

**REQUEST FOR PROPOSAL
For
CALIFORNIA DOWNTOWN ASSOCIATION
EXECUTIVE DIRECTOR**

Issue Date: Monday, May 4, 2009

Due Date: Friday, May 22, 2009



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The intent of this Request for Proposals (RFP) is to identify and select an experienced candidate or consulting firm that will be responsible for all aspects related to the successful leadership and management of the California Downtown Association, a 200+ member statewide nonprofit (501(c) (6)) organization, according to the strategic direction set by the Board of Directors.

I. Background

Over 35 years ago, the State of California passed landmark legislation allowing the formation of Business Improvement Districts (BIDs). Soon after, a pioneering group of business district managers recognized the need for an association that would provide a forum for addressing issues unique to business associations in California--the only state at the time with BID legislation.

The California Downtown Association (CDA) has been the state leader of and champion for the revitalization of downtowns and commercial business districts since that time. Our membership of committed individuals serves as California's primary educational resource and network for downtowns and business district professionals.

CDA's membership is diverse, representing main streets, historic downtowns and business districts from the rural communities of the central valley, to the foothills of the Sierras, and the beach communities along the northern and southern coasts, as well as downtowns and revitalized districts located in the heart of California's urban centers.

II. Scope of Work

The selected candidate/consulting firm will be responsible for the programmatic and overall management of CDA. This will include performing all day-to-day activities as described and working with the volunteer board of directors to help the organization evolve into a stronger entity.

Leadership

- Participate with the Board of Directors in developing a vision and strategic plan to guide the organization
- Identify, assess, and inform the Board of Directors of internal and external issues that affect the organization
- Act as a professional advisor to the Board of Directors on all aspects of the organization's activities
- Foster effective team work between the Board, committees and the Executive Director
- Conduct official correspondence on behalf of the Board as appropriate and jointly with the Board when appropriate
- Represent the organization at conferences, events and meetings to enhance the organization's community profile

Operational Planning and Management

- Ensure that the operation of the organization meets the expectations of its members and Board
- Retrieving and responding to mail from Association's postal box; coordinating association mailings, ranging from single correspondence to periodic bulk mailings; maintaining mailing lists
- Oversee the efficient and effective day-to-day operation of the organization

- Receiving and responding to telephone, facsimile and/or email communications, making one's self available to respond to phone calls and emails within two days, except during vacation and holiday period about which the Board has been notified
- Draft policies for the approval of the Board and prepare procedures to implement the organizational policies; review existing policies on an annual basis and recommend changes to the Board as appropriate
- Provide support to the Board by preparing meeting agenda and supporting materials

Program Planning and Management

- Oversee the planning, implementation and evaluation of the organization's programs and services
- Ensure that the programs and services offered by the organization contribute to the organization's mission and reflect the priorities of the Board
- Monitor the day-to-day delivery of the programs and services of the organization to maintain or improve quality
- Oversee the planning, implementation, execution and evaluation of special projects

Conference Planning and Regional Meeting

- Assist the conference coordinator as needed and provide staff support at the annual conference. CDA will reimburse the Executive Director for pre-approved travel costs;
- Work with the Board to host regional meetings.

Financial Planning and Management

- Work with the Treasurer and Board to prepare a comprehensive budget
- Work with the Board to secure adequate funding for the operation of the organization
- Lead fundraising and development efforts, including grants and
- Approve expenditures within the authority delegated by the Board
- Work with the Treasurer to ensure that sound bookkeeping and accounting procedures are followed
- Monitor the funds and cash flow of the organization

Community Relations/Advocacy

- Communicate with stakeholders to keep them informed of the work of the organization
- Establish good working relationships and collaborative arrangements with partner organizations, state agencies and other organizations to help achieve the goals of the organization

Risk Management

- Ensure that the Board of Directors and the organization carries appropriate and adequate insurance coverage
- Ensure that the Board and staff understand the terms, conditions and limitations of the insurance coverage
- The entity may be requested to travel periodically; CDA will reimburse the entity for pre-approved travel costs;

It is CDA's Board of Directors intent to maintain significant oversight and advisory role in each of the areas outlined above. The firm will work under the general direction of the CDA Board reporting directly to the CDA President.

III. Demonstrated Skills, Knowledge and Abilities

- Significant accomplishments with an entrepreneurial emphasis.
- Progressive experience in management of an organization with a similar emphasis (non-profit or provider of community services).
- Effective communication skills, both written and oral.
- Knowledge and experience in downtown revitalization, community capacity building, community and economic development, program development, administration and personnel management.
- Knowledge and ability to successfully oversee program operation of a statewide non-profit while collaborating and negotiating with multiple interests to move the organization forward.
- Ability to organize, prioritize and manage projects to their successful completion.
- Requires initiative and independent working style, which includes independent decision-making skills.
- Highly skilled at interpersonal relations; experienced in working with diverse groups of people.
- Skills in motivating people to perform at their best and to hold them accountable for expected outcomes.
- Knowledge in organizational budgeting.
- Ability to successfully communicate CDA's overall strategy with funders, industry leaders and partners while developing positive relationships.
- Experience and track record in obtaining funding for programs and projects, including knowledge of potential funding sources.
- Experience with contract management and reporting based on performance activities and outcomes.

IV. Professional Fee

The California Downtown Association's annual budget for this position is \$29,000. Additional commissions could be realized through membership development, grant procurements and sustaining sponsorships for the organization. Commissions will be negotiated in conjunction with the contract. Additional compensation/commissions will be included based on generating other additional revenue.

If there are other unique or creative services that you would like to propose, CDA suggests these be offered as separate and distinct options that can be considered on a case-by-case basis.

V. Qualifications

CDA is seeking an experienced candidate/consulting/firm with the following qualifications. Each entity responding to the RFP must respond specifically to the following qualifications:

- Provide the professional background of the entity and the experience of each administrative and/or project staff person that will be assigned to this project and indicate each person's capacity to manage professional development activities, including logistics and communications or the ability to staff the organization to manage workload for the length of the project;
- Experience in community or economic development, architecture, urban planning, tourism, nonprofit management or a related field;
- And be proficiency in the use of computers for Microsoft Word, Excel, basic desktop publishing and graphic design programs, email and the internet.

VI. Responding to the RFP

Each response to the RFP must include the following information:

- A response to the Eligibility Requirements set forth above;
- The fixed fee, not to exceed \$29,000, the entity would charge to undertake the role of executive director and a generalized budget that shows a breakdown of the costs included in the fee, (e.g. the costs for each staff person, the cost of maintaining an office, phone, fax and the cost of supplies, etc.);
- Key staff and relevant experience;
- Recent experience on similar project(s) and how those similarities might relate to this project;
- Provide a list of at least two (2) references from clients that have worked with the entity in the last 5 years. If available, provide two (2) references for contractors, sub-consultants. The list must include contact name, phone number, address and name of project. Indicate how long the entity has worked with each reference and in what capacity.

If the entity is interested in proceeding toward the possibility of submitting a formal proposal, CDA may meet with the entity and may share materials, data, other information and analyses. As a condition of receiving such Information, the expression of interest in proceeding shall be deemed to constitute the agreement to protect, preserve and maintain all such Information on a strictly confidential basis, and to promptly return it to CDA upon its request all tangible copies of such information.

CDA is not responsible for loss or damage to the material submitted, or for any unauthorized use or misuse of the submitted materials by any third party. Any submission to CDA shall become the property of CDA (not including any intellectual property rights contained in such

submission), and CDA is not required to return any submitted materials to any applicant. Solicitation by CDA of proposals does not constitute an agreement by CDA to extend funding to any party for the project under consideration. CDA may, in its sole discretion, elect not to pursue this project in any manner.

By submitting a proposal, each applicant grants to CDA the right to duplicate, use, disclose, and distribute all of the materials submitted for purposes of evaluation, review, and research. In addition, each applicant guarantees that the applicant has full and complete rights to all of the information and materials included in the proposal. Each applicant also guarantees that all such materials are not defamatory and do not infringe upon or violate the privacy rights, copyrights, or other proprietary rights of any third party.

VII. Summary of Required Contracting Provisions

If a proposal is selected for funding, applicant will be required to sign a binding agreement. Until both parties have signed an agreement, no express or implied commitment has been made to provide financial support. Applicants are not authorized to commence work until the agreement is fully executed. If applicants opt to commence work, they do so at their own risk. No oral or written statement other than the signed, written agreement will govern or modify the relationship.

Those receiving funds from CDA must be able to comply with a number of requirements that will be included in the operative agreement. These requirements include but are not limited to:

- Applicants must guarantee that, among other things, any work they undertake on behalf of CDA is not defamatory and will not violate or infringe upon the privacy rights, copyrights, or other proprietary rights of any third party;
- Applicants must agree to indemnify CDA against any loss resulting from breach of any of the guarantees contained in the agreement;
- Maintenance for three (3) years following receipt of relevant funds of all financial records to the project, which records shall be accessible to CDA, and to the U.S. Comptroller General or other representatives for examination and audit purposes; (Contractors will additionally ensure that any subcontractors or consultants under the agreement shall also maintain such records for the period specified and under the same terms);
- Maintenance for three (3) years after approval of a final financial report, of a complete file of all subcontracts and other agreements, licenses, clearances, and other documents related to the work undertaken, copies of which shall be made available to CDA on request;
- Compliance with equal employment opportunity and nondiscrimination laws and policies;
- Applicants will be required to provide documentation (invoices) as to actual costs, and provide supporting detail demonstrating that all costs are reasonable, necessary and allocable to the requirements and objectives of the work undertaken;
- All research and materials created, developed, compiled or produced pursuant to or as a result of this project (including but not limited to all reports) will be considered ordered and commissioned by CDA as works made for hire under the copyright laws, and made in the

course of services rendered. If, for any reason, the proposed research and materials to be provided are not considered works made for hire under the copyright laws, then the applicant will be required to assign all right, title and interest in and to such research and materials to CDA. Applicants further agree that neither they, nor any of their subcontractors, will have any copyrights whatsoever in any research and/or materials created, developed, compiled or produced by them or by any subcontractor, or by any third party participating in the preparation of research or materials for this project;

- The agreement will be governed by and in accordance with the laws of the State of California without regard to its conflict of law provisions.
- Other material terms and provisions may be set forth in the documents provided to the applicant that successfully completes the selection process.
- CDA will have sole and exclusive rights to the reports created as deliverables for this project.

VII. Filing Deadline

Please submit your proposal by Friday, May 22, 2009. Proposals may be sent via email in PDF format to Mark Brodeur, President, at MBrodeur@PMCWorld.com. CDA reserves the right to contact respondents to schedule an interview session by phone. If there is any information that would be useful in preparation to submit a proposal, please contact Mark Brodeur by email.

CDA anticipates selecting a consultant on or about June 20, with the project to commence immediately upon contract execution.