Scope of Work for Costa Mesa's Economic Development Strategic Plan RFP

Introduction

The City of Costa Mesa, California, is looking for a partner to create the City's first economic development strategic plan and an accompanying short-term implementation action plan. The strategic plan will consist of two main components: the City's strategic vision and the action plan. Costa Mesa's strategic vision document will establish an economic baseline, market context, and a clear vision including overarching economic goals and objectives. The action plan will outline the immediate actions necessary to implement the strategic vision. Both plan components will be based upon quantitative evidence from data portals available to the Consultant and the City and focused analytical studies by the Consultant, as well as qualitative data gathered from community outreach efforts, SWOT analysis, and case studies. Costa Mesa's action plan will provide the means by which programs, projects, and tasks that push the vision and goals of the strategic vision forward can be tracked, measured, and evaluated. While the strategic vision will have a five-to-seven-year outlook, the action plan will focus on the immediate actions that must take place within the next few years.

Project Overview and Objectives

Intent

The City of Costa Mesa serves its residents, businesses, and visitors by promoting a vibrant and prosperous community. To that end, the City of Costa Mesa prioritizes committing the resources necessary to create a responsive economy that nurtures a competitive workforce and generates a thriving economic market that is prosperous and resilient. The successful bidder will articulate a successful strategy and proposal to accomplish this mission and will provide the tools and actions necessary for the City to measure success and deliver on the strategic plan goals that are set.

Purpose: Beyond Just A Return on Investment

While the strategic vision must be designed to increase the City's tax base and expand the economic opportunities of its businesses & residents in an equitable manner, it is also meant to improve the economic vibrancy of all economic enclaves within the City (a map of Costa Mesa's economic enclaves is included at the end of Scope of Work). Its goals, objectives, and policies should prioritize actions that will increase human, social, fiscal, manufacturing, and natural capital. While all tasks, programs, and projects should be aimed at elevating the City's overall brand and attracting new business to the City, a prosperous community is safe, accessible, occupied, transactionally efficient, resilient, sustainable, and engaging to all people. The City is seeking more than GDP growth but a thoughtful plan that responds to market failure, responsibly develops common goods, and responsibly seeks to encourage and incentivize the type of development that will support existing businesses, improve the City's economic resiliency, and seeks growth that has a holistic economic benefit.

Scope of Work

All prospective consultants are required to articulate and address the approach to implementing each phase of the economic development strategic plan. While the City accepts proposals and even encourages proposals that include sub-consultants to assist with some of the required tasks, a primary consulting firm must oversee and coordinate all activities and work products prepared by sub-consultants and ensure deliverables are provided on time and in accordance with the direction of the City. The City has identified eight phases to the development of a strategic plan and action plan:

1. **Economic Context**

   An Analysis of Costa Mesa

2. **A Vibrant Strategic Vision**

   Strategic vision document

3. **Exploration of Key Economic Studies**

   Development of key actions/programs

4. **Economic Best Practices**

   Development of best practices

5. **Resource Assessment**

   Recommendations for resources

6. **Implementation and Assessment Tools**

   Identify tools/indicators

7. **Comprehensive Action Plan List**

   Costa Mesa-specific action list

8. **Prosperity Action Plan**

   Draft and final action plan

Community Mobilization

The City of Costa Mesa is highly sensitive as businesses have recently been impacted by eighteen months of restrictions and limitations due to the COVID-19 pandemic. As COVID-19 restrictions lift and our community turns toward reopening and recovery, companies are mobilizing and have limited time to track or participate in this effort. Thus, the mobilization necessary for developing and implementing this plan will require deference to participants by first being clear, respectful, and engaging and, second, objective and evidence based. Community outreach meetings must be short and efficient. The benefits of this endeavor must be transparent to the businesses that are engaged. Announcements or notifications to businesses must be clear, direct, and visually interesting to garner their attention. As part of the proposal, the City requests a sample of an outreach notification sent for a previous similar project. Decisions regarding goals, policies, objectives, and actions must be based on unbiased empirical evidence and professionally accepted concepts. All goals, policies, objectives, or prioritized actions must be shown to have a significant economic benefit and ensure community resiliency. For each recommendation, an analysis and justification must be provided.

City of Art's Artist Collaboration

The City requests engaging and dynamic infographics and visuals as a part of the strategic vision and action plan. The City is seeking visuals and information that encapsulate the results of the studies, analysis, and outreach, and indicate a branding for the vision so it is easy to share. Visuals that are informative but effective because they are creative and fun are highly desired. The report should be engaging and draw in the reader and rely on visuals whenever possible. For this purpose, the City requests that the Consultant

identify a local artist that they would partner with to help produce the visuals for the report. The City will work with the Consultant to help identify the information or visuals that can be used toward branding, marketing, and community buy-in. The City maintains an artist directory online for reference. While your team should budget for this expense and make it a part of your proposal, the artist need not be selected prior to the submittal of your proposal; however, the proposal must address how this requirement will be addressed.

Tasks

PHASE 1: Economic Context – An Analysis of Costa Mesa

The Context section is the deep dive into understanding general and very specific aspects of the economic engine that runs the City. The Consultant must provide a methodology which allows for data to be processed and contextualized for the City of Costa Mesa.

The Consultant will also review economic development related information, reports, and studies the City has already generated. The Consultant will review in this section other planning documents which affect the economic vitality of the City including but not limited to SCAG's SCS, Costa Mesa's General Plan and Area Plans, Orange Coast College Master Plan, Airport Land Use Plan, OC Fair and Event Center Master Plan, and more.

The Consultant will conduct a demographic, socioeconomic, and psychographic analysis which tracks all age cohorts for the last ten years; looking specifically at income, wealth and credit levels, home ownership, poverty, education levels, commute time, skills, underemployment, and race. The Consultant will prioritize use of 2020 US Census Data. The Consultant will provide the trends and forecasts associated with these datasets and identify potential indicators for implementation metrics in the future.

The Consultant will evaluate the maturity of all industries within the City and determine the top seven industries within Costa Mesa for each of the following: 1) produces the most tax revenue, 2) hires the most people, 3) has the largest number of distinct businesses, and 4) identifies those industries with the most diverse distribution within the types of uses that support an industry (office, headquarters, research and development, retail, manufacturing).

The Consultant will assess non-residential building stock to identify the distribution of building stock and existing availability for the potential to allow for all levels of a business's life cycle, i.e. incubator space, launch, growth, shake-out, maturity, and re-envisioning.

The Consultant will identify potential markets that are currently growing and evaluate the most lucrative market's needs for any growth potential in Costa Mesa. This will include assessing the potential growth within the hospitality and tourism sector, specifically, the number of keys that could be supported within Costa Mesa. This is a detailed market analysis. The Consultant will assess the potential for crucial capital improvement projects that can have a significant economic benefit. The Consultant will meet with staff from the various departments to assess potential projects with high economic development potential.

Community outreach for this effort will be critical. Since there are seven economic enclaves, there will be a minimum of eight onsite community engagement meetings with at least one of those community engagement meetings conducted in Spanish. There will also be monthly e-meetings with the business community throughout this process that can be used to gather insights, information, or provide updates.

Besides the community outreach mentioned above and internal meetings as needed throughout the project, the consultant should anticipate three public hearings, with additional meetings as necessary. The consultant will be responsible for attending these meetings, providing the staff that can conduct the meeting in Spanish, and providing materials needed for the meeting to City staff prior per an agreed upon schedule.

The Consultant shall provide the data, analysis, and final conclusions for each component outlined above as well as six separate stand-alone reports identified below. Each report shall provide an executive summary meant to be consumed by the public and a detailed report for Costa Mesa's economic development team to review. These reports are listed below.

1. **Projections on E-commerce impacts specifically for Costa Mesa**

   The Consultant will provide insights on e-commerce for the specific markets within Costa Mesa and those markets which are remaining fairly e-commerce resilient. The e-commerce analysis will share what segments are seeing general growth and which ones are witnessing more cannibalism of physical market space. Review the impact of e-commerce and provide a breakdown on which goods and services are seeing strong growth or substantial market share being collected from e-commerce.

2. **Contextual Analysis**

   Identify the roles in supply and demand met by each economic enclave within Costa Mesa and Costa Mesa in general relative to is sub-regional markets, regional markets, national markets, and the international market. This comes with projections or forecasts of how much demand there is for retail, industrial, and specifically what type of housing is in most demand based on jobs.

3. **Market & Industry Cluster Analysis**

   The Industry Cluster Analysis portion of the strategy is intended to identify the economic sectors in which Costa Mesa is currently or is capable of becoming highly competitive at the national and global scale. Following identification of target industries, this portion of the plan should lay out action-oriented strategies for building upon and growing these sectors to create a diverse, sustainable and resilient economy that is sufficient to support the needs of the City and its population. Risks associated with their stability and growth shall be included in this part of the analysis. In addition to identifying industry sectors at the global scale in which Costa Mesa is competitive, a second objective is to identify the local industry clusters or strengths that enable the City to stand out within the region and prescribe strategies for growing and sustaining them.

4. **Economic Site Value Index to identify Key Nodes**

   The City of Costa Mesa has to plan for the development of 11,760 additional housing units as part of its Housing Element. For this to be possible, some non-residentially zoned sites must be rezoned. To ensure that the areas converted to residential are going to provide minimal economic impact to the City, the consultant will evaluate all non-residentially zoned properties based on its current value, future commercial or industrial development potential, its uniqueness in the development type, and geographic location, and other characteristics the consultants recommend. The Consultant will work with the City to generate an economic value index that will

give each property a score. This index will help identify which commercial and industrial properties within the City are the most strategically important or valuable.

5. **SWOT Analysis and Competitive Assessment**

   SWOT analysis to identify significant strengths, weaknesses, opportunities, and threats in the market, particularly as they compare to similar, competitive (or emerging competitive) markets. SWOT analysis includes identifying and evaluating exposure to systemic risks or 'shocks,' including those identified in the City's resilience strategy.

   The SWOT analysis must also include a competitive assessment focused on comparing Costa Mesa to two competitor cities determined to be most similar to Costa Mesa in size, accessibility, proximity to tourism, age of development, business make-up, and any other socioeconomic indicators the consultants recommend. The competitive assessment may identify programs and projects that have been implemented in the comparison cities that would also benefit Costa Mesa.

6. **Economic Benefit Scoring System**

   Since the City is a public agency with most of its goods/assets in its control due to market failure or regulation, that City's perspective on economic prosperity includes fiscal sustainability for the City and positive fiscal externalities to the business community. However, it is more than this as it captures ecological, social, and resiliency impacts as well. The City is a steward of the 16.5 square miles that makes up the City, its natural amenities, and resources. Social capital is a significant part of why current industries call Costa Mesa home. While some institutions in Costa Mesa predate the City, cities typically have the most extended shelf life and will be around longer than anyone business. To ensure that City decisions only increase resiliency is critical. The consultant must develop a scoring system for any goal, policy, objective, or prioritized action to be given a score that reflects these considerations. This objective scoring system will allow all considerations to be accounted for simultaneously and goals, policies, objectives, or prioritized actions to be shared in a simplified and more complete manner.

PHASE 2: A Vibrant Strategic Vision

The Vibrant Strategic Vision must have four critical sections:

- First, it needs to provide a clear vision of what economic prosperity means to Costa Mesa and what components is the City choosing to focus on.
- Second, it needs to give a clear and accurate baseline to measure against for all relevant geographic levels (from international down to each Costa Mesa economic enclave).
- Third, it needs to pull from various existing reports, datasets and required additional studies itemized in this scope of work to produce the most critical goals, policies, and objectives the City would need to focus on for the next 5 to 7 years. These goals should be specific enough to guide decision-making but salient and fundamental enough not to fluctuate with market pressures.
- Fourth, since the document is meant to last 5 to 7 years, it must anticipate goals, policies, and objectives for each phase of the economic cycle. The vibrant strategic vision will also articulate how the City measures success and develop indicators for specific goals.

The Consultant shall work with the City to accurately assess the semi-permanent economic attributes of the City of Costa Mesa. The Consultant will identify in this section the other planning documents which

affect the economic vitality of the City, including but not limited to SCAG's SCS, Costa Mesa's General Plan and area plans, Orange Coast College Master Plan, Airport Land Use Plan, OC Fair and Event Center Master Plan, and more. The Consultant shall provide a summarized permanent condition of the City of Costa Mesa, which determines the geographic attributes of the City. This includes analyzing the collection of public property, vacant land, traffic volumes, and the extent of smart City applications.

The Consultant will establish a base year that will be used for projections, forecasting, implementation, and success metrics moving forward. This base year will be critical for community outreach discussions as well.

The Consultant will collaborate with City staff in developing and reviewing the Vision document. They will be responsible for drafting the document, managing the requested revisions, and keeping track of the authoritative version. The majority of document review will be electronic, but print copies will be requested for public hearings and some final versions published as a resource for leadership. The document should be able to be printed in black in white without any limitation to the legibility of the document. Furthermore, a more compartmentalized version of the document will be requested to be uploaded to the City's website in a digestible manner.

PHASE 3: Exploration of Key Economic Studies

The Consultant will produce standalone reports that include the data, analysis, and results of each of these concepts. The reports will include a detailed approach that implements each of these concepts and necessary actions for their launch.

1. **Cap and Trade of Development Intensity**

   The City of Costa Mesa is 98% built out, and the State of California is pushing for additional housing. As the City continues to review how it might achieve its RHNA allocation, it is apparent that this may result in traditional commercial and industrial space transitioning to residential. At the same time, the vacancy rate for non-residential uses is well below average, and demand has persisted through COVID-19 due to the City's location and accessibility. To preserve the potential for non-residential development and use the subsidized residential market to its fullest potential, the consultant will explore the idea of banking of lost non-residential development that future non-residential projects could benefit from based on its economic benefit and quality in design. The Consultant will assist the City in developing the best version of this type of program, analyze its benefit based on existing non-residential development, future demand, and the potential development projects that may benefit from greater intensity.

2. **Growth of Shop Local Incentive Program**

   The City would like to continue to encourage the long- term success of small businesses. As a City with a good number of incubator spaces and start- ups, the City would like to find opportunities to continue to encourage these businesses through financial incentive programs that go directly to the business but encourage patronage from local residents. While City staff will have initiated this program in response to COVID-19, the Consultant will provide recommendations as to how it might be expanded or other small business incentive projects, programs, or policies that can be initiated as well.

3. **Next Steps for the Costa Mesa BAC**

The consultant will evaluate and recommend actions for the further development and management of the Costa Mesa Business Assistance Collaborative (BAC). The BAC was created in response to COVID-19 to merge resources from the Chamber, Travel Costa Mesa, South Coast Metro Alliance, and the City to help businesses and get the word out to the business community of the resources that are available to them. The BAC, as part of the coordinated efforts the City took in helping businesses through COVID-19, received recognition from the Los Angeles Times and received a Golden Hub Award. All participants want to continue working with the BAC, especially since, in the process, the City has developed a microsite for business development. It provides resources, guidance, and a platform for all licensed businesses within the City.

4. **City-wide Fiber**

The City has been approached in the past about city-wide fiber. While this a substantial infrastructure project, it would cost millions of dollars. The City knows that there is a significant economic benefit for this type of infrastructure project. Potential economic benefits include direct revenue, from leasing the lines to ISPs, generation of market competition, which drives down the price for local clients, faster internet speeds, which support and draws higher-paying jobs, cost savings from negotiating a reduced rate for the City's internet service, and the development of a smart city network, which will generate cost savings from additional efficiencies and attract tech-friendly businesses. The City consultant will provide a complete financial review of a City-wide fiber installation capital improvement project and a recommendation on how it could be funded and completed. The Consultant will calculate the estimated economic benefit to the market and directly to the City through a financial pro forma.

5. **Project Specific Economic Benefit Model and Policy**

The consultant will generate an editable or filterable project-specific economic effect model and economic impact review policy. The model would evaluate the positive and negative economic effects of a given development. It should be a site-specific analysis that includes all significant factors. This includes both the direct cost and benefit as well as the positive and negative externalities of a given project. The consultant will also develop an accompanying policy document that would propose how and when this model would be used. The policy would also include recommended exceptions to be considered by the City for development that addressed a significantly economic indicator which is substantially underrepresented within the City of Costa Mesa. Once the final model and policy are established the consultant would evaluate this program's economic development benefit.

PHASE 4: Economic Best Practices

The City would require the consultant to provide insight into best practices that create economic prosperity and available information as to how other Cities are implementing them. The consultant will provide City tailored options for best practices as itemized below in Costa Mesa and others recommended programs, projects, or actions by the Consultant that have a better economic benefit. Each concept,

action, or project will be tailored for Costa Mesa, assessed based on overall economic benefit. If it has an economic benefit, it will be included in the potential projections or actions list. The consultant will provide at least one concept or idea that addresses each of the listed tasks or themes below or provide a replacement they share that has a proven greater economic benefit. The themes are:

- Develop & Retain Human Capital
- Decrease Economic Leakage
- Encourage Maturation and Growth of Existing Industries
- Prioritize Capital Improvement Projects
- Leverage the Benefits of having Two Census Tracts Identified As Opportunities Zones
- Establishing and Administration of Fiscal Incentive Programs
- Branding and Marketing Techniques that Work
- Workforce Housing
- Increased City service efficiencies

PHASE 5: Resource Assessment

The Consultant will produce a comprehensive resource assessment that will develop a recommendation on immediate and long-term staffing, networking, and budgeting needs. This report will include the following three sections.

Staffing

The City of Costa Mesa currently has one staff dedicated to economic development within the City, and this has not been sufficient to meet the City's current needs within this field, let alone additional tasks and projects that may be identified as part of this action plan. The consultant will recommend a staffing structure necessary for a successful implementation of the Vibrant Strategic Vision and three action plan options (low, medium, and high) with increased intensity or number of action items planned at each level. As part of this task, the consultant will provide a comparative analysis to other Cities within Orange County, and cities with similar service size, business make-up, square footage set aside for commercial and industrial uses, development maturity, and City budget. These recommendations will be based on what would be necessary to successfully execute the action items within a two-year timeframe.

Recommended Partnerships and Data Access

The consultant will provide recommendations on the growth and development of partnerships and the acquisition of data. This includes which data does the City need to acquire to provide for more accurate and precise indicators for economic success of the City as a whole as well as assessing each economic action. This section should also provide clarity on the most efficient format of business assistance the City can provide and the best structure that would serve the business community the best.

Budget & Grant Recommendations

The City currently has no line-item in the City Budget for economic development-related tasks and projects. Currently, the City has three contracts for Economic Development related services focused more on providing the City access to economic development businesses with comparative analytics or site selection tools. The consultant will estimate the budget necessary for the prioritized tasks established in Phase 4 and the goals set in Phase 2. The Consultant must also provide recommendations on how this budget can be phased into the General Budget, including potential grant programs the City should be aware of and should apply for based on some of the tasks being identified within the project.

PHASE 6: Implementation and Assessment Tools

The success or failure of this plan cannot be anecdotal. This Consultant will be expected to provide a system of assessment tools that will allow for the City to have a solid structure of metrics and measurements to track, review, and help City staff determine the level of success of a given project.

The Consultant will draft the metrics and modify them based on City review. The metrics will be collected and used to update the overall economic vitality of the City and each of the economic enclaves each year.

PHASE 7: Comprehensive Action List

Based on all of the information gathered, the scoring of all potential projects and programs will be assessed based on the scoring system developed in Phase 1's Economic Benefit Scoring System. The City will work with the Consultant to identify the collection of projects or programs that can give the most significant benefit. A critical deliverable for the City is the list of all beneficial programs identified during this process, their score, other critical considerations, and a citation to any more detailed analysis conducted or found. The collection of projects will be determined based on level of benefit, comprehensiveness in addressing the established goals of the vision document, the duration it will take to implement the project, and its resource consumption. The Consultant will develop specific actions or markers for each program, project, or independent action with clear and precise metrics to match each one.

PHASE 8: Prosperity Action Plan

The Consultant will draft an easy-to-understand visual and branded final Prosperity Action Plan. The document will be include a (maximum 11 x 17) poster highlighting the action items set to be completed within the following few years. It will identify the action that must take place and the metrics that determine its level of success. This document will also include general economic metrics, benchmarks, and indicators for the City and the individual economic enclaves that were assessed in the initial evaluations and must continue to be tracked to assess success and progress on goals, objectives, policies, and the selected programs and projects.

The reporting template to be created by the Consultant; one for the City-wide assessment and the other for the economic enclaves.

The City is also looking for implementation measurements that would assess the level of success for each action plan item and the ones that remain on the list submitted to the City in Phase 4.

Project Schedule

This project must be completed within 9 months. The EDA and the consultant will determine the exact schedule for the public outreach meetings and the dates of key deliverables in the kick-off meeting(s). While the consultant will not be working onsite, the expectation is that meetings will be held in person unless otherwise requested by the City if they include members of the public, business community, or Executive leadership. Regular check-in meetings can be conducted remotely. The schedule must consider the economic cycle. Therefore, after initial studies are concluded and a vibrant strategic vision is established, the remaining section must be completed as quickly as possible since fluctuations in the economy can alter analysis results within those phases.

Deliverables by Phase

1. **Economic Context – An Analysis of Costa Mesa**
   Comprehensive analysis of the economic markets which make up Costa Mesa, review the documents which regulate the City or large properties near or within the City, detailed studies and reports which look at e-commerce, contextual analysis, market cluster analysis, a GIS based economic site value index to identify highest value nodes, a SWOT analysis, and an economic benefit scoring system to evaluate all potential actions for an unbiased assessment. This phase will also have a responsible community outreach component.

   Deliverables:

   - Separate and stand-alone studies on overall economic context for Costa Mesa, e-commerce's effect on Costa Mesa economy, a market and industry cluster analysis, trends and opportunities from economic site value index, SWOT analysis, and results and explanation of methodology for economic benefit scoring system.
   - GIS layers reflecting the economic site value index results and the other applicable studies.
   - Economic benefit scoring system.
   - Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.

2. **A Vibrant Strategic Vision**
   The consultant will generate Costa Mesa's Vibrant Strategic Vision

   Deliverables:

   - Draft and Final Vibrant Strategic Vision
   - Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.

3. **Key Economic Studies**
   The Consultant will produce standalone reports that include the data, analysis, and recommendations surrounding key concepts including: cap and trade program for development intensity (transfer of development rights program), growth of shop local incentive programs, development of the Costa Mesa BAC, implementation of a City-wide fiber project, and the development of a project specific economic benefit model and accompanying economic benefit policy for development projects.

   Deliverables:

   - Separate and stand-alone studies on: Cap and Trade of Development Intensity, Growth Strategy of Shop Local Incentive Program, Growth Strategy for Outreach, Branding, and Collaboration, Fiscal benefit analysis of implementation options for a city-wide fiber project, Study on cost benefit analysis of an Economic Benefit Policy and Model.
   - A Project Specific Economic Benefit Model
   - Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.

4. **Economic Best Practices**
The Consultant will review major economic themes provided by the City and provide a potential best practice, project, program, or action for each of them.

Deliverables:

- Separate and stand-alone study that provides the City with at least ten programs, projects, or actions that would have the highest economic benefit to Costa Mesa. There must be at least one recommended action that speaks to each of the most critical economic themes identified in the scope of work.
- Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.

5. **Resource Assessment**
The Consultant will assess the staffing, networking, and budget needs to implement the recommended action plan and identify potential funding sources available for identified projects.

Deliverables:

- A stand-alone report which reviews current staffing, partnerships, tools, and budget as well as provides recommended actions for each based on three levels of alternatives.
- Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.

6. **Implementation and Assessment Tools**
Evaluate and identify specific indicators and metrics to be used to assess progress and success for each proposed action.

Deliverables:

- A stand-alone report which matches objectives with best measurable indicators and establishes metrics for success or sustainability for each of those goals, policies, objectives, or specific actions.
- Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.

7. **Comprehensive Action List**
The Consultant will create a complete list of recommended projects, programs, and actions necessary to implement the strategic vision. The consultant will evaluate each based on the Action's Economic Benefit scoring system, then determine the prioritization of the listed actions and their associated indicators or metrics.

Deliverables:

- A prioritized recommended action list with associated economic benefit score, indicators, and metrics.

- Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.

8. **Prosperity Action Plan**
   Generate the Prosperity Action Plan.

   Deliverables:

   - Draft and Final Prosperity Action Plan
   - Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.
   - Attendance and preparation for public outreach meetings, presentation materials, and detailed minutes.

Adoption Plan

A successful adoption of this Economic Development Strategic Plan involves: community support throughout the development process and buy-in; a successful review and recommendation from Planning Commission; approval of the Economic Development Strategic Plan from City Council; visuals and marketing components uploaded to costamesabac.com and the City Website; and a dynamic ESRI story map that explains the goals and objectives of the Vibrant Strategic Vision and the list of prioritized actions within the Prosperity Action Plan; resources for the annual evaluation of the Economic Development Strategic Plan; and instructions and clear methodology on the use and parameters of the models requested as part of this deliverable with training and support for each during their initial use by staff.

Project Management

Structure of Contract

The City is seeking to partner with an Economic Development Consulting firm or collection of firms that have extensive experience with developing an economic development strategic plan for a local government agency, conducting sophisticated spatial economic analysis, and collaborating with a City's business community. The City seeks to build a partnership with the Consulting firm and take a collaborative and tailored approach to create a vibrant, and innovative strategic plan unique to Costa Mesa. Due to the number of documents and phases required for this effort, the City is seeking a deliverables-based contract. While the City has established the individual deliverables, approach and order of tasks listed in the contract will be mutually agreed upon by the City and the Consultant. All deliverables will be approved by either the Economic Development Administrator (EDA) of the Economic & Development Services Director (EDSD). It is anticipated that some deliverables will be first provided in a draft format only and final approval given once additional phases are complete so the product can be analyzed as a whole. The consultant will be coordinating all efforts with the EDA and therefore any scope change, adjustments, or support will come through the EDA. All research materials, models, GIS layers, and draft/final documents will belong to the City and will be provided in a curated format during and especially at the end of the project. Project completion is requested within nine months of the first kick-off meeting and proposals should provide a detailed schedule detailing how that deadline would be achieved.

Success Criteria and Approval

The success of this project is measured by the successful completion of all deliverables and approval of each from the EDA or EDSD, the adoption by City Council of a final Economic Development Strategic Plan; and the successful implementation of the findings, goals, objectives, and prioritized actions branded, marketed, and uploaded online.

Costa Mesa's Economic Enclaves