two-year program will be done in-house, the consultant will help develop the toolkit that will provide the framework, tools, timing, etc. for staff to evaluate the program and ensure that the proper steps are taken to accurately measure performance and effectiveness while allowing for program course correction. It will also add validity to the work and outcomes, which is vital as LWWC seeks additional funding and strives to elevate this model nationally.

The design of this evaluation toolkit will include review of current LWWC project plan, Phase I evaluation, and interviews with coalition members, ambassadors and program participants. This information review will be done through a process proposed by the contractor. The data and information gathered will be analyzed and used to develop the evaluation framework.

Land + Water WORKS Coalition Members

- Detroit Future City – Lead Program Administer
- Alliance for the Great Lakes
- Community Development Advocates of Detroit
- Eastside Community Network
- Ecoworks
- Friends of the Rouge
- Greening of Detroit
- Keep Growing Detroit
- MOSES
- Sierra Club
- Michigan Community Resources – Phase I member

I. Scope of Work

Proposals should present an outline of the research and analysis to be conducted, a work plan, and a schedule for deliverables. The following issues should be addressed in the proposals.

1. Develop and enhance the research methods to collect performance data on Phase II LWWC projects and analyze the results to determine which elements will be best for administration by the coalition. This detailed methodology should be informed by and include a brief but careful review of:
 - a) Relevant LWWC evaluation research reports, b) other program evaluation, performance measurement, and reporting methods used for grant reports. This task does not require a detailed literature review, but rather a brief description of the research approach, with a discussion of the relative merits of the preferred approach and choice of methods. It should include relevant and significant references to methods and preferred approaches for project survey data collection, and evaluation. Contractors should propose methods that are consistent with evaluation requirements for typical human behavioral change program evaluations.
 - b) The focus of the toolkit development needs to clearly demonstrate what metrics will need to be collected for Phase II of the LWWC project and how the toolkit should be implemented
2. Development of collection methods (survey/questionnaire) to obtain updated, accurate project performance data for LWWC Phase II coalition members work done in support of the goals for the program but are managed independently of the coalition.
3. Prepare a database containing project information and key performance indicators, that will be updated and linked to the LWWC web page. The database should include a series of tabulations, queries, graphs, etc., that summarize the LWWC project outcomes.
4. Conduct at least ten interviews with program participants, coalition members, and staff to gain insight into key areas of program impact. Identify innovative or promising metrics to be measured for program effectiveness in Phase II. Proposals should describe the kind of information to be obtained through these interviews, methods to engage stakeholders (in-person, via phone), and how the information collected in these detailed interviews will inform and provide context for the evaluation framework development.

Methodology

The successful applicant will develop a complete methodology to conduct the analysis specified in the scope of work to analyze the Phase II LWWC Project Plan and develop the Phase II Land + Water WORKS Evaluation Toolkit. It should include:

- Specification of the analytical framework, research methods to be used for the proposed analysis development.
- A method for summarizing results by sub-project categories and organizational

contribution.

- Proposals can recommend other methodological approaches as needed. In keeping with the overall budget constraint for this project, proposals may present trade-offs among tasks if the research design can ensure the accomplishment of the main research objectives of the project.

Proposal Submission, Evaluation, Cost, and Timing

Application Timeline

Release Date: December 17, 2018

Closing Date: February 8, 2019

Review: February 13-15, 2019

Award Notification: February 19, 2019

Scope of Work Timeframe: February 25 – April 15, 2019

Proposals are due on or before the close of business on Friday, February 8, 2019

LWWC anticipates that the level of effort required for this project will cost less than \$15,000. The contract will be a FIRM FIXED-PRICE CONTRACT. LWWC anticipates that it will take two to three months to complete all phases of the project.

Four hard copies of the proposal must be submitted to:

Attn:: Nicole Brown, Sustainable Landscapes
Manager, Program Manager – Land + Water WORKS
Detroit Future City
2990 W. Grand Boulevard
Ste 2
Detroit, MI 48202

In addition to the hard-copy submission, proposals must be e-mailed on or before the deadline to nbrown@detroitfuturecity.com. E-mail attachments should be no more than 10 MB.

Proposal Evaluation Criteria

All proposals will be evaluated based on the following criteria:

Technical Proposal

- Complete, clearly articulated, logical study design and technically competent methodology.
- Demonstrated knowledge of existing research, policies, and practice regarding the questions and issues outlined in the RFP; relevant environmental projects and initiatives; program evaluation methods and experience; and effective methods to conduct surveys and collect data on project impacts.

Management Proposal

- Qualifications, relevant prior experience, command of existing research on human behavioral change and environmental issues, and ability to present findings in a useful manner
- Credible management proposal for staffing and completing the project in a timely fashion.

Cost Proposal

- Cost effectiveness of the proposed project design.

Management and Cost Proposal Contents

A. Management Proposal

The narrative should not exceed 10 pages, and should include:

- *Methodology:* Provide a brief abstract of the proposal by summarizing the background, goals and objectives, proposed methodology, and expected output and results of the research study. The technical proposal should focus on an understanding of the project and a detailed approach to addressing the scope of work. Outline the step-by-step approach that will be taken to achieve the project's goals and arrive at research findings and conclusions. Describe how these methods will accomplish the desired results outlined in the RFP. The proposal should also identify any difficulties that may be encountered in executing this project and propose practical and sound solutions to these problems.
- *Project Work Plan and Milestones:* The proposal should briefly describe several phases into which the proposed work can logically be divided and performed. A schedule of milestones and deadlines should be specified for the completion of the various project elements, including review of data, information collection, surveys, analyses, one progress reports, preliminary review drafts, and final report.
- *Data requirements:* LWWC will provide a file containing relevant data on LWWC projects from FY 2016 through FY 2018 at project commencement. The proposal should identify additional information needs according to sources, procedures, and individual tasks of the research that may need to be supplied by LWWC. The proposal should identify the points and tasks in this revaluation framework development project that will require participation by LWWC staff.
- *Contract Agreement Requirements:* This section of the proposal should contain any special requirements that the contractor wants to have included in the contract.

B. Cost Proposal

Each proposal submitted must contain all cost information, including direct labor costs consistent with the staffing plan, labor overhead costs, travel, estimated cost of any subcontracts, other direct costs (such as those for creating or maintaining databases), university overhead, total costs, overhead, and contract fees or profit. ARC policy on allowable indirect overhead costs for university-based research is to permit universities to charge the same rates charged to their own state agencies.

The contractor should include estimated expenses for at least two in-person meetings at Detroit Future City offices in Detroit, MI. This should include a kick-off meeting to clarify and refine the schedule, scope, roles of the contractor and LWWC staff, and any issues key challenges. Another in-person meeting is needed for presentation of study findings at the Detroit Future City offices. This activity will be over and above routine conference calls, email communications, and/or meetings with LWWC staff during the project.

The contract awarded for this research project will be a FIRM FIXED-PRICE CONTRACT, with 50% of payment being made upon signing of the contract and the remainder will be paid upon on completion identified deliverables and each quarterly progress report and final report. The contract terms shall remain firm during the project and shall include all charges that may be incurred in fulfilling the terms of the contract.

Questions about this proposal should be directed to Nicole Brown, Sustainable Landscapes manager, Project Manager – Land + Water WORKS, Detroit Future City, at nbrown@detroitfuturecity.com or 313.499.3333.

Appendix A

Land + Water WORKS Program Background

Land + Water WORKS Campaign Background:

Purpose:

Land + Water WORKS, coordinated by Detroit Future City, is a coalition working to achieve a green culture shift by engaging, educating and leveraging the strength of Detroiters to scale-up Green Stormwater Infrastructure (GSI). The vision for Detroit is a healthy, resilient and equitable city whose residents, businesses, and institutions are engaged stewards of our land and water.

Program Outcomes:

- Reduced runoff that enters the system leading to cleaner water: leverage collective learnings, demonstration projects, education and outreach to scale-up green infrastructure citywide.
- Good stewards of land and water created in Detroit with a better connection to nature: use educational events and ambassadors to generate a positive reputation for green infrastructure as a triple bottom line solution in Detroit.
- Improved stormwater policy and practice that increases GSI installation: leverage collective learnings to identify barriers to the installation of GSI and aid in improved policy that leads to the installation of more high functioning GSI.

Need:

The challenges to integrated water management and scaling up green stormwater infrastructure in Detroit are complex and solutions are too large for any one organization to tackle:

- Three billion gallons of untreated sewer overflows into the rivers
- Distrust of DWSD and misunderstanding about the drainage fee and green credit
- Cost of managing stormwater, with costs passed onto customers, who may already be burdened
- Residents disconnected from their role in the water cycle

The Land + Water WORKS Campaign was designed as a coalition to engage, educate and leverage the strength of Detroiters to scale up Green Stormwater Infrastructure to tackle these challenges and use GSI as an opportunity for cleaner water and better connections to the water cycle and nature.

After two years of existence the Land + Water WORKS coalition (L+WW) has directly reached over 9,500 people through seven Land + Water Forums, four Land + Water WORKS rain garden workshops, a city-wide Summit, a bioretention technical team, and the onboarding of 40 ambassadors.

Countless others have been reached through other coalition partners. However, the urgency remains to educate Detroiters on their role in scaling up GSI. The coalition wants to ensure that the momentum continues through this two-year renewal grant.

Program Activities:

Building from the learnings in 2017 – 2018, the next two years of the Land + Water WORKS Coalition will continue with the successful education and outreach components while altering the format of projects that did not have the intended impact (i.e. Forums), adding new components such as demonstration projects, and leveraging ongoing work that partners are engaged in such as measurement and monitoring of smaller scale GSI and the role of trees and urban agriculture as GSI in Detroit.

Highlight of Findings from 2017 -2018:

An evaluations report is being compiled from the first two years of the L+WW Coalition. Highlights include:

- Many participants don't understand the complex nature of stormwater management
- Trust and transparency remain strained between DWSD and rate payers
- Event participants, especially ambassadors, are becoming strong stewards for land & water
- Variety of formats is important in delivering GSI messaging
- Ambassadors reached the most people and are eager to do more
- Hands on workshops provided the most depth of understanding and people want more
- Bioretention is unique to each site and cost and maintenance and educated workforce are prohibitive

Based on these findings, the emphasis from coalition partners over the next two years is to learn together and spread that knowledge and stewardship to a broad audience of Detroit residents, small businesses, non-profits, and faith-based institutions in two ways:

- **GSI Best Practices Learning & Demonstration Projects** (Learning Community, Demonstration Plantings)
- **Education & Outreach** (Curriculum Planning, Communications, Outdoor Partner Events, Hands-on Workshops, Ideas for Innovation Series, Ambassadors)

GSI Best Practices Learning & Demonstration Projects

Land + Water WORKS has begun to build an 'internal' learning community of coalition members. They will continue to convene, learn Green Stormwater Infrastructure best practices, and develop demonstration plantings with partners to convert the best practices into practical action that expands the understanding of project feasibility in Detroit and advances implementation.

Based on evaluation from the past two years, three demonstration projects have been identified that encourage creative GSI solutions and engage Detroiters, including:

- above-ground stormwater planters in site constrained space,
- parking lot and concrete pad de-paving,
- tree wells with Silva cells.

These projects will be analyzed and discussed by the learning community along with other demonstration projects happening such as KGD's water collection and irrigation systems and Rain Garden to the Rescue's sensors. The findings from these demonstration projects will be added into the curriculum where appropriate.

Education and Outreach

Land + Water WORKS will deliver a public education curriculum to convey the importance of land and water, our connection to nature and the role that residents and businesses play in the water cycle vis-à-vis green stormwater infrastructure. Partners will refine the curriculum from 2018 to deliver through an updated communications platform, outdoor events, an Ideas for Innovation Series, hands on planting workshops, and a corps of resident and organizational ambassadors designed to reach a broad audience of Detroiters.

Curriculum & Communications: Together coalition members will review and refine the public education materials and curriculum based on new research and findings and an emphasis on effective adult and youth learning models. An EnviroScape road show will be created to make it easy for all coalition members and ambassadors to share the curriculum with the public. In addition, a communications firm(s) will be hired to refine L+WW messaging to Detroiters on the importance of GSI, share best practices for engaging Detroiters through SMS messaging or robo-calls, and build out a website and social media platform for the campaign.

Events: Evaluation of the first program year also suggests that more hands-on learning and outdoor programming will help engage Detroiters in this process. The various events will connect people with nature and help them learn about water and GSI on a more personal level. Events include:

- Adding onto or creating new **Outdoor Events** such as bike tours, native plant workshops, rain barrel workshops, and/or kayak tours with local partners such as Pedal to Porch, Riverside Kayak, Detroit Riverfront Conservancy, City of Detroit General Services Department and more;
- **Hands-on Rain Garden Workshops** led by Sierra Club and Friends of the Rouge. Six sites will receive a GSI 101 workshop, site assessment, assistance with the green credit application process (if applicable), a rain garden installation, and a maintenance workshop;
- Three **Ideas for Innovation** events will be hosted by DFC to include expert panel presentations and community dialogue to both frame the big picture ideas around land and water in Detroit.

Ambassadors: Finally, the critical Land + Water WORKS Ambassador program will be reorganized to allow the ambassadors to reach more people and for those interested; go into more depth of learning with their community members. Thirty resident and organizational ambassadors will be hired and trained to engage their friends,

stakeholders and neighbors and help them understand how GSI can address our land and water challenges.

Ambassadors go through an intensive orientation training followed by their initial outreach. They are then offered ongoing trainings and workshops as well as access to and leadership roles in the other L+WW events noted above while continuing to meet their outreach goals of collectively engaging 9,000 stakeholders per year.

,In the next phase of L+WW the mini-grant program will be expanded to allow for extended and more in-depth engagement with Detroiters; especially with an emphasis on building from the existing networks of organizations. Leveraging the lessons learned during phase 1.5, this program will encourage ambassadors to employ creative methods to engage Detroiters in learning opportunities related to land and water stewardship in efforts to get them excited about GSI. These efforts will take program participants from simple but effective outreach methods such as tabling and serving as educators at existing community events to community-based innovators. Mini-grant winners will be expected to use these funds to achieve outreach goals beyond the initial commitment. Mini-grants of up to \$400 will be competitively available for resident ambassadors and mini-grants up to \$5,000 will be available to organizations. This new configuration hopes to take advantage of the added capacity of organizations to reach more Detroiters. Past organizational Ambassadors include:

- Chandler Park Conservancy
- Friends of the Rouge
- Sierra Club
- MECCA Community Development
- North End Neighborhood Patrol
- Southwest Detroit Business Association
- Southwest Detroit Environmental Vision
- Urban Neighborhood Initiative
- Ecoworks
- Michigan Science Center
- Charles H. Wright
- Eastside Community Network
- Demographic Inspirations
- Michigan Community Resources

New in 2019-20, there will be a dedicated half-time staff person to manage this important component.

2019 Proposed Timeline												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
GSI Best Practices Learning & Demonstration												

Projects												
Learning Community												
Creative GSI Demonstration Projects												
Education and Outreach												
Communications & Curriculum Planning												
Outdoor Partner Events												
Hands-on Land & Water Workshops												
Land & Water Ideas for Innovation Series												
L+WW Ambassadors												

2020 Proposed Timeline												
	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec
GSI Best Practices Learning & Demonstration Projects												
Learning Community												

Creative GSI Demonstration Projects												
Education and Outreach												
Communications & Curriculum Planning												
Outdoor Partner Events												
Hands-on Land & Water Workshops												
Land & Water Ideas for Innovation Series												
L+WW Ambassadors												

