

**DOWNTOWN SAN DIEGO PARTNERSHIP**

**REQUEST FOR QUOTES  
FOR  
STRATEGIC PLANNING CONSULTANT**

**QUOTE DUE DATE:**

Friday, May 27, 2022

**ATTENTION:**

Justin Apger, Chief Operations Officer

[japger@downtownsandiego.org](mailto:japger@downtownsandiego.org)

Taylor Stahl, Director of Special Projects

[tstahl@downtownsandiego.org](mailto:tstahl@downtownsandiego.org)

## I. GENERAL INFORMATION

Issuing Organization	Downtown San Diego Partnership
RFQ Issued	May 6, 2022
Deadline to Submit	May 27, 2022
Decision to Award Contract	June 30, 2022
Contact Information	Taylor Stahl Director of Special Projects <a href="mailto:tstahl@downtownsandiego.org">tstahl@downtownsandiego.org</a>

## II. SUMMARY

### Purpose

The Downtown San Diego Partnership (DSDP) has initiated a Request for Quotes (RFQ) process to identify a qualified consultant to guide and execute a strategic planning process with our Board of Directors and staff to produce a three- to five-year strategic plan. The DSDP seeks a consultant with a deep understanding of nonprofit structure and operations, excellent facilitation skills, and proven success in strategic planning. Long-term planning experience with local cities and or associations is greatly encouraged.

### Background

In the last three years, the organization has experienced tremendous change. This includes new leadership, a largely new board of directors with a defined purpose, new programs, the launching of an inclusivity program, and more. While the organization conducts annual planning to identify yearly priorities for each department, the DSDP has not undergone a formal strategic planning process in over a decade.

In 2013, the DSDP embarked on an ambitious mission to engage communities throughout the region to deliver a strategic vision for Downtown San Diego entitled “Imagine Downtown,” a 20-year strategic vision to revitalize the urban center. “Imagine Downtown” served as a to-do list on how to best create a world-class Downtown that serves and advances the aspirations of the entire San Diego region. An update on the plan was published in 2015.

While this plan was great for our Downtown, the subsequent planning and preparation of the internal organization to meet some of these initiatives was not addressed.

Downtowns across the world are rethinking the way visitors, residents and employees interact with commercial business districts and urban neighborhoods in a post-COVID era. Our Downtown is also facing change from significant levels of proposed development within the Downtown boundaries and surrounding areas. The DSDP is seeking strategic planning services to update our Imagine Downtown plan, strengthen the organization’s ability to provide services, build a foundation of sustainability, and deliver on our mission in a changing landscape. Respondents should detail their approach to strategic planning, including mechanisms for staff and stakeholder involvement and deliverables that emphasize accountability and staff implementation.

## About Us

The DSDP is a nonprofit organization that serves as the principal voice and driving force behind the economic prosperity and cultural vitality of Downtown San Diego through membership, advocacy, public services, and community investment. We are a member-based, 501(c)(6) nonprofit organization representing a variety of business sectors including real estate, technology, banking, developers, builders, engineers, architects, law, education, insurance, service providers, hospitality, and more.

The DSDP provides a public service on behalf of Downtown's neighborhoods as the managing organization for several special districts in Downtown, including the Clean & Safe program and the City Center Business Improvement District. The DSDP actively invests in the prosperity and vitality of Downtown through the management of several foundations that fund special projects and initiatives to benefit Downtown's neighborhoods, community, and public spaces. These entities include the Columbia Community Foundation, Public Spaces Foundation, and Downtown San Diego Partnership Foundation.

With its unique combination of roles in membership, advocacy and public services, the Downtown San Diego Partnership is a true champion for the Downtown market, able to represent the diversity of experiences, neighborhoods and industries that call Downtown home.

## Our Programs

**Downtown San Diego Partnership:** Members with the DSDP can count on unparalleled connections, resources and support at varying levels depending on their needs. Members of the DSDP are the leaders and organizations driving the future of prosperity and vitality in Downtown including elected officials, regional decision-makers, business leaders, industry professionals, Downtown advocates, and engaged residents. The DSDP provides a full calendar of public and member-exclusive events focused on professional development and networking. The DSDP uses a history of successful advocacy to secure policy and legislative wins that advance the needs of its members, property owners, businesses and residents, and support initiatives and priorities that advance Downtown's economic prosperity and cultural vitality

**Clean & Safe Program:** Also referred to as the Downtown Property and Business Improvement District (PBID), the Clean & Safe program provides enhanced maintenance and safety services, additional beautification efforts, a best practice homelessness services program, and marketing above and beyond the services otherwise available through existing government entities. Clean & Safe services are funded through voter approved annual property assessments levied by the County of San Diego on Downtown property owners. That funding is then provided to the City of San Diego who then provides it to the Downtown Partnership for implementation. The Clean & Safe budget also receives additional support from grants and philanthropy.

**Commercial Enhancement Program:** The Commercial Enhancement Program is a special district within the Property and Business Improvement District (otherwise known as Clean & Safe). That special district levies an assessment on properties of more than 50,000 square feet of commercial leasable space in Downtown. That funding is used to deliver additional services and benefits to those properties, including additional maintenance, safety, and beautification services through the Clean & Safe program, as well as marketing to improve tenant attraction, tenant retention, and investment in Downtown.

**Downtown San Diego Partnership Foundation:** The Downtown San Diego Partnership Foundation was formed in 2001 to support the economic prosperity and cultural vitality of Downtown San Diego. The Foundation supports special projects and initiatives to benefit Downtown's neighborhoods, community, and public spaces. This includes funding in support of a homelessness services team committed to reducing Downtown homelessness through connections to appropriate interventions; enhanced maintenance, safety, and beautification services to meet additional needs in the East Village

neighborhood; management of mobility projects like creative crosswalks, pedestrian plazas, bike racks, etc.; and other creative initiatives to enhance and serve the area.

**Homeless Outreach Program:** The homelessness services team is committed to reducing Downtown homelessness through connections to appropriate interventions. The homelessness services team administers the successful Family Reunification Program which reconnects unhoused individuals with their loved ones as a diversion from homelessness through funding from the San Diego Housing Commission. The efforts of the homelessness services team have been recognized as best practices in intervention for those experiencing homelessness and for the difference they are making in the quality of life in Downtown neighborhoods.

**City Center Business Improvement District:** Additionally, the DSDP operates the City Center Business Improvement District. The mission of the City Center Business District is to invest in the vitality of the District by prioritizing economic development and marketing the success of our businesses. With over 900 businesses in the 53-block area of Downtown San Diego's core, the District provides the resources necessary to improve quality of life and create a vibrant destination for shopping, dining, nightlife, and tourism.

**Parks and Public Spaces Foundation:** The Downtown San Diego Public Spaces Foundation is committed to improving the quality of life in our urban community through activation, art, and beautification.

**Columbia Community Foundation:** The Columbia Community Foundation supports and promotes community improvement within the Columbia District neighborhood of Downtown San Diego through activities which contribute to the economic prosperity and cultural vitality of its community.

### III. SCOPE OF WORK

The DSDP seeks a consultant to guide and execute a strategic planning process and produce a three- to five-year strategic plan. The three- to five-year strategic plan is targeted to start in 2023. We expect that the work of this consultant will be completed by late 2022/early 2023.

The consultant will work with a Planning Committee made up of members of the Board of Directors and staff, while also engaging key stakeholder groups.

Some of the questions we want to address during the planning process are as follows:

- How has the guiding framework of the Imagine Downtown plan changed since it was last updated? What does this mean for the organization now?
- Positioning questions such as: Who are we? Who do we serve? What do we value as an organization? How can we best serve our constituents?
- What action steps will we take to continue to make progress in our mission to promote an economically prosperous and culturally vibrant Downtown?
- How can we make progress in promoting Downtown San Diego as a regional center for private sector commercial and residential development?
- How can we increase our value to our members?
- How can we build this organization to be sustainable?

## Activities

- a. Review the 2015 Imagine Downtown plan and understand what we believed about our downtown in 2015. Update that vision and determine what it means for our internal team to meet the new vision throughout the strategic planning process.
- b. Undertake a re-articulation of the mission and vision.
- c. A statement of community needs and goals.
- d. Conceptualize a more focused organization.
- e. Develop agreed upon frameworks, directions, and strategies for key issue areas.
- f. Identify financial resources and financial sustainability.
- g. Promote organization-wide collaboration for greater impact.
- h. Articulate approaches that would lead to tighter, more focused, and high-impact programs.
- i. Identify measurable objectives and programs that align with the community needs and goals.
- j. Determine organizational management and governance structures that will enable implementation of the plan.
- k. Ensure ongoing monitoring to measure plan progress and adjust based on changing conditions.

The plan should remain at a strategic level and provide clarity on general program directions and internal goals, while avoiding engagement with detailed work plans or program descriptions, which will be the work of staff and specific board governance group(s) during implementation.

## Final Deliverables

A final strategic plan document should include the following in detail:

- a. Strategic areas of focus and priorities for the next three to five years.
- b. Goals and objectives to meet priorities.
- c. Services and programs (both current and new) that will support organizational goals, including partnerships with other organizations.
- d. Refreshed public-facing document that communicates our strategic vision for Downtown, including the Imagine Downtown guide.
- e. Necessary resources for staff to carry out programs.

## **IV. QUOTE SUBMISSION REQUIREMENTS**

### Submission Requirements

- All submissions must be electronic, standard-size (8.5" x 11") pages.
- Quotes should include sections listed below but not exceed 8-10 pages total.
- Attachments and supporting documents can be included as needed.
- Faxed or mailed copies will not be accepted.
- Submissions will be kept on file.

### Quote Format

Quotes must follow this format:

- a. Background & Experience
  - Description of your organization and experience doing this kind of work.

- b. Summary
  - General description of the planning activities recommended; provide a brief statement of your understanding of the requested effort, including the conclusions.
- c. Methodology
  - Approach to partnership and team building. How would you build and maintain an engaged relationship with key stakeholders in the strategic planning process?
  - Creative methods for data gathering and information dissemination appropriate for a diverse organization.
  - Innovative ideas for an ongoing communications strategy that engages various constituencies and clarifies when and how people can participate.
  - Ideas or examples of how to present and promote the finalized plan.
- d. Workplan
  - Provide information about proposed activities that would involve key stakeholders.
  - Provide a timetable for completing the process within the timeframe, include project tasks, schedule, and deliverables.
- e. Budget
  - For each activity outlined in the work plan, please identify the expected hours of staff members and the total cost.
- f. Additional Information and Comments
  - Include any other information deemed important, but not specifically required elsewhere.
- g. References
  - Provide at least two references who can speak to your work.

Timeline

RFQ Issued	May 6, 2022
Deadline for Questions	May 18, 2022
Deadline to Submit	May 27, 2022
Notice of Selection as Finalist/Interview Scheduling	June 10, 2022
Interviews with Finalists	June 13, 2022 – June 24, 2022
Decision to Award Contract	June 29, 2022
Notification of Selection	June 30, 2022
Contract Awarded	July 1, 2022

Terms

- DSDP reserves the right to make changes to the RFQ timeline.
- DSDP will not reimburse costs of preparing the consultant Quotes.
- DSDP reserves the right to cancel the award of contract at any time before the execution of the contract by both parties. The responding consultants bear sole risk and responsibility for costs incurred in the preparation and delivery of the quote.

- DSDP reserves the right to reject any or all responses to this RFQ.
- DSDP reserves the right to ask for clarification in the quote if the need arises.

**V. SELECTION PROCESS**

A review panel of Board and staff leadership will review all quotes. In evaluating quotes, the price will not be the sole factor. The review panel may consider any factors it deems necessary and proper, including but not limited to price, quality of service, response to this request, experience, staffing, and general reputation.

Evaluation Criteria

Quotes will be reviewed and evaluated based on the following criteria.

<b>Qualification</b>	<b>Points</b>
Professional Qualifications	25
Past Involvement with Similar Projects and References	20
Project Approach and Work Plan	40
Fees	15
<b>Total</b>	<b>100</b>

Notification of Selection

After preliminary rating and ranking of quotes by the review panel, interviews may be scheduled with finalists. References may be contacted for all finalists.

The final recommendation of the RFQ review panel will be submitted for approval by the DSDP President & CEO. All applicants will receive written notification of the DSDP’s decision regarding their quote, and an announcement of the applicant awarded the project will be posted on the DSDP website.

The DSDP reserves the right not to select an applicant for project implementation if, in its determination, no qualified applicant has applied or is sufficiently responsive to the service need.

If no quote is selected, the DSDP may elect to either not develop the service pending further analysis of alternatives to meet the expressed need or issue a new RFQ to attempt to expand the pool of potential respondents.

## **VI. INQUIRIES**

Inquiries concerning this RFQ should be directed to the below contact. All inquiries should be submitted in writing.

Taylor Stahl  
Director of Special Projects  
Downtown San Diego Partnership  
[tstahl@downtownsandiego.org](mailto:tstahl@downtownsandiego.org)