



136 North Monroe Street  
Waterloo, WI 53594  
Phone: 920-478-3025  
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[www.waterloowi.us](http://www.waterloowi.us)

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**-- REQUEST FOR PROPOSALS --**

**Consulting Services  
to Perform Economic Development  
Strategic Planning Services  
for the  
City of Waterloo**

The City of Waterloo is seeking a qualified person or firm to contract for consulting services to a set of economic development strategies for the community in the form of a strategic implementation plan.

Sealed proposals must be submitted to:

City of Waterloo  
Clerk/Treasurer's Office  
136 North Monroe Street  
Waterloo, WI 53594

**No Later than 5pm on July 20, 2015**

Documents providing details can be found on the City's website at [www.waterloowi.us](http://www.waterloowi.us)

The City of Waterloo reserves the right to reject any and all proposals received in response to this request; negotiate the fees contained in any proposal; waive or modify any irregularities in proposals received; award contracts for consulting services in any manner necessary to serve the best interest of Waterloo and the State of Wisconsin, without obligation to accept a proposal based upon the lowest fee schedule; and request additional information or clarification as determined necessary or request some or all firms responding to make oral presentations.

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Lois A. M. Baird  
Interim Clerk/Treasurer

Publish: The Courier, June 25, 2015



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# Request for Proposals: Economic Development Strategic Planning Services

Prepared By: City of Waterloo  
136 N. Monroe Street  
Waterloo, Wisconsin

June 18, 2015

Request for Proposals:  
Consulting Services  
to Perform Economic Development  
Strategic Planning Services

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## **Section A - Overview**

### **1. Summary and General Information**

The City of Waterloo, Wisconsin is seeking a qualified person or firm to contract for consulting services to a set of economic development strategies for the community in the form of a strategic implementation plan. The strategies will address the goals, objectives and benchmarks that measure City's progress. The strategies will also help the City direct its efforts and resources toward a clearly defined vision for its future. The final report and strategic implementation plan must provide directed, phased approaches to the various strategies with 1,5 and 10 year horizons.

In the year 2030, the City of Waterloo will continue to be a vibrant live-work community. Having embraced its history, the City will continue to thrive on its ability to maintain a safe, small-town atmosphere, enriched by the lives of hard-working families and business entrepreneurs. Settled among the farmlands, woodlands, rivers and drumlins of Jefferson County, Waterloo will pride itself on its natural amenities. The health of the City will be measured by the cleanliness of the air, the water and the land. Parks, schools and regional open spaces will be interconnected with the City's neighborhoods and downtown.

Development in Waterloo will be strategically planned so as to draw the most benefit from the resources and character of the natural landscape. The downtown will be lively and attractive, local businesses will grow and prosper, and children will be active in a wide variety of school and community sponsored recreational programs.

Currently Waterloo has four TIF Districts, with one of them supporting the other three. TIF District #1 is generating revenue, and that revenue is going to TIF's 2, 3 and 4 to support them financially. What the city would like is four healthy revenue generating TIF Districts to further support growth opportunities for Waterloo. Waterloo is a great city to live in with a proud history and strong work ethic. We'd like to provide our residents with a few more reasons to love their city and it is our hope that strengthening our TIF Districts would help us accomplish that.

### **2. Scope of Services**

The successful Proposer will be expected to:

- Utilize the JCEDC's profile of the City of Waterloo's existing demographic and socioeconomic data, labor force characteristics and other key economic indicators.
- Review the City's Comprehensive Plan as it relates to economic development and recommend improvements in scope as it aids economic growth.

- Review policies, procedures, incentives, and codes that affect economic development and growth, and recommend policy, process or procedural changes.
- Utilize the JCEDC's retail market "leakage" analysis for Waterloo's commercial profile.
- Assess the current health of all TIF Districts.
- Identify and describe economic development potential and ways to grow and diversify the local economy.
- Develop and initiate a public involvement program that engages the community in this process. Electronic surveys, community open houses, social media, info booth at local events and other forms of community outreach could be used to achieve this objective. Additionally, provide summaries to Waterloo Community Development Authority (CDA) and Council with analyses of all public input.
- Identify means by which consultant will work with City staff, elected officials and key community members to identify and prioritize economic development goals and objectives and proposed activities and programs.
- Develop a comprehensive list of properties, both public and private, available for commercial and industrial development (can work in partnership with the JCEDC) for properties not listed through MLS.
- Develop a profile of commercial and industrial growth within the city's land use map.
- Develop a set of specific economic development strategies with an accompanying implementable action plan for further development in the 2nd TIF district. Special focus will be made on the downtown district and the business park district.
- Develop a set of innovative city-wide economic development strategies and programs with an accompanying implementable action plan. These strategies may include addressing indirect barriers to economic growth (i.e. housing issues). Narrative is to be included describing how these strategies will empower growth within all TIF districts.
- Recommend innovative incentive programs (both for direct and indirect economic development) that will promote growth within Waterloo.
- Establish planning parameters for setting a future growth policy for industry and workforce for the Waterloo City Council.
- Establish performance measurements, benchmarks or milestones that measure

- the City's progress throughout the Economic Development Strategic Planning Process.
- Recommend organizational and programmatic measures for the CDA to take for downtown revitalization.
- Identify, analyze and define roles/responsibilities in existing and potential partnerships with other entities both internal and external (such as other City departments, Waterloo Community Development Authority, Chamber of Commerce, JCEDC, etc.)

At a minimum, provide the following deliverables:

- An Economic Development Strategic Plan Executive Summary. In addition to the written document, a presentation to stakeholders.
- A brochure describing the Economic Development Strategic Planning process for distribution to the public.
- Develop an Economic Development Strategic Action Plan with goals and objectives. Establish implementation steps and timelines.
- Complete final report to be formally presented to all Stakeholders.

### **3. RFP 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: 06/22/2015

Proposal due date: 07/20/2015

Anticipated Interview Dates: 08/06/2015

Anticipated award date: 08/10/2015

#### **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.

An Applicant's submission of qualifications will be considered as permission for Waterloo 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.

Waterloo 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, Waterloo and the Contractor will negotiate a Contractor Agreement. The terms of the Agreement, after execution, shall govern the relationship between Waterloo 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 in writing, via electronic mail, and received no later than 07/15/2015 – 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:

Waterloo Clerk/Treasurer's Office  
136 N. Monroe Street  
Waterloo, WI 53594

### **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 Waterloo. 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 6 months after effective date. The agreement may be terminated at an earlier date upon 60 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 Waterloo deems appropriate cause for rejection.

## **6. Waterloo 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 Waterloo 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 a sealed package with the following information clearly marked on the outside: name, address, and telephone number of the Applicant; and the title, "Economic Development Strategic Planning Services."

Each submission must consist of one bound original and three copies of the Applicant's qualifications, including all documentation requested as described below. Each copy should be submitted in a three ring binder and clearly labeled with the name of the Applicant on the cover. Applicants are also encouraged to submit a computer disk that includes all submission items.

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 "Economic Development Strategic Planning Services."

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 Waterloo. 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:

- Innovative economic development strategies
- Economic development action plans
- OTHER

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 (i.e. location, size, current and prior land uses, environmental investigations conducted etc.), the member's role in the assessment process, entity for which the project was performed, and a contact name and telephone number. Any experience with "inclusive public processes" such as stakeholder involvement and/or visioning, should

be noted.

### **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 Waterloo. 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 engineers 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 Waterloo 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. word processing (hourly rate)
  - iii. copying (per page)
  - iv. 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, most of which are provided in the appendices of this document, 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 Waterloo 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	10
Knowledge about Waterloo	5
Experience with economic development strategic planning and action plans	15
Experience innovative economic development strategies	15
References and track record (including interview process)	20
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 no later than 07/20/2015, no later than 5pm CST, to:

Attn: Waterloo Clerk/Treasurer's Office  
136 N. Monroe Street  
Waterloo, WI 53594

Or Email to: [cityhall@waterloowi.us](mailto:cityhall@waterloowi.us)

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 electronic (e-mail) responses will not be considered. Proposals received after the submission deadline date and time may result in Waterloo's rejection of the proposal.

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