



## REQUEST FOR PROPOSALS

# Downtown Glendale Association

Release Date: 6.30.16

The Downtown Glendale Association (“DGA”) invites qualified firms to submit a proposal for an Executive Director, District Manager, or District Management Company for the Downtown Glendale Association to Manage the Downtown Community Benefit District. Proposals must be submitted in accordance with all requirements of this Request for Proposal (RFP). Any questions regarding this request for proposal should be directed to:

**RICK LEMMO**

PRESIDENT

DOWNTOWN GLENDALE ASSOCIATION

100 N. BRAND AVENUE, SUITE 508

GLENDALE, CALIFORNIA 91206

PHONE 818.476.0120

EMAIL: [INFO@DOWNTOWNGLENDALE.COM](mailto:INFO@DOWNTOWNGLENDALE.COM)



## INTRODUCTION

---

The Downtown Glendale Association (“DGA”) invites qualified firms to submit a proposal for an Executive Director, District Manager, or District Management Company for the Downtown Glendale Association to manage the Downtown Community Benefit District. Proposals must be submitted in accordance with all requirements of this RFP. All proposers are on notice that the DGA reserves the right to amend, modify or cancel this RFP process at any time within its sole and absolute discretion.

## BACKGROUND

---

### HISTORY

The Downtown Glendale Association (DGA) is a public benefit corporation whose primary function is to administer the Downtown Glendale Community Benefit District (CBD or District). The Downtown Glendale Community Benefit District was approved by an overwhelming vote of the affected property owners in July 2012, and authorized by City Council action on July 31<sup>st</sup>, 2012. The DGA has a contract with the City of Glendale to administer the revenues for this assessment district. The Fiscal Year 2016-17 revenues for the CBD are anticipated to generate around \$1,000,000. This will be the fifth year of operation of the District.

The special benefit services funded by this CBD include maintaining cleanliness and order in the public rights of way, improving district identity, running the web site and all district events, serving the corporations’ administrative needs and advocating on behalf of the area’s property owners, business owners and residents. The CBD is a mandatory assessment district that funds special benefits or those services over and above currently provided by the City of Glendale. The District includes all property owners within the boundaries of the attached map. The function of the CBD is also one of an advocacy organization that seeks to improve the overall appearance, building, office, retail and related residential mix and public space improvements within the district.

## CONTEXT

---

### CITY OVERVIEW

The City of Glendale was incorporated on February 16, 1906. The City encompasses approximately 30.6 square miles with a current population of approximately 199,182. Over the last 100 years, the City has grown from a small community at the edge of Los Angeles into a dynamic cosmopolitan City as diverse in its culture as it is in opportunities. Today, Glendale is the fourth largest city in Los Angeles County and is surrounded by Southern California’s leading commercial districts including Los Angeles, Pasadena, Hollywood, and Universal City.

## Downtown Glendale

Downtown Glendale has seen significant transformation in the past decade. Today, it is a place that is home to major corporations, retailers, diverse restaurants and luxury apartments. The Americana and Glendale Galleria alone have an estimated 26 million visitors a year. With the addition of nearly 600 new hotel rooms and 4,000 luxury apartments the activity in downtown Glendale will only continue to increase. The downtown specific plan was adopted in 2006, and today serves as the planning document that guides development in downtown Glendale.

The Specific Plan calls on Downtown Glendale to be an exciting, vibrant urban center that provides a wide array of excellent shopping, dining, working, living, entertainment and cultural opportunities within a short walking distance. The plan outlines the different districts that comprise Downtown Glendale, including Alex Theatre, Maryland, which is the Arts and Entertainment District, mid-Orange, Americana and Galleria Gateway, among others. Most of these districts comprise the Downtown Glendale Association purview. Specifically, the Downtown Glendale Association is bounded by Sanchez Drive to the north, Louise Street to the east, Central Avenue to the west (though it extends to the Glendale Galleria), and Colorado Street to the south.





## PROJECT SCOPE: DESCRIPTION OF EXPECTED DUTIES

---

The Downtown Glendale Association seeks a qualified District Executive Director, District Manager, or District Management Company to serve in the capacity of an overseer and administrator of the special benefit services performed in the district. These special benefit services are funded by the Downtown Glendale Community Benefit District.

The purpose of the proposal is to enter into an Employment Agreement with a qualified candidate or company. Expectations of the selected candidate or company are inclusive of, but not limited to the requirements listed below:

### IMPLEMENTATION OF SERVICES

The selected candidate must become knowledgeable of the “Management District Plan” and the scope and depth of special benefit services voted upon by the property owners of the district. In that light, be prepared to oversee contract providers for security, landscaping, sidewalk maintenance, etc. to ensure the highest level of services for the benefiting property owners, residents and businesses. The District Executive Director, District Manager, or District Management Company will be expected to be knowledgeable of the limitations of the “special benefit services” as explained in Article XIII(D) of the state constitution.

The selected candidate will also be charged with the following:

- a. Being available to interface with district property owners, residents, businesses, visitors and City officials as necessary in response to the delivery of services;
- b. Regularly meeting with the Operations Directors or their respective staff members to ensure the highest level of maintenance and order is provided;
- c. Ensuring that the Operations Director reports to the City immediately on any and all hazardous conditions in the public rights of way;
- d. Monitoring public rights of way;
- e. Responding to constituent concerns with face to face interaction as quickly as possible;
- f. Responding to e-mails or inquiries by Board members or constituents expeditiously;
- g. Working with the selected public relations firm to communicate to members and property owners in the District;
- h. Advising Board Committees on the implementation of strategies that promote the welfare of District residents, property owners, businesses, employees and community members;
- i. Developing and overseeing new programs and improvement projects, approved by the Board, to enhance the quality of the District; and,
- j. Demonstrate experience in business attraction.

## CORPORATE ORGANIZATIONAL SUPPORT

The selected candidate will be charged with providing board meeting clerical, administrative, and organizational support. Examples of these tasks include, but are not limited to:

- a. Attend all Board and Executive Committee meetings;
- b. Prepare all Board packets, post consistent with the Brown Act and City of Glendale open meeting provision requirements;
- c. Distribute Board packets prior to the meetings;
- d. Prepare and distribute all committee and task force packets prior to the meeting;
- e. Work closely with President and Committee Chairs in the preparation of meetings;
- f. Attend all Board Standing Committee and Task Force meetings;
- g. Help direct and manage Board discussions;
- h. Review and correct all minutes for accuracy;
- i. Maintain all corporate meeting records consistent with the Brown Act provisions;
- j. Oversee and monitor the annual election of Board members;
- k. Keep a roster of attendance for all Board members to ensure compliance with the bylaws attendance requirements; and
- l. Seek grants and non-assessment district revenues to supplement the services and activities of the CBD.

## GENERAL ADMINISTRATION

The selected candidate will be responsible for general administration duties of the CBD. Such duties include:

### *Fiscal*

- a. Monitor Committee budgets to make sure they are in line with projections;
- b. Prepare financial statements and prepare checks as necessary;
- c. Monitor assessment compliance reports with the City;
- d. Prepare and monitor annual budgets for the City Annual reports;
- e. Work with auditor for annual 990 reports and audits to the City;
- f. Prepare monthly financial reports to the Board.

### *Supervisory*

- a. Oversee Operations Director and maintenance employees or providers;
- b. Supervise administrative assistants, consultants and interns as necessary.

### *Office*

- a. Equipment acquisition and maintenance;
- b. General maintenance, cleaning and organization;
- c. Maintain office, rent and related Board assets; and,
- d. Ensure public accessibility to records and minutes of the corporations.

## **OTHER ISSUES**

The selected candidate shall implement any and all other tasks as prioritized by the Board of Directors or officers as may arise from time to time;

- a. Knowledge of land use issues and urban zoning issues is helpful;
- b. Knowledge of district identity strategies to promote a positive image of the district is helpful;
- c. Familiarity with the California Downtown Association, International Downtown Association or other trade associations is helpful;
- d. Implement new ideas as directed by the Board as articulated in an annual work plan.

## **HOURS REQUIRED**

The Executive Director, District Manager or District Management Company shall be on site or on the job as many hours as necessary to properly perform the duties required. Hours will be a minimum of 40 hours per week, normally Monday through Friday, 9:00 a.m. to 5:00 p.m., though it may also include evening and weekend work.

## **BACKGROUND AND ABILITIES**

The selected candidate will be expected to have core background knowledge on DGA, City of Glendale, and their rules and regulations. The ideal candidate will show comprehension in the following areas:

- a. Understanding assessment district law and Proposition 218 special benefit requirements;
- b. Knowledge of basic accounting principles;
- c. Knowledge of basic property management;
- d. Knowledge of maintenance of the public rights of way;
- e. General understanding of the staff and City Council of the City of Glendale;
- f. Principles of marketing; and,
- g. Ability to identify and pursue successful funding sources outside of the management corporation.

## PRIOR EXPERIENCE

The ideal candidate will have prior experience in the following areas:

- a. Worked with public benefit, non-profit corporation Board of Directors;
- b. Demonstrated understanding of the workings of a district management corporation;
- c. Demonstrated experience in business attraction to commercial districts; and,
- d. Worked independently without direct supervision.

## COMMUNICATION AND ADMINISTRATIVE SKILLS

The selected candidate will be expected to communicate with a variety of partners and stakeholders. The ideal candidate must show efficiency in the following:

- h. Ability to effectively communicate with stakeholders verbally and in writing (property owners, business owners and residents);
- i. Public presentation skills;
- j. Ability to write as well as maintain records of the DGA;
- k. Basic computer and e-mail skills; and,
- l. Ability to hire and manager vendors, contractors, sub-contractors, and office staff.

## COMPENSATION AND EMPLOYMENT

---

The administrative services component line item allocated for this service shall not exceed \$140,000.00 per year. This shall be a straight performance based agreement and shall *not include* employee or a company benefits package.

### DURATION OF EMPLOYMENT

The Executive Director, District Manager or District Management Company agreements shall commence on a negotiated date and remain in force until determined by the Board of Directors. The Board of Directors shall retain the right to terminate the employment or management agreement upon 60 days' notice.

### EMPLOYMENT STATUS

The Executive Director or District Manager shall be an "at will" employee or company with a 60 day termination clause. The District will enter into an independent contractor relationship with the selected candidate or company. Upon employment, the main point of contact for the selected candidate or company shall be the President of the Corporation, Mr. Rick Lemmo of Caruso Affiliated Properties. Any individual hired as Executive Director shall be an at will employee.

## PROPOSAL REQUIREMENTS

---

Submittals should include, at a minimum, the following information and follow this general outline.

**1. Cover Letter**

Cover Letter should contain an overall introduction to the submittal that is signed by an individual authorized to bind the proposing entity. The cover letter should contain a statement to the effect that the submittal is a firm offer for a 60-day (or more) period.

**2. Proposal**

Include a proposal that details the approach to achieving and implementing the project scope, as well as associated fees for service.

**3. Resume**

A concise description of the Proposer's qualifications and experience to demonstrate that it has the resources and experience necessary to effectively meet the requirements of this RFP.

**4. References**

Each proposed candidate must provide three professional points of references.

**5. Letters of Recommendation**

Each proposed candidate must provide three letters of recommendation for similar work related to District Management services.

## SUBMISSION REQUIREMENTS

---

The DGA Board of Directors reserves the right to accept, negotiate, reject or propose amendment to any and all proposals submitted for administration of the CBD. The selection process will be determined based upon district management experience, knowledge of the law, and experience in working with non-profit Boards. For any questions regarding this RFP, please call Rick Lemmo at (818) 476-0120.

**Please mark the envelope "Personal and Confidential," and send one (1) original copy and four (4) copies of this proposal for this RFP by 5:00 p.m. on Thursday, July 21, 2016 to:**

Downtown Glendale Association  
c/o Mr. Rick Lemmo, President  
100 N. Brand Avenue, Suite 508  
Glendale, California 91206

**Fax or Email copies will not be accepted.**



## ACCEPTANCE OF SUBMITTALS

---

At its sole discretion, the DGA may, for any reason, reject any and all submittals. The DGA may reject incomplete submittals or those lacking adequate information to allow effective evaluation of the submittal. The DGA reserves the right to reject any and all applicants as well as to determine that it will not fill this position.

In addition to the written proposal submission, each qualified firm may be asked to make an oral presentation and be interviewed by a selection committee. Any oral interviews will be arranged with the individual identified in your proposal to receive notices.

The selected candidate will be required to satisfy the DGA's insurance requirements, which will include providing certificates of coverage and endorsements.

## SELECTION PROCESS

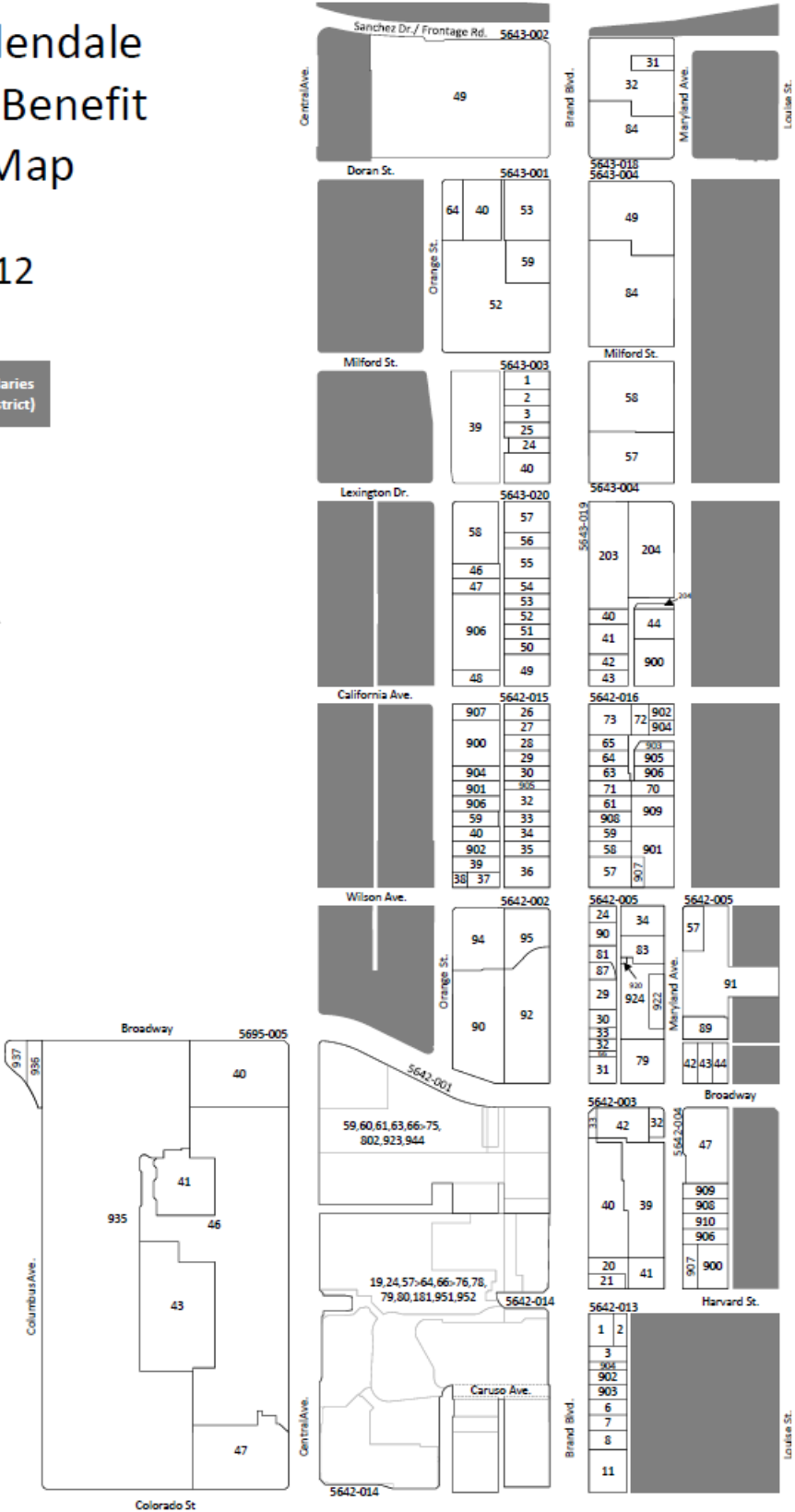
---

The proposals received in response to this RFP will be screened by a selection committee. Primary consideration will be given to technical competence and experience as demonstrated in the proposal.

# Proposed Glendale Community Benefit District Map

May 2012

Surrounding Boundaries  
(Not Included in District)



Map created by New City America, Inc.