



REQUEST FOR PROPOSALS

RFP #1911

Notice is hereby given that proposals will be received by the City of Culver City, California, for furnishing the following:

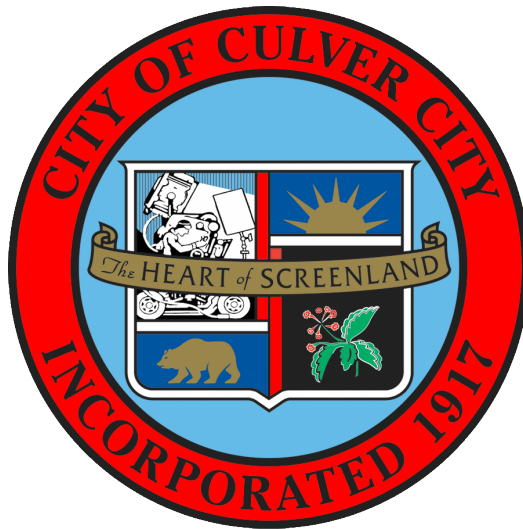
Consulting Services to Prepare an Economic Development Implementation Plan

In strict accordance with the Specifications on file in the office of the CULVER CITY PURCHASING DIVISION, 4343 Duquesne Avenue, Culver City, California, 90232. Copies of specifications and proposal documents may be obtained from the City's website at <http://www.culvercity.org/city-hall/information/bidding-contract-opportunities>. Any and all changes in the RFP will be made by written addendum, which shall be issued by the City to all prospective bidders who have registered for the RFP via the City's website.

One original, one electronic, and three copies of the proposal must be submitted in an envelope to the CITY CLERK at CITY HALL, 9770 Culver Boulevard, Culver City, California, 90232, not later than **3:00 p.m. on Thursday, October 11, 2018**, at which time they will be recorded at the City Clerk's Desk on the First Floor of City Hall. Late submissions will not be accepted. Facsimile proposals will not be accepted. Any proposer may withdraw his proposal, without obligation, at any time prior to the scheduled closing time for receipt of proposals. A withdrawal will not be effective unless made personally or by telephonic notification received prior to the closing date. Proposals may later be referred to the City Council for appropriate action. The City reserves the right to reject any or all proposals as the best interests of the City may dictate.

By: _____
Jeremy Green, City Clerk

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REQUEST FOR PROPOSALS

to

**CONSULTING SERVICES TO PREPARE AN
ECONOMIC DEVELOPMENT
IMPLEMENTATION PLAN**

RFP #1911

August 2018

**City of Culver City
COMMUNITY DEVELOPMENT DEPARTMENT**

9770 Culver Boulevard

Culver City, CA 90232-0507

PROPOSALS DUE: October 11, 2018

Consulting Services to Prepare an Economic Development Implementation Plan

RFP #1911

I. REQUEST SUMMARY

The City of Culver City (City) invites qualified consultants to respond to this RFP for consulting services to prepare an Economic Development Implementation Plan (Plan) to address economic challenges the City is facing.

II. INTRODUCTION

A. Community Profile

The City of Culver City is a charter city incorporated in 1917. The City is governed by a five-member City Council whose members are elected at large and operates under a Council/City Manager form of government.

Culver City is a full-service city located in the western area of Los Angeles County, generally situated north of Los Angeles International Airport, southeast of Santa Monica, south of Beverly Hills and southwest of West Hollywood. The City is approximately five square miles with a residential population of approximately 40,000. The total adopted budget for FY 2018-19 is approximately \$239 million, of which \$124 million is General Fund.

B. Background

The City is known as the “Heart of Screenland” due to its roots in the early days of the motion picture industry. The City grew slowly as a center for media, but was otherwise commercially underdeveloped for many years. More recently, the City has experienced a renaissance and had grown into a modern and progressive community that is home to Apple, Sony, Amazon, Symantec and NantWorks among others. The City provides an exceptional quality of life with great shopping, dining, and entertainment, a vibrant business environment focused upon multimedia, fashion and design, attractive residential districts and a Metro Light Rail station. Residents and businesses prefer its central location, walkable neighborhoods, urban village feel, high-quality schools and progressive image.

Like many other Westside cities, the City is encountering strong market demand and regulatory pressure for more housing development. The lack of housing has increased the median price to approximately \$1 Million making it difficult for members of the workforce to find acceptable accommodations. As a result members of the workforce must find housing in other locations (sometimes distant), which contributes to increased traffic throughout the region and makes it

difficult for employers to find qualified candidates among other things.

In spite of the City's economic success, there remain economic challenges related to maintaining the momentum that has been created, and moving the City forward. The City is facing a challenge of increasing expenditures in a time of decreasing revenues. The City has limited vacant land for new commercial development, and a low vacancy rate, making the attraction of new companies a challenge, in addition to the retention or expansion of existing businesses. Communities, like businesses, must have means by which to grow and improve in order to be sustainable, and to provide basic programs and services to its residents.

To address the economic challenge, the City is seeking a team of consultants (Consultant Team) to prepare an Economic Development Implementation Plan (Plan) that builds on the economic development work already completed or underway in Culver City. The Consultant Team will work with stakeholders to understand the community's economic development concerns and interests and to help guide the discussion about what is feasible in the City with respect to economic development. It is expected that the selected firm will prepare a Plan that contains specific economic development goals, strategies and implementation measure, outlining timing, anticipated costs and funding source for each implementation measure.

The selected Consultant Team will be one that has demonstrated experience in the preparation and implementation of economic development strategic plans for local jurisdictions. The City views effective public and business community outreach, and high-quality, user friendly, graphic design documents, as important to the creation of this Plan.

The City is preparing to begin the update of its General Plan. It is anticipated that portions of the Plan will be used to inform an Economic Development Element of the updated General Plan.

C. General RFP Submittal Information

The City's designated staff will evaluate proposals received. During the review process, the City reserves the right, where it may serve the City's best interest, to request additional information or clarification from those that submit proposals, or allow clarifications, corrections of errors, or omissions. Any and all changes in the RFP will be made by written addendum, which shall be issued by the City to all prospective proposers who have registered for the RFP via the City's website.

The City reserves the right to retain all proposals submitted. Submission of a proposal indicates the Proposer's acceptance of the conditions contained in this RFP, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City and the Proposer selected.

The preparation of the proposal will be at the total expense of the Proposer. There

is no expressed or implied obligation for the City to reimburse responding Proposers for any expense incurred in the preparation of proposals in response to this request. All proposals submitted to the City shall become properties of the City and will not be returned. If any information in your proposal is confidential and/or proprietary, please further submit a separate, redacted copy for servicing public records requests.

The proposer may submit an alternative proposal (or proposals) that it believes will also meet the City's project objectives but in a different way. In this case, the proposer must provide an analysis of the advantages and disadvantages of each of the alternatives, and discuss under what circumstances the City would prefer one alternative to the other(s). If an alternative proposal is submitted, the maximum length of the proposal may be expanded proportionately by the number of alternatives submitted.

The City reserves the right to reject any or all proposals, in whole or part, to waive any informality in any proposal, and to accept the proposal which, in its discretion, is in the best interest of the City. Any proposer may withdraw his proposal, without obligation, at any time prior to the scheduled closing time for receipt of proposals. A withdrawal will not be effective unless made personally or by telephonic notification received prior to the closing date. Proposals may later be referred to the City Council for appropriate action.

All proposals are due not later than **3:00 p.m. on Thursday, October 11, 2018**, at which time they will be recorded at the City Clerk's Desk on the First Floor of City Hall. Late submissions will not be accepted. To be considered, proposers must send one (1) color original, one (1) USB flash drive with a searchable PDF copy of the proposal in its entirety and three (3) hard copies of their proposal in a sealed envelope with the name of the company submitting the proposal and the title of **"RFP #1911 – Consulting Services to Prepare an Economic Development Implementation Plan"** to:

**City of Culver City
City Clerk
9770 Culver Blvd.
Culver City, CA 90232**

For a complete list of the City's RFP submittal terms and conditions, legal statements, and insurance requirements, please refer to the exhibits attached hereto.

D. RFP Questions

Questions with regard to this RFP should be submitted by e-mail to Todd Tipton, Economic Development Manager, at todd.tipton@culvercity.org by Thursday, September 20, 2018. All firms registered for the RFP will receive responses to all

questions and any other addenda that may be released, via e-mail by Thursday, September 27, 2018.

E. Schedule

The City reserves the right to make changes to the below schedule, but plans to adhere to the implementation of this RFP process as follows:

RFP released:	September 6, 2018
Deadline for receiving questions:	September 20, 2018
Response to questions:	September 27, 2018
Proposals due:	October 11, 2018, at 3:00pm (PST)
Presentations/Interviews (if necessary):	Week of October 29, 2018
Vendor selected:	November 12, 2018

III. SCOPE OF SERVICES

A Plan was previously prepared in 2014. The City's Economic Development Division has been implementing the recommendations and now that most of the work identified in the Plan is complete, the City is interested in identifying new strategies that will best support Culver City's Economy, given current and projected market conditions over the next five years.

Current concerns and considerations include:

- *Major industries* - The 2014 Plan identified the City's major industries as information/media, retail, professional services and government. The City would like to identify its existing industries, and how it can attract, strengthen and retain them.
- *Retail Dependence* - Retail Sales Tax make up approximately 40 percent of the City's General Fund, and yet are not keeping up with inflation. While Culver City's retail vacancy rate remains at or below 5%, the City is concerned that changes in demand for brick and mortar retail may affect future vacancies and tax revenues. The City is interested in identifying ways to buffer its exposure to this trend if necessary.
- *Transient Occupancy Tax* - Transient Occupancy Tax make up approximately seven percent of the City's General Fund. The City would like to identify ways to increase these funds and improve underperforming hotels/motels through either zoning or other incentives.
- *Real Estate* - A significant amount of real estate in the City is occupied by major sales tax producers such as auto dealerships. Because the sales tax producers do not often own the sites they occupy and because the sales tax producers

are often not the highest and best use from a real estate perspective, many of the sales tax producers are at risk when/if the property they occupy is redeveloped. The City would like to know what properties are at risk and how the sales tax producers (and tax dollars generated therefrom) can be protected.

Additionally, the city would like to understand how public property could be better used to generate income.

- *Workforce Housing* - An increase demand and limited supply of residential property have increased housing prices significantly over recent years. The increased housing prices have hindered the ability of employees to find housing within the City or the surrounding area. The City is interested in creating workforce housing and would like to know what policies/programs/incentives could be utilized.
- *Creative Economy* - The City is comprised of a variety of creative industries, which have been an important factor in the city's economic growth. These creative industries contribute to the city's revenues through employment, tourism, consumer spending and corporate development. The City would like to identify opportunities to further nurture, support and grow these creative industries.
- *Business Districts* - The City has successfully organized four business districts and continues to pursue the formation of others. The purpose of the districts is to organize and encourage the businesses to enhance and market their areas as they believe necessary. The City would like to understand how the districts can be further enhanced and strengthened.
- *Strengths, Weaknesses, Opportunities and Threats (SWOT)* - The City would like to analyze its primary strengths, weaknesses, opportunities and threats that directly impact economic competitiveness and compare those to the prior SWOT analysis in the 2014 Plan. The analysis should identify trends, specific businesses and user/tenant profiles that might be interested in locating and/or expanding to Culver City, and provide a brief explanation as to why they may be interested in the City. The analysis should consider hospitality/tourism and retail/commercial uses among others.

A. Project Scope

The Plan included various studies, goals, objectives and implementation efforts. The City is interested in evaluating the work completed and looking to the future. The City is seeking a Consultant Team who can:

- 1) Review the current Economic Development Implementation Plan and work completed to date;

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- 2) Review and identify best practices in the industry that are most transferable to Culver City;
 - 3) Facilitate approximately five stakeholder meetings;
 - 4) Identify and analyze the best data to the extent necessary to accurately understand Culver City's economy;
 - 5) After thorough review of past work, stakeholder input and Consultant research, provide a 5-year work plan with timelines, responsible parties, quantifiable measurement tools for determining success and funding sources. The work plan shall, at a minimum, address the current concerns and considerations listed earlier, and reflect current industry best practices;
 - 6) Prepare a final summary report of the Plan that describes the work completed, the data analyzed and the findings. The Plan should describe how the City can:
 - Diversify its economic base;
 - Encourage tourism;
 - Utilize public/private property to advance the City's economic objectives;
 - Protect revenue producing properties that are subject to redevelopment;
 - Market/brand itself;
 - Develop relationships with key businesses/organizations and non-profits;
 - Improve/better utilize public property;
 - Identify incentives that encourage the production of work-force housing;
 - Provide transportation infrastructure to improve mobility; and
 - Capitalize on the Olympics.
 - 7) The proposal should include a minimum of five regular meetings with the City's Economic Development Subcommittee and City Economic Development staff to review progress and receive input and a presentation of the Plan findings to the City Council.

IV. PROPOSAL OUTLINE TO BE SUBMITTED

The proposal shall be organized and submitted with the following elements:

A. Cover Page

B. Table of Contents

C. Executive Summary

Provide a brief summary describing the proposer's ability to perform the work requested, a history of the proposer's background and experience providing services, the qualifications of the proposer's personnel to be assigned to this project, any subcontractor, sub consultants, and/or suppliers and a brief history of their background and experience, and any other information called for by this request for proposal which the proposer deems relevant, including restating any exceptions to this request for proposal. This summary should be brief and concise to apprise the reader of the basic services offered, experience and qualifications of the proposer, staff, subcontractors, and/or suppliers.

D. Questionnaire/Response to Scope of Services

Proposer shall provide responses and information to fully satisfy each item in the Questionnaire. Each question item should be presented before the proposer's response.

E. Attachments

V. QUESTIONNAIRE

A. Company and General Information

1. Company name and address.
2. Letter of transmittal signed by an individual authorized to bind the respondent, stating that the respondent has read and will comply with all terms and conditions of the RFP.
3. General information about the primary contact who would be able to answer questions about the proposal. Include name, title, telephone number and email address of the individual.

B. Qualifications and Experience of the Firm

1. Describe your firm's history and organizational structure. Include the size of the firm, location of offices, years in business, organizational chart, name(s) of owner(s) and principal parties, and number and position titles of staff.
2. What is the primary business of the parent company and/or affiliates?
3. Which office(s) of your organization will have primary responsibility for managing this account? List the members of your team who will be responsible for providing the services and for ongoing support.

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4. What is your firm's experience conducting the services requested? Describe comparable projects performed by your firm in the last five years, including the number of projects, scope of service, and status of projects.
 5. Comment on other areas that may make your firm different from your competitors.

C. Qualifications and Experience of Proposed Project Team

1. Describe the qualifications of staff proposed for the assignment, position(s) in the firm, and types and amount of equivalent experience. Be sure to include any municipal agencies they have worked with in the past three years and their level of involvement. A description of how overall supervision will be provided should be included.
2. Identify and provide the resume(s) of the personnel who will be assigned to this project.

D. Questions/Response to Scope of Services

1. Each proposer shall include a detailed scope of work and understanding of the process to undertake such projects and complete it in compliance with all applicable rules, regulations, standards and requirements. The scope of work shall indicate the tasks/actions the firm(s) expect the City to take.
2. Describe the methods by which the proposer will fulfill the services requested in the scope of work and subsequent sections.
3. Provide a statement of the service(s) that differentiate the proposal from other respondents.

E. Fees

Each proposer shall submit a single copy of a fee proposal in a separately marked, sealed envelope. The fee proposal shall indicate the expected total fee for the work described in the services proposal. The total fee shall be itemized by task, including firm(s) staff time and hourly rates, and other direct costs such as printing and travel. The fee proposal shall be signed by an individual authorized to bind the firm(s). Provide fees for the proposed services. Fee quotes should be detailed by service. Outline billing requirements, timing and method of payment.

F. References

List the name, address and telephone number of references from at least three (3) recent similar projects. Include a brief description of the work provided for each reference. California municipal or county projects are preferred. You may

offer more than three recent similar projects if desired. The references should include the start date of the project and the date of completion for each project.

G. Implementation Schedule

Include a detailed implementation schedule with an estimated project start date of November 19, 2018 and note key project milestones and timelines for deliverables. Identify any assumptions used in developing the schedule.

H. Certificate(s) of Insurance

The City will require the successful Respondent (or Proposer) to provide Certificates of Insurance evidencing required coverage types and the minimum limits. See the attached City Draft Standard Agreement for more information on the City's insurance requirements.

I. Business Tax Certificate

The proposing organization does not require a [Culver City business tax certificate](#) to respond to this RFP. However, the successful proposer will be required to acquire a Culver City Business tax certificate during the contracting process and maintain an active certificate throughout the contracted period.

J. Standard City Professional Services Agreement

The City will require the successful company to execute a professional services agreement with the City. Please review the attached draft agreement and identify any questions, changes, or areas of concern in your proposal to the City. Any/all requests for changes to the agreement must be included with the responsive proposal. A company's failure to respond with proposed changes to the draft agreement indicates their concurrence with its terms and conditions.

VI. EVALUATION OF PROPOSALS

Proposals will be judged on the Proposer's ability to provide services that meet the requirements set forth in this document. The City reserves the right to make such investigations as it deems necessary to determine the ability of the Proposer to provide services meeting a satisfactory level of performance in accordance with the City's requirements. Interviews and presentations by one, several, or all of the Proposers may be requested by evaluators if deemed necessary to fully understand and compare the Proposer's capabilities and qualifications. The adequacy, depth, and clarity of the proposal will influence, to a considerable degree, its evaluation.

Proposals will be evaluated on the basis of the following criteria, in no particular order:

- | | |
|--|-------------------|
| 1. Qualifications & Experience | Section IV, B & C |
| 2. Questions/Response to Scope of Svcs | Section IV, D |
| 3. Fees | Section IV, E |
| 4. References, Schedule & Required Forms | Section IV, F – I |

As reflected above, contract award will not be based solely on price, but on a combination of factors as determined to be in the best interest of the City. After evaluating the proposals and discussing them further with the finalists or the tentatively selected Advisor, the City reserves the right to further negotiate the proposed work and/or method and amount of compensation.

REFERENCES

- 1) [2014 Economic Development Implementation Plan](#)
- 2) [2017 Creative Economy Report of Culver City](#)
- 3) [City Council Strategic Plan](#)
- 4) [TOD Visioning Study](#)
- 5) Current Planning employment/housing projections
- 6) [October 2013-2021 Housing Element](#)
- 7) [City Budget](#)
- 8) [Quarterly Sales Tax reports prepared by HdL Companies](#)
- 9) City's current marketing materials, maps of commercial and retail districts, Guide to Opening a New Business, City Profile for 2017 and 2018, business welcome letters, etc.
- 10) Non-profit organizations

SUPPLEMENTAL TERMS AND CONDITIONS AND LEGAL STATEMENTS

SUPPLEMENTAL TERMS AND CONDITIONS

- I. Submission of a proposal shall be deemed a binding offer to enter into a contract with the City. Any proposed modifications to the agreement shall be signed by the successful Proposer and returned, together with the certificate of insurance required pursuant to said Section of the Agreement within ten (10) days after the Notice of Award.
- II. All Proposers shall be presumed to understand all of the terms, conditions and requirements of the agreement as stated in the specifications and to be thoroughly familiar with the project.
- III. The selected Proposer shall be required to obtain all applicable Culver City permits and business licenses. The Business Licensing Division may be reached at (310) 253-5888. The cost of these items shall be included in the total proposal price.
- IV. Any proposal may be withdrawn prior to the RFP opening time provided that the request is in writing and signed by the authorized representative. The withdrawal of a proposal shall not prejudice the right of the Proposer to file a new proposal to the time and date set for the opening of proposals. No proposal received after the time fixed for the RFP opening will be considered.
- V. Subsequent to the RFP opening, a Proposer shall be relieved of a proposal due to mistakes only if the Proposer can establish to the satisfaction of the City that all of the following circumstances exist:
 - a. A mistake was made;
 - b. The Proposer gave the City written notice within five (5) days after the opening of the proposals of the mistake; specifying in the notice, in detail, how the mistake occurred;
 - c. The mistake made the proposal materially different than the Proposer intended it to be;
 - d. The mistake was made filling out the proposal and not due to error in judgment or to carelessness in reviewing the scope of service or specifications as stated in the RFP.
- VI. The City reserves the right to seek supplemental information from any proposer at any time between the dates of proposal submission and the RFP award. Such information will be limited to clarification or amplification of questions asked in the

original proposal. Any proposer may be subject to personal interview and inspection of their business premises prior to award.

- VII. The City reserves the right to reject any or all proposals and to waive informalities and minor irregularities in proposals received and to accept any portion of proposal or all items of proposal if deemed in the best interest of the City. In addition, the City reserves the right to do any, or all, of the following:
- a. Reject any or all proposals or make no award;
 - b. Issue subsequent RFP;
 - c. Cancel the RFP;
 - d. Remedy technical errors in the request for proposals;
 - e. Modify any requirements contained within the RFP and request revised submittals from Proposers determined to be within the competitive range;
 - f. Award a contract to one or more Proposers;
 - g. Accept the written proposal as an offer, without negotiation and issue a notice to proceed, if applicable.
- VIII. The City reserves the right to contract with any of the organizations responding to this RFP based solely upon its judgment of the qualifications and capabilities of that organization.
- IX. All materials submitted regarding this RFP become the property of the City. Responses may be reviewed by any person at RFP opening time and thereafter. The City has the right to use any or all information presented in reply to this request, subject to the limitations outlined in Proprietary Information below. Disqualification of a proposer does not eliminate this right.
- a. *Proprietary Information* – Any restrictions on the use of data contained within a proposal must be clearly stated in the proposal itself. Proprietary information submitted in response to this RFP will be handled in accordance with applicable City Procurement Regulations and the California Public Records Act.
- X. The City is not liable for any cost incurred by proposer prior to issuance of an agreement, contract, or purchase order.

LEGAL STATEMENTS

All proposers must meet the following contractual and legal requirements in order to enter into a contractual agreement with the City:

I. PROHIBITED INTERESTS

- a. Contractor warrants that it has not employed or retained any company or person, other than a bonafide employee working solely for Contractor, to solicit or secure this contract and that it has not paid or agreed to pay any company or person, other than a bonafide employee working solely for Contractor, any fee, percentage, brokerage fee, gifts or any other consideration, contingent upon or resulting from the award or making of this contract. For violation of this warranty, the City shall have the right to annul this contract without liability;
- b. Contractor agrees that, for the term of this Contract no member, officer, or employee of the City, or of a local public body during his/her employment for one (1) year thereafter, shall have any interest, direct or indirect, in this contract, or to any benefit arising thereof ;
- c. The employment by Contractor of personnel on the City's payroll will not be permitted in the execution of this contract, even though such employment may be outside of the employee's regular working hours or on Saturdays, holidays, or vacation time; further, the employment by the Contractor of personnel who have been on the City's payroll within one (1) year prior to the date of contract award, where such employment is caused by and/or dependent upon Contractor securing this or related contract with the City, is also prohibited.

II. ANTI-LOBBYING PROVISION

- a. During the period between proposal submission date and the contract award, proposers, including their agents and representatives, shall not directly discuss or promote their proposal with any member of the City of Culver City City Council or City staff except in the course of City-Sponsored inquiries, briefings, interviews, or presentations, unless requested by the City;
- b. This provision is not meant to preclude offerors from discussing other matters with City Council members or City staff. This policy is intended to create a level playing field for all potential offerors, assure that contract

decisions are made in public, and to protect the integrity of the RFP / Bid Evaluation process. Violation of this provision may result in rejection of the offeror's proposal.

- III. **NON-DISCRIMINATION PROVISION:** The City of Culver City encourages the participation of Small Business Enterprises (SBEs) and Disadvantaged Business Enterprises (DBEs) in its procurement and contracting activities. The City reaffirms its commitment to award its contracts and purchase orders in a non-discriminatory manner regardless of the individual's or entity's ancestry, age, color, physical and/or mental disability, genetic information, gender identity, gender expression, marital status, medical condition, military and/or veteran status, national origin, race, religion, sex/gender, or sexual orientation.
- IV. **PROTECTION OF RESIDENT WORKERS:** Protection of Resident Workers: The City of Culver City actively supports the Immigration and Nationality Act (INA) which includes provisions addressing employment eligibility, employment verification, and nondiscrimination. Under the INA, employers may hire only persons who may legally work in the United States (i.e., citizens and nationals of the U.S.) and aliens authorized to work in the U.S. The employer must verify the identity and employment eligibility of anyone to be hired, which includes completing the Employment Eligibility Verification Form (I-9). The Contractor shall establish appropriate procedures and controls so no services or products under the Contract Documents will be performed or manufactured by any worker who is not legally eligible to perform such services or employment.