



Economic Development Retail Sales Tax Board

6801 Delmar Boulevard •University City, Missouri 63130 •314-505-8500 •Fax: 314-862-3168

AGENDA

ECONOMIC DEVELOPMENT RETAIL SALES TAX BOARD

Heman Park Community Center

975 Pennsylvania Ave, University City, MO 63130

6:00 P.M.; Tuesday, March 19, 2019

1. Roll Call
2. Election of Chair, Vice Chair & Secretary
3. Approval of March 29, 2018 Minutes
4. New Business
 - a. Discuss Projects in the City's Economic Development Work Plan and Determine Scope of Those Projects.
 - i. Economic Development Strategic Plan
 - ii. Economic Development Marketing Plan
 - iii. Hotel Feasibility Study
 - b. Discuss Existing Matrix & Refine Criteria for use of Funds
 - c. Discuss Potential Uses of Funds
 - d. Draft Budget Recommendation for FY20
5. Next Meeting Date
6. Adjournment

Economic Development Retail Sales Tax Board

Meeting Minutes

March 29, 2018

4:00PM

The Economic Development Retail Sales Tax Board (EDRSTB) held a meeting at the Heman Park Community Center located at 975 Pennsylvania Ave, University City, Missouri. The meeting commenced at 4:18pm.

Voting Members Present

Brendan O'Brien (Chair for Meeting)

Kristine Hendrix

Robert Kuhlman

Robyn Williams

Raheem Adegboye

Non-Voting Ex-Officio Members Present

Sheely Welsch, Mayor

Joe Edwards, Loop Special Business District

Staff Present

Rosalind Williams, Director of Community Development

Adam Brown, Community Development Specialist

New Business

Mr. Kuhlman moved for public comment period to be added to the agenda. Motion was seconded and approved.

Public Comments Section:

Joe Edwards, 6504 Delmar spoke on behalf of the Loop Special Business District. He asked that the board consider approving the "Welcome to the Loop sign". He noted that the Loop brings in approximately \$190,000 per year of EDRST funds, and that the LSBD was awarded \$101,000 last year. Given that, the one-time request of the sign and total request by LSBD of

\$228,000 this year was a reasonable amount. He also noted that the message boards on the sign were a desirable aspect of the sign.

Kathy O'Neil, 959 Bernard College Lane spoke on behalf of the Chamber of Commerce. Ms. O'Neil is a realtor in U City and an ambassador for the chamber. She noted that the goal of the Chamber is to be self-sufficient, and that many new members had been added to the board recently. She noted the success of Taste

Ken Rice, 8505 Delmar spoke on behalf of the Chamber of Commerce. Mr. Rice is an insurance agent in U City, he has been operating for 13 years with American Family Insurance in University City. He expressed support of all the Chamber's requests.

Dorothy Davis, 904 Moorehouse Lane, said she is a 36 year resident of University City. She and her daughter implemented the Mannequins on the Loop project ten years ago. She asked for support to expand the marketing for the project, which she said supports Loop businesses and the whole of University City. She pointed out the value in employing students as adding health and long-term value for the city. She also stressed the importance of the youth scholarships and recycling aspects of the program.

Deb Henderson, Midtown Farmers Market, spoke about the fact that the Farmer's Market had renovated the existing space from being a vacant property. She also pointed out the market is the only place in University City bringing in Missouri Agriculture, which is part of the state's EDRST guidelines.

William Tucker, volunteer at the Midtown Farmers Markets spoke of the value of the weekend community event with live music that happens every weekend which brings a diverse crowd to the Loop and increases safety.

Norm Frey, 7501 Balson Ave, spoke on behalf of the Chamber of Commerce. He is a board member of the Chamber of Commerce, and he said it is a "vibrant, up-and-coming Chamber", and that the Chamber helps businesses thrive and survive, and said that the Chamber helps attract businesses which makes U City a better community.

New Business

Draft Budget Discussion: The Board reviewed and voted on each item line by line.

There was discussion of the City Manager's three requests (Olive Boulevard Master Plan, Market Study, and Hotel Feasibility Study), and that the board would like to learn more of the specifics of the plans, and how the amount of the requests were reached. Staff said that consultants would be sought to complete the plans. There was discussion about the role of the City in distributing the funds, and whether the City should be required to submit a full application for EDRST funds. The funds from last year which were put on hold by the current City Manager were put back in the reserve of EDRST funds.

The board voted unanimously to table the Department of Community Development's requests until they had more information.

Ms. Williams motioned to begin voting on the remaining items. Motion was seconded.

The Board voted on the “Welcome to the Loop” sign requested by the Loop Special Business District (\$120,000). Vote was 4 to 1 opposed to recommending funding for the “Welcome to the Loop” sign.

The Board voted on Loop Special Events for LSBD (\$80,000). Vote was 4 in favor of recommending funding at \$80,000. Mr. Kuhlman abstained from the vote.

Ms. Hendrix moved to approve the Loop Brochure for LSBD funding request. Motion was seconded. Board voted to approve the staff recommendation of \$14,000. Vote was 4 to 1 in favor of recommending funding at \$14,000.

Mr. Kuhlman moved to approve the St. Louis Visitor’s Guide funding to LSBD at staff recommendation (\$13,000). Motion was seconded. Board voted 4 to 1 in favor to recommend funding for \$13,000.

Ms. Williams moved to vote to recommend funding to paint utility boxes in the Loop for LSBD (\$1,000). Motion was seconded. Board voted unanimously in favor of funding.

Mr. Kuhlman moved to vote on all 4 U City In Bloom requests at the staff recommended level at once. Motion was seconded. Board voted unanimously in favor to recommend funding at staff recommended levels.

Mr. Kuhlman moved to vote to recommend funding the Midtown Farmer’s Market at \$21,000. Motion was seconded. Board voted 4 to 1 in favor to recommend funding at \$21,000.

Ms. Williams moved to recommend funding Mannequins in the Loop at \$21,000. Motion was seconded. Board voted unanimously to recommend funding Mannequins in the Loop at \$21,000.

Ms. Williams moved to recommend funding the Taste of U City (requested by the Chamber of Commerce) at the staff recommended \$7,000. Motion was seconded. Board voted unanimously to recommend funding at \$7,000.

Ms. Hendrix moved to recommend funding the Summer Jobs Program for the Chamber of Commerce at \$5,000. Motion was seconded. Board voted 4 to 1 in favor of recommending funding at \$5,000.

Ms. Williams moved to recommend funding the North and South block party at \$8,000 for the Chamber of Commerce. Motion was seconded. Board voted unanimously to recommend funding at \$8,000.

Mr. Kuhlman moved to recommend funding for Regional Branding and Tourism for the Chamber of Commerce at staff recommended level of \$30,000. Motion was seconded. Board voted 4 to 1 in favor of recommending funding at \$30,000.

Mr. O’Brien moved to recommend funding for All-City Advertising for the Chamber of Commerce at \$20,000. Motion was seconded. Board voted 4 to 1 in favor of recommending funding at \$20,000.

There was further discussion about more transparency in expenditure reports on EDRST funds used by organizations. There was discussion about whether to table the Summer Jobs request until a later date, but the Board decided to leave the vote as it stood. The Board discussed whether they should vote the staff request for \$133,000 for administration, as this request had

normally been for \$100,000. The Board did not vote on this matter. Mr. Kuhlman moved to put excess funds in reserve. Board did not vote on this matter. There was a discussion as to whether applications can be made as needed beyond the normal deadline. The Board noted that this has occurred, but could make it unclear what the standard is. There was discussion about why the Board had not funded the "Welcome to the Loop" sign. Board members felt that the sign was an attractive nuisance and not demonstrably affecting economic development. The Mayor thanked the Board for their service, as this would be her last meeting.

Meeting was adjourned at 6pm.

NOTE: Attached is a copy of the Funding Requests and recommendations by staff and the board.

There being no further business, the meeting was adjourned at 5:38pm.

Respectfully,

Robert Kuhlman, Acting Secretary

Prepared by Adam Brown



Libbey Tucker

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8533, ltucker@ucitymo.org

Director of Economic Development

DATE: March 15, 2019

TO: EDRST Board Members

RE: Meeting Packet Information for 3-19-19-Work Plan Projects

In new business we will be discussing projects in the City's Work Plan that include, Economic Development Strategic Plan, Economic Development Marketing Plan, and a Hotel Feasibility Study. These have been included in the FY 2019 EDRST Budget for a total of \$200,000.

Items to consider for inclusion in the Strategic Plan would be stakeholder involvement, demographic analysis and current economic environment, our economic position within the St. Louis region, conducting a SWOT analysis, evaluation of incentive programs, industry and cluster analysis, workforce evaluation, infrastructure evaluation to include fiber connectivity, tourism efforts, business retention strategies, entrepreneurial and start up support, quality of life, internal processes for development, and an implementation plan.

We can also come up with more specific questions the plan may address that drills down to a very micro strategy, such as including ways we can better partner with Washington University in economic development efforts or allow for "what ifs" with the Better Together initiative. I have included two sample RFPs to give some context for this task. We will also work to establish a timeline for completion of the RFPs, collection of bids and start of work. I have a strong list of local, regional and national vendors to send this to.

The Marketing Plan RFP can then be developed following the completion of the Strategic Plan and allow us to develop a budget and better use our resources for these efforts. Relative to the Hotel Feasibility Study, we have gained interest from several vendors to complete this work and I will work to develop the RFP for this project.

Request for Proposals (RFP)

Economic Development Strategy



Responses due
5:00 p.m.
Thursday, September 27, 2018



About Fairview Heights

Founded in 1969, Fairview Heights is one of the youngest cities in Illinois. Located 12 miles east of St. Louis, Fairview Heights can boast 3.5 million square feet of commercial space including the super-regional St. Clair Square mall and seven other shopping centers, more than 75 restaurants and eight hotels and motels. I-64, the St. Louis region's fastest-growing transportation corridor, straddles Fairview Heights with traffic counts at Exit 12 exceeding 75,000 cars per day. Continued strong retail traffic for several decades has established Fairview Heights as “the retail hub of Southern Illinois” and the City works closely with store owners/managers and property owners alike to keep facilities and offerings fresh and attractive.

Open since 1974, the St. Clair Square Mall boasts over 1 million square feet of retail space with 140 specialty stores. St. Clair Square is anchored by four national retailers--Dillard's, JCPenney, Macy's, and Sears—with a new anchor, H&M, signed to open in 2019. Other major retail centers in Fairview Heights include the Crossroads Centre, Fairview City Centre, Fairview Heights Plaza, Lincoln Place Shopping Center, and the Marketplace Shopping Center.

The City of Fairview Heights is a sophisticated user of economic development tools and a willing partner with six Tax Increment Financing (TIF) districts, an Enterprise Zone, ongoing streetscape projects, and planned utility districts. In addition, the City is currently exploring Property Assessed Clean Energy (PACE) as a means for financing energy efficiency upgrades or renewable energy installations. The City's Business Assistance Program has been recognized as a “best practice” for such programs across the St. Louis region.

Long recognized as the retail hub for Southern Illinois, Fairview Heights is beginning to emerge as one of the great places to live in St. Louis' Metro East region. Construction of a new \$20 million recreation center, phased streetscape improvements and an expanded trail system will complement earlier projects such as the Miracle League baseball field at Moody Park to enhance quality of life.

A

Background & Purpose

The City of Fairview Heights seeks direction to better utilize its economic assets to advance the future of the City's businesses, non-profits and residents so as to grow our community's tax base and increase wealth. To that end, the City is soliciting proposals from Consultants to guide development of an Economic Development Strategy that can position the City on its path toward a resilient economy by creating a vision around which the City with its public, private and institutional partners can coalesce efforts to drive investment and growth for the community.

Accomplishing this goal will require two equally important components:

- First, an in-depth analysis of the City's economy focused on identifying opportunities and threats associated with our current economic advantages and prescribing long-term policies to assure our community's sustainability;
- Second, building upon this analysis, implementable strategies for growing the City's economic base.

It should be underscored that the primary objective of the Economic Development Strategy is action rather than analysis.

While the resulting Economic Development Strategy could entail many elements, equity is another principle objective. To create a resilient economy, Fairview Heights needs all its component elements--from agencies to chain stores to local small businesses to industries to neighborhoods to residents—to effectively work together.

The Economic Development Strategy should identify goals for building and strengthening the City's economy with strategies, tactics, guidelines and timelines for achieving such goals. The Economic Development Strategy should also be designed with metrics and a dashboard for monitoring implementation of each individual tactic and strategy identified.

More specifically, the Economic Development Strategy should answer these questions:

1. Identify 2-3 ways that the City of Fairview Heights can diversify its sources of revenue to offset the current dependence upon sales tax proceeds.
2. What are the three most important steps through which the City can best meet the challenges of shifting demographics to maintain and even improve attractiveness for investment?

3. How can the City most strategically enhance the built environment so as to expand economic development?
4. Identify five ways that Fairview Heights can maintain its economic growth against state and national trends to the contrary.
5. What are 2-3 ways that the City can provide access to major employment centers despite continuing growth in volumes of traffic?
6. Describe five ways that Fairview Heights can foster innovation as a key element of its economic development program.
7. What 2-3 steps should be implemented in order to diversify economic development while maintaining the City's economic base?
8. How can the City enhance—through economic development—quality of life across the whole community?

B

Scope of Work

The successful Consultant (a professional firm or a team of professional firms) will perform the following duties as part of the development of the Economic Development Strategy:

1. Assessment, Benchmarking & Evaluation

The Consultant will conduct an economic analysis of the City of Fairview Heights and its economic relationships to the surrounding Metropolitan Statistical Area (MSA). The purpose of this analysis will be to help the City of Fairview Heights to better understand its economy in the context of the larger metro area in order to identify unique opportunities, to recommend how to best position municipal resources for the future, and to suggest potential regional synergies for economic growth and diversification.

The Consultant will review relevant previous economic studies (e.g., the Comprehensive Economic Development Strategy developed by the Southwestern Illinois Metropolitan & Regional Planning Commission), reports and other related information provided by the City of Fairview Heights to ensure that the Economic Development Strategy builds upon and coordinates with other economic development research. To the degree possible, City staff will make available local data requested by the Consultant, understanding that the Consultant may have better and more convenient sources of data than the City. The City will also provide information regarding its current economic development programs, staffing and budget, as well as provide relevant information about its local economic development partners.

The assessment, benchmarking and evaluation portion should include:

a. Demographic Analysis – a detailed demographic profile of the City considering such factors as population, household income, wealth and credit levels, impacts of poverty, education levels, property values and trends in property ownership, skills gaps, joblessness, underemployment, and race for up to the past ten years.

b. Local (City) Economic Assessment – a detailed analysis of the City of Fairview Heights' economic base, including:

i. Large Tier: Overview of the City's economy and drivers responsible for the majority of the economic activity in the City including, at minimum: the private employers with the largest number of employees in the City; largest government employers in the City; industries that are employing the most people within the City; employers that employ the most City residents; businesses that produce the most sales tax revenue for the City; businesses that produce the most earnings tax revenue for the City; and identifying sectors of the economy that produce the most employment and generate the most tax revenues to the City.

- ii. Small Tier: Overview of the micro-enterprise, small business and gig economy components of economic activity within the City.
 - iii. Analysis of economic trends to determine their impact on Fairview Heights’ future economic advantages and challenges.
 - iv. Identification of Fairview Heights’ position within the greater state, MSA, and region, how the shared economies interact, and how each business sector contributes to the local economy.
 - v. Strength/Weakness/Opportunity/Threat (SWOT) analysis to identify major strengths, weaknesses, opportunities and threats in the market, particularly as they compare to similar, competitive (or emerging competitive) markets, and identification/evaluation of exposure to systemic risks, including those identified in the City’s resilience strategy.
- c. Economic Development Ecosystem – Evaluation of relevant existing reports, initiatives and resources to ensure that the Strategic Plan's recommendations are properly informed, including:
- i. Existing reports and relevant recommendations (e.g., Comprehensive Plan)
 - ii. Current Community Development initiatives (i.e., St. Clair County grants, etc.)
 - iii. Existing data and data infrastructure (i.e., universities, Regional Data Alliance)
 - iv. Existing resources to be leveraged (i.e., state, federal, philanthropic)
- d. Internal Assessment - Review of City internal operations, including:
- i. Programs
 - ii. Policies, practices, procedures
 - iii. Staffing

2. Market & Industry Cluster Analysis

The Industry Cluster Analysis portion of the Economic Development Strategy should identify economic sectors in which the City of Fairview Heights currently is or is capable of becoming competitive at the regional level, as follows:

- a. Identify industries by three-digit NAICS in the City that are:
 - i. Dominant and expected to grow
 - ii. Dominant but waning due to industry/economic/technological or other trends or lack of infrastructure
 - iii. Emerging and a good match; expected to grow

- iv. Currently non-existent but for which a good match exists
- b. Analyze global trends, drivers and risks affecting existing industry clusters
- c. Interview key industry corporate executives, entrepreneurs and others to gain insight into challenges and opportunities for the City
- d. Identify key occupations where Fairview Heights has a competitive advantage against other parts of the region and show how the City can leverage these strengths to grow current industry sub-clusters and/or create new ones.
- e. Identify risks to maintaining the occupational advantages of Fairview Heights vis a vis evolving technologies, employer requirements, and educational/certification standards.
- f. Benchmark the top industry sub-clusters with opportunity for growth
- g. Identify the Top 5 investment opportunities
- h. Design a 5-year industry sub-cluster growth strategy and implementation program including a plan for multiplying those industries with the greatest growth potential, as well as ideas for either sustaining (or making the city more resilient to) foundational industries that are threatened or at great risk of downsizing
- i. Identify marketing strategies – what messages and campaigns ought to be implemented to inform and influence site selection decision makers and consultants to attract targeted industries. Who are some of the major decision makers and consultants in the respective targeted industries? What information should be posted on the City’s website that will be most useful to corporate decision makers and national site selection consultants within each targeted industry?
- j. Provide actionable implementation plans to grow sub-clusters, including emphasis on lead generation, lead execution, and global import/export opportunities.

3. Neighborhood Economic Nodes (Place-Based Growth Strategy)

The City of Fairview Heights seeks to build upon successes with growth and revitalization of St. Clair Square, other regional shopping centers and the Lincoln Trail District by laying the groundwork for the revitalization of those neighborhoods which have not yet shared in this growth.

One of the keys to successful neighborhoods in other cities in the region has been growth around main corridors, parks and transit hubs. The City is interested in identifying prospects throughout the City for building further economic nodes that can serve as the economic engines for their surrounding neighborhoods.

- a. Use data & windshield surveys to identify the existing and potential nodes throughout the city which do or can serve as the economic engines within specific neighborhoods;
- b. Develop a set of policies, strategies and tactics that the city should pursue for developing each of the neighborhood profile types;
- c. Identify the physical locations within the City where our industry cluster targets are growing, and tie the cluster strategy to the neighborhood growth strategy;

- d. Identify and rate top prospects for small to mid-size land assembly sites for quick (within 5 years) redevelopment to aid in the revitalization of distressed neighborhoods;
- e. Tie the recommendations in this strategy to the City's larger infrastructure and planning efforts such as the Comprehensive Plan and transit planning.

4. Recommendations & Best Practices

A strong and resilient local economy requires myriad elements, ranging from a vibrant entrepreneurial culture to dynamic small business growth to ongoing, targeted business recruitment. In this section of the Economic Development Strategy, the City of Fairview Heights is seeking best practices in these and many other areas that are critical to the City's continued economic success. More than simply listing practices other cities have used, however, we are also interested in learning how Fairview Heights can apply these best practices through strategic tasks and actions that the City and its partners can implement.

- a. Identify key best practices for Fairview Heights to pursue as determined by looking at the City's SWOT analysis
- b. Identify talent development best practices, particularly around upskilling of current residents, and the City's role in this type of work
- c. Identify other best practices, such as business retention and expansion strategies and how Fairview Heights and its partners (principally, the Metro East Chamber of Commerce and the Leadership Council Southwestern Illinois) could pursue these practices in the most efficient manner
- d. Identify key resident/talent attraction strategies for growing the city's population
- e. Identify tourism strategies for the City to pursue to make the most use of our many amenities, like the Gateway Arch and Forest Park
- f. Provide recommendations for maximizing the City's entrepreneurial & small business ecosystem, including strategies for recruiting early stage companies and entrepreneurs
- g. Recommend strategies for the City to best leverage creation of a small business incubator
- h. Identify local incentive programs that will help attract new job growth and/or retain existing job growth in targeted industries
- i. Identify best practices for ensuring that growth and development is equitable in order to attain the maximum reach of the economic benefits that are expected as a result of the successful execution of this plan
- j. Provide the top ten opportunities that the City of Fairview Heights can pursue to grow its tax base as efficiently as possible to reach financial sustainability.

5. Implementation

This segment of the Economic Development Strategy should tie together all of the previous elements into a clear set of strategic actions and tasks that the City in collaboration with our partners (including businesses, CDCs, the Economic Development Partnership, the Regional

Chamber and others) can implement in order to reach defined goals supporting a resilient and equitable economy in the City of Fairview Heights. This strategy should become a “tool kit” adopted by the City as a living/breathing “manifest” that can be implemented in real time to achieve real, long term population, business and tax base growth and stability for Fairview Heights by means of:

- a. Making policy or procedural change recommendations, as needed, for the City to achieve the economic growth and resilience strategy’s goals;
- b. Recommending changes needed, if any, to the City’s economic development toolbox, including changes to incentive programs (including new incentive or financing tools), or the addition of programs or services to better promote business development;
- c. Analyzing current operational capacity, programs and services at the City of Fairview Heights and providing recommendations for any structural changes needed within the City’s Economic Development Department to make it more effective in accomplishing accomplish the goals within the strategic plan;
- d. Identifying areas in which increased collaboration between the City’s Economic Development Department and other economic development network partners could bring greater economies of scale and help achieve strategic objectives;
- e. Developing state and local policy recommendations to support the implementation of the plan;
- f. Listing metrics that the City should track to best measure the success achieved by the implementation of the Economic Development Strategy;
- g. Creating an implementation matrix that includes designation of leaders, partners, timeline, resources (both current and potential funding sources), priority levels, and measures for each goal and objective, as well as clearly indicating overall milestones for successful implementation of the strategies, services and programs;
- h. Recommending ways that the City and its partners can work together to be more agile in implementation of the Economic Development Strategy, so that the City can be flexible and adaptable in its implementation;
- i. Set a context for the magnitude and timeline for topline tax revenue growth that could be expected following successful implementation of the economic strategy with some commentary about the long term;
- j. Provide a framework and exact content in a format that the City could easily utilize to put this plan, and dashboard for tracking metrics on the City’s progress, on the website.

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C

Submittal Requirements

1. Detailed Project Work Plan – submittals should list specific tasks and any specific considerations, options, or alternatives along with a detailed timeline; any assumptions regarding turnaround time for the City or its staff review should be clearly noted.
2. Subcontractors – submittals should identify portion(s) of the scope of work, if any, that will be subcontracted along with firm qualifications and key personnel, telephone number and contact person for each subcontractor; the City of Fairview Heights reserves the right to approve or reject any Consultant or individual staff member during or after the review and selection process.
3. Fee information – submittals should provide a detailed fee proposal by task for the services identified in the scope of services, including a professional fee schedule (hourly fee chart) for the Consultant’s personnel and the Subcontractor’s key personnel, if any, who would be working on this project; the professional fee schedule should include any costs associated with complying with insurance requirements and the fee, if any, that would be charged for additional meetings not identified in the scope of services provided here.
4. Interviews – it is expected that lead members of the Consultant’s team will be expected to attend any interviews scheduled with the City of Fairview Heights.
5. Work Schedule – it is expected that work will begin immediately upon execution of the contract and will continue until the City of Fairview Heights approves the completed plan, and so a proposed schedule for the Economic Development Strategic Plan process should be submitted as part of the proposal.

Note: Responding to this Request for Proposal does not create any obligation on the part of the City of Fairview Heights as the issuing agency or on behalf of the responding entity, and the City reserves the right to establish further criteria, to waive informalities in submissions, to reject any or all proposals, to re-issue an RFP, and to negotiate with successful respondents. The City of Fairview Heights further reserves the right to request additional information from any Consultant.

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D

Review Process

Consultant selection will be based upon a qualitative review of the proposals submitted. During the review process, staff from the City of Fairview Heights and/or the Selection Committee may request additional clarifying information from any Consultant that submits a proposal. The Selection Committee will evaluate the responses to this RFP, may interview the top-rated Consultants, and will make a recommendation to the Mayor and City Council as to the selection of the Consultant determined to be the most qualified for the project. It is anticipated that City of Fairview Heights and the selected Consultant will enter into a professional services contract for the period beginning November 1, 2018 through project completion.

A series of selection criteria will be utilized (not necessarily in priority order) during the review of proposals and throughout the selection process:

1. Demonstrated level of qualifications, experience, and professionalism for the respondent firm (or team), its principals, project management team, project manager, key staff, and sub-consultants (if applicable) assigned to the project;
2. Demonstrated level of professional and technical expertise (particularly expertise at both the neighborhood and citywide aggregate levels) and proven record in the preparation of economic development strategic plans (and other economic development plans) and place-based strategies / planning experience by the respondent firm (or team);
3. Demonstrated level of multi-disciplinary experience on the project team, with respect to the range of experience and services;
4. Demonstrated experience in community engagement, public participation, and outreach as part of similar efforts;
5. Demonstrated experience working with public agencies, city departments, and other regional entities as part of similar efforts;
6. Demonstrated adherence to, and ability to stay on task, schedule, and budget as part of similar efforts;
7. Demonstrated capacity and capability of the firm to perform the work within the specified timeline;
8. Overall value of the proposal and proposed services relative to the level of creativity and innovation in the proposed approach to the project;

9. Level of Minority/Women Business Enterprise (M/WBE)¹ participation; and
10. Other issues which may arise during the selection process.

¹The City of Fairview Heights is committed to the growth and development of women and minority business enterprises (M/WBEs). In furtherance of this commitment, the policy of the City of Fairview Heights is to encourage minority participation in all contracts financed in whole or part by the City and its affiliated agencies and authorities.

E

General Terms and Conditions

1. **Applicable Laws and Courts** - This RFP and any resulting contract shall be governed in all respects by the laws of the State of Illinois and the Southern District of Illinois, and the Consultant shall comply with all applicable federal, state, and local laws, rules, and regulations.
2. **Assignment of Contract** - A contract shall not be assignable by the Consultant in whole or in part without the written consent of the City of Fairview Heights.
3. **Changes to the Contract** - Changes can only be made to the contract in one of the following ways:
 - a. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
 - b. The City of Fairview Heights may order changes within the general scope of the contract at any time by written notice to the Consultant. The Consultant shall comply with the notice upon receipt and shall be compensated for any additional costs incurred because of such order or shall give the City of Fairview Heights a credit for any savings.
4. **Default** - In case of the Consultant's failure to deliver goods or services in accordance with the contract terms and conditions, the City of Fairview Heights, after the submission of sufficient written notice to the Consultant, may procure the goods and services from other sources and hold the Consultant responsible for any resulting additional purchase and administrative costs, which shall be in addition to any other remedies available to the City, including termination of the contract.
5. **Work Products** - All papers, reports, forms, materials, creations or inventions created or developed in the performance of this contract shall become the sole property of the City of Fairview Heights. On request, the Consultant shall promptly provide an acknowledgment or assignment in a written form satisfactory to the City to document the City's sole ownership of any specifically identified intellectual property created or developed in the performance of the contract.
6. **No Corrections** - Once a competitive proposal is submitted, the City may not accept any request by any proposer to correct errors or omissions in any calculations or competitive price submitted.

7. Openness of Procurement Process - Written competitive proposals, other submissions, correspondence, and all records made thereof, as well as negotiations conducted pursuant to this RFP, shall be handled in compliance with the Illinois Freedom of Information Act. Proposals may not be subject to disclosure during the evaluation and negotiations process but will be subject to public requests for review at the conclusion of the contracting process. The City of Fairview Heights gives no assurance as to the confidentiality of any portion of any proposal once submitted.

7. No Collusion - By proposing a submission to the RFP, the proposer certifies the proposer has not divulged to, discussed or compared his/her competitive proposal with other proposers and has not colluded with any other proposers or parties to this competitive RFP whatsoever.

8. Rejection of Bids or Informality Waiver – The City of Fairview Heights reserves the right to reject any or all responses or to waive any irregularity, variance, or informality whether technical or substantial in nature, in keeping with the best interests of the City.

9. Litigation and Debarment – Consultants must disclose any prior, current, or proposed business-related debarment, suspension, ineligibility, voluntary exclusion from contracts, suspension, litigation, bankruptcy, or loan defaults within the past five (5) years; as well as if the Consultant or any of its principals are the subject of any pending investigations or hearings by any Federal, State, or local regulator agency. If none, a statement to that effect must be included with the RFP.

10. Merger and Severability – This RFP contains the entire agreement between the parties relating to the subject matter hereof. The invalidity or unenforceability of any provision hereof, or of the application of any provision hereof to any circumstances, shall in no way affect the validity or enforceability of any other provision, or the application of such provision to any other circumstances. This Agreement (and each amendment, modification and waiver in respect of this Agreement) may be executed and delivered in counterparts (including by facsimile transmission or e-mail), each of which will be deemed an original, and all of which together constitute one and the same instrument. Delivery of an executed counterpart signature page of this RFP by e-mail (PDF) or facsimile transmission shall be effective as delivery of a manually executed counterpart of this RFP.

F

Insurance

1. Liability Insurance – The Consultant shall furnish, pay for, and maintain during the life of the contract with City of Fairview Heights the following liability coverage:

- a. Comprehensive General Liability Insurance on an “occurrence” basis in an amount not less than \$1,000,000 combined single-limit Bodily Injury Liability and Property Damage Liability;
- b. Business Automobile Liability insurance in the amount of at least \$1,000,000, providing Bodily Injury Liability and Property Damage Liability;
- c. Workers’ Compensation Insurance applicable to its employees for statutory coverage limits, and Employers’ Liability with a \$500,000 limit, which meets all applicable state and federal laws; and
- d. Professional Liability/Malpractice/Errors or Omissions insurance, as appropriate for the type of business engaged in by the Consultant, shall be purchased and maintained by the Consultant with minimum limits of \$1,000,000 per occurrence.

2. Additional Insured – The City of Fairview Heights is to be specifically included as an additional insured on the Comprehensive General Liability and Business Automobile Liability policies referenced above.

3. Notice of Cancellation or Restriction - All policies of insurance must be endorsed to provide the City of Fairview Heights with thirty (30) days’ notice of cancellation or restriction.

4. Certificates of Insurance/Certified Copies of Policies - The Consultant shall provide the City of Fairview Heights with a certificate or certificates of insurance showing current coverage as required by this RFP. The Consultant will maintain this coverage with a current certificate or certificates of insurance throughout the term stated in the proposal. New certificates and new certified copies of policies (if certified copies of policies are requested) shall be provided to the City of Fairview Heights whenever any policy is renewed, revised, or obtained from other insurers. The certificates and/or certified policies shall be sent or delivered to the City’s Finance Director and addressed to: City of Fairview Heights – 10025 Bunkum Rd., Fairview Heights, IL 62208

5. Hold Harmless Provisions - The Consultant shall defend, indemnify, save and hold the City of Fairview Heights harmless from any and all claims, suits, judgments and liability arising directly or indirectly from the performance of the contract by the Consultant, its employees, subcontractors, or assigns, including legal fees, court costs, or other legal expenses. The Consultant acknowledges that it is solely responsible for complying with the terms of this RFP. In addition, the applicant shall, at its expense, secure and provide to the City of Fairview Heights, prior to beginning performance under this RFP, insurance coverage as required in this RFP. The primary Consultant providing services or products to the City will be expected to

enter to a written agreement, contract, or purchase order with the City that incorporates, either in writing or by reference, all the pertinent provisions relating to insurance coverage. Any party providing services or products to the City of Fairview Heights will be expected to adhere to the requirements as contained herein. A failure to do so may, at the sole option of the City, disqualify any bidder or proposer of services and/or products to the City of Fairview Heights.

G

RFP Questions and Clarifications

To ensure consistent response and correct information to all interested parties, Consultants should submit all questions in writing to Paul Ellis, Director of Economic Development via email: ellis@cofh.org. No questions will be accepted after 5:00 p.m. on Thursday, September 20, 2018

H

Attachment – ULI Technical Assistance Panel Report

This past May, the Urban Land Institute convened a Technical Assistance Panel to review two potential development sites in Fairview Heights; the resulting report offers insights into local potential and capacity for development.

St. Louis Economic Development Strategy RFQ/RFP

Background & Purpose

The City of St. Louis' wealth of assets place the City in position to vigorously compete with its peer cities across the nation and around the globe while leading our region as its economic center. However, the City needs direction to better utilize these assets to advance the future of the City's residents, businesses and non-profits and grow our City's tax base and economic wealth. The purpose of the Economic Development Strategy is to position the City on the path toward a resilient economy by casting the vision that SLDC, the City and its public, private and institutional partners can coalesce around and act upon to drive investment and growth in the City. To accomplish this goal requires two equally important component. First, is to provide in-depth analysis of the City's economy, focusing on the identification of key opportunities and threats associated with the city's current economic advantages and long-term sustainability. Second, is to develop a focused plan that emphasizes implementable strategies for growing the City's economic base. Please note, we are not primarily seeking a background study. This Strategy's objective is geared towards action and not simply analysis.

While the Strategy will entail many elements, it is expected to be constructed to increase the population of the City, the City's tax base and the wealth of its residents & businesses in an equitable manner. For many reasons, equity is a key requirement for the Strategy. Over the City's history, large sections of the City have suffered from long-term disinvestment and neglect. To create a resilient economy, St. Louis needs all its component parts, from neighborhoods to industries to residents, to fire on all cylinders. Therefore, one of our top objectives is to create a plan that aims to bolster all our neighborhoods and engender economic healing throughout our City.

The Strategy should be designed with metrics and a dashboard for each individual tactic and strategy therein. The completed report shall recommend goals for strengthening and building the City's economy with recommended strategies, tactics, guidelines and timelines for achieving such goals.

The EDSP process should answer three main questions:

1. Where are we? (What is our current economic base?)
2. Which direction should we go? (What are the opportunities for economic base expansion and what can we do to more fully share the benefits of economic growth across all the city's neighborhoods?)
3. How do we get there?

Request for RFQs/RFPs

SLDC is seeking the professional consulting services of a firm (or team of firms) that is multidisciplined, professionally capable, and has similar experience as requested herein, that will assist in the preparation of the St. Louis Economic Development Strategy for the City of St. Louis.

We are pursuing the selection of a consultant as a two-part process. In the initial round, we are only requesting qualifications from firms or teams of firms that speak to their experience and the approach that they would take in addressing our Scope of Work, below. The Selection Committee will then narrow down the list to no more than five (5) firms, from whom we will request a full-scale proposal. Only the

remaining applicants will be required to submit a full proposal including a cost breakdown, detailed tasks, etc.

Stakeholder & Public Engagement

It is expected that the chosen firm will garner input from stakeholders from around the St. Louis Community (e.g. business owners & leaders, incubators, foundations and philanthropic leaders, etc.), as well as outside influencers including site selection consultants, developers, venture capitalists and city branding specialists. Direct engagement with the public is also a necessity. The exact level of public engagement, however, will be largely influenced by the consultant according to the level they believe should be utilized during the process. Additionally, it is expected that the chosen firm will present the deliverables to the community in a forum open to the public. Please factor travel expenses into the response to this RFP.

Scope of Work

1. Assessment, Benchmarking & Evaluation

The Consultant will conduct an economic analysis of the City of St. Louis and its economic relationships to the surrounding Metropolitan Statistical Area (MSA). The purpose of this analysis will be to better understand St. Louis' economy in the context of the larger metro economy to identify both unique opportunities for the City of St. Louis, and regional synergies for economic growth and diversification.

During this phase of the study, the Consultant will review relevant previous economic studies (e.g. the 2016 City-County CEDS Plan), reports and other related information provided by SLDC to ensure that this strategy meshes with existing plans while yet remaining distinct. To the degree possible, SLDC staff will make available local data requested by the Consultant, understanding that the Consultant may have better and more convenient sources of data than SLDC and the City. Gaps in data available deemed necessary to inform the establishment of tactics will be discussed with SLDC as to relevant solutions to these gaps. SLDC will also provide information regarding its current economic development programs, staffing and budget, as well as provide a listing and general function of its local economic development partners.

The assessment, benchmarking and evaluation portion should include:

- a. Demographic Analysis – The report should contain a detailed demographic profile of the City. The demographic profile shall consider such factors as population, household income, wealth and credit levels, the impact of poverty, education levels, property values and trends in property ownership, skills gaps, joblessness, underemployment, and race, among others for up to the past ten years.
- b. Local (City) Economic Assessment – Produce a report containing a detailed analysis of the City of St. Louis' economic base including:

- i. Large Tier: An overview of the City’s economy and the drivers responsible for the majority of the economic activity in the City. The Local Economic Analysis shall include the following information, at minimum: the private employers with the largest number of employees in the City; largest government employers in the City; industries that are employing the most people within the City; employers that employ the most City residents; businesses that produce the most sales tax revenue for the City; businesses that produce the most earnings tax revenue for the City; and identifying sectors of the economy that produce the most employment and generate the most tax revenues to the City.
 - ii. Small Tier: An Overview of the micro-enterprise, small business and gig economy component of the economic activity within the City.
 - iii. Analyze economic trends and determine their impact on St. Louis’ future economic composition.
 - iv. Identify St. Louis’ position within the greater area (State, MSA, Region, etc.), how the shared economies interact, and how each business sector contributes to the local economy.
 - v. SWOT analysis to identify major strengths, weaknesses, opportunities and threats in the market, particularly as they compare to similar, competitive (or emerging competitive) markets. SWOT analysis to include identification and evaluation of exposure to systemic risks or ‘shocks,’ including those identified in the city’s resilience strategy.
- c. External Economic Development Network Ecosystem - Evaluate the relevant existing reports, initiatives and resources to ensure that the Strategic Plan's recommendations are properly informed. These would include:
- i. Existing reports and relevant recommendations (e.g. Resilience assessment, For the Sake of All)
 - ii. Current Community Development Initiatives (Invest STL, ProNeighborhoods etc.)
 - iii. Existing data and data infrastructure (Universities, Regional Data Alliance)
 - iv. Existing resources to be leveraged (state, federal, philanthropic)
- d. Internal Assessment - Review SLDC internal operations to inform strategy implementation. This should include:
- i. Programs
 - ii. Policies, practices, procedures
 - iii. Management

iv. Organizational Structure

2. Market & Industry Cluster Analysis

The Industry Cluster Analysis portion of the Strategy is intended to identify the economic sectors in which St. Louis is currently or capable of becoming highly competitive at the national and global scale. Following identification of target industries, this portion of the plan should lay out action-oriented strategies for building upon and growing these sectors with the goal of creating a diverse, sustainable and resilient economy that is sufficient to support the needs of the City and its population. To address the resilience of these industries, risks associated with their stability and growth in St. Louis shall be identified and factored into this part of the analysis.

In addition to identifying industry sectors at the global scale in which St. Louis City is competitive, a second objective is to identify the local industry clusters or strengths that enable the City to stand out within the region and prescribe strategies for growing and sustaining them. Examples of these types of industries could stem from entertainment, tourism, healthcare, etc.

- a. Identify industries by three-digit NAICS in the City that are:
 - i. Dominant and expected to grow
 - ii. Dominant but waning due to industry/economic/technological or other trends or lack of infrastructure
 - iii. Emerging and a good match; expected to grow
 - iv. Currently non-existent but for which a good match exists
- b. Summary analysis of industry cluster targets of previous St. Louis economic development strategies and outcomes of such focus.
- c. Analysis of global trends, drivers and risks affecting existing industry clusters
- d. Interviews with key industry corporate executives, entrepreneurs and others to gain insight into challenges and opportunities for the City.
- e. Occupational cluster analysis. Identify the key occupations where St. Louis has a competitive advantage against other parts of the country, and show how the City can leverage these strengths to grow our industry sub-clusters and/or create new ones. Identify risks to maintaining the occupational advantages of St. Louis vis a vis evolving technologies, employer requirements, and educational/certification standards.
- f. Benchmark analysis of the top industry sub-clusters with opportunity for growth
- g. Identification of Top 5 investment opportunities.
- h. Design a 5-year industry sub-cluster growth strategy and implementation program; This should include a plan for multiplying those industries with the greatest growth potential, as well as ideas for either sustaining (or making the city more resilient to) foundational industries that are threatened or at great risk of downsizing.
- i. Identify marketing strategies – what messages and campaigns ought to be implemented to inform and influence site selection decision makers and consultants to attract targeted industries. Who are some of the major decision makers and consultants in the respective targeted industries? What information should be

posted on the City of St. Louis' website that will be most useful to corporate decision makers and national site selection consultants within each targeted industry?

- j. Provide actionable implementation plans to grow sub-clusters, including emphasis on lead generation and execution and global import/export opportunities.

3. **Neighborhood Economic Nodes (Place-Based Growth Strategy)¹**

St. Louis' neighborhoods are one of the factors that cause the City to stand out against peer cities and within our region. Our strong neighborhoods are a leading contributor to the City's success in becoming a top choice for Millennials. In the Neighborhood Economic Node Strategy portion of the plan, the City seeks to build upon our successes in our outperforming neighborhoods while also laying the groundwork for the revitalization of those neighborhoods which have not yet shared in this growth.

One of the keys to our more successful neighborhoods has been growth around main corridors, parks and transit hubs. Examples include the Tower Grove South and East neighborhoods which have benefited from the revitalization of S. Grand Blvd as well as the restoration of Tower Grove Park. South Grand Blvd is an example of an economic node which has spurred residential and commercial revitalization and growth in the surrounding neighborhoods. SLDC and the City are interested in identifying the top prospects throughout the City for building further economic nodes that can serve as the economic engines for their surrounding neighborhoods. While strong place-based principles and urban development are crucial to many node types, we want to emphasize that a node does not have to take on simply one form. Other examples of nodes could be manufacturing or other job centers that provide stable employment for an area. In any case, economic nodes are generally areas that contribute to the quality of life and desirability to live and work in a place. This is what we seek to grow as part of our efforts to revitalize the City.

- a. Use data & windshield surveys to identify the existing and potential nodes throughout the city, which do or can serve as the economic engines within City neighborhoods. These nodes could be previously established Opportunity Areas², or new nodes based around corridors, intersections, anchor institutions and employers, parks, transit centers, etc. The idea here is to contemporarily determine where the City has the greatest potential to develop great quality of place within

¹ One of the City's key economic development partners, the St. Louis Community Development Finance Institution (CDFI) Coalition, recently received a planning grant to address neighborhood development planning and the concept of developing Neighborhood Economic Nodes. That planning process will happen concurrently to the development of this strategy. As such we expect the consultant to coordinate closely with that process, and where applicable, integrate it into this economic strategy rather than duplicating their efforts. There may also be opportunity to 'outsource' some of the neighborhood planning and public engagement from this Strategy to the CDFI led plan. (Note: they have not yet issued an RFP for planning services, but it is anticipated that they will in the coming months).

² In the City's Strategic Land Use Plan (SLUP - circa 2005), 56 areas across the City were identified particularly as areas of economic potential.

our neighborhoods in all parts of the City that can attract talent, host new retail and other small business communities, and drive organic economic, resident and business growth at a neighborhood scale.

- b. Develop a neighborhood typology profile (prototypes of such typologies have been established for TOD nodes and may be useful as a base example) for the areas around each of the nodes identified above. Typologies could be based on a combination of general land uses within the neighborhoods, on the economic profiles of the neighborhoods, on building forms and types and/or other metrics as the consultant deems fit. Then categorize each of the City's neighborhood economic nodes into one of the profile types.
- c. Develop a set of policies, strategies and tactics that the city should pursue for developing each of the neighborhood profile types. The goal is to get a general game plan that can be pursued in any part of the City, given its typology profile.
- d. Working with the City, SLDC and other stakeholders, identify the top 2 to 3 nodes in each quadrant of the City which have the greatest equitable growth potential within the next five years and develop a general land use/building form plan³ for those nodes to help guide future development there.
- e. Identify the top locational prospects within North St. Louis City where SLDC and its economic development partners can establish solid footholds upon which to build and invest to initiate the economic turn-around of this long under-invested portion of the City. (Ideally, we would seek an undetermined number of footholds that we can triangulate together to concentrate resources for maximum effectiveness).
- f. In line with d. and e., above, identify and rate the top prospects for small to mid-size land assembly sites for quick (within 5 years) redevelopment to aid in the revitalization of our more distressed neighborhoods in North and Southeast St. Louis City.
- g. Identify the physical locations within the City where our industry cluster targets are growing, and tie the cluster strategy to the neighborhood growth strategy.
- h. Tie the recommendations in this strategy to the City's larger infrastructure and planning documents. This includes the Strategic Land Use Plan, transportation network including proposed major investments, particularly the transit system (both existing and planned), GRG trails network (including Chouteau Greenway progress), etc. It is essential that this economic development strategy build upon the physical framework of our existing assets, plans, CDC and special service district areas,

³ The Land Use Component of the City's Comprehensive Plan has identified all blocks in the City as to ten proposed Land Uses. Within the nodes selected, the strategy should determine whether those areas should continue in their current use, or if a land use change is proposed.

infrastructure projects and TOD areas.

- i. Corresponding to the Neighborhood Economic Nodes, the consultant should provide specific recommendations, supported by both data and community support through public engagement, as to geographic areas within the City that are available for a specific level of incentives. For example, there could be a “5-year tax abatement zone” and a “10-year tax abatement zone.” These would be areas whereby tax abatement (or other incentive) is considered automatic for projects that meet a specified criteria.⁴

4. Recommendations & Best-Practices

A strong and resilient economy requires myriad elements to be successful. These range from a vibrant entrepreneurial culture and small business growth to a vibrant and dynamic workforce. In this section of the plan, SLDC is seeking best practices in these and many other areas that are critical to our economic success. More than simply listing out what other cities have done, however, we are also interested in learning how St. Louis can apply these best practices ourselves through strategic tasks and actions that SLDC and our partners can implement.

- a. Identify key best practices for St. Louis to pursue as determined by looking at the City’s SWOT analysis.
- b. Identify talent development best practices, particularly around upskilling of current residents, and the City’s role in this type of work.
- c. Identify other best practices, such as business retention and expansion strategies and how SLDC and its partners (namely, the St. Louis Economic Development Partnership) could pursue these in an efficient manner.
- d. Identify key resident/talent attraction strategies for growing the city’s population.
- e. Identify tourism strategies for the city to pursue to make the most use of our many amenities, like the Gateway Arch and Forest Park.
- f. Provide recommendations for maximizing the City’s entrepreneurial & small business ecosystem including strategies for recruiting early stage companies and entrepreneurs.
- g. Recommend strategies for the City to best leverage our many incubator and other assets, including but not limited to T-Rex, The Garment District incubator, Cortex, etc.
- h. Identify local incentive programs that will help attract new job growth and/or retain existing job growth in targeted industries.
- i. Identify strategies for guiding Downtown St. Louis to its maximum potential, whether that be primarily as a Central Business District, mixed-use residential district, tourist hub or some combination of these and other possibilities.

⁴ SLDC financial analysts have already begun a process for doing this for projects less than \$1 million that is based on Census data, and there is a larger model used for projects greater than \$1 million. For this step, we ask the consultant to review and, if necessary, build upon these existing models.

- j. Identify best practices for ensuring that growth and development is equitable in order to attain the maximum reach of the economic benefits that are expected as a result of the successful execution of this plan.
- k. Provide the top ten opportunities that the City & SLDC can pursue to grow its tax base as efficiently as possible to reach financial sustainability.

5. Implementation Plans

This segment of the strategy is geared to tying together all of the previous elements into a clear set of strategic actions and tasks that SLDC and the City in partnership with our allies within the economic development network (including businesses, CDCs, the Economic Development Partnership, the Regional Chamber and others) can implement in order to reach our goal of developing a resilient and equitable economy in the City of St. Louis.

We aim for this strategy and plan to be a “tool kit” adopted by SLDC and all its agencies as well as the City as a living/breathing “manifest” that can be implemented in real time to achieve real, long term population, business and tax base growth and stability for our City.

- a. Make policy, law or procedural change recommendations, as needed, for the City to achieve the economic growth and resilience strategy’s goals.
- b. Recommend any changes needed to the City’s economic development toolbox, including changes to incentive programs (including new incentive or financing tools), or the addition of programs or services at either SLDC or the City of St. Louis to promote business development.
- c. Analyze current operational capacity and programs and services at SLDC and provide recommendations for any structural organization changes needed within the City’s economic development organization, to be more effective in working together to accomplish the goals within the strategic plan.
- d. Identify areas in which increased collaboration would accrue economies of scale and benefit all parties and community partners that will help achieve strategic objectives. This could include key partnerships (government, private and non-profit) that will improve the success of the plan. Provide recommendations as to the appropriate level of involvement from each party of these collaborations and recommend practices for developing coalitions with and maintaining effective communication and coordination between economic development network partners as it relates to implementation of this plan.
- e. Develop state and local policy recommendations to support the implementation of the plan.

- f. List out the metrics that the City should track to best measure the success achieved by the implementation of the strategic plan.
- g. The plan should include an implementation matrix that explains the “who, what, when, where, why and how” of the recommended strategies. This should include designation of leaders, partners, timeline, resources (both current and potential funding sources), priority levels, and measures for each goal and objective. The plan should clearly indicate overall milestones for successful implementation of the strategies, services and programs.
- h. Recommend ways that the City and its partners can work together to develop an agile approach to implementation of this strategy, so that the City can be flexible and adaptable in its implementation of this plan, should foundational components of or assumptions within the plan become null or obsolete.
- i. Set a context for the magnitude and timeline for topline tax revenue growth that could be expected following successful implementation of the economic strategy with some commentary about the long term.
- j. Provide a framework and exact content in a format that the City could easily utilize to put this plan, and dash board for tracking metrics on the City’s website^{5,6}. This should include a space for posting information on development projects, related plans and infrastructure projects that correlate to the Economic Strategy.

RFQ Submittal Requirements

Consultants interested in providing these services must prepare and submit a Proposal that includes:

1. **Cover Letter** - The Cover letter is to be signed by an officer of the firm authorized to execute a contract with SLDC.
2. **Consultant Team Qualifications** - This section shall describe the areas of expertise on the consultant team including current permanent staff and the types of services that the lead firm and any supportive team members can provide and have demonstrated experience in completing for municipal clients and economic development entities.
3. **Key Personnel** - Include a proposed project management structure. Identify the key contact for the project and all personnel who will be assigned to work on this project, including a description of their abilities, qualifications, and experience. A meeting facilitator shall be included as part of the project team. Include resumes for all key individuals. There can be no change of key personnel once the proposal is submitted without the prior approval of SLDC.

⁵ Here is an example of what is meant for point m. <https://www.cityofrochester.gov/article.aspx?id=21474837092>

⁶ Point m. is not requesting the consultant to develop a website for the City, but to compile recommendations in specific format that can be uploaded by the City’s IT Department onto the City website.

4. **Project Understanding & Approach** - A concise description of project understanding, work approach and methodology will be identified.
5. **Project Schedule** - Propose a general timeline for completion for the Strategy including start date, milestones, and target date of completion.
6. **Project Experience & References** - Provide brief descriptions of three (3) projects dealing with economic development, master plans, or similar topics prepared by or under the direction of your firm. Include in your description the techniques utilized in using the strategic plan process and the outcome of the planning process. Where applicable, provide examples where cities have followed your plan and successfully reached stated goals. Please also include a list of references for these projects as well as others with an emphasis on those undertaken within the last five (5) years and those done for cities that are substantially similar to St. Louis.
7. **Deadline and Delivery** - One (1) digital copy of the proposal shall be submitted to the St. Louis Development Corporation by uploading it <https://www.stlouis-mo.gov/government/departments/slhc/procurement/economic-development-strategic-plan.cfm>. The deadline for submittal of qualifications is Friday, July 20th, 2018 at 5PM CST. Proposals received after 5PM CST on July 20th, 2018 will not be accepted.

The timeline for the submittal of full proposals after the selection committee narrows it down to no more than five applicants will be approximately 1 month from the date that the committee announces the finalists. Exact dates will be provided on the day of the announcement.

RFP Submittal Requirements - (Step 2: Top 5 Applicants from RFQ Process Only)

1. **Detailed Project Workplan** - The detailed project workplan should list specific tasks and any specific considerations, options, or alternatives This should include a more detailed timeline. Any assumptions regarding turnaround time for SLDC or its staff review should be clearly noted.
2. **Subcontractors** - Identify any portion of the scope of work that will be subcontracted. Include firm qualifications and key personnel, telephone number and contact person for all subcontractors. SLDC reserves the right to approve or reject all consultants or internal staff performing consulting services, proposed by the consultant during or after the consultant review and selection process.
3. **Fee information** - Provide a detailed fee proposal by task for the services identified in the scope of services in this proposal. Identify sub-tasks and the respective cost in your fee proposal as necessary. This section of your proposal shall include a professional fee schedule (hourly fee chart) for the consultant's personnel and the subcontractor's key personnel identified above who would be working on this project. Hourly fees for additional or optional services that may be required shall also be included. Unless specified in the submittals, the professional fee schedule shall include any costs associated with complying with SLDC's insurance requirements. Identify the fee that will be charged for additional public or SLDC meetings not identified in the

scope of services provided here.

4. **Interview** - Proposers may be requested to be available for an interview with a selection committee in St. Louis as part of SLDC's final selection process. The lead members of the consulting team will be expected to attend any interviews scheduled with SLDC.

Review Process

Consultant Selection will be based upon a qualitative review of the proposals submitted. SLDC staff and/or a selection committee may request additional clarifying information from any or all consultants that submit a proposal during the review process. The selection committee will evaluate the responses to this RFP, may interview the top-rated consultants, and will make a recommendation to the SLDC Board on the selection of the consultant determined to be the most qualified for the project. It is anticipated that SLDC and the selected firm will enter into a professional services contract for the period beginning August 2018 through project completion.

Selection Criteria

A series of selection criteria will be utilized (not necessarily in this order) during the review of all proposals and throughout the selection process. The selection criteria include but are not limited to the following:

1. Demonstrated level of qualifications, experience, and professionalism for the respondent firm (or team), its principals, project management team, project manager, key staff, and sub-consultants (if applicable) assigned to the project;
2. Demonstrated level of professional and technical expertise (particularly expertise at both the neighborhood and citywide aggregate levels) and proven record in the preparation of economic development strategic plans (and other economic development plans) and place-based strategies / planning experience by the respondent firm (or team);
3. Demonstrated level of multi-disciplinary experience on the project team, with respect to the range of experience and services;
4. Demonstrated experience in community engagement, public participation, and outreach as part of similar efforts;
5. Demonstrated experience working with public agencies, city departments, and other regional entities as part of similar efforts;
6. Demonstrated adherence to, and ability to stay on task, schedule, and budget as part of similar efforts;
7. Demonstrated capacity and capability of the firm to perform the work within the specified timeline;
8. Overall value of the proposal and proposed services relative to the level of creativity and innovation in the proposed approach to the project;

9. Level of M/WBE participation; and
10. Other issues which may arise during the selection process.

M/WBE Policy

SLDC and the City of St. Louis are committed to the growth and development of women and minority business enterprises (M/WBEs). In furtherance of this commitment, the policy of the City of St. Louis is to encourage minority participation in all contracts financed in whole or part by SLDC, the City and its affiliated agencies and authorities. The City seeks to obtain participation by women and minority owned business enterprises through adherence to the Mayor's Executive Order and Ordinance No. 70767, as applicable.

Work Schedule

The Consultant's work schedule will begin immediately upon execution of a contract and is expected to continue until the SLDC Board approves the acceptance of a complete plan. A proposed work schedule for the Strategic Plan process should be submitted as part of the proposal. Our projected timeline for completion of this plan would be six to twelve months from contract award.

Litigation and Debarment

Respondents must disclose any prior, current, or proposed business-related debarment, suspension, ineligibility, voluntary exclusion from contracts, suspension, litigation, bankruptcy, or loan defaults within the past five (5) years; as well as if the respondent or any of its principals are the subject of any investigations or hearings by any Federal, State, or local regulator agency. If none, a statement to that effect must be included.

Responses

Responding to this Request for Proposal does not create a contractual relationship. No obligation on the part of the St. Louis Development Corporation (SLDC) as the RFQ/RFP-issuing agency or on behalf of the responding entity is created by the response. SLDC reserves the right to establish further criteria, to waive any informalities in submissions, to reject any or all proposals and to re-issue an RFQ/RFP and to negotiate with successful respondents. SLDC reserves the right to request additional information from all or a single respondent.

General Terms and Conditions

1. **Applicable Laws and Courts** - This solicitation and any resulting contract shall be governed in all respects by the laws of Missouri. The contractor shall comply with all applicable federal, state, and local laws, rules, and regulations.
2. **Assignment of Contract** - A contract shall not be assignable by the contractor(s) in whole or in part without the written consent of SLDC.
3. **Changes to the Contract** - Changes can be made to the contract in any of the following ways:

- a. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
 - b. SLDC may order changes within the general scope of the contract at any time by written notice to the contractor(s). The contractor(s) shall comply with the notice upon receipt. The contractor(s) shall be compensated for any additional costs incurred because of such order and shall give SLDC a credit for any savings. Said compensation shall be by mutual agreement between the parties in writing.
4. **Default** - In case of failure to deliver goods or services in accordance with the contract terms and conditions, SLDC, after due written notice, may procure them from other sources and hold the contractor(s) responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to any other remedies that SLDC may have.
5. **Work Product** - All papers, reports, forms, materials, creations, or inventions created or developed in the performance of this contract shall become the sole property of SLDC. On request, the contractor(s) shall promptly provide an acknowledgment or assignment in a written form satisfactory to SLDC to evidence SLDC's sole ownership of any specifically identified intellectual property created or developed in the performance of the contract.
6. **No Corrections** - Once a competitive proposal is submitted, the City may not accept any request by any proposer to correct errors or omissions in any calculations or competitive price submitted.
7. **Openness of Procurement Process** - Written competitive proposals, other submissions, correspondence, and all records made thereof, as well as negotiations conducted pursuant to this RFP, shall be handled in compliance with Missouri Open Records Act. Proposals may not be subject to disclosure during the evaluation and negotiations process, but will be subject to public requests for review at the conclusion of the contracting process. SLDC gives no assurance as to the confidentiality of any portion of any proposal once submitted.
8. **No Collusion** - By offering a submission to the RFP, the proposer certifies the proposer has not divulged to, discussed or compared his/her competitive proposal with other proposers and has not colluded with any other proposers or parties to this competitive proposal whatsoever.
9. **Informality Waiver/Rejection of Bids** - SLDC reserves the right to reject any or all responses and to waive any irregularity, variance, or informality whether technical or substantial in nature, in keeping with the best interests of SLDC and the City of St. Louis.

Insurance

1. **Liability Insurance** - The applicant shall furnish, pay for, and maintain during the life of the contract with SLDC the following liability coverage:

- a. Comprehensive General Liability Insurance on an “occurrence” basis in an amount not less than \$1,000,000 combined single-limit Bodily Injury Liability and Property Damage Liability;
 - b. Business Automobile Liability insurance in the amount of at least \$1,000,000, providing Bodily Injury Liability and Property Damage Liability;
 - c. Workers’ Compensation Insurance applicable to its employees for statutory coverage limits, and Employers’ Liability with a \$500,000 limit, which meets all applicable state and federal laws; and
 - d. Professional Liability/Malpractice/Errors or Omissions insurance, as appropriate for the type of business engaged in by the Vendor, shall be purchased and maintained by the Vendor with minimum limits of \$1,000,000 per occurrence.
2. **Additional Insured** - SLDC is to be specifically included as an additional insured on the Comprehensive General Liability and Business Automobile Liability policies referenced above.
3. **Notice of Cancellation or Restriction** - All policies of insurance must be endorsed to provide SLDC with thirty (30) days’ notice of cancellation or restriction.
4. **Certificates of Insurance/Certified Copies of Policies** - The applicant shall provide SLDC with a certificate or certificates of insurance showing the existence of the coverage required by this RFP. The applicant will maintain this coverage with a current certificate or certificates of insurance throughout the term stated in the proposal. New certificates and new certified copies of policies (if certified copies of policies are requested) shall be provided to SLDC whenever any policy is renewed, revised, or obtained from other insurers. The certificates and/or certified policies shall be sent or delivered to SLDC’s Project Manager and addressed to:

St. Louis Development Corporation
1520 Market Street
St. Louis, MO 63103
5. **Hold Harmless Provisions** - The applicant shall defend, indemnify, save and hold SLDC harmless from any and all claims, suits, judgments and liability arising directly or indirectly from the performance by the applicant, its employees, subcontractors, or assigns, including legal fees, court costs, or other legal expenses. Applicant acknowledges that it is solely responsible for complying with the terms of this RFP. In addition, the applicant shall, at its expense, secure and provide to SLDC, prior to beginning performance under this RFP, insurance coverage as required in this RFP. The primary consultant providing services or products to SLDC will be expected to enter to a written agreement, contract, or purchase order with SLDC that incorporates, either in writing or by reference, all the pertinent provisions relating to insurance coverage. Any party providing services or products to SLDC will be expected to adhere to the requirements as contained herein. A failure to do so may, at the sole option of SLDC, disqualify any bidder or proposer of services and/or products to SLDC.

RFP Questions and Clarifications

To ensure consistent response and to ensure consistent and correct information to all interested parties, potential respondents must submit all questions and requests for clarification in writing to Jon Ferry, Project Manager at ferryj@stlouis-mo.gov. No questions will be accepted after 5:00 p.m. on July 13, 2018.



Libbey Tucker

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8533, ltucker@ucitymo.org

Director of Economic Development

DATE: March 15, 2019

TO: EDRST Board Members

RE: Meeting Packet Information for 3-19-19-Review of Evaluation Matrix

The Board and staff have been utilizing the attached matrix to evaluate funding requests. It was created with input from past staff and the EDRST Board to ensure a more objective way to evaluate the projects. In light of new board members and staff, there is an opportunity to revisit the criteria and scoring system to increase clarity between staff, the board, and Councilmembers, and ensure the best use of the EDRST funds and to ensure it meets the overall project criteria as established by the State Statute and our ordinance.

It is my understanding that staff would fill out the matrix and scoring and present it to the Board for review and input in making final recommendations. We may also consider modifying this process as well. The matrix is attached for your review.

Attachment: Evaluation Matrix



Libbey Tucker

6801 Delmar Boulevard, University City, Missouri 63130, Phone: (314) 505-8533, ltucker@ucitymo.org

Director of Economic Development

DATE: March 15, 2019
TO: EDRST Board Members
SUBJECT: EDRST Budget & Expense Information

In preparation for the meeting on March 19, I have prepared some information on the budgets and past expenditures in the EDRST fund from Fiscal Year 2017 through today.

As a summary:

<u>Fiscal Year</u>	<u>Taxes Collected</u>	<u>Budgeted</u>	<u>Expenditures</u>
2017	\$692,358.88	\$550,000	\$464,814.00
2018	\$778,406.04	\$165,581	\$252,480.22
2019 to date	\$328,032.38	\$336,255	\$44,766.72

Detailed overviews are attached for each year showing the amount budgeted for each entity and what was spent per program category. As of June 30, 2018 the EDRST Fund balance was \$1,905,576.

Economic Development Retail Sales Tax FY17 Budget & Expenses- Acct. 11-45-78

<u>Project or Program</u>	<u>Project Sponsor</u>	<u>Budget</u>	<u>Allocated Per Org</u>	<u>Spent/project</u>	<u>Amount Paid</u>
Midtown Farmer's Market - events and marketing	Midtown Farmer's Market	\$ 21,000	\$ 21,000		\$ 21,101
Advertising, PR	U City Chamber	\$ 30,000			
Training Programs	U City Chamber	\$ 10,000			
Lunar New Year Celebration	U City Chamber	\$ 15,000			\$ 15,000
Taste of U City	U City Chamber	\$ 7,000			
			\$ 62,000		\$ 87,556
Loop Planters - existing maintenance	U City in Bloom	\$ 8,008			
Olive Gardens - City - owned properties	U City in Bloom	\$ 14,218			
Olive Tree Care	U City in Bloom	\$ 8,109			
Olive Planters - Midland to Grant	U City in Bloom	\$ 20,140			
Olive Planters - existing maintenance	U City in Bloom	\$ 9,997			
Olive Ground Cover	U City in Bloom	\$ 7,808			
			\$ 68,280		\$ 62,073
Ad in Official Visitor's Guide	Loop Special Business District	\$ 10,500			
Loop Brochures	Loop Special Business District	\$ 14,000			
Loop Events	Loop Special Business District	\$ 60,000			
Loop Marketing	Loop Special Business District	\$ 5,000	\$ 89,500		\$ 80,796
Façade Improvement Program - Olive Boulevard	Community Development	\$ 60,000		\$ 85,310	
Forgivable Loan Program	Community Development			\$ 30,000	
Delmar Blvd. Pedestrian Lights	Public Works and Parks	\$ 59,097		\$ -	
Olive Boulevard Streetscape	Community Development	\$ 80,000		\$ 67,553	
Marketing/Other	Community Devel	\$ 10,123		\$ 9,881	
Create Space	Community Development			\$ 2,145	\$ 194,888
Total Allocated Per Org:			\$ 209,220		
Administration		\$ 100,000	\$ 100,000		\$ 3,400
TOTAL			\$ 550,000		\$ 464,814
TOTAL ED SALES TAX RECEIPTS	\$692,358.88				
Remaining 2017	\$227,544.49				

Economic Development Retail Sales Tax FY18 Budget & Expenses- Acct. 11-45-78

<u>Project or Program</u>	<u>Project Sponsor</u>	<u>Budget</u>	<u>Spent/project</u>	<u>Amount Paid</u>
Midtown Farmer's Market - events and marketing	Midtown Farmer's Market	\$14,500.00		\$14,500.00
Annual Funding	U City Chamber	\$17,000.00		\$42,500.00
Web Site Maintenance	U City Chamber			\$314.00
Loop Special Events	Loop Spcial Biz District	\$75,000.00		\$75,000.00
Beautification Projects	U City in Bloom	\$54,081.00		\$60,288.28
Mannequins on the Loop	Audrey Jones	\$5,000.00		\$4,992.14
Bench Project	Community Development		\$4,839.00	
Painting Olive Blvd Utility Boxes	Community Development		\$8,000.00	
Professional/Consulting	Community Development		\$6,855.31	
Administration	Community Development		\$9,376.22	
Façade Improvement Program	Community Development		\$8,565.27	
Other Projects/Expenses	Community Development		\$17,250.00	\$54,885.80
TOTAL		\$165,581.00		<u>\$252,480.22</u>
TOTAL ED SALES TAX RECEIPTS	\$778,406.04			
Remaining FYE 6/30/2018	\$525,925.82			

**Economic Development Retail Sales Tax FY19 Budget & Expenses- Acct. 11-45-78
*Through 3-14-19**

<u>Project or Program</u>	<u>Project Sponsor</u>	<u>Budget</u>	<u>Spent/project</u>	<u>Amount Paid</u>
Midtown Farmer's Market - events and marketing	Midtown Farmer's Market	\$21,000.00		\$17,108.22
Loop Special Events	Loop Special Biz District	\$108,000.00		
Beautification Projects	U City in Bloom	\$53,055.00		\$26,538.50
Mannequins on the Loop	Audrey Jones	\$21,000.00		\$1,120.00
Econ Dev Strategic Plans/Feasability Studies	Community Development	\$200.00		
Bench Project	Community Development		\$1,650.00	
Make a Difference Day	Community Development			
Professional/Consulting	Community Development			
Administration	Community Development	\$133,000.00		
Façade Improvement Program	Community Development			
Other Projects/Expenses	Community Development			
		\$336,255.00		
TOTAL through 3-14-19				<u>\$44,766.72</u>
Projected Revenues FY 19	\$702,400.00			
TOTAL ED SALES TAX RECEIPTS to date	\$328,032.38			