



**TO:** Board of Contracts and Awards  
**FROM:** T.C. Broadnax, City Manager   
Nadia Chandler Hardy, Assistant to the City Manager, City Manager’s Office  
**COPY:** City Council, City Manager, City Clerk, SBE Coordinator, LEAP Coordinator, and Joe Parris, Finance/Purchasing  
**SUBJECT:** Citywide Strategic Plan  
Request for Proposals Specification No. CM 14-0066F – April 1, 2014  
**DATE:** March 18, 2014

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**SUMMARY:**

The City Manager’s Office recommends a contract be awarded to Brian Douglas Scott (BDS) Planning & Urban Design, Seattle, WA, for the creation of a Citywide Strategic Plan and Visioning document. The contract amount reflects a total award of \$300,000, sales tax not applicable.

**STRATEGIC POLICY PRIORITY:**

An agreement to facilitate the creation of a Citywide Strategic Plan and Visioning document would align with all of the statements below as it would incorporate the Council’s strategic direction and policy priorities:

- Strengthen and maintain a strong fiscal management position.
- Strengthen and support public safety, human services, public education, and diverse higher learning opportunities in Tacoma.
- Foster neighborhood, community, and economic development vitality and sustainability.
- Plan for and improve public infrastructure that meets the transportation needs of all Tacoma residents and visitors.
- Encourage and promote an open, effective, results-oriented organization.

**BACKGROUND:** On December 17, 2013, the Tacoma City Council adopted Resolution 38808, accepting the recommendations of the City’s Fiscal Sustainability Taskforce. The mission of the Fiscal Sustainability Task Force (FSTF) was to examine the City’s expenditures and revenues and to generate at least five to ten promising revenue enhancements or expenditure efficiencies to help the City reduce its structural deficit and align the growth of expenditures with the growth of revenues. The Taskforce, in its final report to the City Council, provided approximately 28 different recommendations for further research and consideration. Amongst the 28 recommendations was that the City undertake a long-term visioning process.

At the January 7, 2014 Committee of the Whole meeting, Mayor Strickland, supported by Council Members Thoms and Lonergan, shared a Council Consideration Request for staff to initiate a Request for Proposal process to select and potentially award a professional services contract for the facilitation and creation of a ten-year Citywide Strategic Plan and Visioning document for the City of Tacoma (See Attachment A). The complete planning process would include staff participation, community and civic engagement, external agency collaboration, long-term implementation, and performance reporting.

The City Council envisions a long-term comprehensive Strategic Plan that will align with the City Council’s Five Policy Priorities, establish the City’s long-term vision for Tacoma, and guide decision making and resource allocation, with the goal of making Tacoma a leader in providing high-quality services for its residents and offering an enjoyable and sustainable quality of life.



The City needs a facilitating firm, who with guidance from the City Manager’s Office, will conduct a community visioning process with the intent to prepare a City-wide Strategic Plan for the City of Tacoma. The process would include insightful and deliberate public engagement with the City Council, staff, residents, business/community stakeholders, and external partner agencies to gather feedback on important key elements and expectations to incorporate. It is anticipated that the process will take four to seven months. The facilitating firm will implement both the engagement and document preparation process for the City-wide Strategic Plan.

**ALTERNATIVES:**

The City Council may not authorize an agreement with the selected firm and request the City Manager to issue a new RFP and selection process. This would delay the civic engagement significantly and would not provide any information support toward the 2015-2016 Biennial Budget Development Process. The City currently does not have the staffing resources necessary to complete the process in-house.

**COMPETITIVE SOLICITATION:** Request for Proposals Specification No. CM14-0066F was opened February 25, 2014. Seven (7) submittals were received. Evaluation of each response was completed by a staff team of five (5) City employees and scoring conducted thereafter to determine which firms would be invited to an in-person interview. Following the initial scoring evaluation, six (6) of the seven (7) respondents were invited to provide an in-person presentation and interview with the staff selection committee. The interviews were conducted on Monday, March 17, 2014 and were noticed and advertised, by the City Clerk and Media Communications Office, as a public meeting. Additional discussions and scoring were conducted by the staff selection team subsequent to the interviews. On March 18, 2014, the selection committee reconvened their discussions, provided final scores and made recommendation to award an agreement to BDS Planning & Urban Design (See Attachment B).

<u>Respondent</u>	<u>Location (city and state)</u>	<u>Rank or Score</u>
<b>BDS Planning &amp; Urban Design</b>	<b>Seattle, WA</b>	<b>1</b>
The Athena Group, LLC	Olympia, WA	2
Strategies 360, Inc.	Tacoma, WA	3
Beckwith Consulting Group	LaConner, WA	4
Community Attributes, Inc.	Seattle, WA	5
Fern Tiger Associates	Oakland, CA	6
ARCADD, Inc.	Newton, MA	7

Pre-proposal Estimate: \$300,000

The recommended award is 0 percent below the pre-proposal estimate.

**CONTRACT HISTORY:** New Contract.

**SUSTAINABILITY:** Sustainability was included in the scoring criteria as part of the Experience and Qualifications portion of the evaluation and accounted for 0-6 points. Respondents were scored on their demonstrated ability to provide the services in a sustainable manner and their commitment to sustainable business practices.

**SBE/LEAP COMPLIANCE:** SBE participation was included in the scoring criteria and accounted for 0-20 points. Respondents were scored on their qualification or partnership with a City of Tacoma SBE Certified Firm or their qualification or partnership with a DBE and/or State of Washington M/WBE Certified Firm. The recommended contractor, BDS Planning & Urban Design, is eligible and has applied



to be a City of Tacoma SBE Certified Firm. They will also partner with a DBE and State of Washington M/WBE Certified Firm for this project.

LEAP is not applicable.

**RECOMMENDATION:**

After conducting the interviews, the RFP interview panel recommends that the Council approve award to BDS Planning & Urban Design for a contract up to \$300,000 to facilitate the community visioning process and document preparation.

**FISCAL IMPACT:**

**EXPENDITURES:**

FUND NUMBER & FUND NAME *	COST OBJECT (CC/WBS/ORDER)	COST ELEMENT	TOTAL AMOUNT
010-Non-Departmental Funds	651000	5310100	\$300,000.
<b>TOTAL</b>			

\* General Fund: Include Department

**REVENUES:**

FUNDING SOURCE	COST OBJECT (CC/WBS/ORDER)	COST ELEMENT	TOTAL AMOUNT
<b>TOTAL</b>			

**POTENTIAL POSITION IMPACT:**

POSITION TITLE	PERMANENT/ PROJECT TEMPORARY POSITION	FTE IMPACT	POSITION END DATE
<b>TOTAL</b>			

*This section should only be completed if a subsequent request will be made to increase or decrease the current position count.*



**FISCAL IMPACT TO CURRENT BIENNIAL BUDGET: \$300,000**

**ARE THE EXPENDITURES AND REVENUES PLANNED AND BUDGETED? No**

**IF EXPENSE IS NOT BUDGETED, PLEASE EXPLAIN HOW THEY ARE TO BE COVERED.**

Available funding from the “Vassault Wall Project” has been identified and will be redirected for this purpose.

<b>Experience and Qualifications = 35</b>	<b>Rating Allowed</b>	<b>FTC</b>	<b>Athena</b>	<b>360</b>	<b>Beckwith</b>	<b>CAI</b>	<b>BDS</b>
Experience with similar projects	0 - 6	4	5	4.4	4	4.6	5.8
Experience and qualifications of the consultant team	0 - 6	4.6	4.8	4.8	4	4.8	5.8
Understanding of municipal finance	0 - 6	3	4.8	3.8	4	4.4	5.4
Sustainability	0 - 6	3.2	3.6	3.4	3	3.6	3.6
Demonstrated proficiency in facilitating public processes	0 - 6	4.8	4.6	4.4	3.4	4.6	5.6
Knowledge of Washington State planning requirements and regional planning framework	0 - 5	3.6	4.4	3.6	4	4.6	5
<b>Sub-total:</b>	<b>Possible 35</b>	<b>23.2</b>	<b>27.2</b>	<b>24.4</b>	<b>22.4</b>	<b>26.6</b>	<b>31.2</b>
<b>Project Approach and Methodology = 30</b>	<b>Rating Allowed</b>	<b>Rating Scored</b>					
Innovative and effective communication and public outreach strategies	0 - 8	6.2	4.8	5.4	3.8	5	6.8
Process demonstrating collaboration with City Departments, staff, boards and commissions	0 - 8	5.4	5.8	4.8	4	5.6	7.4
Facilitation strategies for addressing deep value differences among stakeholders	0 - 7	5.4	4.4	4.2	3.4	4.6	6.6
Ability to identify and involve historically under-represented groups	0 - 7	5.2	4.4	4.2	3.2	4	7
<b>Sub-total:</b>	<b>Possible 30</b>	<b>22.2</b>	<b>19.4</b>	<b>18.6</b>	<b>14.4</b>	<b>19.2</b>	<b>27.8</b>
<b>Small Business Enterprise Participation = 20*</b>	<b>Rating Allowed</b>	<b>Rating Scored</b>					
<b>*choose one: a, b, or c</b>							
a. Respondent is either a DBE, M/WBE, or City of Tacoma SBE Certified Firm	20	0	20	0	0	0	0
b. Respondent will partner with a DBE or M/WMBE City of Tacoma SBE Certified Firm	5-15	0	0	10	15	0	15
c. Respondent qualifies as a City of Tacoma SBE Certified Firm	0 - 5	5	0	0	0	0	0
<b>9</b>	<b>Possible 20</b>	<b>5</b>	<b>20</b>	<b>10</b>	<b>15</b>	<b>0</b>	<b>15</b>
<b>Project Costs and Ability to Meet the Proposed Schedule = 15</b>	<b>Rating Allowed</b>	<b>Rating Scored</b>					
Total cost of project and visioning process	0 - 5	2.6	3.8	3.8	3.6	4	3.6
Proven ability to adhere to schedules	0 - 5	1	4	3.8	3.4	4	4
Ability to coordinate with and respond to City staff in an effective and timely manner	0 - 5	3.2	4	3.8	3.6	3.8	4.2
<b>Sub-total:</b>	<b>Possible 15</b>	<b>6.8</b>	<b>11.8</b>	<b>11.4</b>	<b>10.6</b>	<b>11.8</b>	<b>11.8</b>
<b>FINAL TOTAL FOR VENDOR</b>	<b>Possible 100</b>	<b>57.2</b>	<b>78.4</b>	<b>64.4</b>	<b>62.4</b>	<b>57.6</b>	<b>85.8</b>
		<b>6</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>1</b>