



## **REQUEST FOR PROPOSAL**

### **Economic Development Services for City of Sandy 15 Year Economic Development Strategic Plan**

**Due Date:** Thursday, March 10<sup>th</sup>, 2022 (2:00 PM deadline)

#### **Introduction**

The City of Sandy, Oregon is seeking statements of qualification from qualified professional consultants specializing in economic development services for technical analysis, planning, and strategic services for an economic development strategic plan. The project will include the review of relevant community demographic and economic data, a SWOT analysis of our local economy, community visioning and stakeholder group engagements to capture the vision of our residents, an assessment of our local economic climate, and the city's capacity for additional growth. This data will culminate in a comprehensive economic development strategy for the City of Sandy. This plan shall set forth specific goals and objectives for growing and diversifying Sandy's economy over the target period, and a detailed action plan for how to achieve project objectives.

#### **Background**

The City of Sandy is a small semi-rural town on the easternmost edge of the Portland-Vancouver metro area. In the last 20 years, Sandy has been one of the fastest growing cities in the state – the community's population has expanded from around 5,000 in the 2000 Census to approximately 13,000 in 2021. Sandy has historically been a bedroom community to Gresham and Portland and the retail market center for residents in northeast Clackamas County. The city's commercial profile has reflected this with a panoply of restaurant, retail, and service businesses to serve local citizens as well as some of the pass-through traffic heading towards Mt. Hood and Central Oregon. While the attraction of industrial businesses has long been desired here due to the living wage jobs they provide, Sandy has never had an abundance of industrially-zoned land, and the available industrial lots the community currently has are quite small (>5 acres) and not in prime locations for development.

Along with population growth, the city has experienced change with the growing popularity of outdoor recreation – hiking, camping, and mountain biking bring almost as many visitors through Sandy now during the summer and shoulder seasons as skiing and snowboarding does during the winter months. The proximity to Mt. Hood benefits not just the city's three ski rental shops, but other industries like

food service and specialty retail. In 2014, the city began offering a municipally-owned fiber internet service (SandyNet) to both residential and commercial customers anywhere within Sandy city limits. In this age of online retail, pandemic closures, and remote workplaces, this utility service provides our community with data infrastructure typically only available in larger cities.

Due to the rapid and sustained growth Sandy has seen over the last two decades, the community is now making the transition from a small, semi-rural town to a mid-sized Oregon city. We seek assistance with mapping out the next fifteen years of our future to strengthen and diversify our local economy. The primary goal of this strategic plan for economic development is the targeted development and growth of our local economy with an emphasis on attracting new industries or expanding existing industries that can provide living wage jobs for Sandy's residents, attract tourism and hospitality businesses and sustain our retail business sector, especially in Sandy's downtown core.

**Note:** The City of Sandy is currently under contract with 3J Consulting to provide a comprehensive plan update and with ECONorthwest to complete an economic opportunities analysis. Working in tandem with these consultants will be critical to ensuring that our strategic plan for economic development is crafted using the most recent data, and also offers opportunities for these three reports to inform and improve each other as they are developed. If there are opportunities to find cost savings by sharing events, data, or resources between contractors as these reports are developed, please include that in your proposal.

### **Project Stakeholders**

The primary stakeholder's group for this project will be the City of Sandy Economic Development Advisory Board (EDAB). This board consists of the Mayor of Sandy, the City Council President (chair), Sandy's city manager, the executive director of the Sandy Area Chamber of Commerce, and eight local business leaders representing various sectors of the economy. The City's Economic Development Manager is the staff liaison for this board.

The City also plans to form a technical advisory group comprised of key staff members in the Administration, Economic Development, Development Services, Information Technology and Public Works departments. Other stakeholder groups and public input is desired as part of the project.

### **Scope of Work**

The consultant shall provide professional services to support the tasks listed below. The City will work jointly with the selected consultant to develop a final, comprehensive scope of work and schedule for the project. Proposals should demonstrate the consultant's experience and expertise with the following range of services included in the project's scope of work:

1. Review and analyze existing demographic, economic and labor force data. Use this data to show key demographic, social, economic and financial trends and forecasts for inclusion into the final strategic plan. Please provide the data sources you propose to use in your response. Additional consideration will be given to firms that can demonstrate effective visual representation of this data.

2. Review and analyze relevant City of Sandy and Clackamas County master planning documents for the community and incorporate the visions contained therein into the final report for this project. Include the Pleasant Street Master Plan in this category of documents.
3. Engage in a current SWOT analysis to identify the strengths, weaknesses, opportunities, and threats that effect our local economy.
  - a. While reviewing weaknesses: Our two established industrial areas (Industrial Way and Freightway Lane) are almost entirely built out, and remaining unbuilt parcels are typically have various barriers to development (slope issues, odd shaped lots, etc.) and are less than three acres. Does it make more sense for Sandy to identify land for a new industrial area and pursue light industrial development in the future, or to forgo this sector altogether in favor of different types of development?
  - b. While reviewing strengths/opportunities: SandyNet provides our community with a benefit that most cities our size don't have. How can we best use universal community access to gigabit fiber-to-the home and business to our economic advantage in the virtual meeting era?
4. Hold a minimum of two (2) community visioning sessions and several stakeholder group engagements to capture community and stakeholder views on Sandy's future and incorporate this information into the final report. A technical advisory committee comprised of key City staff members will also be available for any needed consultation. Provide a basic layout of your proposed meeting schedule with community and stakeholders groups in your response.
5. Prepare a customized economic development strategic plan for the City of Sandy for the next 15 years, setting forth specific goals and objectives for capitalizing on existing economic opportunities and suggesting potential solutions to the economic development challenges that Sandy faces. The final report shall propose activities, projects, and programs meant to implement goals set forth in the strategy. The final plan shall include specific recommendations for implementation of these activities and the preparation of basic performance measures to track and evaluate progress towards achieving the stated goals of the overall strategy. Specific questions to be answered by this plan include but are not limited to:
  - a. Targeted sectors for future development: Recommendations on what business sectors Sandy should focus its efforts on for future commercial growth (i.e., retail, general office, light industrial, professional services, business park, etc.). How does Sandy overcome barriers to this growth if any exist?
  - b. Business attraction and retention: Preparation of a basic business attraction/retention strategy for preferred business sectors identified by this report.
  - c. Employment Lands: Sandy has an employment lands area north of US26 at 362<sup>nd</sup> Avenue with approximately 86 acres of buildable land that will become available to development in the next 24 months as we complete street access to the area. Using the data and analysis from this economic development strategic plan, provide at least two potentially successful development strategies for this property that would result in the addition of living wage jobs to the community. Strategies should include steps for how the City of Sandy can most effectively incentivize the type of development proposed.
6. The City of Sandy is currently under contract with 3J Consulting and ECONorthwest for the development of a Comprehensive Plan update and a new Economic Opportunities Analysis (EOA) during the time that this project will be undertaken. Coordination with consultants

performing this work (especially with ECONorthwest) will be critical to the success of this project. Regular communication and the sharing of data with the contracted firms will be required.

**Budget Information**

The budget for this project shall not exceed **\$55,000**.

**Evaluation Criteria**

We will evaluate each response we receive and rank them based on the evaluation criteria listed below.

| <b>1.</b> | Completeness of the submitted proposal.   | <b>5 points</b>   |
|-----------|---|-------------------|
| <b>2.</b> | Qualification statement that includes a cover letter, a roster of team members who will be working on this project, their professional qualifications, technical knowledge and experience with creating economic development strategic reports. Include a price for your proposal.  | <b>10 points</b>  |
| <b>3.</b> | Demonstration of specialized experience related to the development of economic development strategic reports. Please describe what your team’s approach to this assignment will be and outline how you will proceed with the creation of this report. Identify the sources of data you intend to use to complete the data review on page 3 of this RFP. | <b>40 points</b>  |
| <b>4.</b> | Provide two examples of a similar report you have created for a city in Oregon and/or Washington. If there are sections of this report where your approach will differ substantially from the examples given, explain this in as much detail as possible.   | <b>20 points</b>  |
| <b>5.</b> | Provide examples of your capacity to successfully convene, manage and gather data from community visioning events, stakeholder group sessions and other outreach activities.  | <b>15 points</b>  |
| <b>6.</b> | Graphic design: Provide an example of an economic development strategic report you have produced for a previous client that highlights your firms’ ability to effectively show data in a graphic format.  | <b>10 points</b>  |
|           | <b>Total</b>  | <b>100 points</b> |

## Delivery of RFP Responses

Deliver three (3) hard copies and one (1) electronic copy of your proposal on a USB flash drive (including the qualification statement) in a sealed envelope to the following address no later than **2:00 PM on Thursday, March 10<sup>th</sup>, 2022.**

### Proposal for City of Sandy Economic Development Strategic Plan

Attn: David Snider, Ec Dev Manager  
City of Sandy  
39250 Pioneer Blvd.  
Sandy, OR 97055

Address questions, comments or concerns regarding the project directly to David Snider, Economic Development Manager at (503) 489-2159 or [dsnider@cityofsandy.com](mailto:dsnider@cityofsandy.com). Any response to this Request for Proposal received after the above specified time will be deemed non-responsive. Submissions sent in via fax or email will not be accepted. Submissions that are late, incomplete or misdirected will be considered non-responsive, with no exceptions.

Proposals will not be subject to disclosure until the City issues a notice of intent to award a contract. At that time, the proposals are subject to disclosure as public records. A consultant submitting a proposal may request portions of its proposal remain exempt from disclosure in accordance with Oregon's public records law. A consultant may not mark the entire proposal as "confidential." Rather, at the time of submittal, a consultant must expressly identify specific portions of the proposal they believe are exempt under Oregon law. However, the City cannot guarantee that such portions will ultimately be exempt from disclosure.

The City of Sandy reserves the right to cancel this request in whole or in part at any time, or otherwise reject any and all responses to this Request for Proposal for reasons deemed by the City of Sandy that such an action would be in the City's best interest. In all circumstances, the City is not liable for any costs incurred by the consultant in the proposal preparation or follow-up fee negotiations.

## Changes to the RFP

The City may change the terms and conditions of this RFP through written addenda. The City will post addenda, if any, to its website at the following address: <https://www.ci.sandy.or.us/rfps>. The City will not otherwise notify proposers of addenda. By submitting a proposal, every consultant represents that it has reviewed the addenda and the proposal complies with the addenda.

## Protests

Any protest must be in writing and addressed to David Snider at the address shown above. The City of Sandy must receive the protest on or before the applicable protest deadline.

**Solicitation Protest:** A consultant may protest the terms and conditions of the RFP if they believe the solicitation procedures, or the terms and conditions of the RFP, are unlawful or unduly restrict competition. In order to be considered, the City must receive a solicitation protest **no later than 2:00 PM on March 3, 2021.** The protest shall include the legal and factual grounds for the protest, a

description of the resulting prejudice to the consultant if the protest is not granted, and any proposed changes to the terms and conditions of the RFP.

**Award Protest:** An adversely affected consultant may protest the City's intent to award a contract. In order to be considered, the City must receive an award protest no later than 2:00 PM on the date that is seven (7) days after the date the City issues a notice of intent to award the contract. The City will issue the notice by posting it to its website at the following address: <https://www.ci.sandy.or.us/rfps>. A protest of the City's intent to award must show that the selected consultant, and any consultants ranked higher than the protesting consultant, failed to meet the requirements of the RFP and that, as a result, the protesting consultant is entitled to be awarded the contract.