

REQUEST FOR QUALIFICATIONS FOR A PROFESSIONAL CONSULTANT TO COMPLETE A RETAIL PLAN FOR THE CITY OF LAKELAND, TENNESSEE

The City of Lakeland, hereinafter referred to as “the City,” is seeking a professional consultant to develop a Retail Plan. The consultant will first develop a detailed analysis of retail sales and buying power trends in the city. The consultant will then develop a plan, which will lay out specific steps to increase retail activity in appropriate locations within the city. The consultant will also recommend changes to City policies, procedures, planned infrastructure, and ordinances as necessary to accomplish the City’s goals related to this project. The City invites consulting services to complete the scope of services described herein.

The Vision

The Retail Plan is the outgrowth of a new approach to growing retail in the City of Lakeland. Both the City and the Lakeland Area Chamber of Commerce realize that a passive approach with regard to retail development and recruitment is not effective in the current climate where retail is paramount. Rather, those cities that are engaging in proactive and coordinated efforts to attract retail development are better able to secure their fiscal health in the near and long term.

The Economic Development Commission intends to integrate the findings and recommendations of the Retail Plan into the City’s new comprehensive plan. The Retail Plan will be instrumental in future land use planning efforts and will heavily influence both the land use and economic development elements of the new comprehensive plan.

Project Budget & Participation

The Planning and GIS Department and Lakeland Area Chamber of Commerce expects to contribute in-kind hours on this project. The consultant must include an estimate of the number of in-kind hours needed for project completion as part of its submittal along with a description of how these in-kind services will be used. The proposer may utilize Department or Chamber staff time for direction, research, data preparation, analysis, and logistical support.

The total consultant fee is part of the scoring criteria. Proposers should show how resources may be conserved by utilizing in-kind work.

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Supporting Information

- Parcel data with current land use, building square footage, value, etc.
- Business Analyst Data from ESRI

Study Area

The Study Area includes the City of Lakeland.

Plan Development Process

The Consultant will work under the direction of the Planning Director.

SCOPE OF SERVICES

The consultant may elect to propose an approach that differs from the City's outlined scope if the consultant feels that an alternative approach would more effectively meet the City's goals.

THE SUBMITTAL

One (1) original and three (3) copies of the submittal, as described herein and subject to the conditions herein, shall be submitted by each proposer to **Tom Skehan, Planning Director, 10001 US Hwy 70, Lakeland, Tennessee, 38002 by 12:00 p.m. on July 15, 2016.** Upon receipt, the City will time stamp the submission. Submittals not received by this time shall not be considered.

The submittal must be organized so as to convey to the City the proposer's ability to undertake the required services. The proposer is also required to provide evidence, in the form of previously published materials, project descriptions, or the like, that demonstrate the proposer's capacity to perform the scope of work. Proposers shall reference only work completed by proposed project team members and shall describe individual members' contributions to referenced projects. Submittals shall be limited to 40 pages. Work samples will count towards the page limit. The City reserves the right to thoroughly investigate the

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experience and record of the proposer. Failure to submit detailed information will justify rejection of any submittal submitted hereunder.

PROPOSER SHALL PROVIDE

At minimum, the Proposer shall provide in support of a submitted submittal:

1. The name, resume and background of the managing professional(s) and all other individuals, affiliates, and subcontractors to be associated with the services;
2. A description of the ability and capacity of the proposer, the management structure, and the procedures and practices for management of the engagement;
3. A description of past performance and references on similar services to include names and roles of persons involved on previous projects as well as project fees;
4. A description of how in-kind services from the City will be used;
5. A statement of billable fees for the services for each member of the proposer's team broken out by scope; an estimate of reimbursable expenses; and a not to exceed total for all fees and expenses.

CLARIFICATION

The City reserves the right to request clarification of information submitted and to request additional information from any or all of the proposers.

DISQUALIFICATION OF SUBMITTALS

A submittal will not be accepted from any proposer who is in arrears or is in default to the City upon any debt or contract, or who is a defaulter as surety or otherwise upon any obligation to the City, or has failed to perform faithfully any previous contract with the City.

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PROPOSERS RESPONSIBLE FOR THE SUBMITTAL

The proposer shall carefully examine the terms of the submittal documents and minimum requirements, and shall judge for itself all of the circumstances and conditions affecting its submittal.

RIGHT TO ACCEPT OR REJECT SUBMITTALS

The City reserves the right to accept or reject, in part or in entirety, any or all submittals for any reason, to cancel in part or entirety the Request for Submittals, to re-advertise for new submittals, and to waive minor irregularities and informalities.

PROPRIETARY INFORMATION

All material submitted to the City becomes public property and is subject to the Tennessee Open Records Act upon receipt. If a Proposer does not desire proprietary information in the submittal to be disclosed, each page must be identified and marked proprietary at the time of submittal.

The City will, to the extent allowed by law, endeavor to protect such information from disclosure. If the Proposer fails to identify proprietary information, he agrees that by submission of his submittal that those sections shall be deemed non-proprietary and available upon public request. Notwithstanding this provision, Proposers must not identify the entire submittal as proprietary.

NO SUBMITTAL COMPENSATION

No proposer will be compensated for submission of a submittal or for any time or services provided as part of the submittal, evaluation or negotiation process.

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SUBMITTAL EVALUATION

In selecting the best submittal for the tasks to be accomplished as defined in the Scope of Services, a Selection Committee shall evaluate all submittals submitted, and may elect to conduct oral interviews with two or more finalists unless the Selection Committee can make its selection based on the submittals submitted.

The Selection Committee shall evaluate and score the submittals based on the following criteria:

1. Experience, Skill, and Qualifications (45 percent of total score). Must demonstrate fully the proposer's experience with retail market analysis, retail attraction and retention strategies, redevelopment, GIS, and databases. Proposer will be required to illustrate how past projects were successful and how these experiences are salient to successful fulfillment of the requirements of this contract. Must provide relevant experience and qualifications for all persons that will be actively engaged in the project.
2. Project Understanding and Approach (55 percent of total score). Must demonstrate a thorough understanding of the City's challenges and goals and must recommend an approach and methodology consistent with the City's goals and available resources.

The City may request the submission of additional information to assist in its evaluation of the submittals, and the proposer will be expected to cooperate fully with such a request. The City reserves the right to reject any or all submittals.

SCOPE OF SERVICES RETAIL PLAN PROJECT SCOPE

Summary of Issues & Needs

- New retail developments in surrounding municipalities are causing City of Lakeland's retail sales tax collections to grow at a slower rate than competing municipalities' collections.
- Sales leakage is creating a negative fiscal impact on the City.

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- The City has transitioned from a passive approach to a proactive approach in locating, attracting and supporting retail by contracting with the Lakeland Area Chamber of Commerce to actively recruit retail developers and retailers.
- Retail space is very often built for a relatively short lifecycle, after which retailers move on to newer space. This unsustainable model, while profitable for a developer in the short term, leads to high vacancy, abandonment, and blight in the long term.

Scope Outline

- *Existing Conditions Assessment*
 - Estimate buying power and current retail supply and demand by:
 - retail scale (regional, community, neighborhood),
 - type (grocery, restaurant, hotel, etc.), and,
 - geographic subarea (south, north, east, west and central).
 - Evaluate viability of existing retail, in terms of store sales or value per square foot,
 - Evaluate threats to existing retail including age, quality, surrounding demographics, shifting population centers, ownership, etc.
 - Conduct sales leakage analysis by retail type (e.g. apparel, restaurants, etc.). Geographically speaking, where is the leakage happening?
 - Identify potential retail nodes and corridors and indicate where current retail developments are oversupplied, or insufficient in number, size, and/or format.
 - Identify locations where City of Lakeland has a regional advantage.
- *Planning*
 - Project future retail demand in the region by type and geography. Estimate the amount that could be captured in City of Lakeland.
 - Identify areas of the city where retail growth should be encouraged by incentives and possible City infrastructure investment.
 - Evaluate concepts of nodes, strips, and ad hoc development. Determine how to facilitate the most effective and sustainable retail development patterns over the long term.

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- Recommend policies and implementation measures to accommodate retail needs, and specify appropriate location criteria for new commercial.
- Develop strategies to mitigate further retail sales leakage, and where possible to recapture from adjoining markets.
- Examine the effect of development quality, appearance and design on long-term viability of retail and recommend policies/procedures to improve appearance of retail sites.
- Identify barriers to entry (e.g. marketing, parking, property ownership issues, insufficient infrastructure, etc.) and recommend solutions.
- Develop strategies and policies to encourage local retailers (to increase multiplier effects)
- *Area Identification*
 - Identify and prioritize areas for regional, community, and neighborhood retail based on the transportation network and projected residential growth.
 - Include vacant land and underutilized and vacant buildings. Evaluate scenarios and predict market share, trade areas, and retail cannibalism using a gravity model or other method.
 - Identify and prioritize marginal or underutilized sites; Assess feasibility and desirability of redevelopment/reuse as retail.

PROJECT TIMELINE

- June 13, 2016 - RFQ distributed/posted
- July 15, 2016 - Completed RFQ due to City by noon.
- July 22, 2016 - Selection Committee to review submittals
- July 29, 2016 - Consultant selected. Contract negotiations begin
- August 11, 2016 – Board of Commissioners Approval Contract
- September 1, 2016 - Finalize Project Timeline\Commence Project