**CITY OF LAKELAND**

**COMMUNITY REDEVELOPMENT AGENCY**

**REQUEST FOR PROPOSALS**

**LAKELAND CRA – DOWNTOWN DISTRICT REDEVELOPMENT PLAN UPDATE**

1. **PROJECT DESCRIPTION**

The City of Lakeland is seeking responses from qualified and experienced firms to provide professional services related to the modification of the Lakeland CRA Downtown District Redevelopment Plan which includes an in-depth analysis of existing conditions, performance measures, updated goals and objectives, and a 10-year extension of its existing timeframe past 2035.

The City of Lakeland’s Community Redevelopment Agency (CRA) has the goal of updating the CRA’s redevelopment master plan for the Downtown district. Downtown is comprised of 555.11 acres made up of several sub-districts with the core being a bustling center of specialty retail, delectable dining options, and a growing arts and entertainment scene. The purpose of the Master Plan update centers around providing higher quality of life for the neighborhoods, better connectivity, purposeful development and to stimulate private investment through strategic economic growth.

**II. SCOPE OF WORK**

The CRA is a dependent special district whose purpose is outlined in the Florida Statutes. All work conducted by the CRA must be authorized by statute and included in the redevelopment plans. The selected consultant must have an intimate familiarity with the State of Florida’s Community Redevelopment Act (Chapter 163, Part III, Florida Statutes) and state and/or nationally recognized community redevelopment best practices and principles.

The consultant will provide professional urban planning, design, research, analysis, and plan amendment services for the Downtown District. The final product must be visually attractive, simple to understand and to navigate and ready for approval by the Lakeland Community Redevelopment Agency and adoption by the Lakeland City Commission.

The plan will be authorized from the effective date of adoption through termination of the redevelopment area’s existence. Project recommendations shall be strategic, tactical, catalytic and feasible, considering and aligning with projected TIF generation. Plan updates are anticipated in 5-year increments in accordance with planning best practices. A 5-year implementation plan shall accompany the redevelopment plan with the capability of updating annually.

The existing Downtown Redevelopment Plan may be accessed here:

[https://static1.squarespace.com/static/5930d7bce4fcb5becc66acb5/t/5967f1e886e6c0c7c9816ede/1499984403973/Downtown+Redevelopment+Plan+Update.pdf](https://static1.squarespace.com/static/5930d7bce4fcb5becc66acb5/t/5967f1e886e6c0c7c9816ede/1499984403973/Downtown%2BRedevelopment%2BPlan%2BUpdate.pdf)

**Task 1:** Prepare a tax increment finance analysis review of the existing CRA boundary for CRA plan update through its current sunset year and evaluate opportunities.

**Task 2:** Draft a finding of necessity study for any boundary modification based upon said review in Task 1. The City and the CRA acknowledge pursuit of boundary modifications, and a plan update are two requests that run parallel, but each have their own process and due diligence. Any proposal’s work plan should include an accommodation in the event boundary modifications are not agreeable based on an evaluation or discussions amongst CRA partners and therefore Task 2, no longer becomes a pertinent element of the scope.

**Task 3:** Develop a gap analysis or comparable resource to narrate the following:

* Completion of the Downtown District plan, goals, and objectives to date
* Review of staff information including data, infographics, annual reports, delegation of authority, completed projects, ongoing projects, and spending to date.
* Articulate successful impacts of the CRA to date.
* Overlaying elements of the Lakeland Comprehensive Plan with specific references to housing, transportation, and economic development
* Demonstrate external factors (such as inflation, COVID-19, recession, etc.) that may have limited the CRA’s ability to successfully execute the CRA plan within its existing timeline.

**Task 4:** Propose a CRA Plan Update for a ten-year extension within which public and private resources may be used to accomplish redevelopment activities. The analysis and effort under which the plan update will consider must include, but not be limited to:

* Review tax base and ownership data, property lines and right-of-way boundaries.
* Evaluate current land uses, future land use/zoning designations and recommend changes, if necessary, to facilitate redevelopment.
* Evaluate market, demographic, and conditions which make the Downtown District unique and propose steps that the CRA can take to preserve, nurture and promote these features.
* Review and analyze real estate market trends and property values including a provision for projections for TIF revenues within the area.
* Evaluate vacant and underutilized properties within the CRA and determine a strategy for encouraging and facilitating (re)development or revitalization.
* Development of a vision and goals, objectives and performance measures to support the elimination of the blighting conditions outlined in the Finding of Necessities Report(s).
* Evaluate existing infrastructure and assess opportunities and constraints to complete CRA capital projects.
* Identify strategies to work with partnership agencies to complete requisite CRA capital projects. Said projects could include but may not be limited to new infrastructure, housing, neighborhood revitalization, sustainability, energizing of business districts, business retention/expansion/attraction, economic growth/diversification, connectivity to neighboring districts and others.
* Review the Historic Structure Survey within the downtown core to identify incentives for historic renovations and preservation
* Identify various grant opportunities to support other CRA capital projects within the district.
* Review of other Florida cities’ CRA grant programs and recommendations for inclusion/adoption, which might include business incentives, housing, façade, infrastructure or financial assistance in response to economic impact from storm events, pandemic, quality of life, or other hazards.
* Development of a ten-year work program identifying all stakeholders and capital improvement timeline for the duration of the extension.

**Task 5:** Outline and coordinate regulatory process required to complete update and/or modification of the District and Community Redevelopment Plan:

* Citizen Participation Process including but not limited to,
	+ Downtown district community stakeholders and public
	+ CRA Board / City Commission
	+ CRA Advisory Board
	+ Lakeland Planning & Zoning Board
* Notification Requirements to Taxing Authorities, Agencies and Counties, and Land Planning Agency as required by Chapter 163 Part III, Florida Statute.
* Other Public hearings as required including briefings to the City Commission, and presentations as needed.

**Task 6:** Coordinate with CRA staff, Community & Economic Development staff, and City Attorney’s Office on relevant drafting of resolutions and ordinances consistent with F.S. 163.

1. **PROPOSAL FORMAT**

Submittals should include a proposed schedule for the project. The CRA would prefer that the Plan Update be completed within twelve (12) months of the approval of the contract for the project.

All respondents must provide proposals addressing each of the following items outlined below. Any other information pertinent to the responses to this Request for Proposals as listed herein may be added to the end of each section. However, required information must be listed first in each section. If further materials are necessary to complete your proposal and are not noted under any of the headings listed below, any Addenda are to be acknowledged on the Solicitation Submission Acknowledgement Form.

Failure to submit this information will render your proposal non-responsive.

Note: The City shall not be responsible for any costs incurred by the Respondent in preparing, submitting or presenting its proposal to the RFP. This Request for Proposals does not and shall not commit the City or their agents to enter into any agreement, to pay any costs incurred in preparation of the submittals or to procure or contract for services or supplies.

1. **Cover Letter**

Provide a cover letter indicating your company’s understanding of the requirements/scope of services of this formal solicitation. The letter must be a brief formal letter from the Respondent that provides information regarding the company’s familiarity and interest in this request for proposal. A person who is authorized to commit the Respondent’s organization to provide the services included in the proposals must sign the letter. Provide all names, titles, addresses, telephone numbers, and e-mail addresses.

1. **Experience and Expertise**

Provide an overview of the firm’s background and expertise in delivering these services to governmental entities. If any portion of the work will be subcontracted, include similar details for each subcontractor or subconsultant.

Submit a detailed description of comparable projects, either ongoing or completed within the past five years, specifying whether each project is completed or in progress. For each project, include:

* Client name
* Project description
* Duration
* Contact person and phone number for reference from client
* Results and deliverables

Where applicable, highlight projects completed for entities of similar size, business districts, or any previous work performed for the City of Lakeland. Clearly identify the team members who will have primary responsibility for this project.

1. **Key Proposed Project Team**

Submit the curriculum vitae of the team leader and key personnel assigned to this project. Designate a primary contact responsible for day-to-day management, highlighting relevant qualifications and experience. Specify each team member’s role in developing the requested work products and include their resumes. Provide an organizational chart illustrating the project team structure. As necessary, demonstrate that the proposed team has the capacity and availability to fully dedicate the necessary resources without conflicts from other projects. If applicable, outline a clear workload distribution plan to ensure full commitment without compromising performance or quality on other concurrent contracts with the CRA.

1. **Project Delivery and Approach**

Describe the project delivery plan and management approach to ensure adherence to schedule and budget requirements. Identify any anticipated challenges in updating the Community Redevelopment Plan and propose strategies to address them. Innovative approaches that enhance project outcomes are encouraged. Outline measures to ensure timely completion while maintaining high-quality standards. Detail project management strategies for mitigating potential conflicts and ensuring seamless execution. Include a contingency plan addressing workload balancing, key personnel availability, and measures to prevent overextension due to competing priorities.

1. **Fee Proposal**

Fee proposal to complete the Scope of Work. If the Respondent intends to omit any tasks or requirements listed in the Scope of work said omission must be described in this section.

1. **Required Forms**

Include fully executed forms a copy of the current Florida Departments of Businesses & Regulation License(s)/ registration with the appropriate Board(s) for your firm if applicable, and a copy of your State of Florida proof of incorporation. If not a corporation, submit a copy of your State of Florida Division of Corporations showing your State registration or your license if you are a sole proprietorship.

1. **EVALUATION**

It is the intent of the City that all firms responding to this RFP, who meet the requirements, will be ranked in accordance with the criteria established in these documents. The City will consider responsive and responsible submittals received in its evaluation and award process.

**Criteria**

Firms submitting a proposal along with the required information and documentation will have their proposal evaluated and scored based on the evaluation criteria set forth herein.

Further, each proposal will be evaluated for full compliance with the RFP instructions to the Respondents and the terms and conditions set forth within the RFP document. Proposals will be scored and ranked specified in the following table. Proposals will be evaluated and an award made to the Respondent who is determined to be responsible and responsive to this Request for Proposals and whose proposal is the most advantageous to the City in terms of quality of service, the Respondent’s qualifications and capabilities to provide the specified services and comply with the applicable conditions of this Request for Proposals and Contract, and who in the judgment of the City will best serve the needs and interests of the City.

The following represent the principal selection criteria, which will be considered during the evaluation process. Shortlisting of firms will be based on converting each Committee Member’s Total Score into a ranking with the highest score ranked first, second, highest ranked score, etc. Once converted, the Committee Member’s ranking for each firm will be entered into a shortlist summary. The Total Score recorded on the summary sheet will determine the ranking and shortlisting.

|  |  |  |
| --- | --- | --- |
| **Criteria** |  | **Total Points Possible** |
| **Experience and Expertise:**Respondents will be evaluated based on their experience with similar projects and how that experience contributes to the successful execution of this project. Consideration will also be given to the quality of past projects, adherence to schedules, challenges encountered, and the effectiveness of solutions implemented. |  | 30 |
| **Key Project Personnel:**Respondents will be evaluated on the qualifications and relevant experience of key personnel and consultants, including their expertise on similar projects that contribute to the successful execution of this proposal. Assessment will also consider the proposed team’s ability to reasonably allocate sufficient time and attention to each task for this project. |  | 25 |
| **Project Delivery and Approach:**Respondents will be evaluated on team organization, understanding of the scope of work, and the effectiveness of their project management and communication plan. Consideration will also be given to their ability to professionally deliver quality services on time and within budget. Evaluation will assess the feasibility and effectiveness of the proposed management plan in ensuring timely and cost-effective project completion. Additional factors include the firm’s ability to dedicate sufficient resources and capacity of project personnel to execute the project. |  | 30 |
| **Fee Proposal:**Respondents are evaluated based on the proposed cost-effective fee to complete the services in this RFP. If Respondent intends to omit any tasks or requirements listed in the scope of work, the omission must be described and included with your Fee Proposal. |  | 15 |
|  | **100** |

Total Points to be earned are on a scale of 1 – 100 points, 1 being the lowest, and 100 being the highest.

**E. Preliminary Project Timetable**

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| --- | --- | --- |
| 1 | RFP Issue Date |  |
| 2 | Deadline for Questions |  |
| 3 | Proposals Due to Purchasing |  |
| 4 | Selection Committee Meeting – Evaluation and Ranking |  |
| 5 | Oral Presentations  |  |
| 6 | Final Ranking |  |
| 7 | Proposal to CRA Advisory Board |  |
| 8 | CRA Board/City Commission |  |
| 9 | Anticipated Agency Award/ Co |  |
| 10 | Contract Execution and Plan Update Work Begins |  |
| 11 | Plan Update Complete and Contract Scope Concludes |  |

All times, dates and actions are subject to change. \*In accordance with F.S. 286.0113, portions of the meetings may be exempt from public meetings requirements. All interested parties are welcome to attend the non-exempt portions of the public meetings.

**Selection Process**

The selection process is as follows:

The Selection Committee will evaluate all proposals which have been determined to be responsive.

1. The Selection Committee will then rank the proposals of those firms based on their submittals.
2. Purchasing will notify the short-listed firm(s). Respondents will be evaluated based on the oral presentations or interviews conducted, using the same evaluation criteria, a post-presentation ranking will be conducted to determine the overall top ranked firm.
3. CRA staff and the Purchasing Division will prepare Notice of Intent to Award letter to the top ranked firm.
4. The CRA Advisory Board will consider the staff recommendation for the top ranked firm.
5. The City Commission of the City of Lakeland will make the final selection after considering the Advisory Board recommendations and rankings of the Committee. The City Commission is not required to accept the recommendation and rankings of the Committee. The City Commission’s decision will be final.
6. The City and the selected Respondent will enter into a contract incorporating the requirements of this RFP and with other terms acceptable to the City. The City reserves the right to negotiate the terms and conditions of the contract with the selected Respondent. The City has the right to rescind the contract award to the selected Respondent if the City and the selected Respondent do not agree upon the contract terms. The City reserves the right to reject a Respondent, even a Respondent awarded the contract, at any time prior to full contract execution.

**Formal Oral Presentations/Interviews**

The City may conduct formal interviews with, or receive oral presentations from, three or more of the short-listed firms. Oral presentations/Interviews will be held in accordance with F.S. 286.0113 and will adhere to the following guidelines:

The City’s Purchasing Division will establish the schedule and Respondents will be notified at least five (5) calendar days in advance of the date, time and place of the presentations/interviews. The specific format of each presentation/interview will be provided to Respondents with the notifications.

The City will allocate equal time for each Respondent. Each Respondent may be asked differing questions.

Oral presentations will provide an opportunity for the Respondents to demonstrate their ability to use time efficiently, effectively and economically. The times allotted are maximums and no firm will be penalized for using less than the allotted time.

**Post Award Termination**

Unless otherwise prohibited by law, in the event the Respondent who is awarded a contract by the City through this RFP is terminated early or suspended from further work or services by the City for a default in the performance under the contract, or in the event the City rescinds a contract award to the selected Respondent prior to execution of a contract, the City may, without commencing a new competitive procurement process and without waiving any rights or remedies against the defaulting Respondent (if applicable), contract with the next lowest responsive and responsible respondent that is willing and able to complete the work or services if such is determined by the City Commission to be in the City’s best interest. In awarding a contract to the next lowest responsive and responsible respondent that is willing and able to complete the work or services, the City may accept such respondent’s original proposal pricing or negotiate a price more consistent with the original pricing submitted by the defaulting Respondent or the Respondent’s whose contract award was rescinded.

Addendum – Supplemental District Information

Downtown CRA District, Lakeland Florida

The City of Lakeland’s Community Redevelopment Agency (CRA) has the goal of updating the CRA’s redevelopment master plan for the Downtown district. Downtown is comprised of 555.11 acres made up of several sub-districts with the core being a bustling center of specialty retail, delectable dining options, and a growing arts and entertainment scene. The purpose of the Master Plan update centers around providing higher quality of life for the neighborhoods, better connectivity, purposeful development and to stimulate private investment through strategic economic growth.

Downtown Statistics

* Area: Approx. .867 square miles (555.11)
* Population: 1,609 (.01% of the City limits total population of 117,667)
* Median Household Income: $38,423
* Households: 1,170(87.5% Owned, 12.5% Rental)
* Median Home Value: $235,714
* Total Businesses:789

Source: U.S. Census (2000, 2010, 2020), Esri (2024, 2029), ACS (2018-2022).

Overall, Downtown is home to nine (9) subdistricts

1. Downtown Core
2. North Downtown Core
3. Northeast District
4. Lake Wire
5. West District/Lemon Street
6. South Downtown
7. **Garden District**
8. **Lake Mirror**
9. **The Sports and Events Area**

Due to the rich architectural heritage in the City of Lakeland, special guidelines have been developed to preserve the character and architecture in the City’s historic districts, including the These design standards encourage rehabilitation of structures with historical value. The guidelines address the various styles of architecture and suggest treatments that will enhance and preserve these original styles with reference to porches, screened enclosures, roof projections, fenestration, etc.

Resources:

[Downtown Redevelopment Plan](https://www.lakelandcra.net/downtown)

[All Historic Districts Design Guidelines](https://www.lakelandgov.net/media/14333/lakeland-historic-district-design-guidelines_revised-42221.pdf)

[City of Lakeland Community and Economic Development](https://lakelandgov.net/departments/community-economic-development/)

[Lakeland 2030 Comprehensive Plan](https://lakelandgov.net/departments/community-economic-development/planning-zoning/comprehensive-plan/)

[Lakeland GIS Data](https://geohub-lakelandflorida.opendata.arcgis.com/)

[Lakeland Housing Consolidated Plan](https://lakelandgov.net/departments/community-economic-development/housing/plans-reports/) and Related Information

[Lakeland Historic Preservation Office Resources](https://lakelandgov.net/departments/community-economic-development/historic-preservation/)

[Required Contents of Community Redevelopment Plans F.S. 163.362](http://www.leg.state.fl.us/Statutes/index.cfm?App_mode=Display_Statute&Search_String=&URL=0100-0199/0163/Sections/0163.362.html)