

GOVERNANCE COMMITTEE
Meeting
July 29, 2021
9:30am
Governmental Center Second Floor
Committee Room
400 Boardman Avenue, Traverse City, MI 49684

Agenda

1. Roll Call
2. Approval of Minutes from April 29, 2021
3. Review of Proposal seeking Consultants to review DDA Organization
4. Public Comment
5. Other Business

Adjournment

The Traverse City Downtown Development Authority does not discriminate on the basis of disability in the admission or access to, or treatment or employment in, its programs or activities. The DDA CEO has been designated to coordinate compliance with the non-discrimination requirements contained in Section 35.107 of the Department of Justice regulations. Information concerning the provisions of the Americans with Disabilities Act, and the rights provided thereunder, are available from the DDA office.

Minutes
Traverse City Downtown Development Authority
Governance Committee

April 29, 2021
Virtual Zoom Meeting

Present: T. Michael Jackson, Richard Lewis, Steve Constantin, Gabe Schneider
Absent: None
Attendees: Jean Derenzy

Chair Lewis called meeting to order at 9:30am

Approval February 8, 2021 Minutes: **MOVED** by Jackson seconded by Constantin to approve minutes as presented. **APPROVED** unanimously.

Public Comment: No public comment.

Review of CEO Performance Evaluation Form Kate Greene, worked with Chair Schneider and past chair Leah Bagdon-McCallum to put together evaluation. Committee members agreed on questions and recommended evaluation go out to all DDA Board members to allow review of results in June.

DDA Board Member Welcome Packet: Outline contained in Packet was reviewed by Derenzy. Each new Board member would be provided either a binder or if preferred access through google platform. Committee members appreciated the overview and felt that packet was a great step in formulating a process for board member orientation.

Public Comment: None

Meeting adjourned at 10:30

Richard Lewis, Chair



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Memorandum

To: Governance Committee
From: Jean Derenzy, DDA CEO
Date: July 27, 2021
SUBJECT: RFP for Tactical Approaches for organizational Structure

Request for Proposal is being sought to review the current organizational structure of the DDA and review the current structure of the Downtown and review current structure and determine best approaches to adapt to the existing conditions and beyond.

Below is the Scope of Work that has been developed and asking for Committee's input. This RFP would be sent out in the next two weeks with the goal of having a consultant on board by October.

SCOPE OF WORK

In order to be prepared and understand the evolving conditions that serve a healthy and vibrant Downtown, the following scope of work is described under each of the following tasks.

Task One. Internal Organizational and Financial Assessment

The consultant will conduct an internal organizational and financial assessment to evaluate the Downtown Development Authority's ability to effectively plan for, fund and address the challenges (and capitalize on opportunities) that impact downtown.

The assessment will also evaluate the Downtown Development Authority's ability to effectively provide for "clean, green and safe" programs, public infrastructure and placemaking. This assessment should include a comprehensive review of the programs, projects, contracted services, financing tools, budgets and organizational structure of the Downtown Development Authority. The consultant should also assess how well the Downtown Development Authority is adapting to emerging trends and best-practices from cities and downtowns from around the county. If applicable, this assessment should include a comparison to similar-sized and similar-type cities.

Task Two. External Downtown Development Authority Trends Assessment

The consultant should be prepared to understand and synthesize the local/regional economic and political forces that are shaping the Downtown Development Authority's current activities as well as how they may impact the scope of its future activities. To that end, the consultant will need to carry out the following activities:

A. Strategic Planning Document Review

At the onset of the planning process, the consultant should be prepared to review the results of the most recent strategic planning document(s) as well as the Tax Increment Financing Plans.

B. Market Assessment

The consultant shall prepare a comprehensive market assessment of Downtown Traverse City to better understand and document the baseline market conditions of downtown and help inform the Strategic Plan.

The comprehensive downtown market assessment should include an assessment on how Downtown Traverse City supports efforts to *Live; Work; and Shop, Play & Visit*.

- The *Live* portion of the market assessment should assess the demographics, psychographics and housing market within downtown as well as the entire city.
- The *Work* portion of the market assessment should assess the economy of the downtown, city and region as well as the office market within downtown.
- The *Shop, Play & Visit* portion of the assessment should assess Downtown Traverse City's retail sector, visitor attractions, the hospitality sector, recreational-tourism sector and mobility.

When applicable, each of these assessment components should be compared to similar-sized and/or similar-type cities. In addition, wherever possible, the baseline market assessment should address and factor pre and post pandemic conditions.

C. Community and Stakeholder Engagement

Community and stakeholder engagement will be a key element of a successful Strategic Plan and will be a bedrock component of the new organizational structure for the DDA. The community engagement process should be designed to allow the general public and community stakeholders to contribute to the understanding of the current challenges and opportunities facing the downtown and the DDA.

The Consultant should be prepared to creatively engage with the community through a variety of both in-person and virtual activities. As the Strategic Plan will directly impact the entire community, a robust communication plan is needed to assure project information will be available in a timely and relevant manner. The community engagement and communications component of this process should be designed to continue throughout the duration of the project. It should enable the DDA to provide information to the community regarding public meetings and opportunities to provide public input throughout the planning process. Coordination with the DDA and its communication team will be critical.

Key Elements of the Community Engagement and Communication Task will include:

C.1 Development of a Guiding Community Engagement Plan.

The consultant will develop a Community Engagement Plan (CEP) at the onset of the planning effort. The CEP will define the goals and objectives of the community

engagement effort, identify key stakeholders, and discuss the community engagement techniques, meetings and materials that will be used such as social media, newsletters, fact-sheets, and graphical displays. Given the state of the COVID-19 pandemic, the consultant must demonstrate how it intends to facilitate community engagement through both in-person and virtual tools. The Plan will also address methods proposed for distribution of information.

C.2 Stakeholder Identification

The Consultant will undertake an effort to develop an outreach program including all of the appropriate stakeholders within the community. The Consultant will work with DDA staff to establish an initial stakeholder database. It will include, among others, DDA and City staff, property owners, merchants (as well as the merchant association), community groups, organizations, residents, economic development and tourism organizations, residents and individuals affected by or interested in downtown development. Specific efforts will be made to involve the general public throughout the process as well as community youth and under-represented constituents.

C.3 Public Meetings and Schedule

While DDA staff will be in attendance and available to participate, the Consultant's community engagement specialists will conduct community meetings. The Consultant will also provide technical background materials, visual aids and other on-site assistance as needed. Meetings with the general public and other identified groups will, if needed, be designed and scheduled to facilitate information exchange and listening opportunities at key intervals throughout the process. A tentative schedule for public meetings will be developed as part of the CEP.

C.4 Progress Meetings with DDA staff.

The Consultant shall establish a schedule for regular progress meetings with the DDA. Written progress reports shall be prepared for such meetings.

Task Three Develop Plan

Following the completion of Tasks One and Two, the consultant will prepare a "draft plan" that articulates the findings from the internal and external assessments, as well as recommended goals, objectives, programs, events and projects for the Downtown Development Authority. The draft plan should include goals and objectives that tie to on-going initiatives and priorities of the DDA (e.g., lower boardman river, placemaking, housing, mobility, parking engagement, social equity, housing, and economic development) as well as the findings from Tasks One and Two and a comparison of national best practices.

The draft plan will then be analyzed, discussed and re-calibrated through a half-day planning workshop with the full Downtown Development Authority Board. The results of the workshop will be used to develop the Final Strategic Plan. The Final Strategic Plan should clearly articulate findings from the internal and external assessments, the key goals and objectives for the DDA, a timeline for implementation and key metrics and benchmarks to measure success.

SUBMISSION GUIDELINES

The following describes the elements that should be included in each of the proposal sections and the weighted point system that will be used for evaluation of the proposals. The evaluation will be completed by an evaluation committee made up of DDA staff and DDA board members, which will provide a recommendation to the Downtown Development Authority Board for contract award.

Resumes furnished per A. below, together with evidence of past involvement with similar projects per B. below should demonstrate that the proposed Consulting Team includes individuals competent in:

- Planning for and Evolving Downtowns
- Market Assessments and Trends
- Community Planning
- Civic Engagement
- Economic Development and Resiliency
- Long-Range Strategic Planning
- Best Management Practices
- Municipal Organizational Structures

A. Professional Qualifications – 20 points

- State the full names and address of your firm and, if applicable, the branch office or other subordinate elements that will perform, or assist in performing, the work hereunder. Indicate whether your firm operates as an individual, partnership, or corporation. If a corporation, include whether it is licensed in the State of Michigan.
- Include the name of executive and professional personnel by skill and qualifications that will be employed to complete the work. Show where these personnel will be physically located during the time they are engaged in the work. Indicate which of these individuals you consider key to the successful completion of the project and how many hours each person will need to complete the project. Identify only individuals who will work on this project by name and title. Resumes and qualifications are required for all proposed project personnel, including all subconsultants.
- State history of the firm, in terms of length of existence, types of services provided, etc. Identify the technical details which make the firm uniquely qualified for this work.

B. Past Involvement with Similar Projects – 35 points

- The written proposal must include a list of specific experience in the project type and indicate proven ability in developing detailed designs and implementing similar projects for the firm and the individuals to be involved in the project. A summary of related projects with the original deadline and cost estimate versus the actual design completion date and final cost

of the design is required with this section. A complete list of client references must be provided for similar projects recently completed. It shall include the firm/agency name, address, telephone number, project title and contact person.

C. Proposed Work Plan – 35 points

- A detailed work plan is to be presented which lists all tasks determined to be necessary to accomplish the work of this project. The work plan shall define resources needed for each task (title and individual person-hours) and the firm's staff person completing the project task. In addition, the work plan shall include a timeline schedule depicting the sequence and duration of tasks showing how the work will be organized and executed.
- The work plan shall be sufficiently detailed and clear to identify the progress milestones (i.e., when the project elements, measures and deliverables are to be completed) and the extent and timing of the DDA personnel involvement. Additional project elements suggested by the Proposer are to be included in the work plan and identified as Proposer suggested elements.
- The work plan must identify information the proposer will need from DDA staff in order to complete the project. Include estimated time and resource commitment from DDA staff.
- The work plan shall include any other information that the Proposer believes to be pertinent but not specifically asked for elsewhere.
- Also include in the work plan all proposed steps, if any, to expedite completion of the project. This will be given due consideration during evaluation of proposals.
- In the scoring for this first section, consultants shall be evaluated on the clarity, thoroughness, and content of their responses to the above items.

D. Fee Proposal – 10 points

- Fee quotations shall be submitted in a separate, sealed envelope as part of the proposal. Fee quotations are to include the names, title, hourly rates, overhead factors and any other details, including hours of effort for each team member by task and sub-task, by which the overall and project element costs have been derived. The fee quotation is to relate in detail to each item of the proposed work plan. Consultants must be capable of justifying the details of the fee proposal relative to personnel costs, overhead, how the overhead rate is derived, material and time. The cost proposal should be realistic in showing the hours necessary to provide a quality product.

The fee proposed must include the total estimated cost for each task and the complete Plan when it is 100% complete. This total may be adjusted after negotiations with the DDA and prior to signing a formal contract, if adjusted