



Request for Proposals: Capital Campaign Feasibility Study

Prepared By:

Jefferson County Economic
Development Consortium
Wisconsin

Date:

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Request for Proposals:
Consulting Services to Develop a
Capital Campaign Feasibility Study

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Section A - Overview

1. Summary and General Information

The Jefferson County Economic Development Consortium works directly with local businesses and companies looking to invest in the Jefferson County Area. Its mission is to remove barriers to growth for these firms and help them make informed strategic decisions. Staff provides direct services in the areas of alternative business finance, location consulting, and workforce development. The Consortium helps area businesses make expansion and investment decisions quickly, based on accurate, timely information.

To give a bit of background, from small start up businesses to major corporate enterprises Jefferson County is the right place to locate. The area has a diversified economy with major manufacturing firms like Trek Bicycle to strong service business such as Fort Healthcare. The JCEDC works with entrepreneurs to grow their business while assisting existing businesses in their retention and expansion efforts. The area's strong agricultural and food processing background has initiated growth in an emerging bioenergy economy. Other key industries include healthcare, education (home to several colleges and universities), food processing, tourism, and advanced manufacturing.

The vibrant economy in Jefferson County enhances the area's quality of life. Because of careful planning and a tradition of land preservation the County has balanced growth while maintaining community livability. Jefferson County's park system, biking options, water sports, fishing, and cultural sites, to name only a few, all add to the quality of life while contributing to the economy.

REGIONAL CONTEXT

Jefferson County is located in a special region with proximity to the Great Lakes basin, Wisconsin's "North Woods," and the agricultural production "bread basket" of the United States. The area is located in one of the largest metropolitan regions in the entire country. The County is in the population center of greater Chicago-Milwaukee. Jefferson County is physically connected to, and ideally located in, the center of the most diverse and dynamic economic development generation regions in Wisconsin. The County and its communities are positioned to build on our strengths such as small town living, agriculture and food processing and advance manufacturing. At the same time, the area can leverage and take advantage of this strong linkage to our two adjacent metropolitan areas which have world class status as research and industrial centers.

ASSETS FOR LOCATING IN JEFFERSON COUNTY

- Advanced economic development team in place to assist
- Proximity to markets, research & development hubs
- Located along Mad-Waukee corridor
- Corporate presence and diversified economy = available, trained workforce

ORGANIZATIONAL CONTEXT

The JCEDC was formed about ten years ago through the adoption of an intergovernmental agreement of Jefferson County and eight communities in the area. Beginning in early 2016, the organization is looking to evolve its organizational model to better engage the private sector; leadership is looking to transition from being solely led and invested in by public sector representatives to a model where there will be public and private administrative and financial leadership in the organization. This new model will have administration and staff funded and overseen by the public sector – essentially remaining under the auspices of the current Consortium. Through a capital campaign and associated work program (a 5-year strategic/action plan) the private sector will instead make tax-exempt investments by making donations to a partner (newly formed) 501c(3) economic development foundation. Programming for economic development work will be funded from these monies.

Concurrently to transitioning the organizational model in early 2016, staff will work with public and private leaders to finalize the area's first five-year economic development strategic plan and work program. This strategic plan will be tied to the launch of the actual capital campaign the last half of 2016. It will focus on around six economic development goals, action steps outlined to achieve the goals, and quantifiable outcomes to assess ROI and impact.

Finally, to successfully conduct the area's first economic development capital campaign the JCEDC recognizes the need to work with an economic development-specialized consultant to develop a capital campaign feasibility study. The process to conduct this study will also introduce the work of the proposed strategic plan to area private-sector leaders and the introduction to the idea of a public and private-sector led economic development partnership. The JCEDC is planning on hosting the area's first "State of the Area's Economy" event to help launch and introduce these processes (organizational transition, capital campaign, and strategic plan) late winter or spring of 2016. This event will, for the first time, bring together county, city, and township elected officials, business leaders, chamber members, chamber leadership, and community leaders from around the area.

2. Scope of Services

The successful Proposer will be expected to:

Preparation for Campaign:

- Assist JCEDC in finalizing strategic plan based on feedback from interview process, including identifying economic opportunities having immediate or catalytic impact on the region's economy. This includes setting realistic preliminary measurable outcomes for the goals set.
- Recruit for leadership of new organization
- Evaluate and assess volunteer assistance and capacities for capital campaign

Assessment:

- Conduct 40-60+ face-to face interviews identifying scope of capital campaign

- Assess community support for proposed strategic plan and identify desired priorities among constituency
- Garner valuable insight from community leadership on economic development opportunities
- Identify barriers to economic growth
- Develop content of feasibility study report
- Make recommendations on how to launch a successful campaign

Prospect Development:

- Conduct analysis process including valuation (including feasible fundraising goal)
- Gather data and provide integration capabilities of all prospect and investor data to the JCEDC's contact database (with on-going capabilities)
- Train staff and JCEDC leadership to plan for execution for capital campaign and position planned campaign for success

Communications:

- Build awareness of planned capital campaign
- Provide support in executing a public relations campaign and media assistance with Feasibility Study process
- Work with staff on how to position first State of the Area's Economy event as a kickoff for capital campaign feasibility study process or capital campaign process
- On-going communications support

At a minimum, provide the following deliverables in a final report:

- Detailed assessment and compilation of interviewees' responses to the proposed 5-year strategic plan
- Recommendations on modifying proposed strategic work program
- Feasible dollar goal for proposed campaign
- A timetable and detailed plan for capital campaign
- Identify recommended campaign leadership
- Other materials useful for training local staff and leaders in preparation for capital campaign
- Report Presentation
 - Present findings, recommendations, and subject of written report
 - Propose specific fundraising goal, plan, and timeline
 - Provide options for capital campaign support
 - Detailed guidance/instruction of how JCEDC can best position itself for most successful campaign to achieve goals and mission

3. RFP Qualification Process

The RFP process consists of three phases: a) Proposals, b) Selection of Contractor, and c) Execution of Required Legal Documents. Deadlines and other important dates are

as follows:

Availability of RFP: Tuesday, December 15th, 2015

Proposal due date: Friday, January 8th by 5pm (Electronic proposals only accepted)

Anticipated Interview Dates: Afternoon of Wednesday, January 20th, 2016

Anticipated award date: Mid-February, 2016

Capital Campaign Feasibility Study Work: February through April, 2016

Additional future processes to be aware of (not included as a part of this RFP)...

Capital Campaign: To be completed by end of 2016

Launch of Strategic Plan and New Organizational Model: End of 2016, early 2017

a. Proposals

Applicants must submit their Proposals in accordance with the instructions in Section C.

- i. An application must include all information requested in the RFP and demonstrate that the Applicant possesses relevant experience.
- ii. An Applicant's submission of qualifications will be considered as permission for JCEDC to make inquiries concerning the Applicant's prior performance as staff deems necessary.

b. Selection of Contractor

An evaluation panel ("Panel") will be assembled to review applications. The Panel may, at its discretion, notify an Applicant that additional information or clarification is necessary. The selection process may involve interviews, contacts with references, and review of other information.

An Applicant may be rejected at any time if adverse findings are made with regard to the Applicant or any of its principals or related entities.

JCEDC further reserves the right, in its sole discretion, to reject at any time any or all applications, to withdraw the RFP, to negotiate with one or more Applicants, and/or to terminate negotiations without cause.

c. Execution of Required Legal Documents

Upon selection of the Contractor, JCEDC and the Contractor will negotiate a Contractor Agreement. The terms of the Agreement, after execution, shall govern the relationship between JCEDC and the Contractor. In the event of any variance between the terms of this RFP and the Agreement, the terms of the Agreement will govern.

4. Inquiries

Requests for clarifications and/or questions related to this RFP must be submitted via electronic mail (email), and received no later than Thursday, December 17th, 2015 – 5pm CST. Questions received after that time will not receive a response. No interpretations of the RFP will be made orally. All interpretations will be issued by electronic mail to all parties who receive a copy of the RFP. All inquiries shall be addressed to:

Genevieve Coady, JCEDC Executive Director
EMAIL: genevievec@jcedc.net

Section B – Standard Terms and Conditions

1. Contractor's Agreement

If deemed the most responsive firm to this RFP, the contractor shall enter into an agreement with JCEDC. The contractor, as well as any of its subcontractors or affiliates providing goods or performing work or services under the contract, shall meet the mandatory compliance requirements of the State of Wisconsin as set forth by law.

The Scope of Services shall conclude no later than April 30th, 2016. The agreement may be terminated at an earlier date upon 30 days written notice by either party. The agreement may be extended upon mutual agreement of the parties for a No Cost Time Extension.

2. Insurance

Provide current documentation regarding your firm's professional liability insurance.

3. Compensation

Contractor shall be paid via check within 30 days receipt of invoice.

4. Compliance - Laws

The Contractor and any subcontractor or affiliate must comply with all local, state and federal laws, rules and regulations applicable to any contract for the subject project and to any goods delivered, services rendered, or work performed in accordance with the same.

5. Causes for Rejection

Submittals pursuant to this Request for Statements of Qualifications may be rejected for any or all of the following reasons:

- a. Applicant is not authorized to do business in the State of Wisconsin;

- b. Submission is not responsive to the requirements set forth in this Request for Proposals document;
- c. Submission contains false or misleading statements; or
- d. Any other parameter that JCEDC deems appropriate cause for rejection.

6. JCEDC reserves the right to:

- a. Reject any and all proposals received in response to this request;
- b. Negotiate the fees contained in any proposal;
- c. Waive or modify any irregularities in proposals received;
- d. Award contracts for consulting services in any manner necessary to serve the best interest of JCEDC and the state of Wisconsin, without obligation to accept a proposal based upon the lowest fee schedule; and
- e. Request additional information or clarification as determined necessary or request some or all firms responding to make oral presentations.

Section C – Instructions for Preparation and Submission of Proposals

1. Form and Content of Submission Documents

Contractors shall submit their Proposals in electronic form via email with the following information clearly marked in the body of the email: name, address, and telephone number of the Applicant; and the email subject title, "Capital Campaign Feasibility Study Proposal." Each submission must consist of one digital copy of the Applicant's qualifications, including all documentation requested as described below.

The following submission items are required:

- a. Cover Letter** - The first page of the proposal shall be a cover letter identifying the overall project as the "Capital Campaign Feasibility Study Proposal."

If the proposal is submitted by a corporation (joint venture, associated firms, etc.), the cover letter shall be signed by a corporate officer authorized to do so. If made by an individual, that individual shall sign the cover letter. One or more of the partners shall sign if the Applicant is a company or partnership.

- b. Qualifications Statement**

Each Applicant shall submit a statement of qualifications that demonstrates the Applicant's ability to perform the work proposed. The statement should be cognizant of the Evaluation Criteria in Subsection 2 and include the following:

Assessment Team Description

The qualifications statement shall identify a lead firm, project manager, and members of the assessment team, including addresses, telephone numbers, fax numbers, and e-mail addresses for each. Resumes for key personnel and an explanation of their anticipated roles as members of the

assessment team for the subject project shall be included.

Relevant Experiences

Describe your firm's knowledge of and past experience with developing capital campaign feasibility studies as well as support of economic development capital campaigns for communities/regions the approximate size of the Jefferson County Area (~108,000 population). The statement shall also describe the Applicant's capabilities in performing the type of work that will be required by this RFP, including the Applicant's experience, capabilities and resources to perform the following:

- Description of how local leaders and staff should be engaged to add the greatest possible value to the capital campaign
- Economic development focused Capital Campaign Feasibility Study
- Working with staff to refine and finalize the 5-year strategic plan so that it supports the capital campaign process itself
- Ability to support the JCEDC in executing the Capital Campaign with several ranges of support options outlined
- Ideas and estimated cost for creating an on-going customized investor relations strategy
- Other information or material thought to be relevant

The Applicant shall provide a description of at least three relevant projects demonstrating experience with the services requested. Include the project name, a short description, the member's role in the feasibility study process, entity for which the project was performed, and a contact name and telephone number.

Equal Employment Policy

Please describe your firm's equal employment opportunity, and affirmative action policy.

Conflict of Interest

Disclose any material assignments, relationships or other employment that your firm or any employee of your firm has with any financial advisory firms, investment banks or law firms, governmental entities, institutional or private mortgage lenders, builders, developers or general contractors, or other persons or entities that may create a conflict of interest or the appearance of a conflict of interest in serving as a Consultant to JCEDC. Discuss any measures that are either in place at your firm or would be taken to identify, disclose and resolve any possible conflicts of interest.

c. Technical Proposal

The Applicant will provide a description of how he intends to perform the services under each task with a timeline, costs per section, etc.

d. Fee Structure

Provide the hourly rates or range of rates of the individual staff or professional services identified above. If your firm has discounted rates for quasi-government agencies, those rates should be identified. Please indicate how long these rates would be effective.

- a. Identify any fee structures, other than hourly rates, that would be acceptable to your firm. Discuss the benefit to JCEDC of such arrangements and any limitations thereon.
- b. Provide the rate or range of rates at which ancillary services would be billed, if any, including:
 - i. licensed professionals, technical, administrative/assistants (hourly rate)
 - ii. any other services for which you routinely bill
- c. Provide, in tabular form, information on the employee composition of your firm indicating the total number of employees and the total number and percentages of minorities and women employed and their titles.

e. Forms and Certifications

All forms and certifications cited in the text of this RFP shall be completed and provided by the Applicant(s) as part of the submission package.

f. References

Please provide as references, a minimum of three clients for whom your firm has performed similar and substantial services. Please include the name of the person to contact and his or her phone number. Your inclusion of this information will constitute permission for JCEDC to contact the references provided as it determines necessary.

2. Evaluation Criteria

The following table shall be used to evaluate all proposals submitted as part of this RFP:

Evaluation Criteria	Maximum Point Value
Knowledge of rural economic development in the State of Wisconsin and Midwest	10
Knowledge about JCEDC	5
Experience with economic development strategic planning and capital campaigns	15
Success of economic development capital campaign feasibility study recommendations as compared to capital campaign results	10
Knowledge about the relationship between tourism and economic development branding and marketing campaigns in rural areas	10
References and track record (including interview process)	15
Experience with interdisciplinary, team-oriented projects	5
Demonstrated ability to complete assigned tasks on time and within budget	10
Competitive fee structure	20
Maximum Points	100

3. Time and Place for Submitting Responses

Applicants shall submit the complete submission package via email no later than January 8th, 2016, no later than 5pm CST, to:

Email to: Genevieve Coady - genevievec@jcedc.net AND RoxAnne Witte - "roxanne@jcedc.net"

Subject Line: Capital Campaign Feasibility Study RFP Submittal

Submissions will **NOT** be accepted after the above-specified date and time. A submission may be withdrawn prior to the time of receipt of proposals specified herein. Faxed or hard copy responses will not be considered. Proposals received after the submission deadline date and time may result in JCEDC's rejection of the proposal.