

Request for Proposals

Economic Opportunities Analysis



Closing Date & Time: Friday, February 21, 2020, at 4:00 P.M.

Schedule of Events

Legal advertisement	January 24, 2020
RFP posted on website	January 24, 2020
Proposals due	February 21, 2020
Interviews (optional)	March 5, 2020
Contract award	March 13, 2020 (tentative)

City of Dallas
187 SE Court Street
Dallas, OR 97338
www.dallasor.gov

**CITY OF DALLAS, OR
NOTICE AND REQUEST FOR PROPOSALS FOR
PROFESSIONAL CONSULTANT SERVICES FOR
CITY ECONOMIC OPPORTUNITIES ANALYSIS**

Proposals due by 4:00 P.M., Friday, February 21, 2020

The City of Dallas, Oregon, is soliciting proposals from qualified consulting firms to assist in developing Economic Opportunities Analysis (EOA) to help:

- Implement the Dallas Vision 2030 Plan, and the goals therein specific to Economy and Jobs, and to Growth and Development; and
- Address the requirements of the Oregon Statewide Planning Goals, particularly Goal 9 (Economic Development) and Goal 14 (Urbanization); and
- Address and satisfy the core components of EOA as stipulated under Oregon Administrative Rule (OAR) 660 Division 9, inclusive of creating a GIS map-based employment lands inventory, compliant with OAR 660-0038; and
- Develop a forecast methodology in concert with input received from an Advisory Committee to be created for this purpose; and
- Update policies and data as contained in Chapter 2 (Volumes 1 and 2) and Chapter 6 (Volume 1) of the Dallas Comprehensive Plan, with input from Advisory Committee, staff and the City Attorney;
- Develop strategic analysis for stimulating development within the LaCreole Node, a mixed-use mastered planned area;
- Present preliminary findings and final recommendations to policy makers, commissions, and stakeholders; and
- Prepare EOA so it can be integrated to the Comprehensive Plan for update purposes.

The overall responsibility and scope of work is to prepare an Economic Opportunities Analysis containing goals, objectives and implementation measures. Interested firms can obtain a copy of the RFP by visiting www.dallasor.gov/bids.aspx

Sealed RFPs must be received by February 21, 2020, City Recorder, at 187 SE Court Street, Dallas Oregon 97338, on or before 4:00 P.M. (local time). Envelopes should be clearly marked **“Economic Opportunities Analysis RFP”**. Please provide one (1) digital copy (no email submittals) and three paper hard copies of the proposal.

All requests for clarification must be submitted in writing no later than February 14, 2020, to Scott Whyte, AICP, Planning Director, at: scott.whyte@dallasor.gov / (503) 831-3565

**INFORMATION AND INSTRUCTIONS TO APPLICANTS:
REQUEST FOR PROPOSALS - ECONOMIC OPPORTUNITIES ANALYSIS**

The City of Dallas, Oregon, is seeking proposals from qualified economic consultants to prepare Economic Opportunities Analysis (EOA) as stipulated under Oregon Administrative Rule (OAR) 660, Division 9, to effectively update Chapters 2 and 6 of the Dallas Comprehensive Plan. The City intends to select only one consulting firm to provide this service.

SECTION 1. BACKGROUND

A. General information about the City

The City of Dallas is a full service community that operates its own police department, fire department, ambulance service, municipal court, water, wastewater, storm, street operations, planning, building, engineering, fleet maintenance, library, aquatic center, and finance departments. With a population of approximately 15,830, the City of Dallas is located just 13 miles west of the City of Salem, Oregon. Dallas is surrounded by vineyards, world class wineries, abundant farmland and the coastal mountain range.

The region is primarily rural in nature with a large agriculture and natural resources based economy that has been shifting away from wood manufacturing and toward a wine and food-based economy, although wood products still play an important role. Dallas has the largest concentration of employment west of Salem, and the largest incorporated population in Polk County.

Dallas is a charter home rule city that operates under the Council/Manager form of government. The City Council consists of the mayor and nine council members elected at large. The City Manager is appointed by the City Council to serve as the administrative head of the government.

B. General information about the Project

Generally, the project includes researching and analyzing employment growth trends and then projecting growth and associated land needs to the year 2040. Work includes formulation of policy recommendations and strategies to address economic development through the 20 year period. This project will provide the City of Dallas with a clear understanding of the capacity for economic development within the existing Urban Growth Boundary (UGB). Scope of work entails developing strategic methods and policies for implementing economic needs. Overall, the EOA is to fulfill Statewide Planning Goal 9 (Economic Development). If land inside the UGB is found to be insufficient to meet future needs, the scope of work is expected to include policies that describe the suitability of land, size and other features for potential future UGB expansion, thereby addressing Statewide Planning Goal 14 (Urbanization) in part.

C. Status of Adjunct Plans.

Housing Needs Analysis (HNA) was approved by the Dallas City Council on December 2, 2019 and awaits final adoption of an Ordinance and Post Plan Amendment approval by the state. A Local Wetlands Inventory and Historic Resource Inventory are underway and subject to future public hearings (dates TBD). These are expected to be adopted as part of an ongoing Comprehensive Plan Update. The city anticipates updating additional elements of the Comprehensive Plan in the future.

SECTION 2. SERVICE REQUEST

A. Introduction

The City of Dallas is seeking a professional firm to prepare EOA in accordance with Oregon Administrative Rule (OAR) 660, Division 9. The goal is to subsequently amend (update) Chapters 2 and 6 of the Dallas Comprehensive Plan as pertain to economic development. The existing City of Dallas EOA dates back to 1998. The update will address a new 20 year planning horizon in a manner that is thorough and consistent with Oregon Administrative Rules. It is equally important for the EOA to reflect input as received from an Advisory Committee (to be formed) along with input received through public outreach. The EOA is subject to public hearings (at least two) and must be adopted by the Dallas City Council. The update process should be designed to be open and transparent. The update process should also consistently and creatively seek input and involvement from community stakeholders in every step of the process.

B. Work Plan

Objective: To identify likely industrial, commercial and other economic development opportunities and corresponding employment land needs over the planning period of the next 20 years.

1. Preparation

Purpose: Reduce costs and delay, anticipate obstacles, prevent surprises and keep planning activities aligned with local policy.

Deliverables: A Statement of Community Economic Development Objectives, approved by the City of Dallas. Evidence of support and coordination from key cooperating organizations and agencies. These activities are to include:

- a. Review Oregon's land use program with DLCD staff to understand key concepts, with special attention to:
 - i. OAR 660, division 9, Economic Development;
 - ii. 660-009-0005(10) - Short-term supply of land;

- iii. 660-009-0010(5) - Adequate planning effort;
 - iv. 660-009-0020(1)(a) - Economic development objectives;
 - v. OAR 660, division 24, Urban Growth Boundaries (UGB);
 - vi. 660-024-0040(5) - Employment land need; and
 - vii. 660-024-0040(8) - Safe harbors.
- b. Prepare an informal draft Statement of Community Economic Development Objectives, looking back at the economic history of the area and changes affecting that tradition. This statement also looks forward at new opportunities, and defines a series of actions to be taken by local government to achieve a desired and sustainable result.
 - c. Define a study area to analyze for economic and land use trends, which is typically a region sharing inter-dependent economic activity. Describe why the area was chosen and include a brief narrative about current conditions and activity.
 - d. Define the planning area, which is the existing UGB, and include a brief narrative about current conditions and activity.
 - e. Gather and review any available regional economic development, employment data, real estate market data and area context information that has been published by entities such as: state and local governments, economic development agencies, ports and other development districts, the regional Business Development Officer for the Oregon Business Development Department, and Oregon's Interagency Economic Revitalization Team.
 - f. Meet with federal, state, regional and local economic development agencies to discuss cooperation, participation and possible sources of funding for planning and implementation activities.
 - g. Identify planning and implementation policies, activities and tools, and gather evidence of support from key cooperating organizations (especially municipal and county boards and commissions, and Oregon's Economic Revitalization Team).

2. Trend Analysis

Purpose: Identify economic development opportunities likely to expand or locate in the study area within the planning period. Determine the percentage of that employment growth reasonably expected within the planning area.

Deliverable: An estimate of job growth associated with the economic development opportunities likely to expand or locate in the planning area within the planning period consistent with OAR 660-024-0040(5) - Employment Land Need. It should be based on an employment forecast from the Oregon Department of Employment, a custom employment forecast prepared by a competent professional, or an estimate of job growth including reasonable justification for the job growth estimate.

Clearly indicate the method being used, and include the data, the analysis and the conclusions.

These activities are to include:

- a. Review OAR 660-009-0005 – Definitions, to understand of key concepts and terms, and OAR 660-009-0015(1) – Review of Economic Trends.
- b. Meet with Oregon Department of Employment staff to discuss employment trends in the Economic Opportunities Analysis study area.
- c. An EOA that relies on an employment forecast provided by the Oregon Department of Employment may reduce delay and cost. Refer to OAR 660-024-0040(8) - Safe Harbors. Communities with circumstances that require a customized estimate of job growth that is not available from the Oregon Department of Employment may wish to contract for specialized services from competent professionals.
- d. Review national, state, regional, county, and local economic trend data including, but not limited to, population and job forecasts by sector over the planning period.
- e. Assess economic development potential by analyzing factors such as location, size and buying power of local and export markets for goods and services; workforce training opportunities; availability of transportation facilities for access and freight mobility; access to suppliers and utilities, including telecommunications; and other service infrastructure.
- f. Meet with local and state economic development professionals regarding local economic development potential for industrial and other employment opportunities in the study area. Incorporate results from interviews or consultations into the EOA.
- g. Acquire and incorporate information published by the Oregon Business Development Department documenting demand for sites in the study area that may not be reflected in the current employment data.

3. Site suitability analysis

Purpose: Understand the types of sites needed to successfully implement the Statement of Community Economic Development Objectives.

Deliverable: Catalog of the range of site types suitable for the employment uses likely to expand or locate in the study area.

These activities include:

- a. Identify the employment land uses appropriate for the study area, based on results of the trend analysis. Include specific site sizes, special site requirements or other

characteristics affecting the needed land supply such as a mixture of site sizes or sites with proximity to facilities. Also identify land needs that may arise from the expansion of existing businesses and the recruitment or location of new businesses into the study area.

- b. Acquire and incorporate information published by the Oregon Business Development Department that documents specific market-based development practices and site requirements that may affect the current inventory and need for additional suitable employment land.

4. Inventory of suitable sites

Purpose: Determine the current availability of sites suitable for employment uses likely to expand or locate in the planning area.

Deliverable: Inventory of available sites suitable for employment uses likely to expand or locate in the planning area within the planning period.

These activities are to include:

- a. Inventory and analyze the planning area's existing supply of industrial and other employment lands (e.g. areas planned for commercial and mixed use) for development constraints which may include: wetlands, habitat areas, environmental contamination, topography, cultural resources, infrastructure deficiencies, parcel fragmentation, natural hazard areas, ownership patterns, and other suitability and availability criteria in order to determine the readiness of the current land supply for industrial and other employment development.

It is important to examine opportunities for redevelopment of existing sites, including sites in commercial and industrial areas of the city. The City of Dallas conducted a recent Buildable Lands Inventory (BLI) for HNA in 2019. The HNA BLI is limited to land planned for residential and does not account for land planned for Commercial or Industrial according to the Dallas Comprehensive Plan land use map.

- b. As part of any adjustment to an UGB for employment land, review employment land need and associated policies in OAR 660, division 024. OAR 660-024-0040(5) requires a determination of the need for a short-term supply of land. OAR 660, division 9, encourages local governments to include policies relating to the short-term supply of land. Designation of short-term supply is described in OAR 660-009-0025(3).

5. Assessment of potential

Purpose: Understand the process, and reduce the cost and risk associated with designating the amount of employment land.

Deliverables: An estimate of the need for employment land within the planning area for the planning period by category of site type. Include a brief narrative of any identified process, cost or risk factors; and describe the community's ability to manage those factors.

These activities include:

- a. Estimate the total number of sites needed in the study area for the planning period by categories of sites, based on information collected in the previous tasks. Include a minimum, maximum and most likely number of sites needed for each identified category within the planning period.
- b. Estimate the types and amounts of industrial and other employment uses likely to occur in the planning area. Refer to Assessment of Community Economic Development Potential in OAR 660-009-0015(4). Include a brief narrative that explains the factors that determine the planning area's capture of employment growth in the study area.
- c. Identify pertinent planning, implementation, specific site, financial and real estate market process, cost and risk factors associated with the designation of additional employment land.
- d. Analyze the information gathered to estimate total number of sites by the various categories defined by the local government needed within the planning area for the planning period.

6. Develop detailed implementation policies based on completion of previous steps

Purpose: Provide specific guidance to community leaders and staff.

Deliverables: A list of recommended economic development implementation policies to be included in the comprehensive plan update that were identified by the EOA process.

This may include the following additional items:

- a. Identify local government activities that will be needed to successfully implement the Statement of Community Economic Development Objectives. Include changes to the land supply, updates to comprehensive plans, additions to infrastructure facilities, new intergovernmental agreements, updated management practices, public-private partnerships, workforce training and adjustments to real estate economic factors.

Include techniques to increase the ability to respond to economic development opportunities with speed and flexibility.

- b. Identify appropriate City of Dallas actions and investments of leadership, capacity, staff time, public finance tools and statutory authority needed to successfully implement the Statement of Community Economic Development Objectives.
- c. Identify available methods to fund local government activities that will be needed to successfully implement the Statement of Community Economic Development Objectives.
- d. If using an estimate of job growth with reasonable justification to complete the trend analysis, it will be important to identify investments in infrastructure, workforce, amenities and other community improvements necessary in order to attract the job growth. Demonstrate that methods are available and there is local commitment to fund those improvements.
- e. If using a residual value analysis to justify an adjustment to the current supply of suitable sites, it will be important to apply the same analysis to all sites proposed for changes of designation, including all proposed expansion sites outside the current UGB. The city is expected to identify policies to correct residual value development constraints within the planning period, or reasonably demonstrate that correction is not possible. Use of a residual value analysis is intended to remove from the short-term inventory, those industrial sites with a persistent negative residual value. These sites have development constraints that can't be resolved for the designated use by reasonable local government action.

7. Prepare final EOA

Present the draft EOA to the EOA Advisory Committee, Dallas Planning Commission, City Council, DLCD and the regional Business Development Officer for the Oregon Business Development Department; receive and incorporate comments into final product.

C. Other Deliverables

Focused Implementation Plan for the La Creole Node. LaCreole is one of three mixed-use nodes as described by the Dallas Comprehensive Plan in Chapter 3. The LaCreole Node is also an overlay zone to the Dallas Zoning map and is further described in Chapter 2 of the Dallas Development Code. In part, the Comprehensive Plan Land Use Plan and Master Plan approved for the LaCreole Node designate 23 acres of land intended for General Commercial (estimated to accommodate approximately 271,000 square feet of building floor area) in addition to 17 acres for mixed use (residential above retail & service) that is estimated to accommodate approximately 40,000 square feet of commercial building floor area. Attached is the adopted

land use plan for the La Creole Master Plan, identifying the general location of land uses, streets and open space. La Creole Node is also located within the only Dallas Opportunity Zone.

A focused implementation plan for the La Creole Node would identify existing hindrances to development. For example, most of the node is not presently served by sanitary sewer and existing service lines (in the vicinity) lack a depth necessary to allow for gravity flow. Focused implementation analysis for the La Creole Node is also expected to identify strategies for incentivizing and activating development.

D. Frequency of Meetings / Project Schedule

The City will work jointly with the selected consultant to develop a final comprehensive scope of work, project schedule, and associated consulting service fees for the proposed project. Submitted proposals should demonstrate the consultant's experience and expertise (firm and key staff involved) with a range of services that may be included in the project scope of work.

The city anticipates to schedule six (6) or seven (7) meetings for Advisory Committee participation and the selected consultant would be expected to attend all six meetings (in person). Most of these Advisory Committee meetings will be scheduled on same date when Planning Commission meetings or Dallas City Council meetings are held to provide progress updates. Planning Commission meetings are held on the second Tuesday of the month at 7:00p.m and City Council meetings are held on the first and third Mondays of the month, also at 7:00p.m. Advisory Committee meetings (TBD) would likely be held from 5:30p.m to 6:30p.m ahead of these meeting dates.

The consultant is expected to attend at least one (1) meeting and/or work session with both the Dallas Economic Development Commission and Dallas City Council to discuss findings and present the draft and/or final report/analysis.

The consultant is also expected to attend one (1) community workshop / open house where the public is provided an opportunity to ask questions and provide comment. Chamber of Commerce, Dallas Downtown Association and community business owners are likely to be invited to this workshop and the venue is to be determined.

The consultant will be expected to communicate with city staff and DLCD staff on a regular basis (via a telephone conference call). The number and frequency of the meetings will be determined in consultation with both staff and the consultant before the project starts. The purpose of the meetings will be to establish objectives, discuss alternatives, provide direction, and review progress. Consultant is also responsible for attending Planning Commission and City Council meetings for adoption of the EOA (public hearings).

SECTION 3. EVALUATION CRITERIA

A. Tentative Schedule for Selection Process

After the submission deadline, the city may decide to conduct interviews. If interviews are conducted, the city anticipates these to be conducted by March 5, 2020. Shortly thereafter the city, working with DLCD, would make a decision and notify all of the outcome.

The City reserves the right to reject any or all proposals, to waive any irregularities in the request for proposal, to accept or reject any item or combination of items in a proposal, to request additional information or clarifications from respondents, and to negotiate or hold interviews with any one or more of the respondents. By requesting proposals, the City is in no way obligated to award a contract or to pay expenses of the proposing firms in connections with the preparation or submission of a proposal. Furthermore, the City reserves the right to reject any and all proposals prior to execution of a contract, with no penalty.

B. Proposal Evaluation

The City intends to appoint a committee to select the most qualified consultant that exhibits the strongest ability to provide the highest quality service. Proposals will be ranked according to the following:

Total possible points will be 30 and criteria are as follows:

1. Similar Prior Work Experience

A total of 10 points are to be awarded for past successful EOA preparation / experience. Selection team will award points in response to the following:

- Did the proposer identify key personnel /employees qualifications and experience relating to the described scope of work?
- Does the proposer have adequate relevant experience?
- Will the proposed experience of the firm and assigned employees meet the needs of the city?
- Did proposer list other relevant professional capabilities demonstrated on other projects, which may include mapping, graphic displays, and other methods for communicating project concepts?

2. Understanding of the Work Plan

A total of 10 points are to be awarded for understanding of the scope of work requested and needed for producing a product.

RFP for City of Dallas EOA

- Does the proposer present a clear and concise understanding of the overall project and its objectives based on the available information?
 - Did proposer describe their approach to the project and specific methodologies and tools or programs for determining buildable lands, housing needs, and industry/employment cluster analysis?
 - Did proposer provide a public outreach and engagement strategy?
 - Did proposer provide other potential tasks, subtasks, steps, or deliverables not previously indicated or any innovative or other approaches to accomplishing the project objectives?
 - Did proposer include an explanation of how a collaborative relationship with the City will be established and the proposed best method for communication?
3. Review of work in concern with schedule & cost. A complete cost proposal should be submitted.

This evaluation component will confirm whether proposer can provide the requested services and deliverables generally described herein with a project schedule (10 points).

- Did proposer present a schedule that is reasonable and will result in completion on time?
- Are proposed costs reasonable, based on the work products and hours proposed?

Upon completion of the evaluation process by the committee, the City will advise the proposers of the selection and negotiate the appropriate agreement(s) with the highest ranked proposer to finalize a contract. If a contract cannot be successfully negotiated with the highest ranked proposer, then negotiations will be terminated with that proposer and the City will enter negotiations with the next highest ranked proposer until an agreement is reached or an impasse is declared.

The agreement(s) will define the extent of services to be rendered, method and amount of compensation. The successful proposer agrees to enter into a contract with the City. The City reserves the right to negotiate a final contract that is in the best interest of the City. The proposal will become a part of the agreement.

C. Potential Memorandum of Understanding (MOU) with DLCD for Cost Sharing.

The Department of Land Conservation and Development (DLCD) may provide financial assistance via grant (TBD) for EOA production. If a grant is awarded to the city, a cost-sharing agreement (MOU) between the city and DLCD is expected to follow. A decision concerning the grant is expected by the end of February 2020. The MOU is expected to identify the work plan under as described under item B of Section 2 above.

D. Contract Fees

Dallas City Manager and City Attorney must approve the contract prior to commencement of work. Should circumstances arise during the project that require significant additional work to be performed in excess of the amounts set forth in the contract, additional costs shall be negotiated prior to commencement of work.

E. Notice of Award and Appeal Process

A single consultant will be identified by the review committee and a notification letter will be sent to all proposers. Any proposer wishing to appeal the recommendation must do so in writing and within seven (7) business days of the notice being sent.

The City will work jointly with the selected consultant to develop a final, comprehensive scope of work, project schedule, and associated consulting service fees for the proposed project. Submitted proposals should demonstrate the consultant's (both the firm and key staff) experience and expertise with the following broad range of services that may be included in the project scope of work.

LaCreole Mixed Use Node Map – located east of Kings Valley Hwy. & north E. Ellendale Ave.

