

# REQUEST FOR PROPOSALS



## **Strategic Vision Working Session**

**PARAMOUNT** CALIFORNIA

### **INTRODUCTION**

Eco-Rapid Transit (also known as the Orangeline Development Authority) invites qualified firms or teams to respond to this Request for Proposals (RFP) to work with our Board of Directors and staff to conduct a Strategic Vision Working Session. Eco-Rapid Transit seeks to evaluate the organizational, governance, management and oversight structure and activities of the Joint Powers Authority. The strategic planning session will look at the current organization as well as taking a look at the future direction and potential organizational structure.

Eco-Rapid Transit is a joint powers authority (JPA) originally created to pursue development of a transit corridor/system. With the recent passage of Measure M and the development of a P3 program at Metro, Eco-Rapid Transit recognizes the importance of developing a strategic vision - being an economic development project with a train connecting us all together.

Eco-Rapid Transit anticipates that the scope of work will take 7 weeks to be completed. Proposals are due at 5:00pm on May 11, 2018 and must be received at our office:

Karen Heit  
Deputy Executive Director  
Eco-Rapid Transit  
16401 Paramount Boulevard, Paramount CA 90723.

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## **BACKGROUND**

Eco-Rapid Transit has thirteen members with approximately 1.4 million residents. Eco-Rapid Transit is working with its members to balance regional and local goals and objectives. This includes active participation in the development of the environmental, public private partnership (P3), planning, design and implementation components of the West Santa Ana Branch transit corridor project, eventually extending north to Glendale and Hollywood Burbank Airport.

Eco-Rapid Transit recognizes the importance of working together to identify actions to move plans forward. It is imperative to establish a clear and viable strategic vision.

Eco-Rapid Transit and its members envision a corridor that integrates rail transit and station area/transit oriented development (TOD) plans into a cohesive, compelling transit-oriented corridor (TOC) vision. A unified approach provides a foundation for the transit corridor and members. It is timely to ask the question – “where are we going?” and “how do we get there?” to help plan and accelerate benefits of the West Santa Ana Branch project. The process requires a thoughtful approach and can include the following:

- How do we get there?
- What policy, regulatory, financial, organizational and cultural vehicles and structures are available to get there?
- What development do you see happening in the station areas?
- What are your economic needs?
- What are the challenges to development?
- What are your infrastructure needs?
- How do we attract appropriate investment and development?
- How can we develop an integrated multi-jurisdictional approach in station areas?
- How do we share costs and benefits in the corridor?

It requires creation of a vision to create a platform for “early action elements” and provide the base for short term and long-term project successes. The proposed scope of work for this visioning program requires a facilitator to build upon efforts of Eco-Rapid Transit in the corridor:

- **Develop approach to attract developers.** A strategy to work with members and support multi-jurisdictional station area concept plans.

- **Develop a corridor-wide economic and employment strategy.** The Corridor is a viable market for future investment. There are challenges in attracting new retail, commercial and housing projects. A coordinated and comprehensive economic and employment strategy provides a basis for marketing corridor destinations, attractions and services.
- **Prepare an integrated funding strategy.** Infrastructure improvements will be required to provide utility service and capacity improvements required for a higher level of future development and better serve existing communities. This could provide additional benefits to the Eco-Rapid Transit cities and requires development of an integrated strategy to secure private sector investments and compete for local, state and federal funding.

## **REQUEST FOR PROPOSAL**

To accomplish this requires the creation of a strategic vision of our future. It is suggested that a working session of our decision makers and staff is critical. Therefore, Eco-Rapid Transit seeks the services of a consultant to lead a strategic planning working session to set this vision.

### **Scope of Work**

#### **Task 1 – Task and Work Session Preparation**

The Consultant will work with Eco-Rapid Transit staff to identify an approach for a Strategic Implementation Framework to be discussed at an Eco-Rapid Transit Board and Staff working session. It is anticipated that the working session will involve Eco-Rapid Transit Board of Directors, Eco-Rapid Transit Staff, City Managers/key corridor city representatives and Metro Executive Staff.

The resulting implementation action plan should include, but is not limited to, recommendations for land use regulatory documents and entitlement process, economic/employment strategy, funding sources and strategies, and organizational options. Possible discussion items include:

- Applicable Eco-Rapid Transit and Metro plans and policies to be included and/or reflected in the resulting strategy.
- Land use plan/regulatory options.
- Economic and employment strategy framework elements.
- Possible funding sources and funding framework options.
- Other discussion points to be identified by participants, such as organizational recommendations.

It is anticipated that a strong foundation for successful implementation can be provided through actions in four key areas:

- 1. Consistent, Clear Land Use Plan and Policies.** Develop plans, policies and approval processes that provide a predictable framework for future corridor development. Encourage actions to incentivize development in future station areas.
- 2. Corridor-wide Implementation.** Consider formation of a corridor-wide organization to ensure successful implementation of an economic and employment strategy, and funding and development of the complex transportation and development efforts over an anticipated 25-year plus timeframe. This should build upon the efforts of the existing Eco-Rapid Transit Joint Powers Authority.

- 3. Committed Funding Stream.** A long-term revenue stream will be required to fund the required large-scale infrastructure projects to support future development that may be beyond the funding capacity of a single city. This funding capacity was once provided by redevelopment authority tax increment financing. The replacement revenue source may be provided through formation of Enhanced Infrastructure Financing District (EIFD) or development of a Public Private Benefit Corporation. This may be an opportunity to create an organization that can generate a long-term funding stream for public infrastructure to encourage use of transit, create pedestrian-friendly station areas, and attract private development.
- 4. Funding Strategy to Secure Other Funding Resources.** The JPA and its members could develop and implement an integrated funding strategy to secure competitive local, state and federal funding, and possible private market resources.

## **Task 2 – Work Session**

The consultant will conduct the working session to discuss and develop a viable implementation strategy framework providing action items and creating a vision for a governance structure designed to enhance economic development, community development and corridor investment. The work session will focus on developing a strategic vision that includes a discussion of goals, objectives, plans, perceived opportunities and challenges, organizational/governance structure possibilities, and funding. The work session will be held at a location to be determined. The consultant will document comments and recommendations.

## **Task 3 – Draft and Final Strategic Vision and Implementation Framework**

The consultant will incorporate the recommendations in preparation of a draft strategic implementation framework approach for inclusion as a final section of the report with text, diagrams and images as appropriate to convey the strategy's intents. The consultant will prepare a draft version for review and comment by Eco Rapid Transit. A final report and PowerPoint suitable for presentation to the Eco-Rapid Transit Board will be prepared. The consultant will participate in the presentation to the Eco-Rapid Transit Board as appropriate.

## **SCHEDULE**

After agreement on the scope, tasks, schedule and budget is reached, the study schedule is proposed to be approximately seven weeks in length in consideration of a final presentation to the Eco-Rapid Transit Board:

- Week 1** Preparation of an implementation strategy approach, work session agenda and materials.
- Week 2** Review draft materials and finalize meeting materials.
- Week 3** Conduct working session and document comments and recommendations.
- Week 4** Prepare draft based on received comments and recommendations.
- Week 5** Review and comment of draft.
- Week 6** Prepare a draft final study report and PowerPoint for presentation.
- Week 7** Participate in Eco Rapid Transit Board presentation and finalize study report based on Board comments.

## **BUDGET**

It is anticipated that the planning effort will cost approximately \$13,000 to \$15,000.

## **DELIVERABLES**

The Consultant shall provide the following:

- 1.** Prepare an implementation strategy approach, work session agenda and background materials
  - 2.** Conduct working session
  - 3.** Prepare draft and final study report
  - 4.** Prepare powerpoint presentation and deliver final presentation to the Eco-Rapid Transit Board of Directors
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## **SUBMITTAL REQUIREMENTS**

Proposals must include:

- 1.** Cover Letter (no more than two pages) that provides the name, address, phone and e-mail addresses of the Consultant, the primary contact name and any sub consultants. An authorized principal of the Consulting firm should sign the letter. The firm must clearly indicate that it is submitting a proposal for the Station Area Land Use Plans, the City of Vernon Visioning Plan or both.
  - 2.** A summary of the firm's qualifications and experience to successfully perform the project tasks, including key personnel and support staff to be assigned to the project and their core responsibilities.
  - 3.** Elaboration on the Scope of Services outlined above with additional detail on the approach that will be used to handle the project. Respondents are invited to submit variations and additional elements to the work scope that they feel will enhance project outcomes.
  - 4.** Provide a breakdown of costs by task and by all assigned staff for the project (including subcontractors) that includes hourly billable rates and provisions for reimbursable expenses.
  - 5.** Up to three relevant reference projects completed in the last five years, including description of services, key personnel involved, core project outcomes, client name and a reference with current contact information.
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## **SELECTION PROCEDURE AND CRITERIA**

The Project Team will designate up to five members to form an RFP Selection Committee that will review each response to the RFP and may meet with some or all of the respondents. We may request a firm to clarify, supplement or modify some of the information submitted.

Submittals shall be evaluated according to the following criteria:

- 1.** Completeness of the proposal and responsiveness to the RFP.
  - 2.** Demonstrated professional skills and credentials of the firm and staff to be assigned to the project.
  - 3.** Evidence that the respondent understands all aspects of the project, including coordination and communication with different entities involved.
  - 4.** Experience and capacity to work collaboratively with a multi-disciplinary team.
  - 5.** A clearly defined approach to performing the scope of work.
  - 6.** Relevant experience.
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## **SUBMISSION**

All submissions must be completed in 12 point font, 8.5" x 11" paper, with 1" margins and should be no more than six pages, not including the cover letter, cost estimate, relevant experience and references. No binders, folders, or coil binding. Five hard copies and one digital copy (PDF) of the ***complete proposal must be submitted by May 11, 2018 at 5:00 pm.***

Proposals are to be sent to the following address:

Ms. Karen Heit,  
Deputy Executive Director  
Eco-Rapid Transit  
16401 Paramount Boulevard,  
Paramount, CA 90723  
Phone: (562)663-6850  
Fax: (562) 634-8216  
[kheit@gatewaycoq.org](mailto:kheit@gatewaycoq.org)

All questions and requests for information to this RFP must be submitted in writing via e-mail to the contact person listed above no later than May 1, 2018. E-mail inquiries shall be clearly identified in the subject line as: "Eco-Rapid Transit Strategic Vision RFP." Staff responses to questions and requests for information shall be publicly posted by May 4, 2018.

Thank you in advance for your interest and participation in the RFP process.

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## **ATTACHMENTS:**

1. Eco-Rapid Transit Map
2. West Santa Ana Branch Project Area Map