

Request for Proposal City of Inglewood Strategic Plan

*The City of Inglewood wishes to contract for the development of a
Five-Year Strategic Plan.*



Proposals due **March 5, 2009 at 2pm PDT**

Proposals should be sent electronically to:
Mawusi K. Watson at
mwatson@cityofinglewood.org

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I. INTRODUCTION

The City of Inglewood wishes to contract the services of a consultant to develop a Strategic Plan for the City. Known throughout the region as the “Jewel of Southbay,” Inglewood’s close proximity to Los Angeles International Airport (LAX), the Los Angeles and Long Beach Harbors, and the four major freeways facilitates both domestic and international trade and makes it a major gateway for both US and international trade throughout the Pacific Rim and beyond.

The City has a diverse and growing population, which currently numbers 118,000 people who are governed by a Council – City Administrator form of government.

The successful applicant must have extensive organizational strategic planning experience, as well as the capability to facilitate charettes and conduct research. The successful firm will have demonstrated their ability to meet these requirements.

II. BACKGROUND

In April 2008, the Inglewood City Council hired Timothy E. Wanamaker as the new City Administrator. Under his leadership, the Administration experienced a culture change that focused on enhancing customer service and increasing accountability. In July 2008, the Executive Team developed a draft Strategic Planning Framework, which was completed at an Executive Team retreat held on July 31, 2008 and August 1, 2008. The Strategic Planning Framework identifies six basic focus areas for the City:

1. Economic Development
2. Redevelopment
3. Housing
4. Efficient Government
5. Public Safety
6. Fostering an Environment Where Learning, the Arts, Culture, and Recreation Thrive

Additionally, the Framework includes Mission and Vision statements as well as Strategic Goals and Values for the City. On January 13, 2009, the City Council supported, through resolution, the Strategic Planning Framework and issued a directive to develop a Strategic Plan for the City.

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A copy of the Strategic Planning Framework can be found on the City of Inglewood's website at www.cityofinglewood.org

Effective January 14, 2009, the City Administrator set up a Strategic Planning Committee charged with overseeing the strategic planning process and preparing the plan for Council adoption in 60 days.

III. PURPOSE OF THE REQUEST

The purpose of the City of Inglewood Strategic Plan RFP is to develop an organizational strategy that outlines five-year goals and objectives for the City, as well as outlines how the City can successfully reach these goals. The City understands that there are a variety of perspectives, models, and approaches that can be used to develop a strategic planning document; therefore, the selected consultant should be able to discern which model or model(s) will enable the City to complete its organizational and programmatic goals.

IV. SCOPE AND METHODOLOGY

The strategic plan proposal should contain a description of each work task with an explanation of how the consultant plans to approach the tasks and steps that will be taken to complete each task including analytical methods and tools. Consultant must demonstrate that they have an understanding of the magnitude and importance of each task. Tasks should be organized into phases that have measurable deliverables. The scope of work, at minimum should include:

- **The Development of a Strategic Planning Document:** Using a five-year time horizon, the Strategic Plan developed by the selected consultant should use the above-noted mission/vision/goals/focus areas, which are presented as a starting point of the strategic planning process. Furthermore, the process should further identify desired objectives, activities, and required resources for each of the agreed focus areas. It may also be useful to develop value statements for each project and/or department.
- **Developing a Methodology:** The Strategic Plan should include methods (including strategy and specific actions, with first steps) to accomplish goals in each of the six focus areas. The Plan should also include actions to enhance the success of the responsible

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department or agency for each goal by having short, medium, and long-term strategies. This will enable the department or agency to experience and report quick successes.

The Strategic and Marketing Plan should include a summary of critical issues facing the City of Inglewood in its effort to meet the goals set forth in the plan, a list of volunteers willing to take on roles and tasks on behalf of the City, as well as available resources that can be utilized.

- **Community Participation Program and Utilize Techniques to Enlist Community Partners:** City Council members, civic and business leaders, residents, businesses, and other community leaders will likely have a number of ideas and possible missions, visions, and goals for the City. However, the likelihood of achieving success must be a critically important standard for inclusion in the strategic plan. A minimum of one community meeting in each council district, one meeting with each Councilmember, and one meeting with each of the following groups will be required:
 - o Inglewood-Airport Chamber of Commerce
 - o Partners for Progress
 - o Rotary Club
 - o Ministers Association
- **Final Report:** The consultant will make any recommendations to the Draft Plan after review and approval by the City Administrator and prior to submittal to the City of Inglewood City Council. Ten (10) copies of the Draft Plan and all exhibits shall be produced for distribution. The Consultant may be required to make changes to the submitted draft after the City Administrator and to conduct a public hearing on the Draft Plan. The plan inclusive of any required changes will become the final and published plan. This document and any supporting documents should be produced in both paper and digital formats.

V. PROPOSAL CONTENT

Proposals should include the names of the firm and all individuals who will work on the project, experience record for each individual, and examples of past similar work. Three references connected to recent projects should be provided.

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In preparing a proposal, proponents should consider that the City Administrator has considerable experience in strategic planning, program implementation, and performance evaluation. The City Administrator has led and participated in such endeavors with other cities. His wish is to be actively involved in developing the strategy, and he sees the role of a consultant as that of a facilitator and leader of the process and a “documenter” of the results and drafter of the plan.

Proposal should include specific descriptions of how the work would be carried out, proposed tasks and activities, and proposed involvement or resources to be provided by the City of Inglewood. A budget breakdown should be provided that details the intended time commitment of each team member.

VI. BUDGET

The budget for this project is up to a maximum of \$20,000

As a medium-sized city, the City of Inglewood has limited resources available to devote to this project. Achieving good value for our expenditure is an important factor in assessing proposals.

VII. PROPOSAL TIME LINE

Deadline for proposals is March 5, 2009. They should be sent electronically to:

Ms. Mawusi K. Watson, Chief of Staff to the CAO at:
mwatson@cityofinglewood.org.

1. Contract award March 23, 2009.
2. Draft report due May 14, 2009.
3. Final report due May 28, 2009.
4. Presentation of the above report to the City of Inglewood City Council, in March 2009 (exact date to be determined).

VIII. PROPOSAL EVALUATION

Proposals will be evaluated using the following criteria and point system:

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|--|-----------|
| • Relevant background of consulting team | 40 |
| • Methodology complete/appropriate | 25 |
| • Quality of communication/presentation | 15 |
| • Cost | <u>20</u> |
| • Total points available | 100 |

IX. ADDITIONAL RESOURCES

- Copies of Strategic Planning Framework
- Access to the Strategic Planning committee
- Local coordinators to assist in coordination and logistics, if needed