

REQUEST FOR PROPOSALS

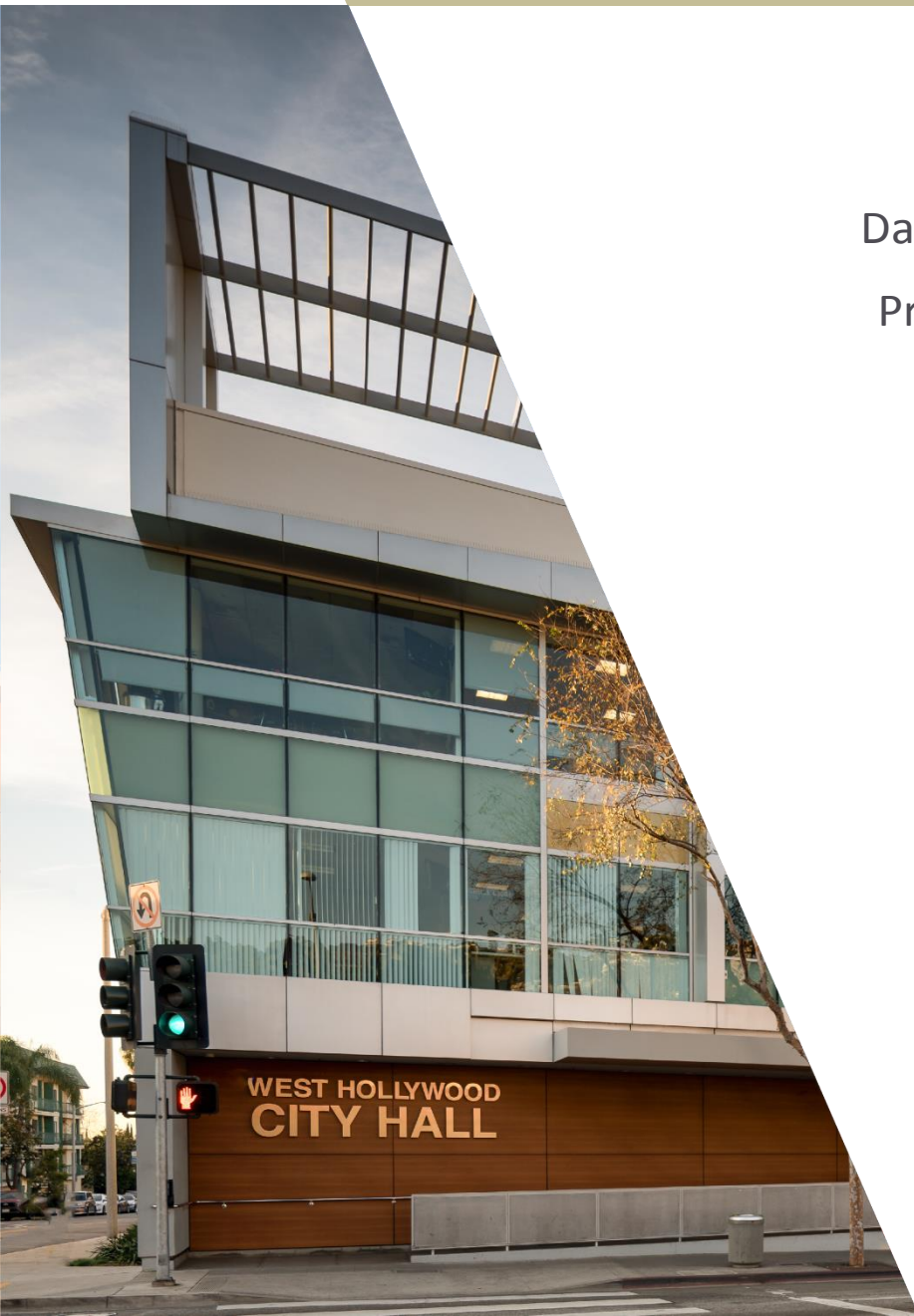
# VISION 2050

# STRATEGIC PLAN

CITY OF WEST HOLLYWOOD

Date Issued: February 23, 2018

Proposal Due: March 29, 2018



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# EXECUTIVE SUMMARY

The City of West Hollywood is searching for a consultant team to guide the development of the City's Vision 2050 Strategic Plan.

This Strategic Plan is intended to help the City direct its efforts and resources towards a clearly defined vision for its future. The plan should include measureable benchmarks or milestones that gauge the City's progress along the way. Cities often are looking to outline a direction for a short span of time, however the City of West Hollywood aspires to something extraordinary: a strategic plan that covers not just a few years, but instead a few decades.

The Vision 2050 Strategic Plan will give the City of West Hollywood a multi-phased roadmap addressing both present and future issues of concern to the community. Although the Strategic Plan has not been updated since 2003, many of the goals and values outlined in that document were carried forward and incorporated in the West Hollywood General Plan 2035 (2011), including the following key areas:

**RESPECT AND SUPPORT FOR PEOPLE.** West Hollywood recognizes and celebrates the diversity of its community by treating all individuals with respect for their personal dignity. The City provides an array of specialized services and promotes mutual respect, courtesy, and thoughtfulness in all interactions with citizens and between employees.

**RESPONSIVENESS TO THE PUBLIC.** The City holds itself accountable to community members and is committed to actively seeking public participation for a variety of issues. In 2013, the City conducted a Community Study to best identify and address issues that are most important to the community.

**IDEALISM, CREATIVITY AND INNOVATION.** In 2017, West Hollywood adopted a Smart City Strategic Plan. It outlines an implementation strategy for smart technologies that will create more efficient systems and better informed citizens, moving from departmental solutions to a citywide approach to solving problems, creating economies of scale and improved community benefits. These will, in turn, create a more vibrant place to live, work, and play with enhanced opportunities for economic development, resource efficiency, sustainability improvements, and community engagement. Additionally, the City values artistic richness, supports idealism and creativity, and continually seeks to enhance cultural and arts programming in the community.

**QUALITY OF RESIDENTIAL LIFE.** West Hollywood has made the protection and enhancement of affordable housing one of its central missions. The City recognizes the need to preserve housing stock and also tries to positively shape new construction to meet future housing needs. Additionally, the City carefully implements standards to ensure new buildings enhance the city's eclectic neighborhoods.

**PUBLIC SAFETY.** West Hollywood strives to protect the personal safety of people who live, work, and play in West Hollywood and recognizes the challenges of public safety within a vibrant and inclusive environment. The City also safeguards the community against natural, technological, and other hazards. Through preparation and planning, the City strives to minimize the impacts of these disasters.

**RESPONSIBILITY FOR THE ENVIRONMENT.** West Hollywood has always prioritized sustainability as a core citywide principle. For example, the City's new Automated Parking Garage operates on a net-zero energy grid and its solar dashboard gives us a real-time picture of its solar energy generation. The City protects and improves its natural and developed environments, pursuing opportunities to preserve and create open and green spaces in a unique urban setting. Additionally, the City seeks to provide leadership and inspiration beyond our city limits.

The City is a vibrant urban community with a flourishing economy. The West Hollywood Vision 2050 Strategic Plan will be a key driver for the City's further development, and will draw upon the City's history, contemporary context, community values, and guiding principles. The Strategic Plan should be informed by an extensive community planning process that engages a cross-section of the City's various communities and stakeholder groups.

We are seeking qualified consultants who share our vision, and will develop one of the most innovative strategic plans in the Southern California region. We welcome your submissions.

Janet Jimenez  
Assistant to the City Manager  
City of West Hollywood

# INTRODUCTION AND SCHEDULE

## PURPOSE OF THE REQUEST FOR PROPOSALS (RFP)

The City of West Hollywood (“City”) seeks to retain the services of a highly qualified consulting firm (“Consultant”) experienced in successfully managing and completing strategic planning projects, to create a long-range plan that engages our community, elected officials, stakeholders and staff to develop a decision-making framework to assist with policy decisions regarding core services, facilities, and infrastructure. The Strategic Plan will help guide the City in setting priorities, focusing energy and resources, strengthening operations, establishing agreement around intended outcomes, measuring results, and assessing and adjusting the City’s direction in response to a changing environment.

## RFP SCHEDULE

The following dates represent the City’s best estimate of the RFP schedule that will be followed. The City reserves the right, at its sole discretion, to adjust this schedule as it deems necessary.

<b>RFP Schedule and Deadlines</b>	<b>Date</b>
RFP issued by the City	February 23, 2018
Deadline for Questions (5:00 PM PST)	March 9, 2018
Answers posted	March 15, 2018
Proposal due date (5:00 PM PST)	March 29, 2018
City completes screening process, proposal, pricing evaluations & selects consultant	April 20, 2018
Awarding of contract and contract signing	May 2018
Contract start date	May 2018



## IMPLEMENTATION TIMELINE

The City anticipates having the Consultant begin work in May 2018, with submittal of final deliverables from the scope of work to the City occurring by July 2018. Proposals containing earlier completion of the Consultant's work are acceptable and encouraged. The City reserves the right to accept proposals that fall outside of this estimated length of implementation.

## CITY'S REPRESENTATIVE

The City will assign a representative who will oversee the work and provide support as needed; this representative shall be the primary and first point of contact for the Consultant, from initial conversations through all phases of the Project. The Representative will provide project support including, but not limited to, organization of meetings with departmental and technical staff, performing requirements gathering, and development of specifications and documentation.

## QUESTIONS OR CLARIFICATIONS

It shall be the Consultant's responsibility to ask questions, request changes or clarifications, or otherwise advise the City if any language, specifications or requirements of the RFP appear to be ambiguous or contradictory.

Every attempt shall be made to ensure that the Consultant receives an adequate and prompt response. Questions and requests for clarification regarding this RFP must be submitted via the PlanetBids System by 5:00 p.m. (PST) on March 9, 2018. (<https://www.planetbids.com/portal/portal.cfm?companyid=22761>) Therefore, Consultants are advised that any questions received after that date shall not be answered.



# WEST HOLLYWOOD OVERVIEW AND CURRENT ENVIRONMENT

## CITY OVERVIEW

The City of West Hollywood, known as the “Creative City,” was incorporated in 1984. It is 1.9 square miles in area and bounded by Beverly Hills to the west, Hollywood to the east and Los Angeles to the north and south. The City is home to a diverse and vibrant community. Its progressive spirit and creativity have put it at the forefront of culture, fashion, hospitality, entertainment, and design. Its variety of residential neighborhoods, commercial districts and public amenities have made it one of the most desirable places to live, work, and visit in Southern California. The City’s main industries are hospitality (hotels, restaurants, nightclubs), entertainment (production, post production, and related uses), and arts and design (fashion, furniture, and art galleries). Its business community is a reflection of the City’s artistic richness and support of individuality, diversity, and creativity. It is home to the Sunset Strip, Pacific Design Center and West Hollywood Design District.

West Hollywood is known for its progressive public policies and sensitivity to LGBT, civil, and human rights issues. The City administers extensive support for its seniors, youth, and residents living with HIV and/or AIDS through its robust social services programs.

## EXISTING VISION 2020 STRATEGIC PLAN

In 2002, the City Council approved the landmark Vision 2020 strategic plan, updating its mission statement and core values, and establishing visionary primary strategic initiatives. The primary strategic initiatives of this plan included: maintaining the City’s unique urban balance; creating commercial parking opportunities; developing and protecting affordable housing; maintaining fiscal sustainability; and expanding City parks by enhancing the City’s green and public spaces and expanding library services.





# SCOPE OF WORK

The Vision 2050 Strategic Plan will be a “living document” and should undergo periodic review and adjustment to reflect progress towards achievement of goals and/or modifications of goals. As a process and eventual working document, the City of West Hollywood Strategic Planning process and final document should provide short- and long-term horizons to address the following issues:

- Help the City of West Hollywood decide what it wants to be in the future, and how the City can position itself to be prepared for the future while still retaining its unique qualities.
- Transform the conceptual goals of the visioning process into realistic, achievable targets.
- Encourage engagement and spark the interest and excitement of active/passive residents, business & property owners, 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.
- Evaluate existing and future public facilities and services, priorities, and phasing; help identify how City resources should be allocated and how to maintain or enhance customer service levels.
- Generate new ideas and discussion about the built environment, sustainability, sense of place, and the City’s overall identity.
- Recognize economic development potential and ways to diversify the local economy.
- Identify and analyze potential partnerships with other entities.
- Plan for fiscal sustainability.



At a minimum the deliverables for this Project shall include:

#### 1. FACILITATION OF STRATEGIC PLANNING/GOAL SETTING WORKSHOPS

A series of outreach meetings and workshops with the City Council, City Staff, key stakeholders, and the community will take place. At a minimum they include:

- Onsite kick-off planning meeting with project team
- Visioning interviews with City Council and City staff
- Half day workshop with City's Executive Team
- Minimum of eight (8) visioning workshops with the community and key stakeholders

#### 2. REGULAR STATUS UPDATES AND REPORTS

Bi-weekly phone calls and written status reports to City's Representative. Monthly update meetings and/or written status reports to the project team with review and distribution by the City's Representative.

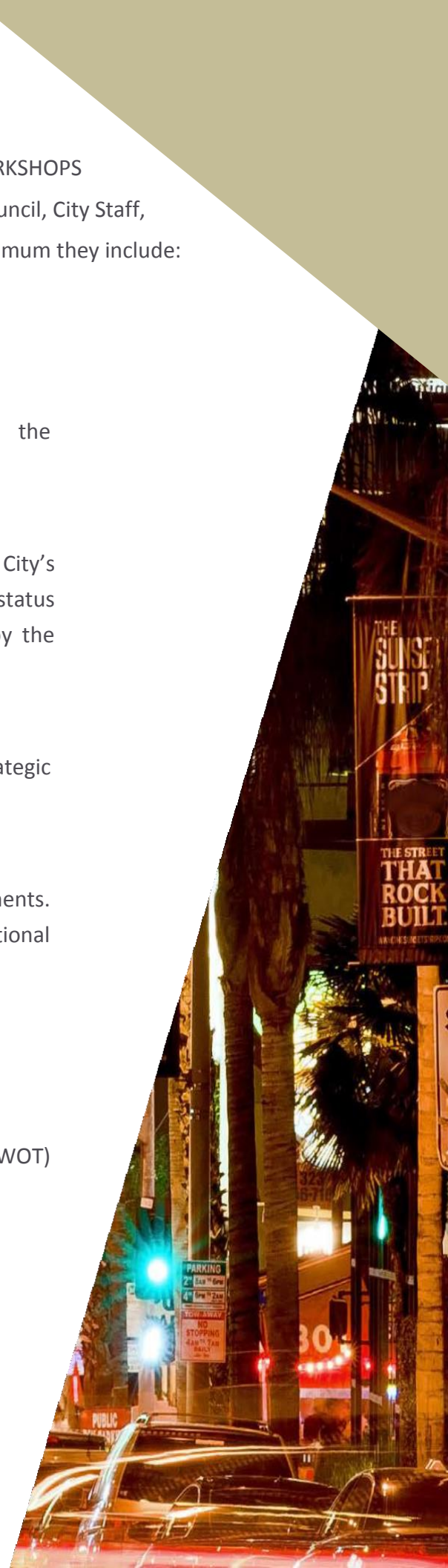
#### 3. PROJECT IMPLEMENTATION SCHEDULE

A specific schedule for development of the Vision 2050 Strategic Plan with measurable outcomes and critical paths defined.

#### 4. VISION 2050 STRATEGIC PLAN

The Vision 2050 Strategic Plan shall include the following elements. Consultants are encouraged to recommend revised or additional content.

- Strategic Plan Executive Summary
- Vision and Mission Statements
- State of the City Report
- Strengths, Weakness, Opportunities, and Threats (SWOT) Analysis
- Overall Strategy
- Timeline
- Benchmarks to Measure Success
- Budget Analysis and Projection
- Strategic Planning Cycle
- Annual Report Template



# PROPOSAL SUBMISSION

PROPOSAL DUE BY MARCH 29, 2018 AT 5:00 P.M. (PST)

## PlanetBids SUBMISSION

The Consultant shall submit one (1) digital copy of the submission on PlanetBids. Proposals received after this time and date shall be disqualified and unopened. No oral, telephonic, faxed, emailed, or telegraphic proposals or modifications of proposals will be considered.

The Consultant is solely responsible for “on time” submission of their electronic proposal Response File via PlanetBids through the following link:

<https://www.planetbids.com/portal/portal.cfm?companyid=22761>

The City will only consider proposals that have been transmitted successfully and have been issued an e-bid confirmation number with a time stamp from the PlanetBids Bid Management System indicating that proposal was submitted successfully. The Consultant shall be solely responsible for informing itself with respect to the proper utilization of the bid management system, for ensuring the capability of their computer system to upload the required documents, and for the stability of their internet service. Failure of the consultant to successfully submit an electronic proposal shall be at the Consultant’s sole risk and no relief will be given for late and/or improperly submitted proposals. Consultants experiencing any technical difficulties with the proposal submission process may contact PlanetBids at (818) 992-1771. Neither the City, nor PlanetBids, makes any guarantee as to the timely availability of assistance, or assurance that any given problem will be resolved by the submission deadline.

## PROPOSAL PAGE LIMIT

Proposals must be clear, succinct and not exceed forty (40) pages, excluding optional communications material.



All submittals will be evaluated on the completeness and quality of the content. Only those firms providing complete information as required will be considered for evaluation.

## PROPOSAL ORGANIZATION

The Consultant must provide all information as requested in this RFP. Responses must follow the format outlined below. Additional materials beyond the stated page limit may not be considered. The City may reject as non-responsive at its sole discretion any proposal or any part thereof, which is incomplete, inadequate in its response, or departs in any substantive way from the required format. Proposal responses shall be organized in the following manner:

### 1. COVER LETTER

An overall introduction to the proposal is required, including a statement of the Consultant's understanding of the needs of the City in an executive summary format. The cover letter must state the name of the person(s) authorized to represent the Consultant in any negotiations, the name(s) of the person(s) authorized to sign any contract that may result, the contact person's name, mailing or street addresses, phone and fax numbers, and email addresses. A legal representative of the successful firm, authorized to bind the firm in contractual matters must sign the cover letter and the proposal response. The letter may also briefly set forth any particular information the Consultant wishes to bring to the City's attention and if any information contained in the response should be considered proprietary.



## 2. EXECUTIVE SUMMARY

Consultants must include an executive summary. This part of the response to the RFP should be limited to a brief narrative highlighting the Consultant's proposal. The summary should contain as little technical jargon as possible and should be oriented toward non-technical personnel. Please include any benefits your firm has over your competitors.

## 3. COMPANY BACKGROUND

Consultants must provide their response to the following statements and questions in this section of their proposal.

1. Name of company
2. Name of parent company, if applicable
3. Company website address
4. Number of years company has been in business
5. Number of employees in your company
6. Number of employees available to work on this project
7. Consultant's experience in providing comparable services to other organizations.

## 4. UNDERSTANDING OF SCOPE OF PROJECT

Consultants must include a statement of their understanding of the requested project scope. Such understanding shall represent the Consultant's expert knowledge of the functions, methods, and problems related to providing effective products and/or services as described in this RFP.



## 5. PROPOSED PROFESSIONAL SERVICES

Propose and describe in detail the professional services that will be provided as requested in the Scope of Work of this RFP.

## 6. PROPOSED FEE

Propose and describe in detail the fee structure corresponding to the related professional services.

## 7. REFERENCES

Consultant shall include up to three references of the most relevant projects completed by the Consultant, of equivalent size (or larger) and similar complexity to this project. Please include the following information for each reference:

1. Contact Name
2. Contact Title
3. Address
4. Phone Number
5. Email address
6. Location/Jurisdiction
7. Project Name
8. Project Description
9. Project Dates
10. Client's Project Contract Number (if applicable)
11. Project Contract Value (initial and current or ending value)



## 8. OPTIONAL COMMUNICATION MATERIAL

Consultant may include, if desired, communications materials, including newsletters, brochures, posters, and websites for review of products, tools, and services available. Supporting material may include references and case studies, and may include other information pertinent to the proposal, such as reports and analysis of an implementation of their proposed solution. This material will not count towards the proposal page limit.

# PROPOSAL DETAILS

## CANCELLATION

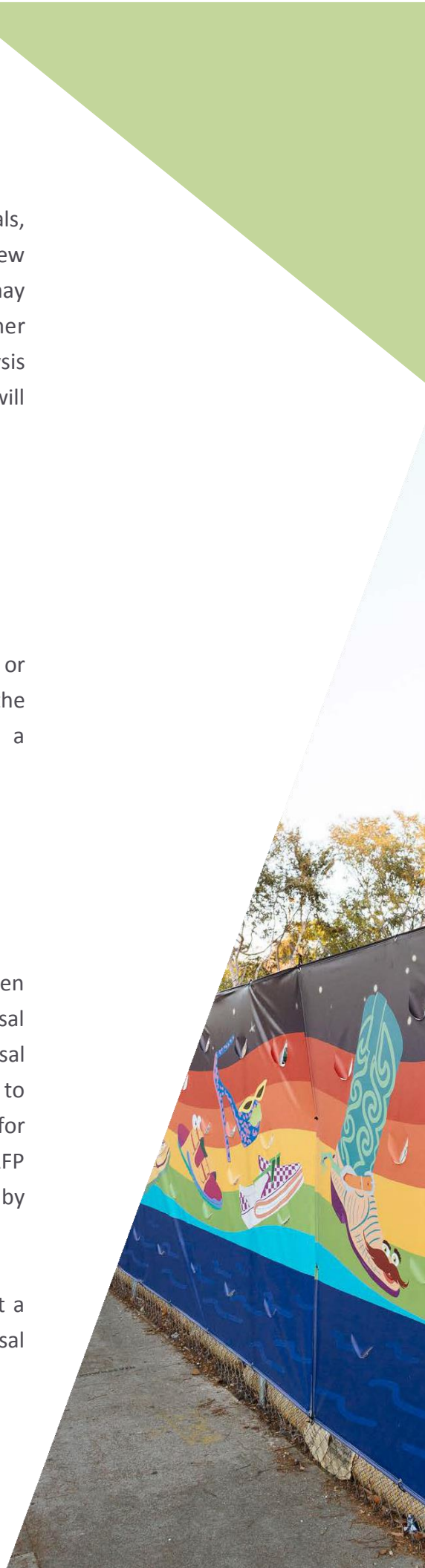
The City of West Hollywood reserves the right to modify, revise or cancel this RFP. Receipt and evaluation of proposals or the completion of interviews do not obligate the City to award a contract.

## ACCEPTANCE OR REJECTION OF PROPOSAL

The City may reject any or all responses.

The City reserves the right to reject any and all proposals when such rejection is in the best interest of the City or the proposal contains major irregularities. Minor irregularities of the proposal may be waived by the City. The City also reserves the right to cancel this RFP at any time and/or to solicit and re-advertise for other proposals. The cost of preparing any responses to the RFP shall be borne by the respondents and shall not be reimbursed by the City.

After review of the responses, a firm will be selected to submit a final proposal and enter negotiations. The qualifications, proposal and negotiations will be conducted by the project team.



## UNIVERSAL ACCESS AND NON-DISCRIMINATION

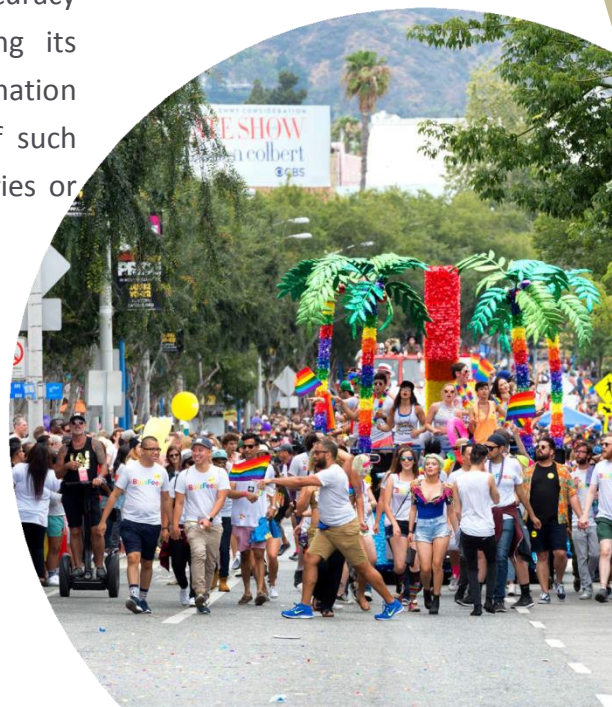
The City of West Hollywood has a long history of commitment to providing accessible programs and services to all citizens. In connection with the performance of this project, the selected Consultant, firm or team agrees not to refuse to hire, discharge, promote or demote, or to discriminate in matters of compensation against any person otherwise qualified solely because of race, color, religion, national origin, gender, gender variance, age, military status, sexual orientation, marital status, or physical or mental disability; and the Consultant, firm or team further agrees to insert the foregoing provision in all subcontracts for the project.

## SAMPLE BASIC CONTRACT

It is important for Consultants to review Attachments 1 and 2 (Sample Draft Agreement for Services & Request for Evidence of Insurance) in this RFP. The contract is the City's standard contract for these services and will be used as a result of this selection process. Any requests for deviation or modification of the contract language should be clearly identified in the proposal. Requests that are not submitted as part of the RFP response will not be considered at a later date. Please note the City's mandatory Living Wage and Equal Benefits clauses.

## VERIFICATION OF INFORMATION

Consultants are hereby notified that the City will rely on accuracy and completeness of all information provided in making its selection. Consultants are urged to carefully review all information provided to ensure, clarity, accuracy, and completeness of such information. The City reserves the right to make any inquiries or other follow-up required to verify the information provided.



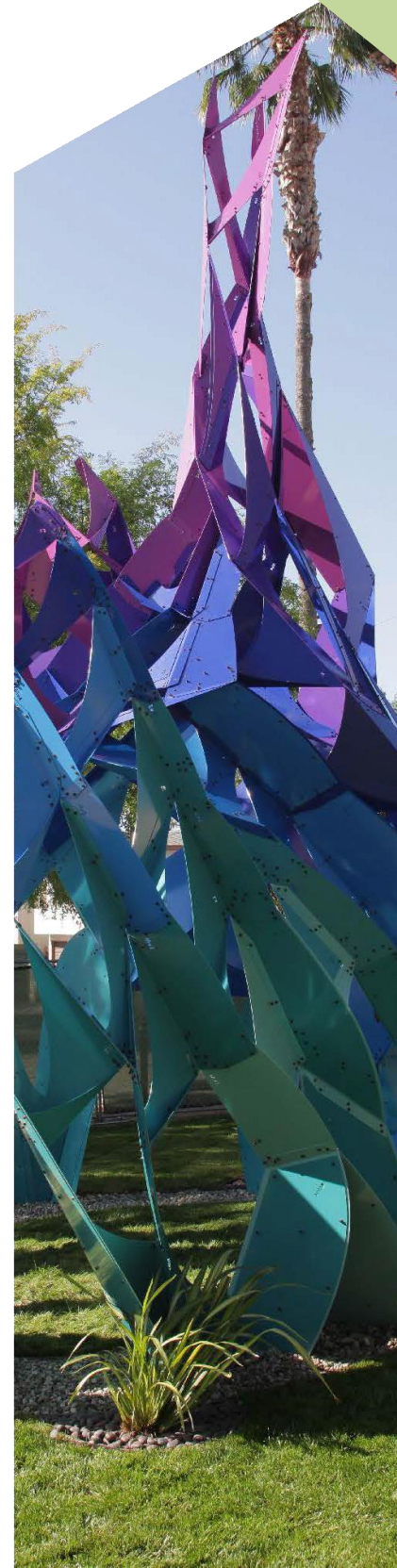


## CONFIDENTIALITY

Prior to award of the Contract, all proposals will be designated confidential to the extent permitted by the California Public Records Act. After award of the Contract, or if not awarded, after rejection of all proposals, all responses will be regarded as public records and will be subject to review by the public. Any language purported to render confidential all or portions of the proposals will be regarded as non-effective and will be disregarded.

## OWNERSHIP OF REPORTS AND DATA

The originals of all studies, reports, exhibits, documents data and/or other work material(s) prepared and/or used to comply with any section/condition of this RFP, plus any copies of same required by the Contract to be furnished to the City, shall be deemed to be public records which shall be open to inspection by the public and, as such, shall become and remain the property of the City.



# PROPOSAL EVALUATION AND SELECTION

## EVALUATION CRITERIA

Each proposal shall be evaluated on the following evaluation criteria, weighting, and maximum points, as follows:

<b>Criteria</b>	<b>Maximum Score</b>
Project approach and understanding	25
Consultant's capabilities	30
Experience with similar types of projects	30
Project cost	15
Total	100

## PROPOSAL REVIEW

The City's Vision 2050 project team will evaluate the proposals received. For the purpose of scoring proposals, each of the Vision 2050 project team members will evaluate each proposal based upon the criteria listed above. The Vision 2050 project team may seek outside expertise, including, but not limited to, technical advisors.





City of West Hollywood  
California 1984

