



CITY OF TUKWILA, WASHINGTON

REQUEST FOR PROPOSALS (RFP)

FOR A STRATEGIC PLAN

Issued January 31, 2012

City of Tukwila, Washington Request for Proposals (RFP) for a Strategic Plan

The City of Tukwila is seeking a qualified person or firm to contract for consulting services to guide a city-wide strategic planning process. The deadline for submittals is **5:00 p.m. on February 17, 2012**. See below for specific information and requirements.

SUBMIT PROPOSAL TO:

City of Tukwila
Attn: Joyce Trantina
6200 Southcenter Blvd.
Tukwila, WA 98188

ABOUT THE CITY

Since its incorporation in 1908, Tukwila has fostered a strong community while growing into a bustling business center that is central to the Puget Sound economy. Since 1988, the City has had 9 annexations that increased the population from 3,200 to 19,100 and land area from 3.5 square miles to 9.6 square miles.

Tukwila has over 2,400 businesses in a wide variety of sectors such as health care, warehouse/distribution, wireless internet services and emerging technologies in aircraft components. Over 44,000 employees work in Tukwila in a variety of functions such as research and development, manufacturing and sales. Tukwila is also home to more than 19,100 residents representing a broad range of ethnic diversity. The majority of the population is low to moderate income.

In the last decade, a number of immigrant communities have sprung up, representing a broad range of countries and ethnic groups. In 2009, the *New York Times* ranked the Tukwila School District as the most diverse district in the nation. Some of the challenges facing residents are: meeting the language and cultural needs of such a diverse population; increasing poverty and poor east/west transportation options.

Situated in the heart of the Puget Sound region, Tukwila borders Seattle on the north, with the central business district about 12 miles south of downtown Seattle, 24 miles north of downtown Tacoma, just a mile east of Seattle-Tacoma International Airport, and at the crossroads of two major Interstate highways, I-5 and I-405.

Lying at the junction of three ancient river valleys, Tukwila has always been a trading and transportation center, and has excellent public transit including multiple bus routes, a Sounder commuter rail station, an Amtrak station, and a brand new light-rail station.

Tukwila's Comprehensive Plan was completed in 1995 and set the direction for the community's development, by outlining four major objectives:

- To improve and sustain residential neighborhood quality and livability
- To redevelop and re-invigorate the Pacific Highway corridor
- To redevelop and re-invigorate the industrial uses along East Marginal Way
- To develop a thriving Urban Center as a true regional concentration of employment, housing, shopping and recreational opportunities.

In the Southcenter District, the City plans to create a brand new walkable neighborhood between the mall and transit station. On Tukwila International Boulevard, revitalization efforts continue with Tukwila Village as a catalyst development. And in 2009, the City approved development agreements for Tukwila South, a 500 acre office, high-tech, retail and residential development.

More information is available on our website at www.tukwilawa.gov

WHAT THE CITY IS LOOKING FOR

The City of Tukwila is seeking proposals from qualified persons or firms to contract for consulting services to guide a strategic planning process for the City. Consultants are invited to submit a proposal which includes an outline of their experience and qualifications in performing work directly related to the services required.

Strategic planning determines where an organization is going over 5-10 years or more and how it's going to get there. A Strategic Plan is intended to help the City direct its efforts and resources toward a clearly defined vision for its future. The Plan should include benchmarks or milestones that measure the City's progress along the way.

Tukwila is interested in having this Plan completed proactively and transparently with community acceptance. The process should allow for both active and passive involvement ensuring diverse and extensive community participation. The details of the strategic planning process are to be determined and negotiated with the selected consultant.

The strategic planning process should do the following:

- Help the City of Tukwila decide what it wants to be in the future, including identification of what makes Tukwila unique and special, and how the City can position itself to be prepared for the future.
- Help the City assess/evaluate its current Mission Statement and other major elements (Comprehensive Plan, CIP) to determine validity, and if/how they complement each other.
- Transform the conceptual goals of the visioning process into realistic, achievable targets and produce a Strategic Plan.
- Encourage engagement and spark the interest and excitement of active/passive residents and property owners, businesses, City officials/administration and staff, and others in the future potential of the City.

- Provide a process that allows general alignment and focus of the City Council, City administration and staff in addition to citizens, business interests, community groups, etc. to foster a sense of cohesion as to the City's strategic direction.
- Generate new ideas and discussion about the built environment, sustainability, and the City's overall identity.
- Chart an effective and innovative course of action for the City's future, setting priorities and maximizing opportunities.
- Serve as a way to organize and prioritize City initiatives and resources to achieve specific goals within a specific period of time, e.g. 1-5 year timeframe in the short term, and 5-10 year timeframe in the long term, with specific performance measures.
- Identify and analyze potential partnerships with other entities (such as public/private) and encourage significant private investment in the limited redevelopment opportunities in the City.
- Plan for fiscal sustainability.
- Produce a written Strategic Plan.

Through this planning process, the City is also interested in the successful prioritization of services and the following objectives:

- The ability to evaluate and prioritize the services we provide.
- To provide a higher degree of understanding among decision makers as they rank services based on priorities.
- To be able to articulate to people within the City and to the public how we value our services, how we invest in our priorities and how we divest ourselves of lower-priority services (if necessary).

SCOPE OF SERVICES

Please see Attachment A.

QUALIFICATIONS

Any combination of skills and experience that can successfully and effectively address the scope of services.

PROCESS FOR QUESTIONS

For questions regarding the City's RFP process or the services being sought, please contact Joyce Trantina, via email at Joyce.Trantina@tukwilawa.gov up to 5:00 p.m. on February 17, 2012. (see also submittal requirements).

PROCESS AND TIMELINE FOR SELECTION

The City's process and timeline for selection of a consultant are as follows:

February 17, 2012 Deadline for RFP submittals

Submittals must be received at City Hall, located at 6200 Southcenter Blvd., Tukwila, WA 98188 by the above deadline. Submittals should be marked to the attention of Joyce Trantina. Digital proposals may be submitted via email to Joyce.Trantina@tukwilawa.gov but the City assumes no responsibility for formatting or transmission errors.

Submittals received after the deadline will not be considered.

February 21-24 – Consideration of submittals and selection of interview candidates

An evaluation team will select candidate(s) from submittals received for interview(s). This process will include review of submittals, references, and other information as necessary, as well as rating of submittals.

February 27-29 Interviews with selected candidates

Interviews will provide an opportunity for the City and selected candidates to further gauge their fit and ability to work with each other.

Please ensure that the appropriate representative, including the designated Project Manager, will be available to attend an interview if selected as a finalist.

March 1-2 Selection of preferred candidate

The City will select a preferred candidate, based on the interviews, written proposal and other information, as well as the results of the reference checks and will contact all candidates about the results.

March 4-6 - Negotiation of Contract

The City will attempt to negotiate a satisfactory contract with a preferred candidate. If the City determines, at its sole discretion, that the negotiation is not proceeding satisfactorily, the City may terminate negotiations with the preferred candidate and may begin negotiations with another candidate.

March 12 – Review of Contract by Council Committee (CAP)

March 26, 2012 Review of Contract by Council of the Whole (COW)

April 2, 2012 – Review/Approval of Contract by City Council

SUBMITTAL REQUIREMENTS

To be considered, interested parties must submit by the deadline, five copies (at least one that is unbound and photo copy ready) of a proposed package that includes the following:

- Letter of interest – must be no more than two pages (note: one page is one side of an 8 ½" X 11" paper) in length and include contact information and signature.
- Summary of qualifications, experience and availability – must be no more than eight pages in length. It should summarize qualifications, relevant experience, and availability to participate in the RFP process (including interviews) and provide services to the City. It should also identify key staff members who will be participating.

- Proposed approach to the process, including a proposed schedule and description of proposed public involvement methods – must be no more than five pages summarizing method and approach to providing consulting services to the City.
- Proposed budget – must be no more than two pages and include detailed project costs, **by task and estimated hours**. Actual compensation is subject to contract negotiation. A third page may be added, if additional tasks (and associated costs) that could be performed by the consultant team, in the event that the project budget and scope was to be increased, are proposed and described.
- List of professional references – must be no more than one page listing most recent professional references and their contact information.
- A minimum of three examples of relevant written work related to visioning and strategic planning, at least one of which will represent a strategic plan prepared on behalf of a city or comparable entity.

EVALUATION CRITERIA

The following will be considered in evaluating each proposal:

- Completeness of response to the RFP requirements
- Experience with similar projects
- Creativity of approach
- Experience in effective public involvement and incorporating citizen input
- Demonstrated facilitation skills in successfully working with City Councils/staff, boards and commissions, community organizations, businesses and citizens
- Demonstrated knowledge/experience with actual development of strategic plans and successful implementation of possible strategies
- Demonstrated understanding of municipal operations/finance
- Cost
- References

GENERAL INFORMATION

1. The City of Tukwila, as an Equal Opportunity Employer, requires all consultants to affirm that they do not discriminate against individuals or firms because of their race, color, marital status, age, sex, national origin, handicap, creed or sexual orientation.
2. All proposals submitted become public information and may be reviewed by anyone requesting to do so at the conclusion of the evaluation process.
3. All proposals received by the City of Tukwila in response to this RFP shall remain valid for ninety (90) days from the date of submittal.
4. The City reserves the right to reject any and all proposals and to waive minor irregularities in the proposal process. The City may accept any proposal if such action is believed to be in the best interest of the City.
5. The City is not liable for any cost incurred by the proposer prior to execution of a contract.
6. The contract, between the successful proposer and Tukwila shall include all documents mutually entered into, including the contract instrument, the RFP, and the response to the RFP. The contract must include and be consistent with the provisions stated in the RFP.

7. The prime consultant will be required to assume the responsibility for all services offered in the proposal whether or not directly performed by the prime consultant. Further, the prime consultant will be the sole point of contact for the City of Tukwila with regard to contractual matters.
8. The project team shall be approved by the City of Tukwila. The City must approve any changes in the project team.
9. The City of Tukwila will provide resources (Mayor's Office) and support to the consultant and project team. Additionally, City departments will provide background information and assist in data collection as needed.
10. Comprehensive Plan: The last major update was completed in 1995 – the next update is due in June 2015. The Plan provides community objectives and a vision.

ATTACHMENT A SCOPE OF SERVICES

The proposed scope of services must include at a minimum, the following items.

PHASE 1

A. Visioning

- Facilitate a community, elected officials (Mayor and City Council), and employee visioning process. One component of the strategic planning process includes a community visioning process consisting of public meetings, focus-group sessions, open houses, and other outreach forums. These gatherings would result in the submission of a multitude of suggestions from members of the Tukwila community. The desired outcome is a community visioning entailing guiding goals, each with specific visioning targets that could serve as a framework for the strategic planning process. For City employees, a similar process of gathering information on the City and organization will be conducted.

B. Data Collection and Analysis

- Gather and analyze information to become familiar with the City of Tukwila. This includes conducting an internal and external scan, i.e. looking at or reviewing, the community's resources, strengths and assets in light of trends and influences affecting the community.
 - Internal scan would include an inventory of community resources, e.g. city resources and finances, people, health, education, business and job opportunities, housing, art and culture, leisure, recreation and entertainment, and geography.
 - External scan would look at what is happening outside of the community on a local, regional and national level that may affect the community, e.g. demographics, economy and lifestyle trends.

PHASE 2 – Strategic Planning

- Describe the overall strategy and identify key challenges and opportunities.
- Develop an implementation plan/steps and schedule.
- Establish benchmarks or milestones that measure the City's progress throughout the strategic planning process.
- Develop and initiate a public involvement program that engages the community in the strategic planning process. Community and organization surveys, community open houses, and other forms of community outreach could be used to achieve this objective. In addition, a statistically valid telephone survey might be used to solicit feedback from the community. Provide summaries and analyses of all public input.

- Coordinate the process with City staff
- Participate in City Council/staff briefings and presentations.
- Facilitate Council discussion and decision-making at regular or special City Council meetings.
- At a minimum, provide the following deliverables:
 - ✓ A brochure detailing the strategic planning process for distribution to the public
 - ✓ A recommended final Strategic Plan document with benchmarks or milestones that measure the City's progress over the next 5 and 10 years
 - ✓ A recommended Strategic Plan Executive Summary
 - ✓ Development of information (subset) for City's website for communication and updates to/from stakeholders.
 - ✓ Performance metrics for executing the Strategic Plan

Timeframe: Anticipated completion of 1st Draft – July 31, 2012
Anticipated completion of Final Strategic Plan – October 31, 2012