

# Memorandum

To: Honorable Mayor Bill Agan and members of the Richland Hills City Council  
From: Jason Moore, Assistant City Manager  
Date: January 8, 2018  
Subject: Comprehensive Economic Development Strategic Plan Proposals

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**Council Action:** Discussion only.

**Background Information:** Last summer Council asked that staff look at conducting an Economic Development study in FY18. Earlier in December, staff requested proposals from various firms that specialize in economic development plans and strategic studies to assist with recruitment, retention and business development plans.

The RFP process resulted in 6 qualified firms submitting proposals by the due date. Staff then reviewed internally based on established criteria and narrowed down to four of the most qualified firms.

They are:

- Range Realty Advisors
- Catalyst Commercial
- Angelou Economics
- TIP Strategies

Staff will now interview these firms later in the week but first wanted to insure we are evaluating their presentations and qualifications with Council's vision in mind. What we want to discuss is budget, focus areas, and other criteria that you may want us to consider in the interview process. This will also help give each firm a better grasp on the content of their presentations. A copy of the RFP is attached to this memo for review.

**Board/Citizen Input:** Community Development Committee meeting of the Council will meet at 4PM prior to the meeting to discuss the proposals received.

**Financial Impact:** N/A

**Staff Contacts:** Jason Moore, Assistant City Manager

**Attachments:** Request for Proposals for a Comprehensive Economic Development Strategic Plan



Request for Proposals  
RFP2018-100

**Comprehensive Economic Development Strategic Plan**

November 1, 2017

Proposals due no later than **Thursday, December 7, 2017 by 2:00 p.m. CST**

## 1. INTRODUCTION

The location of Richland Hills in the Dallas/Fort Worth Metroplex is unmatched. Encompassing approximately 3.2 square miles in Northeast Tarrant County, the City borders the northeast corner of Fort Worth, is less than 20 miles from the Dallas/Fort Worth International Airport, less than 15 miles to downtown Fort Worth and less than 30 miles to downtown Dallas. The City fronts State Highway 183, State Highway 121, and State Highway 26. Easy access is provided to each via Interstate 820.

On January 20, 1996 the City voters approved (174 in favor, 64 against) the adoption of an additional one-half (1/2) of one percent sales and use tax with ballot wording as follows:

*“The levy and collection of an additional one-half (1/2) of one percent sales and use tax within the City pursuant to the provisions of Section 4B, Article 5190.6, Vernon’s Texas Civil Statutes, as amended (the “Act”), with the proceeds thereof to be used and applied in the manner and to any of the purposes authorized by Section 4B of the Act: water system improvements, road, street, highway improvements, parks and parks facilities and economic development, with an annual amount thereof not to exceed one and one half percent of the tax collected for economic development and parks and park facilities.”*

Then on November 8, 2005, a special election was held and was passed by the voters (834 in favor, 300 against) reducing the 4B sales and use tax from ½ of one percent to 1/8<sup>th</sup> of one percent with ballot wording as follows:

*“The reduction of the current one-half of one percent (0.5%) sales and use tax allocated to the Richland Hills Economic Development Corporation by three-eighths of one percent (0.375%) to one-eighth of one percent (0.125%), the creation of the Richland Hills Crime Control and Prevention District dedicated to crime reduction programs and the adoption of a proposed local sales and use tax at a rate of three-eighths of one percent (0.375%).”*

RHDC Establishment: On June 25, 1996, the City Council adopted Resolution No. 64-96 authorizing the incorporation of the Richland Hills Development Corporation and approving the form of the Articles of Incorporation and Bylaws for the RHDC.

The Richland Hills Development Corporation, also known as the RHDC, is a municipally created corporation to act on the City’s behalf to encourage economic development in Richland Hills.

## 2. Scope of Work

The scope of work for the proposed project consists of the following objectives:

- 2.2.1.1. Project Review/Scope Meeting** - The consultant will conduct a working session and subsequent interviews with RHDC board and staff and City of Richland Hills staff identified by the RHDC to define the scope of project and intended outcomes. The Consultant will also review past and current RHDC economic development programs and analyze current clusters in the city and emerging ones to pursue future growth.
- 2.2.1.2. Community and Regional Assessment** - This qualitative and quantitative assessment shall include key demographic, socioeconomic, labor and workforce, educational and employment development, and financial trends and forecasts. Richland Hills’s national and regional competitive outlook and standing should be assessed and the impact of the aforementioned trends and forecasts on Richland Hills’s future economic composition and competitiveness should be detailed.
- 2.2.1.3. Target Industry Analysis** – Provide a current industry snapshot for Richland Hills and the region (Northeast Tarrant County). Identify key industries and their market locations that should be targeted in the US or International. Identify development opportunities and strategies to establish Richland Hills as a leading destination for corporate relocations and expansions for target industries identified.
- 2.2.1.4. Business Retention and Expansion Efforts & Strategies** - Recruitment and retention analysis shall, at minimum, make recommendations on marketing practices/tools, brand development and programs. The analysis shall also include a review of current incentives and related policies and assumptions with associated recommendations for aligning incentives with the achievement of goals and objectives and increasing competitive position.
- 2.2.1.5. Benchmarking Analysis** – The Consultant will undertake benchmarking analysis of local/national/international economic development programs that serve comparable sized communities. The Consultant should identify “Best in Class” or “Best Practices” economic development plans throughout the globe.
- 2.2.1.6. Stakeholder Outreach** – The Consultant will work with RHDC board and staff to identify stakeholders in the Richland Hills area possibly to include, but not limited to, city and county government representatives, North Central Texas Council of Governments, Northeast Tarrant Chamber of Commerce, Fort Worth Chamber, business leaders from key industry clusters and educational institutions. The Consultant will conduct a stakeholder analysis through focus groups, surveys and interviews to

determine current participation opportunities in Richland Hills's economic development activities and identify future needs of stake holders based on distinct regional/industry profiles.

**2.2.1.7. Organizational Analysis** – Consultant will analyze current operations with the RHDC including but not limited to organizational structure, department capabilities, staffing, etc., as well as evaluate board and staff recommendations on how to improve the corporation's operations.

**2.2.1.8. Implementation Plan** – The Consultant will assist in developing an implementation plan that incorporates all elements into an operational economic development program. Recommend immediate course of action to implement plan and set out first-year strategy by quarter, and a second – 4 year plan implementation strategy. Provide short-term and long term goals and achievable milestones to facilitate program creation and to coincide with implementation plan. Provide budget estimates and implementation schedule for program.

The RHDC staff, Board of Directors, and other necessary stakeholders reserve the right to review and approve deliverables prior to acceptance of final reports.

The proposed timeline for completion for the plan is approximately four (4) months and includes the following milestones:

- a. RFP released November 1, 2017
- b. Deadline to submit questions November 15, 2017
- c. RFP Question and Answer addendum sent out by November 16, 2017
- d. Proposal due by 2:00 pm on December 7, 2017
- e. Client presentations (as necessary) in Richland Hills December 11-15, 2017
- f. Notice to proceed on or before January 9, 2018
- g. Facilitate Discussions with RHDC staff and Board of Directors
- h. Draft study document(s) due April 10, 2018
- i. Final Study document(s) due May 9, 2018
- j. RHDC Board of Directors adoption May 14, 2018

The Contractor shall submit a proposed project timeline changes for the entire CEDSP process, from contract award through final report, with short-term and long-term anticipated results noted.

### **3 PROPOSAL CONTENTS**

The proposal must include all of the information set forth in this section and be organized as set forth in this section.

#### **3.1 Authorization**

This section should include satisfactory evidence of Proposal Submitter as an authorized agent of the Offering firm.

#### **3.2 Executive Summary**

This section should provide a brief summary of the proposal's contents, emphasizing any unique aspects or strengths or opportunities of the proposal. The Executive Summary should not exceed two pages.

#### **3.3 Project Approach**

This section should describe in detail the Offeror's proposal for completing and providing the CEDSP document research and preparation solicited by this Request for Proposals. Offeror shall recommend and justify an in-person meeting plan.

#### **3.4 Offeror History**

This section should include a comprehensive overview of the firm, including the development of its experience in providing services and the depth of resources to provide the services solicited by this Request for Proposals. Of particular interest would be work history with communities similar in nature to Richland Hills, Texas.

#### **3.5 Key Personnel**

This section should include the résumés or curriculum vitae of the offeror's key staff members. It should identify the specific employees assigned to provide the services solicited by this Request for Proposals. For each key person identified by the Offeror, this section should include the following information, provided in résumé format:

- A. Name and title.
- B. Office location and city of residence.
- C. Project responsibilities and roles.
- D. Educational background.
- E. Professional registrations and memberships (if applicable).
- G. Years of relevant experience.

### **3.6 Subcontracting**

This section should identify any of the required services that you intend to subcontract, if any, providing the following information:

- A. Reasons for subcontracting.
- B. Proposed subcontractor responsibilities.
- C. Identity of proposed subcontractors including location, relevant personnel and experience, previous use as a subcontractor, and any other relevant supporting information.

### **3.7 References**

This section should include the names, addresses and telephone numbers of at least five other economic development agencies with whom Offeror has worked during the last five years. The tab should briefly identify the project, location and services performed. The tab should also include an affirmative statement that the Offeror grants its consent for the RHDC to contact the Offeror's references for purposes of evaluating the Offeror for this Contract and acknowledges that any information obtained from the Offeror's references will not be disclosed to the Offeror.

### **3.8 Method of Proposing**

#### **A. Proposal Documents**

Complete sets of Proposal Documents must be used in preparing Proposals; neither RHDC nor Offeror assume any responsibility for errors or misinterpretations resulting from the use of incomplete sets of Proposal Documents.

#### **B. Ethics**

The Offeror shall not accept or offer gifts or anything of value nor enter into any business arrangement with any employee, official or agent of RHDC.

In 2015, the Texas Legislature adopted [House Bill 1295](#), which added section 2252.908 of the Government Code. The law states that a governmental entity may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity at the time the business entity submits the signed contract to the governmental entity.

The law applies only to a contract of a governmental entity that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016.

The Texas Ethics Commission has adopted rules necessary to implement the law,

prescribed the disclosure of interested parties form, and posted a copy of the form on the commission's website.

**Filing Process:**

The commission has made available on its website a new filing application that must be used to file Form 1295. A business entity must:

- 1) use the application to enter the required information on Form 1295,
- 2) print a copy of the completed form, which will include a certification of filing that will contain a unique certification number.
- 3) sign the printed copy of the form (an authorized agent of the business entity must sign),
- 4) have the form notarized,
- 5) file the completed Form 1295 with the certification of filing with the governmental body with which the business entity is entering into the contract.

The governmental entity must notify the commission, using the commission's filing application, of the receipt of the filed Form 1295 with the certification of filing not later than the 30th day after the date the contract binds all parties to the contract. The commission will post the completed Form 1295 to its website within seven business days after receiving notice from the governmental entity.

Information regarding how to use the filing application may be found at [https://www.ethics.state.tx.us/whatsnew/elf\\_info\\_form1295.htm](https://www.ethics.state.tx.us/whatsnew/elf_info_form1295.htm).

**C. Conflict of Interest**

No public official shall have personal interest in this Proposal or any resulting contract in accordance with Vernon's Texas Codes Annotated, Local Government Code Title 5, Subtitled C, Chapter 171.

**D. Indemnification**

Successful Proposer shall defend, indemnify and save harmless RHDC, City of Richland Hills, and all its officers, agents and employees from all suits, actions, or other claims of any character, name and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property arising out of the award of the contract or on account of any negligent act or fault of the successful Proposer, or of any agent, employee, subcontractor or supplier in the execution of, or performance under, any Contract which may result from Proposal shall pay any judgment costs which may be obtained against RHDC growing out of such injury or damages.

**E. Proposal Compliance**

Proposal must comply with all Federal, State, County and local laws.

**3.9 Price Proposal**

This section should include the Offeror's pricing proposal. The pricing proposal should

consist of a firm fixed price for the completion of the CEDSP document for which this Request for Proposals solicits proposals. The proposal should include estimates of hours needed to complete the project and the corresponding tasks.

Each task shall be itemized with price point. The RHDC reserves the right to base the contract on the proposal as a whole or on specific areas as determined by RHDC. The RHDC reserves the right to select only one or multiple objectives listed in Section 2 above. Please make note if your proposal shall be considered as “All or none”.

### **3.10 Proposal Delivery**

All proposals shall include four (4) original hard copies and one (1) PDF file on acceptable digital storage device. The RHDC reserves the right to reject incomplete submittals.

Deliver to:

Jason Moore  
Assistant City Manager  
Richland Hills Economic Development  
3200 Diana Drive  
Richland Hills, Texas 76118

All proposals are due at City Hall on **Thursday, December 7, 2017, 2:00 p.m. CST**. No late submittals will be accepted. Submit questions to: [jmoore@richlandhills.com](mailto:jmoore@richlandhills.com) no later than November 15, 2017. All questions and answers will be answered in an addendum and sent out to interested parties no later than November 16, 2017.

## **4. EVALUATION CRITERIA**

In evaluating Proposals, RHDC will consider whether or not the Proposals comply with the prescribed requirements and completion time and other data, as may be requested in this Request.

The following evaluation criteria will be utilized in ranking and selecting Offerors for negotiation pursuant to this Request for Proposals:

### **4.1. Experience**

This criterion considers (i) the Offeror’s past performance on any contracts, (ii) the results of reference checks and (iii) the Offeror’s experience in providing the services solicited by this Request for Proposals as set forth in the Offeror’s proposal (a full & completed CEDSP).

### **4.2. Technical Capability**

This criterion considers both the qualifications of the Offeror’s personnel whom Offeror proposes to assign to provide the services solicited by this Request for Proposals and the

equipment and materials that the Offeror proposes to use in performing the services solicited by this Request for Proposals.

#### **4.3. Compliance with Requirements**

This criterion considers the extent of the Offeror's compliance and willingness to comply with all of the terms, conditions and other requirements of the Request for Proposals and resulting contract.

#### **4.4. Accessibility**

This criterion recognizes the need for close cooperation and communication between the RHDC and the Contractor in order to achieve the objectives of the contract resulting from this Request for Proposals.

#### **4.5. Cost**

Offerors will be evaluated on their pricing scheme as well as on their price in comparison to other offerors.

#### **4.6. Additional Information**

1. In addition to the requirements of the Proposal documents, RHDC may require additional information to establish responsibility of Offeror. RHDC may further require identification of proposed subcontractors, suppliers and/or other persons and/or organizations proposed for portions of the work and substantial data to determine their qualifications and experience. If requested, Offeror must submit all data to RHDC.
2. RHDC may conduct such interviews as it deems necessary to assist in the evaluation of any Proposal and to establish the responsibility, qualifications and financial ability of Offeror, proposed subcontractors, suppliers and other persons and organizations to perform and furnish the Work in accordance with the Proposal documents to RHDC's satisfaction within the prescribed time.

### **5. Contract**

The Proposal, as formally and properly accepted by the RHDC, shall constitute a Contract equally binding between the successful Proposer and RHDC. No different or additional terms will become part of the contract with the exception of a Change Order.

#### **5.1. Assignment**

A successful Contractor shall not sell, assign, transfer or convey this Request or resulting Contract, in whole or in part, without the prior written consent of RHDC.

END.