



REQUEST FOR PROPOSAL

ECONOMIC DEVELOPMENT STRATEGY

Issue Date: April 17, 2017

Proposal Deadline: May 12, 2017 @ 2:00 pm

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City of Dexter
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REQUEST FOR PROPOSALS
ECONOMIC DEVELOPMENT STRATEGY
CITY OF DEXTER

Sealed proposals for an **“Economic Development Strategy”** will be received by the City of Dexter up to **2:00 P.M. on Wednesday, May 12, 2017**, at which time they will be **publicly opened at the City of Dexter offices at 8123 N. Main Street, 2nd floor, Dexter, MI 48130**.

Please mark sealed envelopes: “ECONOMIC DEVELOPMENT STRATEGY, CITY OF DEXTER” on the lower left hand corner. In addition, if the proposal is to be express mailed, **“Proposal Documents Enclosed DO NOT OPEN”** must be conspicuously marked on the package. Faxed or emailed proposals will not be considered or accepted.

The City of Dexter reserves the right to reject any or all proposals, to waive any informality in the proposal received, and to accept any proposal or part thereof, which it shall deem to be most favorable to the interests of the City of Dexter.

I. Project Purpose

In the late 1980s, the Village of Dexter developed the Dexter Business and Research Park (DBRP), a 132-acre corporate campus style business park. The goal of this investment was to promote job creation and provide a solid tax base within the Village of Dexter. DBRP is home to approximately 30 thriving manufacturing and research and development facilities.

By 2007/2008 the Village of Dexter, like the nation was in the grips of a great recession. Unemployment was upwards of 9%. The Village Council decided that creating recreational opportunities and access to the river were two key strategies that would make Dexter a destination. It was also during this time that Council determined that retention of existing businesses was the key to surviving the recession. In response, the Village of Dexter Economic Advancement Program (EAP) (Exhibit A) and the Framework Plan for Economic Preparedness (FPEP) (Exhibit B) were developed.

The purpose of the EAP and FPEP was two-fold; first, to establish a long term economic enhancement strategy for the Village, and second to better prepare the community to work with businesses wanting to expand or locate in Dexter. Together with Ann Arbor SPARK, Michigan Economic Development Corporation (MEDC) and the Michigan Department of Agriculture and Rural Development (MDARD), the Village/City¹ conducts regular business retention visits and organizes at least one business summit every year.

Investments in quality of life projects, such as Mill Creek Park and the Border-to-Border Trail, together with its historic downtown, have cemented the city as a destination. However, the questions facing city leaders now include:

- Where are we now?
- Where do we go from here?
- How big do we need or want to be?
- How do we get access to higher speed internet, as part of our basic infrastructure?
- Do we expand the Business and Research Park, or do we go in a different direction?
- Where is our workforce located?
- What does the economic future of the City of Dexter look like?
- What do we want economic development in Dexter to focus on? Job creation? Tax base generation? Eco-tourism?
- What impact did/does cityhood have on our economic development efforts?

The City is seeking a consultant to help them answer these questions and develop a goal driven economic development strategy.

II. Request for Proposal (RFP) Purpose and Proposed Scope

The City of Dexter, is accepting proposals from individuals or firms to develop a 5-7 year strategic economic development strategy. The Consultant's overall responsibility will be to prepare an Economic Development Strategic Plan for the City of Dexter. Components of the Scope of Work include the following:

- 1) Public Outreach and Community Engagement: A grass-roots approach to engage the local community and stakeholders and initiate dialog on the economic future of the City. The consultant shall:
 - Conduct a Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis of existing and future economic conditions
 - Conduct a survey of citizens, stakeholders and business community members to obtain strategic insight into current attitudes, beliefs and priorities related to the

¹ The Village officially became a City on November 22, 2014.

economic conditions and future success of the City. The survey should also gather information regarding residential and business demand for broadband services within the city.

- Gather input on how the manufacturing and eco-tourism stakeholder communities will factor into the success of the City's growth and economic sustainability

Deliverables: *A set of agreed upon goals and guiding principles that will become the foundation for the economic development strategy.*

- 2) **Data Collection and Analysis:** Establish a solid information foundation on key economic and demographic descriptors of the City. To assess both the social and economic conditions in the City, the consultant shall conduct an economic analysis that focuses on inventorying and identifying trends related to demographics, workforce characteristics, and business characteristics at the local and regional level. The consultant shall:

- Review all relevant planning and zoning documents that directly address the past, current and future economic condition of the City.
- Identify and analyze demographic and socioeconomic and employment/workforce data, and other key economic data.
- Assemble a current inventory of businesses in the city type, employment size and business characteristics (e.g. payroll).
- Conduct an analysis of critical land use and infrastructure elements that may impact the future economic success of the city.
- Analyze the impact of cityhood on current and future economic development efforts

Deliverables: *Written reports summarizing the plans and policies of the City, community profile, business inventory, and existing land use and infrastructure report.*

- 3) **Defining the Economic Strategy:** With a set of goals and guiding principles established and key data collected and analyzed, the consultant will assist the city in the developing measurable strategies and objectives for implementing the goals established through the planning process.

Deliverables: *Action plan with timeline.*

- 4) **Final Plan Development:** Consultant will prepare final Economic Development Strategy and present it to City Council.

Deliverables: *Economic Development Strategy that communicates the City's economic development goals, provides measurable strategies and objectives, assigns implementation roles and responsibilities, and provides a timeline for future action.*

III. Information Required From Firm

Respondents should provide a one-page executive summary indicating why their firm should be selected. Attachments that amplify responses or provide relevant illustrations or additional information are welcome. Proposals shall include the following in the order indicated.

1. Introduce the firm describing its size, location, history, management structure, range of services and major clients.
2. Describe the firm's economic development strategic experience and expertise.
3. Provide a not-to-exceed fee schedule for these services broken down by type of deliverable. Please note any advantages to monthly, quarterly, semi-annual or annual payments.
4. Identify the persons/consulting team who will work directly with the City of Dexter personnel and provide biographies for each.
5. Describe the working process and coordination of service between your organization and the City of Dexter, including projected dates of inception and completion of the

project.

6. Provide three (3) references comparable to our business and plan demographics. Please include the contact name; title, company name, email and phone contact information, time as a client and a brief description of the services provided. Please select at least one client that is relatively new and one that has worked with your firm more extensively.
7. Provide a sample contract/agreement, outlining proposed services including all terms and conditions.
8. Describe our right to terminate our relationship with you. Is there a minimum contract cost/agreement period?

IV. About the City of Dexter

The City of Dexter is located in Southeast Michigan, along the banks of the Huron River and Mill Creek. Dexter places a high value on quality of life. Residents and visitors can be seen enjoying a day on a river, walking along nature trails, or biking on the County Border-to-Border trail, stopping in our historic downtown for lunch and some shopping. Cultural activities include the Dexter Historical Museum, historic Gordon Hall, the Encore Theatre, a local musical theater company, and concerts in the summer, ice skating in the winter, and festivals throughout the year.

Recognizing that it is of vital importance that community have places for people to work, as well as to live and play, the City of Dexter has fostered an environment that is conducive to business growth and development. As a result of these efforts, the City of Dexter boasts an active downtown district and a successful business and research park.

The City of Dexter is committed to fostering an atmosphere that is beneficial towards economic development, recognizing that it is of vital importance that a community has places for people to work, as well as to live and play. The City uses a wide variety of tools to accomplish this goal, including master planning, an economic development corporation, industrial facilities tax exemptions, and capital improvements planning.

V. RFP Evaluation Criteria

The City of Dexter seeks an optimum mix of qualifications, service capabilities, economic development expertise, community development strategy and marketing experience, and reasonable fees. The City of Dexter, will evaluate each proposal in a fair, consistent, and objective manner.

Evaluation and selection of a provider will be based on the information submitted in the proposals, the information obtained from contact with references and, any required verbal interactions.

Participants will be evaluated on the following criteria:

- 50% -Ability to provide required services that meet the City of Dexter standards;
- 20% -Experience and stability;
- 10% -Quality of references; and
- 20% -Competitive pricing.

VI. Finalist Selection and Additional Information

The City of Dexter welcomes written questions and requests for clarifications about this RFP, on or before April 26, 2017. Please submit all questions and requests, in writing to Community Development Manager, Michelle Aniol (maniol@dextermi.gov). All questions will be summarized and answers posted on the city's Bid Opportunities webpage (<http://www.dextermi.gov/doing-business-village-2>).

It is the City of Dexter's intent to respond to all appropriate questions and concerns; however, the City reserves the right to decline a response to any question and/or to modify the amount of time required to provide an appropriate answer.

Based on the proposal responses, the City of Dexter, will notify the provider(s) of its interest in having the provider continue in the RFP process or declined their work.

Finalists may be invited to provide more information about their proposals, and the City of Dexter may request a presentation. The City of Dexter is not liable for any cost incurred by providers in replying to this RFP.

The timeline for the selection process is outlined below:

- April 17, 2017- Issue RFP
- April 26, 2017 – Written questions/requests for clarification due: email to maniol@dextermi.gov.
- May 12, 2017- Written Proposals due: Submitted six (6) copies of the Proposal, along with one electronic copy (on CD or thumb drive) of proposal to Michelle Aniol, 8123 Main St, 2nd Floor, Dexter, MI 48130 (facsimile and email submissions will not be accepted)
- May 2017 – Review of Proposals
- May/June 2017 - Selection of finalist firms for further consideration.
- June 2017 – Interviews and selection of firm for services subject to agreement.

VII. Conditions and Disclaimers

This RFP does not create a binding agreement for any services between the City of Dexter and any potential provider, except to the extent that providers will be bound by the representations, warranties, and conditions contained in their proposal.

The City of Dexter reserves the right to:

- Amend or cancel this RFP prior to awarding the contract;
- Accept or reject any proposals, at its own discretion, even if all the stated requirements are met;
- Verify all information provided in a proposal with business references from a provider's clients;
- Refuse to accept proposals after the stated submission deadline;
- Award a contract outside the timelines stated in this RFP; and
- Make a whole award, multiple awards, a partial award, or no award at all.

Information in this RFP is provided to the best of the City of Dexter's ability. Estimates or projections provided should be interpreted as estimates and projections only.

This RFP, complete or in part, may have been developed or edited from an RFP used by another source. Similarities between this RFP and other RFP's should not be interpreted as an indication of a preferred solution or provider. It is the City of Dexter's intention to thoroughly and equitably evaluate proposals from any provider that wishes to compete.

The service provider agrees to comply with the provisions of all applicable federal, state and City of Dexter statutes, ordinances and regulations pertaining to civil rights and nondiscrimination.

VIII. PUBLICATION

This Request for Proposal (RFP) shall be placed on the City's Economic Development webpage. The summary invitation, along with information about how to receive a copy of the RFP and notice of the RFP's availability at www.dextermi.gov, shall be advertised with the Michigan Intergovernmental Network (MITN), the Dexter Sun Times, and with Michigan Economic Developers Association (MEDA).

EXHIBIT A
ECONOMIC ADVANCEMENT PLAN

EXHIBIT B
FRAMEWORK PLAN FOR ECONOMIC PREPAREDNESS