

DRAFT

RFP # 833-11182

TITLE: Develop and Citywide Economic Development Strategic Plan

PART I – INTRODUCTION/INFORMATION

01. PURPOSE

The City of Fort Lauderdale, Florida (City) is seeking proposals from qualified proposers, hereinafter referred to as the Contractor, to Develop and Citywide Economic Development Strategic Plan for the City's Department of Sustainable Development, in accordance with the terms, conditions, and specifications contained in this Request for Proposals (RFP).

02. INFORMATION OR CLARIFICATION

For information concerning procedures for responding to this solicitation, contact Procurement Specialist 1, Elizabeth Cohen at (954) 828-5142 or email at ecohen@fortlauderdale.gov. Such contact shall be for clarification purposes only.

For information concerning technical specifications, please utilize the question / answer feature provided by BidSync at www.bidsync.com. Questions of a material nature must be received prior to the cut-off date specified in the RFP Schedule. Material changes, if any, to the scope of services or bidding procedures will only be transmitted by written addendum. (See addendum section of BidSync Site). Contractor's please note: Proposals shall be submitted as stated in PART VI – Requirements of the Proposal. No part of your proposal can be submitted via FAX. No variation in price or conditions shall be permitted based upon a claim of ignorance. Submission of a proposal will be considered evidence that the Contractor has familiarized themselves with the nature and extent of the work, and the equipment, materials, and labor required. The entire proposal must be submitted in accordance with all specifications contained in this solicitation.

03. TRANSACTION FEES

The City of Fort Lauderdale uses BidSync (www.bidsync.com) to distribute and receive bids and proposals. There is no charge to vendors/contractors to register and participate in the solicitation process, nor will any fees be charged to the awarded vendor.

04. There will not be a pre-bid conference or site visit for this Request for Proposal.

05. ELIGIBILITY

To be eligible for award of a contract in response to this solicitation, the Contractor must demonstrate that they have successfully completed services, as specified in the Technical Specifications / Scope of Services section of this solicitation are normally and routinely engaged in performing such services, and are properly and legally licensed to perform such work. In addition, the Contractor must have no conflict of interest with regard to any other work performed by the Contractor for the City of Fort Lauderdale.

06. PRICING/DELIVERY

All pricing should be identified in PART VII - PROPOSAL PAGES – COST PROPOSAL. No additional costs may be accepted, other than the costs stated on the Proposal pages.

And

All pricing must include delivery costs and be quoted FOB: Destination.

07. RFP DOCUMENTS

The Contractor shall examine this RFP carefully. Ignorance of the requirements will not relieve the Contractor from liability and obligation under the Contract.

08. AWARD

Award may be by Group or Item, whichever is determined to be in the best interest of the City. The City reserves the right to award to that proposer who will best serve the interests of the City, for the product/service that will best serve the needs of the City of Fort Lauderdale.

The City also reserves the right to waive minor variations in the specifications and in the bidding process. The City further reserves the right to accept or reject any and/or all proposals and to award or not award a contract based on this bid solicitation.

Contractor must bid on all items. Partial bids will not be considered.

09. PRICE VALIDITY

Prices provided in this Request for Proposal (RFP) are valid for 120 days from time of RFP opening. The City shall award contract within this time period or shall request to the recommended awarded vendor an extension to hold pricing, until products/services have been awarded.

PART II - RFP SCHEDULE

EVENT	DATE/TIME
Release of RFP	April 5, 2013
Deadline for Questions/Request for Clarifications	April 24, 2013
Proposal Due Date/Time (Deadline)	May 1, 2013

PART III - SPECIAL CONDITIONS

01. **GENERAL CONDITIONS**
RFP General Conditions Form G-107 Rev. 01/13 (GC) are included and made a part of this RFP.
02. **NEWS RELEASES/PUBLICITY**
News releases, publicity releases, or advertisements relating to this contract or the tasks or projects associated with the project shall not be made without prior City approval.
03. **RFP DOCUMENTS**
The Contractor shall examine this RFP carefully. Ignorance of the requirements will not relieve the Contractor from liability and obligations under the Contract.
04. **CONTRACTORS' COSTS**
The City shall not be liable for any costs incurred by Contractor in responding to this RFP.
05. **RULES AND PROPOSALS**
The signer of the proposal must declare that the only person(s), company or parties interested in the proposal as principals are named therein; that the proposal is made without collusion with any other person(s), company or parties submitting a proposal; that it is in all respects fair and in good faith, without collusion or fraud; and that the signer of the proposal has full authority to bind the principal Contractor.
06. **SERVICE TEST PERIOD**
If the Contractor has not previously performed the services to the city, the City reserves the right to require a test period to determine if the Contractor can perform in accordance with the requirements of the contract, and to the City's satisfaction. Such test period can be from thirty to ninety days, and will be conducted under all specifications, terms and conditions contained in the contract. This trial period will then become part of the initial contract period.

A performance evaluation will be conducted prior to the end of the test period and that evaluation will be the basis for the City's decision to continue with the Contractor or to select another Contractor (if applicable).
10. **CONTRACT COORDINATOR**
The City may designate a Contract Coordinator whose principal duties shall be:
 - Liaison with Contractor.
 - Coordinate and approve all work under the contract.
 - Resolve any disputes.
 - Assure consistency and quality of Contractor's performance.
 - Schedule and conduct Contractor performance evaluations and document findings.
 - Review and approve for payment all invoices for work performed or items delivered.

11. CONTRACTOR PERFORMANCE REVIEWS AND RATINGS

The City Contract Coordinator may develop a Contractor performance evaluation report. This report shall be used to periodically review and rate the Contractor's performance under the contract with performance rating as follows:

Excellent	Far exceeds requirements.
Good	Exceeds requirements
Fair	Just meets requirements.
Poor	Does not meet all requirements and contractor is subject to penalty provisions under the contact.
Non-compliance	Either continued poor performance after notice or a performance level that does not meet a significant portion of the requirements. This rating makes the Contractor subject to the default or cancellation for cause provisions of the contract.

The report shall also list all discrepancies found during the review period. The Contractor shall be provided with a copy of the report, and may respond in writing if he takes exception to the report or wishes to comment on the report. Contractor performance reviews and subsequent reports will be used in determining the suitability of contract extension.

12. INVOICES/PAYMENT

A payment schedule based upon agreed upon deliverables may be developed with the awarded vendor.

Payment terms will be considered to be net 45 days after the date of satisfactory delivery at the place of acceptance and receipt of correct invoice at the office specified, whichever occurs last. Bidder may offer cash discounts for prompt payment but they will not be considered in determination of award.

13. RELATED EXPENSES/TRAVEL EXPENSES

All costs including travel are to be included in your proposal. The City will not accept any additional costs.

14. NO EXCLUSIVE CONTRACT/ADDITIONAL SERVICES

While this contract is for services provided to the department referenced in this Request for Proposals, the City may require similar work for other City departments. Contractor agrees to take on such work unless such work would not be considered reasonable or become an undue burden to the Contractor.

Contractor agrees and understands that the contract shall not be construed as an exclusive arrangement and further agrees that the City may, at any time, secure similar or identical services from another vendor at the City's sole option.

The City may require additional items or services of a similar nature, but not specifically listed in the contract. The Contractor agrees to provide such items or services, and shall provide the City prices on such additional items or services based upon a formula or method, which is the same or similar to that used in establishing the prices in his proposal. If the price(s) offered are not acceptable to the City, and the situation cannot be resolved to the satisfaction of the City, the City reserves the right to procure those items or services from other vendors, or to cancel the contract upon giving the Contractor thirty (30) days written notice.

15. DELETION OR MODIFICATION OF SERVICES

The City reserves the right to delete any portion of the Contract at any time without cause, and if such right is exercised by the City, the total fee shall be reduced in the same ratio as the estimated cost of the work deleted bears to the estimated cost of the work originally planned. If work has already been accomplished on the portion of the Contract to be deleted, the Contractor shall be paid for the deleted portion on the basis of the estimated percentage of completion of such portion.

If the Contractor and the City agree on modifications or revisions to the task elements, after the City has approved work to begin on a particular task or project, and a budget has been established for that task or project, the Contractor will submit a revised budget to the City for approval prior to proceeding with the work.

16. SUBSTITUTION OF PERSONNEL

It is the intention of the City that the Contractor's personnel proposed for the contract will be available for the initial contract term. In the event the Contractor wishes to substitute personnel, he shall propose personnel of equal or higher qualifications and all replacement personnel are subject to City approval. In the event substitute personnel are not satisfactory to the City and the matter cannot be resolved to the satisfaction of the City, the City reserves the right to cancel the Contract for cause. See Section 5.09 General Conditions.

17. INSURANCE

The Contractor shall furnish proof of insurance requirements as indicated below. The coverage is to remain in force at all times during the contract period. The following minimum insurance coverage is required. The City is to be added as an "additional insured" with relation to General Liability Insurance. This MUST be written in the description section of the insurance certificate, even if you have a check-off box on your insurance certificate. Any costs for adding the City as "additional insured" will be at the contractor's expense.

The City of Fort Lauderdale shall be given notice 10 days prior to cancellation or modification of any stipulated insurance. The insurance provided shall be endorsed or amended to comply with this notice requirement. In the event that the insurer is unable to accommodate, it shall be the responsibility of the Contractor to provide the proper notice. Such notification will be in writing by registered mail, return receipt requested and addressed to the Procurement Services Division.

The Contractor's insurance must be provided by an A.M. Best's "A-" rated or better insurance company authorized to issue insurance policies in the State of Florida, subject to approval by the City's Risk Manager. Any exclusions or provisions in the insurance maintained by the contractor that precludes coverage for work contemplated in this RFP shall be deemed unacceptable, and shall be considered breach of contract.

Workers' Compensation and Employers' Liability Insurance

Limits: Workers' Compensation – Per Florida Statute 440
Employers' Liability - \$500,000

Any firm performing work on behalf of the City of Fort Lauderdale must provide Workers' Compensation insurance. Exceptions and exemptions will be allowed by the City's Risk

Manager, if they are in accordance with Florida Statute. For additional information contact the Department of Financial Services, Workers' Compensation Division at (850) 413-1601 or on the web at www.fldfs.com.

Commercial General Liability Insurance

Covering premises-operations, products-completed operations, independent contractors and contractual liability.

Limits: Combined single limit bodily injury/property damage \$1,000,000.

This coverage must include, but not limited to:

- a. Coverage for the liability assumed by the contractor under the indemnity provision of the contract.
- b. Coverage for Premises/Operations
- c. Products/Completed Operations
- d. Broad Form Contractual Liability
- e. Independent Contractors

Automobile Liability Insurance

Covering all owned, hired and non-owned automobile equipment.

Limits: Bodily injury	\$250,000 each person, \$500,000 each occurrence
Property damage	\$100,000 each occurrence

Professional Liability (Errors & Omissions)

Consultants

Limits: \$2,000,000 per occurrence

A copy of **ANY** current Certificate of Insurance should be included with your proposal.

In the event that you are the successful bidder, you will be required to provide a certificate naming the City as an "additional insured" for General Liability.

Certificate holder should be addressed as follows:

City of Fort Lauderdale
Procurement Services Division
100 N. Andrews Avenue, Room 619
Fort Lauderdale, FL 33301

18. SUBCONTRACTORS

If the Contractor proposes to use subcontractors in the course of providing these services to the City, this information shall be a part of the bid response. Such information shall be subject to review, acceptance and approval of the City, prior to any contract award. The City reserves the right to approve or disapprove of any subcontractor candidate in its best interest and to require Contractor to replace subcontractor with one that meets City approval.

Contractor shall ensure that all of Contractor's subcontractors perform in accordance with the terms and conditions of this Contract. Contractor shall be fully responsible for all of Contractor's subcontractors' performance, and liable for any of Contractor's subcontractors' non-performance and all of Contractor's subcontractors' acts and omissions. Contractor shall defend, at Contractor's expense, counsel being subject to the City's approval or disapproval, and indemnify and hold harmless the City and the City's officers, employees, and agents from and against any claim, lawsuit, third-party action, or judgment, including any award of attorney fees and any award of costs, by or in favor of any Contractor's subcontractors for payment for work performed for the City.

19. INSURANCE – SUBCONTRACTORS

Contractor shall require all of its subcontractors to provide the aforementioned coverage as well as any other coverage that the contractor may consider necessary, and any deficiency in the coverage or policy limits of said subcontractors will be the sole responsibility of the contractor.

23. OWNERSHIP OF WORK

The City shall have full ownership and the right to copyright, otherwise limit, reproduce, modify, sell, or use all of the work or product produced under this contract without payment of any royalties or fees to the Contractor above the agreed hourly rates and related costs.

26. UNCONTROLLABLE CIRCUMSTANCES ("Force Majeure")

The City and Contractor will be excused from the performance of their respective obligations under this agreement when and to the extent that their performance is delayed or prevented by any circumstances beyond their control including, fire, flood, explosion, strikes or other labor disputes, act of God or public emergency, war, riot, civil commotion, malicious damage, act or omission of any governmental authority, delay or failure or shortage of any type of transportation, equipment, or service from a public utility needed for their performance, provided that:

A. The non performing party gives the other party prompt written notice describing the particulars of the Force Majeure including, but not limited to, the nature of the occurrence and its expected duration, and continues to furnish timely reports with respect thereto during the period of the Force Majeure;

B. The excuse of performance is of no greater scope and of no longer duration than is required by the Force Majeure;

C. No obligations of either party that arose before the Force Majeure causing the excuse of performance are excused as a result of the Force Majeure; and

D. The non performing party uses its best efforts to remedy its inability to perform. Notwithstanding the above, performance shall not be excused under this Section for a period in excess of two (2) months, provided that in extenuating circumstances, the City may excuse performance for a longer term. Economic hardship of the Contractor will not constitute Force Majeure. The term of the agreement shall be extended by a period equal to that during which either party's performance is suspended under this Section.

27. PUBLIC ENTITY CRIMES

NOTE: Contractor, by submitting a proposal attests she/he/it has not been placed on the convicted vendor list.

A person or affiliate who has been placed on the convicted vendor list following a conviction for a public entity crime may not submit a proposal on a contract to provide any goods or services to a public entity, may not submit a proposal on a contract with a public entity for the construction or repair of a public building or public work, may not submit proposals on leases of real property to a public entity, may not be awarded or perform work as a contractor, supplier, subcontractor, or consultant under a contract with any public entity, and may not transact business with any public entity in excess of the threshold amount provided in Section 287.017, Florida Statutes, for Category Two for a period of 36 months from the date of being placed on the convicted vendor list.

30. CANADIAN COMPANIES

The City may enforce in the United States of America or in Canada or in both countries a judgment entered against the Contractor. The Contractor waives any and all defenses to the City's enforcement in Canada, of a judgment entered by a court in the United States of America. All monetary amounts set forth in this Contract are in United States dollars.

31. LOBBYING ACTIVITIES

ALL CONTRACTORS PLEASE NOTE: Any contractor submitting a response to this solicitation must comply, if applicable, with City of Fort Lauderdale Ordinance No. C-00-27 & Resolution No. 07-101, Lobbying Activities. Copies of Ordinance No. C-00-27 and Resolution No. 07-101 may be obtained from the City Clerk's Office on the 7th Floor of City Hall, 100 N. Andrews Avenue, Fort Lauderdale, Florida. The ordinance may also be viewed on the City's website at:

<http://www.fortlauderdale.gov/clerk/LobbyistDocs/lobbyistord1009.pdf> .

32. BID TABULATIONS/INTENT TO AWARD

(Notice of Intent to Award Contract/Bid, resulting from the City's Formal solicitation process, requiring City Commission action, may be found at

http://www.fortlauderdale.gov/purchasing/notices_of_intent.htm. Tabulations of receipt of those parties responding to a formal solicitation may be found at

<http://www.fortlauderdale.gov/purchasing/bidresults.htm>, or any interested party may call the Procurement Office at 954-828-5933.

34. SAMPLE CONTRACT AGREEMENT

A sample of the formal agreement template, which may be required to be executed by the awarded vendor can be found at our website <http://fortlauderdale.gov/purchasing/general/contractsample021412.pdf>

35. LOCAL BUSINESS PREFERENCE

Section 2-199.2, Code of Ordinances of the City of Fort Lauderdale, (Ordinance No. C-12-04), provides for a local business preference.

In order to be considered for a local business preference, a proposer must include the Local Business Preference Certification Statement, Attachment "A" of this RFP, as applicable to the local business preference class claimed **at the time of proposal submittal**:

Upon formal request of the City, based on the application of a local Business Preference the Proposer shall within ten (10) calendar days submit the following documentation to the Local Business Preference Class claimed:

A) Copy of City of Fort Lauderdale current year business tax receipt, **or** Broward County current year business tax receipt, **and**

B) List of the names of all employees of the proposer and evidence of employees' residence within the geographic bounds of the City of Fort Lauderdale or Broward County, as the case may be, such as current Florida driver license, residential utility bill (water, electric, telephone, cable television), or other type of similar documentation acceptable to the City.

Failure to comply at time of proposal submittal shall result in the Proposer being found ineligible for the local business preference.

THE COMPLETE LOCAL BUSINESS PREFERENCE ORDINANCE MAY BE FOUND ON THE CITY'S WEB SITE AT THE FOLLOWING LINK:
<http://www.fortlauderdale.gov/purchasing/index.htm>

Definitions: The term "Business" shall mean a person, firm, corporation or other business entity which is duly licensed and authorized to engage in a particular work in the State of Florida. Business shall be broken down into four (4) types of classes:

1. Class A Business – shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone and staffed with full-time employees within the limits of the City **and** shall maintain a staffing level of the prime contractor for the proposed work of at least fifty percent (50%) who are residents of the City.
2. Class B Business - shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone and staffed with full-time employees within the limits of the City **or** shall maintain a staffing level of the prime contractor for the proposed work of at least fifty percent (50%) who are residents of the City.
3. Class C Business - shall mean any Business that has established and agrees to maintain a permanent place of business located in a non-residential zone **and** staffed with full-time employees within the limits of Broward County.
4. Class D Business – shall mean any Business that does not qualify as either a Class A, Class B, or Class C business.
- 5.

PART IV - TECHNICAL SPECIFICATIONS/SCOPE OF SERVICES

BACKGROUND

Incorporated on March 27, 1911, the City of Fort Lauderdale is framed on the east coast of Florida by seven miles of golden sand beaches and bordered on the west by the Everglades. Between the two, the Intracoastal Waterway, the New River and a canal system reminiscent of Venice winds through the interior.

Encompassing nearly 36 square miles with a population of approximately 165,000, Fort Lauderdale is the largest of Broward County's 31 municipalities and the seventh largest city in Florida. As the county seat, the City is home to a variety of government offices in the downtown central business district. The City is centrally located between Miami and Palm Beach. An advantageous economic climate has helped the City of Fort Lauderdale establish itself as a world-class international business center and one of the most desirable locations for new, expanding or relocating businesses.

Once known strictly as a tourism-based economy, Fort Lauderdale now supports a diverse range of industries, including marine, manufacturing, finance, health care, bio-science, real estate, high technology, avionics/aerospace and major employers like CITRIX, HCA East, Broward Health, AutoNation, Moss and Associates among others. The Downtown Business community is home to some of south Florida's largest banking institutions like Bank of America, Regions, BB&T and PNC Bank.

Fort Lauderdale Beach offers premier opportunities for recreation, relaxation and enjoyment that bring millions of tourists to our city annually. Several large and small-scale events are held in city throughout the year that draws tens of thousands of residents and visitors. The picturesque Riverwalk serves as the cornerstone of the City's arts, science, cultural and historic district that features the Broward Center for the Performing Arts, Museum of Discovery and Science, Museum of Art and Fort Lauderdale History Center. Las Olas Boulevard has gained international acclaim as Fort Lauderdale's centerpiece of fashion, fine dining and entertainment. The City's downtown area is home to many corporate headquarters, government offices and educational institutions, including Broward College, Florida Atlantic University and Nova Southeastern University. Since the City is considered "built-out", new development will predominantly be in the form of redevelopment and infill development.

Over the last decade, much of the economic development and redevelopment activities have occurred in the downtown and on the beach. These areas were targeted by the City as the primary economic generators, and most of the projects completed were located within the Community Redevelopment Agency (CRA) in both of these areas.

Given recent economic challenges, the City has recognized the need to broaden its economic development focus by building on our recent gains and addressing other geographic areas and other targeted industries that will create jobs and increase the City's tax base. Therefore, Fort Lauderdale needs a strategy for addressing the economic development needs in other key areas, to ensure continued and enhanced economic health, tax base expansion, quality job creation and support for municipal services.

01. GENERAL INFORMATION

The City of Fort Lauderdale is soliciting requests for proposals (RFP) from qualified professional firms, herein referred to as the Consultant, to provide an Economic Development Strategic Plan (EDSP). The EDSP will evaluate specific geographic areas and identify targeted industries that could be potential key economic generators, increase the City's tax base and create higher paying jobs. The City's ultimate goal is to sustain, expand and diversify its economic base in order to provide for a high quality of life for all residents.

The plan shall identify strategies, with action items, for each targeted geographic area that will build upon that area's current economic asset base, facilitate growth, expand existing industry and business sectors, identify new targeted industries, and overcome challenges that hinder the redevelopment of these key areas which are integral to the City's economic future. The strategies developed should address both the needs and impediments of existing business, while defining methods for attracting and growing new businesses. Identifying and maintaining a balance between the two is necessary in a "built-out" community like the City of Fort Lauderdale. An implementation plan, together with a metric to measure the success of these initiatives shall also be developed.

Specific geographic areas to be evaluated include (See Exhibit 2 for Location Map):

- SE 17th Street (Intracoastal to Andrews Avenue)
- South Andrews Avenue
- The Marina Mile (SR 84)
- The Downtown Regional Activity Center (DRAC) / East Las Olas Boulevard / Sistrunk Boulevard
- North Beach
- The Fort Lauderdale Executive Airport (FXE), including the surrounding commercial areas, commonly known as the Uptown Business District

In preparing the EDSP, other relevant City, County and Regional plans and initiatives shall be reviewed and incorporated into the EDSP. These plans/initiatives include, but are not limited to the following:

- The BusinessFirst Executive Summary
- The South Florida Regional Planning Council's 2012-2017 Comprehensive Economic Development Strategy
- The Southeast Florida Regional Partnership's Seven50 Plan
- The Broward County 2012 Six Pillars Community Strategic Plan
- The Broward MPO Long Range Comprehensive Plan 2035
- The Southeast Florida Regional Climate Change Compact
- The City of Fort Lauderdale Vision Plan
- The City of Fort Lauderdale Comprehensive Plan
- The City of Fort Lauderdale Downtown Master Plan
- The City of Fort Lauderdale Northwest-Progresso-Flagler Heights Community Redevelopment Plan
- The Northwest-Progresso-Flagler Heights 2008 Implementation Plan
- The City of Fort Lauderdale Riverwalk Plan

The Consultant shall also meet with stakeholders including the City Commission, City departments and relevant City advisory boards, the Greater Fort Lauderdale Chamber of Commerce, business leaders and associations, and county and regional economic development agencies.

It is anticipated that the EDSP will be developed in two phases:

- **Phase I** will consist of the creation of an ***Economic Development Profile Report*** for the City of Fort Lauderdale and for each geographic area. The Economic Development Profile Report will include an Economic Base Analysis, Retail and Non-Retail Sales Analysis, and an identification of economic constraints and opportunities.
- **Phase II** involves the development of an ***Economic Development Strategic Action Plan (EDSAP)*** for each geographic area that identifies strategies for business retention, attracting new target industries and entrepreneurial development, with action items. The EDSAP shall also identify alternative funding options, provide an implementation program and a metric to measure the success of these initiatives.

Vendors are asked to provide separate proposal pricing for each phase.

Role of City Staff

City staff within the Department of Sustainable Development will be the primary liaison. City staff will assist in scheduling and coordinating meetings and workshops with stakeholders, provide all City of Fort Lauderdale plan documents in hard copies and/or electronic files, and meet with the Consultant on a regular basis to provide direction, additional information and to assess progress.

PHASE I

Economic Development Profile Report

The objective of this phase is to gather certain “baseline” data to better understand the existing economics associated with the Fort Lauderdale and with the each geographic area. A great framework to help evaluate and gather this type of information is the National League of Cities – Center for Research and Innovation report on the development of an ED Plan assessment plan for any local economy. The NLC report offers a format proposed by the International Economic Development Council (IEDC) that lists a number of sources of information that should be gathered in order to understand the current state of any local economy. The work product compiled from the information gathered and analyzed would be an Economic Development Profile Report (EDPR). An EDPR will help lay the foundation for creating a realistic vision and strategic direction for economic success unique to the city and to each area.

An Economic Development Profile Report shall at a minimum include the following types of data:

- **Economic conditions**
Unemployment, types and sizes of firms/industries, wages, income, new business starts, retail sales, housing prices, types of imports and exports, number of businesses closed
- **Population characteristics**
Population size and growth, age, education level
- **Labor force characteristics**
Labor force participation, occupations, skills, commuter characteristics, productivity
- **Physical conditions**

Land use, zoning, land values, condition of buildings, vacancy rates, building activity, parking facilities, condition and capacity of infrastructure and environmental conditions (i.e. sea level rise, air and water quality, etc.)

- **Business climate**

Community attitudes, labor relations, business taxes and regulations, level and quality of municipal services, workforce training, access to and cost of capital, public and private infrastructure

- **Knowledge-based resources**

Federal labs, science and research parks, industry incubators, colleges and universities, technical training schools

- **Quality of life**

Housing availability, public services, education system, crime rate, cultural and recreational activities, parks and other natural amenities.

Deliverable:

Economic Development Profile Report - Produce a report containing a detailed analysis for the overall City and for each geographic area including:

- An analysis of economic trends and their impacts on Fort Lauderdale and each geographic area's future economic composition
- Identify the City's and the area's position within the greater area (County, Region and State, and etc.), how the shared economies interact, and how each business sector contributes to the local economy
- Assess strengths and weaknesses of the workforce's development, skill set and education
- Identify industries by three digit North American Industry Classification Service (NAICS) in the City that are:
 - Dominant and expected to grow
 - Dominant but waning due to industry/economic/technological or other trends or lack of infrastructure
 - Emerging and a good match; expected to grow
 - Currently non-existent but for which a good match exists
- Compile a list of comparative advantages and disadvantages to similar, competitive markets
- Evaluate how Fort Lauderdale's economic development strategy can be leveraged to attract federal funding

PHASE II

Economic Development Issues Identification and Prioritization

A process shall be designed to determine more specifically what the business community views as key growth and economic development drivers or opportunities. Using the Economic Development Profile Report as a starting point, the Consultant will facilitate geographically-specific analyses with stakeholders of area regarding the strengths, weaknesses, opportunities and threats (SWOT) that may impact the economic future of each area.

The SWOT analysis will be used to develop and prioritize a list of guiding principles. Every effort should be made during this process to create a balance between developing an atmosphere that

encourages open dialogue and an agenda structure that frames clear examination of the economic development issues.

▪ **SWOT Assessment or Analysis**

A prioritized listing of strategic issues shall be developed by area stakeholders that can serve as the basis for formulating goals, objectives and strategies (SWOT Results). Identify constraints and opportunities for economic development, e.g. housing supply, limited developable land, existing building inventory, ease of commuting, infrastructure capacity, redevelopment and financing constraints, potential land value changes, business climate issues, etc.

▪ **Guiding Principles**

Using the various SWOT analyses, the Consultant will meet with business, community and City leaders to develop a comprehensive Mission Statement and establish a core set of Values that shall be used to guide and reinforce both City-wide economic development policies and initiatives, and the creation of each area's Economic Development Strategic Action Plan (EDSAP).

▪ **Economic Development Strategic Action Plan (EDSAP)**

The Consultant will use the SWOT analysis to create an EDSAP for each geographic area that will identify strategies for business retention, attracting new target industries and entrepreneurial development. The EDSAP shall also identify alternative funding options, an implementation program and a metric to measure the success of these initiatives.

The EDSAP shall include the following:

- An entrepreneurial development strategy to encourage growth at the grass root level of economic development planning (further outlined below).
- Using the economic development profile and SWOT analyses, develop economic development goals and objectives for each geographic area. Recommend strategies for each geographic area for business retention, growing/enhancing and attracting targeted industries and identify new business sectors the City may target to help diversify our economy (further outlined below). The focus shall be on those strategies and activities that have the greatest potential for creating jobs and a positive Return on Investment (ROI) for the City. The Consultant will work with City staff to identify organizational responsibility for completing each strategy, funding requirements, overall impacts desired from the plan, and recommend an approach for evaluating and adjusting the plan.
- Review past studies and reports to assist in developing recommendations/strategies to assist the City to best optimize the potential for economic growth and allocate scarce resources most effectively.
- Performance measures for evaluating both the short-term and long-term effectiveness of the strategies and initiatives;

Entrepreneurial Development and Empowerment Strategy

An Entrepreneurial Strategy may include, but not be limited to, the following components and deliverables:

- Help define city's role in establishing a climate for entrepreneurial growth
- Using the analysis of the business climate and economic development resources, describe how the city can identify, encourage, and assist start-up and spin-off companies for each geographic area.
- Identify local regulatory impediments to entrepreneurial development (i.e. development regulations) and recommend changes.
- Include strategies and recommendations for increasing entrepreneurial activity, and an assessment of "new" or "emerging" industries and the probability of growing them within each geographic area in terms of high, medium or low probability of success.
- Help define city's role in offering assistance to small businesses
- Help identify funding sources to support entrepreneurial and small business growth
- Identify technology infrastructure enhancements that can provide each geographic area with a competitive edge in the areas of business recruitment, retention and expansion.

Targeted Industry Growth Strategy

- Focusing on existing assets with a renewed emphasis on local targeted industries should be explored as a way to support the industries that have given Fort Lauderdale its position as the economic powerhouse in Broward County. The hospitality and marine industries are Fort Lauderdale's major economic engines; however other industry sectors such as healthcare and high-tech professional service companies have seen large growth spurts through investments and expansions in our local economy.
- Identify specific targeted industry growth opportunities in each geographic area.
- Provide specific recruitment strategies for these targeted industries tailored for each geographic area. Strategies shall include identifying optimal business size and composition, as well as potential related business support opportunities. Examples of business support could include a new ship yard spawning marine parts suppliers or boat provisioners, a new furniture store creating opportunities for furniture repair businesses, or a new office building creating a demand for office supplies and equipment.

Deliverable: The Economic Development Strategic Plan (EDSP)

The consultant will present the draft Economic Development Strategic Plan to the City Commission, Economic Development Advisory Board (EDAB) and other applicable City advisory boards. The consultant will prepare materials for the public and stakeholder meetings, attend a minimum of 5 stakeholder workshops, and a minimum of 6 public meetings.

The plan shall include the following:

- A Comprehensive Mission Statement and core set of values for the EDSP
- A summary of the relevant City, County and Regional plans and initiatives that were referenced during the preparation of the EDSP
- The list of stakeholders

- The Economic Development Profile Reports for the City and for each selected geographic area
- Summaries of the SWOT analyses for each geographic area
- The Economic Development Strategic Action Plan for each geographic area
- Identify and recommend potential City-wide economic development incentive programs for business retention and recruitment that are applicable to each geographic region

A proposed schedule of deliverables and suggested meetings and is outlined below.

- | | |
|---|--|
| <ul style="list-style-type: none"> ▪ CC Award of Contract ▪ Phase I – Economic Development Profile Report for the City and each geographic area ▪ Stakeholder Meetings (minimum 7) | <p style="text-align: right;">June 18, 2013</p> <p>Due 30 days from receipt of PO</p> <p>To be conducted during the 60 days immediately following Phase 1 approval</p> |
| <ul style="list-style-type: none"> ▪ Public Meetings (minimum 6) | <p>To be conducted during the 90 days immediately following Phase 1 approval</p> |
| <ul style="list-style-type: none"> ▪ Final Report to City Commission | <p style="text-align: right;">November 19, 2013</p> |

PART V – PROPOSAL EVALUATION CRITERIA

The award of the contract will be based on certain objective and subjective considerations listed below:

<p>Understanding of the overall needs of the City for such services, as presented in the narrative proposal. This will include problem identification and the proposed method to accomplish the work required.</p>	20%
<p>Experience, qualifications and past performance of the proposing firm, including persons proposed to provide the services, facilities, resources and references.</p>	30%
<p>Cost to the City</p>	50%
<p>TOTAL PERCENT AVAILABLE:</p>	100%

An evaluation committee of qualified City Staff or other persons selected by the City will conduct evaluations of proposals. It may be a two-step process. In step one, the committee will evaluate all responsive proposals based upon the information and references contained in the proposals as submitted. The committee shall review each proposal and rank each proposer's evaluation criteria as

stated in this RFP (i.e. criteria 1, 2, 3, 4), and determine a minimum of three (3), if more than three (3) proposals are responsive, to be finalists for further consideration. In the event there are less than three (3) responsive proposals, the committee will give further consideration to all responsive proposals received. In step two, the committee may conduct discussions (oral presentations), for clarification purposes only, with the finalists and re-score and re-rank the finalists' proposals. The evaluation committee may then make a recommendation, resulting from this process, to the City Manager for award of a contract.

The City may require visits to customer installations or demonstrations of product by Contractor's, as part of the evaluation process.

The City of Fort Lauderdale reserves the right, before awarding the contract, to require a Proposer to submit any evidence of its qualifications as the City may deem necessary, and to consider any evidence available of financial, technical and other qualifications and capabilities, including performance experience with past and present users.

The City of Fort Lauderdale reserves the right to request additional clarifying information and request an oral presentation from any and all Proposers prior to determination of award.

The City reserves the right to award the contract to that Proposer who will best serve the interest of the City. The City reserves the right based upon its deliberations and in its opinion, to accept or reject any or all proposals. The City also reserves the right to waive minor irregularities or variations to the specifications and in the bidding process.

The City uses a mathematical formula for determining allocation of evaluation criteria including cost points, to each responsive, responsible proposer. Each evaluation criteria stated in the RFP has an identified weighted factor. Each evaluation committee member will rank each criteria, from each proposer, giving their first ranked proposer as number 1, and second proposer as number 2 and so on. The City shall average the ranking for each criteria, for all evaluation committee members, and then multiply that average ranking by the weighted criteria identified in the RFP. The lowest average final ranking score will determine the recommendation by the evaluation committee to the City Manager.

PART VI - REQUIREMENTS OF THE PROPOSAL

All proposals must be submitted as specified on the proposal pages, which follow. Any attachments must be clearly identified. To be considered, the proposal must respond to all parts of the RFP. Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. If publications are supplied by a proposer to respond to a requirement, the response should include reference to the document number and page number. Proposals not providing this reference will be considered to have no reference material included in the additional documents. The City prefers all responses to this RFP to be less than 50 pages and that the Contractor utilize recyclable materials as much as possible. Expensive or fancy binders are not preferred.

All proposals must be submitted in a sealed package with the RFP number, due and open date, and RFP title clearly marked on the outside. If more than one package is submitted they should be marked 1 of 2, etc.

THIS IS A PAPER RFP WITH CD's. All proposals must be received by the City of Fort Lauderdale, in the Procurement Services Division, Room 619, City Hall, 100 North Andrews Avenue, Fort

Lauderdale, Florida, 33301 prior to 2:00 pm on the date specified in PART II – RFP SCHEDULE. Submittal of response by fax or e-mail will NOT be acceptable.

PROPOSERS MUST SUBMIT AN IDENTIFIED ORIGINAL HARD COPY, PLUS (7) ADDITIONAL HARD COPIES OF THEIR PROPOSAL PAGES INCLUDING ANY ATTACHMENTS.

THE ABOVE REQUIREMENTS TOTAL (10) HARD COPIES OF YOUR PROPOSAL. CONTRACTORS SHOULD SUBMIT YOUR PROPOSAL ALSO ON A CD. CONTRACTOR SHOULD PROVIDE (8) CD COPIES OF YOUR PROPOSAL. CD COPIES MUST MATCH THE ORIGINAL HARDCOPY. IN CASE OF ANY DISCREPENCY BETWEEN THE ORIGINAL HARD COPIES AND THE CD, THE ORIGINAL HARD COPY PREVAILS. FAILURE TO PROVIDE PROPOSALS AS STATED ABOVE, MAY BE GROUNDS TO FIND CONTRACTOR NON-RESPONSIVE.

The proposer understands that the information contained in these Proposal Pages is to be relied upon by the City in awarding the proposed Agreement, and such information is warranted by the proposer to be true. The proposer agrees to furnish such additional information, prior to acceptance of any proposal, relating to the qualifications of the proposer, as may be required by the City.

A representative who is authorized to contractually bind the Contractor shall sign the Bid/Proposal Signature page. Omission of a signature on that page may result in rejection of your proposal.

PART VII - PROPOSAL PAGES – COST PROPOSAL

Cost to the City: Contractor must quote firm, fixed, rate for all services identified in this request for proposal. This firm fixed rate includes any costs for travel to the City. No other costs will be accepted.

Failure to use the City’s COST PROPOSAL Page and provide costs as requested in this RFP, may deem your proposal non-responsive.

Cost for Phase One - Economic Development Profile Report \$ _____

Cost for Phase Two – Economic Development Strategic Action Plan and Economic Development Strategic Plan \$ _____

Grand total for Phases One and Two \$ _____

PART VIII - PROPOSAL PAGES - TECHNICAL PROPOSAL

The following issues should be fully responded to in your proposal in concise narrative form. Additional sheets should be used, but they should reference each issue and be presented in the same order.

- Tab 1: Bid/Proposal and Signature pages
- Tab 2: Non-Collusion Statement
- Tab 3: Letter of Interest, The letter of interest may contain any other information not in the proposal but should not exceed two (2) pages.
- Tab 4: Statement of Proposed Services. Proposals should respond to scope of work. They should be no longer than twelve (12) pages (single sided), and be comprised of three general components: (a) an assessment of capability and approach to perform the scope of service; (b) identification of Proposer's distinctive competence, staff qualifications assigned to this account with their experience and skills they bring to this assignment, along with resume of experience and qualifications; (c) estimated timetables (e.g. marketing).
- Tab 5: Business Licenses. Evidence that your firm and/or persons performing the work are licensed to do business in the State of Florida.
- Tab 6: Evidence of Insurance. Certificate of Insurance showing coverage, forms, limits. Actual insurance certificates will be required from recommended contractor, prior to award.
- Tab 7: Proposer's assessment of the City of Fort Lauderdale's needs and the quality of the proposal to meet those needs, including a plan/outline.
- Tab 8: Proposer's ability to assign appropriate resources to the account in a timely manner.
- Tab 9: Additional services available in-house, not requested by the City in Part IV - technical specifications/scope of work with fee schedule for those services (For Informational Purposes Only).
- Tab 10: List of 5 clients/references for whom you have provided similar services in the last three years; Provide agency name, address, telephone number, current email address, (Important - as this may be the primary method of contact), main contact person, and date service was provided. Be prepared to provide, upon request, evidence of work product, ability to meet schedules, cooperation, and responsiveness. Attach additional sheets if necessary.
- Tab 11: Cost proposal.
- Tab 12: Any additional attachments to your proposal.