Request for Qualifications (RFQ)
Operational Services for the Co-Working Innovation Hub

DATE OF ISSUANCE: April 28, 2022

Submission Deadline: July 14, 2022
Send to:
City of Covina
125 East College Street
Covina, California 91723-2199
www.covinaca.gov
ATTN: Daniella Andrade
Management Analyst Trainee

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1. Introduction:

The City of Covina is requesting submittals from interested parties to provide managerial and operational services for the Co-Working Innovation Hub ("The Hub"). This Request for Qualifications is being issued to solicit submittals from qualified teams or individuals able to operate The Hub. The services desired include, but are not limited to an array of duties pertaining to day-to-day office management as well as a team of administrative or support staff to perform day-to-day operations for the operation of a co-working space. The responsibilities include basic technical competence in Microsoft, PowerPoint, and other software applications, facility equipment and management skills, customer service, organizing/booking meetings, facility and office cleanliness.

See Appendix for conceptual floor plans.

About The Hub

The Hub is a 4,200 square foot commercial office/retail complex located in downtown Covina. See map below.

The Hub will provide a shared-space work facility that individuals and small businesses in the surrounding area can utilize as the foundation for their business activities and operations. The City would provide approximately 2/3 of required fixturing that may consist of the following; working facilities in a shared-space format, small private work stations or “pods”, small and large conference meeting rooms, podcast studio, facilities for guest lecturers/video instruction presentations, kitchenette/eating area, storage area and a small retail business support center.
The Hub facility will provide an alternative location for home-based remote and provide support amenities that a typical business operation would deem necessary, and that a start-up business would require. The physical layout of The Hub facility will provide outdoor work space, featuring roll-up doors to the back building to provide significant fresh air circulation.

There will be a “scholarship” program focused on low- and moderate-income persons to have either reduced or no-fee memberships that would expand accessibility of the proposed co-working space to persons who would otherwise be financially challenged to afford the service fee. The operator will assist in the day-to-day oversight of this scholarship, and the scholarship will not impose a revenue reduction on the operator.

In addition, depending on the funding source for the facility and staffing for the operation of the facility, the operator may be required to collaborate with the City to hire a Low/Moderate-Income Person(s) and or include income qualifying patrons for use of the Hub. The Operator may be required to assist in the oversight of qualifying a Low/Moderate-Income employee and or patrons under the direction of the City.

There will be an agreement with the Operator that a portion of revenue made from The Hub will be used to compensate for the City’s overhead costs, rent and maintenance. The operator is responsible for utility costs and other operation and equipment costs for The Hub. The hours of operation are proposed to be 6 a.m. through midnight, which are subject to change.

2. Scope of Service:

The City of Covina is seeking submittals for the management and operation of the Hub. The Operator will exclusively manage the day-to-day operations of The Hub and will be responsible for all costs associated with such management and operation, subject to a negotiated management/operations fee and/or incentive from the City. The entity charged with the care and operation of The Hub will be free to develop relationships that facilitate its ability to achieve accountability to the City. The entity should demonstrate the capacity of long-term, stable management, and be subject to the City's consent to any change or assignment of controlling interest in The Hub. Periodic reporting and business plan accountability will be established to ensure that The Hub is actively programmed and adequately financed and maintained in a manner consistent with the City’s goals.

The submittal should, therefore, identify the initial and long-term financial support needed from the City for the on-going management and operation of The Hub and further should include a plan for minimizing, over time, the City's role in providing such financial support. This should include a reasonable plan for maximizing use of The Hub to develop capacity for long-term, stable management of The Hub and independence from City financial assistance.

Rents, policies, and procedures for the Hub users should be distributed by the Operator and equitably based for all users of the Hub.

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1 Low/Moderate-Income households are defined as households whose gross annual incomes do not exceed 80 percent of the area median income, adjusted for household size. Official California State Income Limits can be found on HUD website: [State and Federal Income Limits (ca.gov)](https://www.ca.gov).
The following is a general outline of the scope of work to be provided by the consultant. While it is intended that the following scope of work include all elements essential to develop the project, those submitting proposals are advised to perform their own field reconnaissance and include any items which they feel have been overlooked. The Operator may also note any required items which they feel to be excessive or unnecessary. The description and cost of such items should be noted and outlined separately in the proposal. Services required to complete this project by the Operator shall be in accordance with the criteria set forth in Section 3 (below).

3. Maintenance and Insurance:

A. **Building Structure.** The Operator will assume responsibility for maintenance of the building structure. "Building Structure" shall mean and include any part of the facility constructed or erected to withstand the forces, stresses, and loads, the function of which requires more or less permanent location on the ground, or attached to something having a permanent location on the ground including any part of the supporting members, such as footings, bearing walls, columns, beams or girders. The "Building Structure" shall also mean any part constructed or erected to protect from wind and moisture penetration, such as roofing, coping, flashings, fenestration and cladding, and all exterior walls. In addition, the Operator will assume responsibility for non-structural components of the buildings, such as non-load-bearing walls, partitions, lath, furring, wallboard, plasterboard, plaster, paneling, tiles, wallpaper, paint, finished flooring and coverings, light fixtures, shutters, awnings, window boxes, doors, stoops, porches, balconies, patios, doors, windows and any other materials constituting any part of the finished surfaces, electrical systems, elevator systems, plumbing systems, fire protection systems, heating and air conditioning systems, and visual arts, performance or education-related components. The Operator will be responsible for maintaining ADA compliance and ensuring facility is up to current code.

B. **Housekeeping/Janitorial/Security Services.** The Operator will be responsible for all housekeeping and janitorial services necessary for operation of The Hub. Such services shall mean and include, but not be limited to, performance of the following tasks and provision of all related supplies: sweeping; washing; vacuuming floors and carpeting; washing windows; cleaning to include disinfection or any COVID-19 requirements and stocking restrooms; maintaining lighting fixtures; maintaining exterior landscaping and other enhancements; and disposing of trash, refuse, and the like.

C. **Emergency Action Plan and Training.** The Operator is required to establish an Emergency Action Plan to ensure employee and client safety from fire and other emergencies. The Operator is required to train and educate all employees the function and elements of an emergency action plan, including types of potential emergencies, reporting procedures, alarm systems, evacuation plans, and shutdown procedures. Operator must discuss any special hazards you may have onsite such as flammable material and toxic chemicals. All employees are required to be trained in first-aid procedures. At a minimum, an emergency action plan must include the following:

1. A preferred method for reporting fires and other emergencies;
2. An evacuation policy and procedure;
3. Emergency escape procedures and route assignments, such as floor plans, workplace maps, and safe or refuge areas;
4. Names, titles, and telephone numbers of individuals both within and outside your company to contact for additional information or explanation of duties and responsibilities under the emergency action plan;
5. Procedures for employees who remain to perform or shut down operations, operate fire extinguishers, or perform other essential services that cannot be shut down for every emergency alarm before evacuating.

D. **On-going Maintenance.** The Operator shall include a plan for identifying, evaluating, prioritizing, and completing on-going day-to-day maintenance of The Hub, including maintenance of the nonstructural components, electrical systems, elevators systems, plumbing systems, fire protection systems, heating and air conditioning systems, and visual arts, education and performance-related components. The plan should also identify the proposed roles, responsibilities, and obligations (including financial, reporting and inspection) of the Operator and the City to ensure that such maintenance is performed.

E. **Deferred/Planned Maintenance.** The City recognizes that addressing the needs to complete the deferred maintenance, planned maintenance, and tenant improvements is a joint public/private task; however, it also recognizes that the Operator will be in the best position to assess and implement a plan for completing this work. The Operator should, therefore, submit a plan for identifying, evaluating, prioritizing, financing and completing deferred maintenance, planned maintenance, and tenant improvements and replacement of equipment. Such plan should identify the financial budget and other support needed to perform the work, and what contributions will be necessary for the Operator, the private sector, and the public sector, including the City of Covina.

F. **Insurance.** The Operator shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder and the results of that work by the Operator, his agents, representatives, employees or subcontractors. Please be advised that dependent upon scope of operating agreement, additional insurance requirement may be requested. Coverage shall be as follows:

1. **Commercial General Liability:** Insurance with a minimum limit of Two Million Dollars ($2,000,000) per occurrence for bodily injury, personal injury and property damage and a general aggregate limit of Two Million Dollars ($2,000,000) per project or location. If Operator is a limited liability company, the commercial general liability coverage shall be amended so that Operator and its managers, affiliates, employees, agents and other persons necessary or incidental to its operation are insureds.

2. **Automobile Liability Insurance** for any owned, non-owned or hired vehicle used in connection with the performance of this Agreement with a combined single limit of Two Million Dollars ($2,000,000) per accident for bodily injury and property damage. If Operator does not use any owned, non-owned or hired vehicles in the performance of services under this Agreement, Operator shall obtain a non-owned auto endorsement to the Commercial General Liability policy required.
3. **Workers’ Compensation Insurance** as required by the State of California and Employer’s Liability Insurance with a minimum limit of One Million Dollars ($1,000,000) per accident for bodily injury or disease. If Operator has no employees while performing services under this Agreement, workers’ compensation policy is not required, but Operator shall provide an executed declaration that it has no employees.

4. **Professional Liability (Errors and Omissions):** Insurance appropriates to the Operator’s profession, with limit no less than $2,000,000 per occurrence or claim, $2,000,000 aggregate. If the Operator maintains broader coverage and/or higher limits than the minimums shown above, the Entity requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Operator. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Entity.

5. **Additional Insured Status:** The City of Covina, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Operator including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Operator’s insurance.

6. **Primary Coverage:** For any claims related to this contract, the Operator’s insurance coverage shall be primary coverage as respects the City of Covina, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the City of Covina, its officers, officials, employees, or volunteers shall be excess of the Operator’s insurance and shall not contribute with it.

7. **Notice of Cancellation:** Each insurance policy required above shall provide that coverage shall not be canceled, reduce or otherwise modify the insurance policies required by this Section 3 during the term of this Agreement. The commercial general and automobile liability policies required under this Agreement shall be endorsed to state that should the issuing insurer cancel the policy before the expiration date, the issuing insurer will endeavor to mail thirty (30) calendar days’ prior written notice to City of Covina. If any insurance policy required under this Section 3 is canceled or reduced in coverage or limits, Operator shall, within two (2) business days of notice from the insurer, phone, fax or notify City via certified mail, return receipt requested, of the cancellation of or changes to the policy.

8. **Waiver of Subrogation:** Operator hereby grants to City of Covina a waiver of any right to subrogation which any insurer of said Operator may acquire against the City by virtue of the payment of any loss under such insurance. Operator agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the City has received a waiver of subrogation endorsement from the insurer.

9. **Self-Insured Retention:** Self-insured retentions must be declared to and approved by the City. The City may require the Operator to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and
defense expenses within the retention. The policy language shall provide, or be endorsed to
provide, that the self-insured retention may be satisfied by either the named insured or City.

10. **Primary/Non-contributory:** This insurance is primary and is not additional to or
contributing with any other insurance carried by or for the benefit of Additional Insureds.

11. **Verification of Coverage:** Operator shall furnish the City with original Certificates of
Insurance including all required amendatory endorsements (or copies of the applicable
policy language effecting coverage required by this clause) and a copy of the Declarations
and Endorsement Page of the CGL policy listing all policy endorsements to City before work
begins. However, failure to obtain the required documents prior to the work beginning shall
not waive the Operator ’s obligation to provide them. The City reserves the right to require
complete, certified copies of all required insurance policies, including endorsements
required by these specifications, at any time.

12. **Special Risks or Circumstances:** City reserves the right to modify these requirements,
including limits, based on the nature of the risk, prior experience, insurer, coverage, or other
special circumstances.

**4. Submittal Requirements:**

Respondent must submit copies of its submittal as follows: one electronic version in PDF format and three
(3) printed copies. Submittals and supporting documentation (collectively "Submittals") must be submitted
by email entitled "The Hub Request for Qualifications." Submittals shall be due no later than 5PM EST
on (14, July 2022).

Submittals shall be delivered to: covinacowork@covinaca.gov.

Daniella Andrade is the point of contact for the City of Covina for this procurement. All communication
between the Respondent and the City of Covina upon receipt of this Request for Qualifications shall be as
follows:

Daniella Andrade, Management Analyst Trainee
Community Development Department
125 E College Street
Covina, CA 91723
Email: covinacowork@covinaca.gov
Phone: 626-384-5445

**5. Pre-submittal Access to the Facility:**

If a potential Respondent seeks access, inspection and investigation of The Hub, the City will accommodate
such reasonable requests. Respondents must arrange such inspection by email with the Management
Analyst Trainee (see above).

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6. Submittal Contents:

Submittals must include the following:

A. A cover page that indicates the following information:
   1. Respondent’s name and mailing address.
   2. Respondent’s current legal status: corporation, partnership, sole proprietorship, etc.
   3. Federal ID number or Social Security number.
   4. State ID number.
   5. Contact person’s name, title, phone number and email address.
   6. Signature of authorized corporate officer(s) for each entity proposing individually or as a partnership or team.

B. A narrative summary of the nature and structure of the proposed management and how the submittal addresses each of the goals as stated herein. The narrative should address how the Respondent intends to divide its priorities between facility maintenance, facility management, and operation.

C. A narrative which clearly outlines the qualifications and the organization’s experience in managing community-based arts facilities. The narrative shall illustrate the Respondent’s knowledge and abilities to work with other non-profit organizations, the broader arts community, community groups, and the ability to create and facilitate public/private partnerships.

D. A term sheet (“Term Sheet”) that outlines proposed contract terms and conditions and any exceptions.

E. A preliminary operating pro forma showing the methodology for maintenance and operations of the facilities.

F. A staffing plan that includes an organizational chart showing key management personnel and identification of onsite management personnel. Indicate whether key staff has been selected and if so, include resumes and references.

G. A facility utilization and marketing plan describing the mix of proposed usage to maximize utilization of the facilities and the strategies, resources, and experience to achieve those goals.

H. A transition plan for the assumption of management upon award of contract.

I. A completed diagram floor plan of how Respondent would configure the space and a brief justification of lay out. A blank diagram template will be provided for completion as attached in Attachment A, on page 16.

J. A minimum of four references with operations similar to the proposed project.

K. Any other information that would help the evaluation panel understand and evaluate the submittal.

7. Selection Process:

The first part of the selection process is intended to identify and select qualified Respondents that wish to manage and operate The Hub. Only Respondents that have submitted a complete response to this Request for Qualifications will be identified as “Applicants.” Initial screening and evaluation of qualifications will be conducted by a panel of City staff. The panel will evaluate and determine the ranking of each Applicant’s qualifications. The highest ranked Applicants, as determined by the city, will be identified as “Finalists,” and so notified. “Finalists” will then meet with the selection panel and make an oral presentation. In the event there are fewer than three (3) qualified Applicants, all Applicants will automatically be identified as...
Finalists and invited to meet with the selection panel. Furthermore, the City reserves the right to reject all submittals and not award a Management Agreement for the Co-Working Innovation Hub.

8. Evaluation Criteria – Qualifications:

Written responses will be evaluated by the Respondent’s qualifications and in accordance with the scoring criteria described below, as submitted by the Respondent.

A. Demonstrated knowledge and ability to maintain, manage, and operate facility. (20 points)
B. General knowledge of not-for-profit arts business, including scheduling, marketing, and collaborations. (15 points)
C. History, stability, and organizational management capacity of organization. (15 points)
D. Demonstrated knowledge of community outreach, marketing, and audience development. (15 points)
E. Demonstrated understanding of developing, implementing, and executive fundraising strategies, including the ability to create, foster, and lead public/private partnerships with funders, government, and not-for-profit arts organizations. (10 points)
F. Demonstrated understanding of volunteer coordination and management. (5 points)
G. The experience and the financial and organizational capacity of the Respondent in successfully managing similar spaces (if applicable). The financial capacity to perform Respondent’s duties and obligations, including, to the extent applicable, debt service reserves, and capital improvement reserves. (20 points)

The panel will evaluate the submittals and submit a recommendation to the City Council for approval. The final selection, if any, will be the submittal which, in the sole judgment of the City of Covina after review of all Finalists’ submittals, best meets the requirements set by the City. The evaluation process is designed to award the contract not necessarily to the Respondent of least cost, but, rather, to the Respondent whose submittal and qualifications best meet the requirements of goals set forth herein.
Appendix

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Please provide a brief justification of lay out for the second-floor plan below.
Please provide a brief justification of lay out for the first-floor plan below.