



# Request for Qualifications

*For Developing an  
Economic Development Plan*

Due Date: 23 July 2004

The City of Arlington is seeking Statements of Qualifications (SOQ) from firms that are interested, experienced and knowledgeable in preparing economic development plans.

Arlington is located in north Snohomish County on the east side of Interstate 5 between SR-530 and SR-531. The community has a population of approximately 15,000 residents and a geographic size of approximately 8.2 square miles. Arlington's trade area and labor force area encompasses all of North Snohomish County.

Economic Development planning is performed by the City of Arlington Development Services' Planning Division. The City Council has authorized staff to develop an economic development plan to help guide the City in fostering appropriate commercial and industrial growth. Development of this plan would be overseen by a steering committee comprised of members of the business community, citizens, elected officials, and other interested parties. Some staff support may be provided.

Arlington desires to engage a consultant to conduct this effort. The City anticipates a multiphased project as follows:

- Phase I: Economic Development Profile with an Economic Base Analysis, Retail and Non-Retail Sales Analysis, and Economic Constraints and Opportunities Issue Paper
- Phase II: Economic Development Strategic Action Plan with an Economic Development Alternatives Report, and an Economic Development Strategic Plan

The City intends to select the consultant in August 2004, and to begin work as soon as possible following selection; and continue through each phase on a schedule to be agreed-upon with the finalist as part of the contract negotiation.

A general overview of the Scope of Work is attached. The Scope of Work will be finalized with the consultant, and will then be submitted with the contract for approval by the Mayor and City Council. Arlington intends that the contract be for no more than one year in duration, to complete the original tasks under the agreed-upon schedule, and to allow Arlington the ability to request additional related tasks if required to complete the economic development profile and plan.

Firms should submit their interest no later than Friday, 23 July 2004, to the location specified on the following page. The submittal should include the following Information:

1. Complete and submit the Statement of Business Responsibility (attached). Use the form provided, or supply the requested information in an alternative format that integrates into your submittal document.
2. Identify through a narrative discussion your experience preparing economic development profiles and economic development plans.
3. Provide resumes of personnel intended to serve on the project team.
4. Provide Client references for similar activities including contact persons, addresses, email addresses, and telephone numbers.
5. Indicate availability for the project including available start date and any other conditions that restrict availability to work on this project.
6. Identify any objections to the standard contract form (attached). Arlington shall negotiate the contract with the finalist; however negotiations are intended to agree upon cost, fees, scope of work, and/or schedules. Any changes to the standard terms, conditions or insurance requirements should be stated in the firm's submittal response.

**Submittal Information and Instructions:**

For questions or information, call Cliff Strong, Planning Manager at 360.403.3481 ([cstrong@ci.arlington.wa.us](mailto:cstrong@ci.arlington.wa.us)). Announcements or addendums to this request will be posted on the City website ([www.ci.arlington.wa.us](http://www.ci.arlington.wa.us)).

To respond, provide one unbound original of the SOQ by 5:00 PM, 23 July 2004. Arlington will accept mailed, emailed or faxed responses. The method of transmission will not influence evaluation of your response. You may mail, email or fax your response as follows.

City of Arlington  
Attention: Cliff Strong  
238 N. Olympic Avenue  
Arlington, WA 98223

E-Mail to: [cstrong@ci.arlington.wa.us](mailto:cstrong@ci.arlington.wa.us)

Fax to: 360.403.3447

**Fees:** The City has budgeted up to \$65,000 for this work. Fees shall be discussed and negotiated with the finalist. You do not need to provide cost information during this phase of the selection process. During the final selection, Arlington shall discuss available project funds and proposal approaches.

**Contract Term:** The Contract shall remain in effect for two years, sufficient to complete the original scope of work, and to allow additional work products of a similar nature at the contract rate upon request by Arlington and approval of funds and/or work by City Council.

Signatures: These documents do not require authorized signature for submittal. Signatures will be required of the selected finalist as part of the contract process.

Revisions to the Request: Arlington retains the right to modify this request. Arlington shall post additional information, changes or revisions on the Arlington website at [www.ci.arlington.wa.us](http://www.ci.arlington.wa.us) and may additionally provide materials directly to firms that Arlington knows may be interested. It shall be the responsibility of the firm, however, to obtain such materials (if any) from the Arlington website.

Acceptance Period: Submittals shall be valid until the City Council has completed an award action. Firms that take exception to this will be considered non-responsive and will be rejected.

Rejection of Submittals: Arlington reserves the right at its sole discretion to reject any or all submittals, without penalty, and to not issue a contract as a result of this request. Arlington also reserves the right at its sole discretion, to waive minor administrative irregularities contained in any submittal.

Responsible Firms: Arlington shall only considered responsible firms whom, in the sole judgment of the Arlington City Administrator, have the financial ability, experience, resources, skills, capability, reliability and business integrity necessary to perform the requirements of the contract. Arlington may also consider references and other information available to the City, whether specifically provided by the respondent or otherwise. Firms with an owner convicted within the past 10 years of a crime that impugns honesty or integrity, or with unsatisfied tax or judgment liens, are ineligible to participate and shall not submit.

Costs to Submit: Arlington will not be liable for any costs incurred by any respondent in preparation of a submittal in response to this request, in conduct of a presentation, or any other activities related to response to this SOQ.

Commitment of Funds: The Mayor or his delegate is the only individual who may legally commit the City to the expenditure of funds for a contract resulting from this solicitation. No cost chargeable to the proposed contract may be incurred before receipt of a fully executed contract.

Evaluation and Selection: The City will select a finalist(s) through a review of submittals and/or interviews with the help of the steering committee. The City will negotiate a contract and costs with the final candidate. City Council may approve the contract for Mayor signature.



# Statement of Business Responsibility

## RFQ for Developing an Economic Development Plan

Name of Business: \_\_\_\_\_

Business Address: \_\_\_\_\_

Business Phone: \_\_\_\_\_ E-mail: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Business Classification (check all that apply):

Individual  
 Partnership

Corporation  
 Women or Minority Owned (does not require certification)

Name of Owner: \_\_\_\_\_

Federal ID/State UBI/Social Security Number: \_\_\_\_\_

Does firm have insurance as specified below: Yes: \_\_\_ No: \_\_\_

*(Note: failure to indicate insurance as specified does not disqualify you from submittal or award. This information will be used by Arlington during contract formation).*

If no, describe differences.

*General Liability insurance of \$1,000,000 per occurrence;  
Professional Liability Insurance;  
Automobile liability of at least \$1,000,000 per accident CSL*

Broker Name: \_\_\_\_\_

Broker Phone: \_\_\_\_\_

Are claims pending against this insurance policy? Yes: \_\_\_ No: \_\_\_

During the past five years, have you been subject to bond forfeiture, litigation or claims above 10% of the project value? If yes, please attach an explanation. Yes: \_\_\_ No: \_\_\_

Has firm been in bankruptcy, reorganization or receivership in the last 5 years? Yes: \_\_\_ No: \_\_\_

Has firm been disqualified by any public agency from public contracts? Yes: \_\_\_ No: \_\_\_

Has firm operated at least 1 year without interruption? Yes: \_\_\_ No: \_\_\_

Is there any potential Conflict of Interest: Yes: \_\_\_ No: \_\_\_ If yes, explain.

*If yes, identify any team member or firm employee who, during the preceding 12 months, was an Arlington official, officer or employee. In addition, disclose if firm or an employee of the firm has a business interest or a close family relationship with any Arlington official, officer or employee who was, is, or will be involved in the contractor selection, negotiation, drafting, signing, administration, or performance of the Contract. Notify Arlington herein of any such condition.*



# Scope of Work

## Economic Development Plan

### Introduction

The City Council has authorized the preparation of an Economic Development Plan for the City of Arlington. The plan will identify Arlington's economic characteristics and establish priority policies, programs, tasks and activities. These materials will implement economic development policy established by Council. Development of this plan would be overseen by a steering committee comprised of members of the business community, citizens, elected officials, and other interested parties. Some staff support may be provided. Realize that Arlington has three different economic subareas – the historic downtown, Smokey Point, and airport/industrial area – each with their own strengths and weaknesses, and which we would suspect to have different solutions.

### Objectives

- Provide detailed analysis of City's economic base.
- Identify key opportunities to expand and diversify the City's economic base
- Prepare trend analysis of the City's economic strengths and weaknesses
- Prepare fiscal analysis and benefits of development
- Identify opportunities to maximize public revenues
- Identify constraints and opportunities for economic development, e.g. housing supply, limited developable land, infrastructure capacity, redevelopment and financing constraints and potential land value changes
- Prepare strategic action plan to guide implementation
- Involve and engage the business community in the planning and implementation so as to achieve ownership.

## **PHASE 1: ECONOMIC DEVELOPMENT PROFILE**

### **Task 1: Prepare Economic Base Study**

Prepare an analysis of the City's economic base and the surrounding trade area. Develop an understanding of how each business sector contributes to the City's economy. Economic indicators include: number of establishments, employment, annual payroll, taxable sales, and other City revenues, by source, for non-enterprise funds. These indicators will be compared to similar indicators for the county and other similarly situated jurisdictions.

The purpose will be to first increase the understanding of the City's current economic structure and then to identify target economic opportunities that are both realistic and compatible. Existing and emerging industries will be identified and discussed in terms of their potential to expand or grow in the City of Arlington.

The task will build upon existing documents, such as the Comprehensive Plan, the US Census, the State of Washington employment data, and the City's business license and revenue information.

*Task 1 Work Product: Economic Base Analysis*

### **Task 2: Retail and Non-Retail Sales Analysis**

This task would first analyze the community-wide sales performance by major categories in order to better understand the market dynamics in Arlington and the surrounding trade area. The retail and non-retail taxable sales trends would be analyzed based on the City's taxable sales and business license databases. The potential effect of e-Commerce would be analyzed.

This task would also prepare a retail leakage analysis, i.e., which retail categories are losing competitiveness with other jurisdictions and possible strategies to diversify and gain competitive advantage. This analysis would utilize the information development in Task 1 and provide projections for 5, 8 and 10-mile rings from the City Center.

*Task 2 Work Products: Retail and Non-Retail Sales Analysis*

### **Task 3 Economic Development Constraints and Opportunities**

Constraints and opportunities influence the city's economic development. These factors include location, access, transportation and transit, housing, available land, infrastructure and public service capacity. Constraints and opportunities will be identified and qualitatively discussed.

*Task 3 Work Product: Economic Constraints and Opportunities Issue Paper*

### **Task 4 Economic Development Alternatives**

This analysis will identify what should be done to address the items identified in the constraints and opportunities analysis. The focus will be to establish specific alternatives for the retention and attraction of business, quality employment opportunities, and sustainable city revenues. The alternatives will be reviewed in conjunction with adopted city policies.

*Task 4 Work Products: Draft Economic Development Alternatives*

### **Task 5 Economic Development Strategic Action Plan**

Based upon the alternatives established in Task 4, a strategic action plan will be prepared. Specific programs, activities and tasks will be identified to implement the economic development alternatives.

*Task 5 Work Products: Economic Development Strategic Action Plan*



# Memorandum

Department of Development Services  
*Planning Division*

Date: 19 July 2004

To: Interested Parties

From: Cliff Strong, Planning Manager

Re: Request for Qualifications for Economic Development Plan Consultant, Addendum No. 1

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## Item No. 1 – Contract Period/Length of Project

It has come to our attention that there is a contradiction in the RFQ regarding length of contract term/project. The RFQ states:

Page 1, paragraph 8 states: Arlington intends that the contract be for no more than one year in duration, to complete the original tasks under the agreed-upon schedule, and to allow Arlington the ability to request additional related tasks if required to complete the economic development profile and plan.

Page 2, Contract Term: The Contract shall remain in effect for two years, sufficient to complete the original scope of work, and to allow additional work products of a similar nature at the contract rate upon request by Arlington and approval of funds and/or work by City Council.

It is Council's desire to have this completed in 1-year. Originally the RFQ was set for a 2-year period, but I changed it to 1. The second time-frame reference was missed in editing.

END OF ADDENDUM NO. 1