



REQUEST FOR QUOTES: STRATEGIC PLANNING SERVICES

The Downtown Spokane Partnership (DSP) has initiated a Request for Quotes (RFQ) process to identify a qualified consultant to guide and execute a strategic planning process and evaluation of the Downtown Spokane Business Improvement District (BID). DSP seeks a consultant with a deep understanding of nonprofit structure, operations and budget methodology, excellent facilitation skills, and proven success in strategic planning.

Timeline:

RFQ Issued	August 31, 2022
Deadline for Responses	September 19, 2022
Selection Interviews	September 28-30, 2022
Contract Award/Notification	October 7, 2022

Background

DSP serves as the leading advocate for the creation of a dynamic, safe, vital, livable and sustainable downtown as the basis of an economically healthy region. DSP is a member-based, not-for-profit organization with more than 100 members, representing a variety of business sectors including real estate, banking/finance, law, transportation, insurance, communications, energy, and tourism. DSP members are committed to creating a vital and vibrant urban core for the second largest city in the State of Washington.

The BID is a district that levies assessments to provide special benefits and improvements that aid in economic development, neighborhood revitalization and enhance existing municipal services to properties and tenants located within the BID boundaries. The BID's clean, safe and economic development programs have been fundamental to stabilizing downtown and stimulating new investment in Spokane.

The BID was created by Spokane City Council in July 1995 and reauthorized in 2001 with annual reviews by City Council at the request of the area's property and business owners. The BID is approximately 80-blocks, with more than 850 businesses and 350 property owners within the area. The City of Spokane collects the assessments annually and, in accordance with Washington state law, contracts with DSP to manage and administer specified services. DSP has been the exclusive contractor managing the BID since 1995 and is currently contracted through 2026 with the intent to renew.

DSP has been a responsive and reliable resource for property and business owners to collectively achieve the improvements they want to see in downtown Spokane. While DSP conducts annual planning to identify yearly priorities to support the organization and BID, a formal strategic planning process, district management and expansion plan with an assessment evaluation has not been completed in some time.

Like many downtown across the world, DSP is evaluating the way visitors, residents and employees interact with commercial business districts and urban neighborhoods in a post-COVID era. Changes from proposed development, new transportation and parking options and significant levels of crime and homelessness in surrounding areas are bringing tremendous change.

The 2021 adoption of the updated Downtown Plan also outlined urban planning priorities, design guidelines and regulatory recommendations to build a more resilient and welcoming downtown for all. Over the past 22 years, the Plan has helped to drive more than \$4 billion in investment in downtown Spokane. While it has been a catalyst for urban planning and helpful in identifying opportunities, including several DSP-led priorities, it did not identify a work plan, budget, assessment structure or staffing to meet some of these initiatives.

With new leadership, a growing residential and hospitality base, new programs, and opportunities for growth, the time is right for DSP to engage strategic planning services to define and strengthen the organization's ability to provide services, build a foundation of sustainability, deliver on its mission, and consider how it should grow in today's changing landscape.

Deliverables

DSP seeks a consultant to guide and execute a strategic planning process and produce:

1. 5-year strategic plan for the DSP, targeted to start in 2023, including:
 - Goals and objectives to meet priorities
 - Services and programs (both current and new) that will support organizational goals
 - Necessary organizational management and resources to carry out programs, including governance
 - Inclusive social equity advancement
2. Management District Implementation Plan (MDP) that analyzes BID benefit zones and service levels, including:
 - Evaluation of assessment methodology and non-assessment revenue resources
 - District management guidelines, best practices and recommendations
 - Data collection and management
 - Enhanced maintenance and security services
 - Economic development and marketing programs
 - Budget and staffing structure
3. BID Expansion Analysis and Technical Assistance* Phase One, including:
 - Assessment of community needs and objectives, including stakeholder interviews
 - Outreach considerations and communications strategy
 - Expansion recommendations, including geographic areas and timelines
 - Evaluation of property usage, required services and assessment methodology**
 - Outline recommended services and program needs with budget and staffing structure
 - Review non-assessment revenue opportunities

**A separate, Phase 2 BID Expansion contract, may be developed and awarded following completion of Phase One scope of work. If BID expansion is recommended and approved by the BID board and City Council in 2023, the additional scope of work will include updating the management district plan and assessment formula, petition drive, city hearings, and developing a service plan.*

***DSP will provide property and tenant information for evaluation.*

Submission Requirements

Respondents should provide a brief description of your organization and experience doing this kind of work. Responses should be structured into three deliverable areas listed above (1 – DSP Plan, 2 – MDP Development, 3 – BID Expansion). Consider the specific activities, time and budget by each deliverable area. For each deliverable area, include:

- **Summary:** Provide a brief description of recommended activities, including outcomes.
- **Scope of Work:** Include high-level approach and outline activities.
- **Timeline:** Include milestones and key deliverables, including outreach meetings and final presentations.
- **Budget:** Identify total cost, including labor and indirect expenses.
- **Additional Information:** Any other information deemed important, but not specifically required elsewhere.
- **Case Study:** Include at least one relevant example of prior experience with reference contact.

Considerations

Work will begin upon selection of the consultant and completed in 2022/2023. Final deliverables should include a separate public-facing document for each area and should consider mechanisms for staff and stakeholder involvement, deliverables that emphasize staff implementation and ensure ongoing monitoring and evaluation to measure progress and make adjustments based on changing conditions.

A review panel of DSP Board and BID Advisory Board executive committee members will review all quotes. In evaluating quotes, the price will not be the sole factor. The review panel may consider any factors it deems necessary and proper, including but not limited to price, quality of service, response to this request, experience, staffing, and general reputation. Respondents with experience working with business improvement districts and/or local government are preferred.

The respondent shall not discriminate because of race, creed, color, religion, sex, criminal record older than seven years (other than convictions for crimes of dishonesty or sexual assault) or national origin, nor otherwise commit an unfair employment practice and shall make a good faith effort to utilize minority business enterprises and women-owned business enterprises.

DSP reserves the right to reject all quotes or portions thereof. All respondents will receive written notification of the DSP's decision regarding their quote, and an announcement of the award will be posted on the DSP website.

****Responses to deliverable areas 2 (MDP) and 3 (BID expansion) will be considered public records and may be made available for public inspection upon request. If you consider any document to be proprietary or otherwise confidential, please submit a written notification prior to submission.*

Contact

Submit all questions and proposals to:

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