

REQUEST FOR PROPOSALS (RFP) for STRATEGIC PLANNING SERVICES

Jefferson County Development Authority

The Jefferson County Development Authority (JCDA) is requesting proposals from interested, qualified, and experienced professional strategic planning firms or individuals to provide strategic planning and facilitation services. A Request for Proposals (RFP), which includes instructions for its completion, is attached.

Respondents to this RFP shall submit completed proposals in a sealed envelope, clearly marked with "Proposal for Strategic Planning Services" and the name of the firm submitting the proposal. An original copy and digital PDF must be received by the JCDA no later than **4:00 p.m. EST on Friday, October 11, 2019**, at the following address:

Jefferson County Development Authority
1948 Wiltshire Road, Suite #4
Kearneysville, WV 25430

Questions regarding this solicitation must be submitted in writing to Lyn Goodwin, Interim Executive Director, at lyngoodwin@jcda.net. Answers will be provided in writing to the requestor, or provided in amendment(s) to the solicitation. The final date to submit questions is October 04, 2019 at 5pm Eastern Standard Time.

RFP Schedule*

RFP Issued: September 23, 2019

Final Date for Questions Related to RFP: October 4, 2019

Proposal Deadline: October 11, 2019

Proposals Reviewed/Evaluated by Selection Committee: October 15, 2019

Applicant Interviews: October 21-25, 2019

Selection of Consultant by Board of JCDA: November 1, 2019

Contract Executed by: November 10, 2019

**Exact dates are subject to change at the JCDA's discretion. All deadlines are by 4:00 p.m. EST of the stated date. Any interested individual may request to be on an email list to receive updates on the RFP process, including addenda to the RFP if any are issued.*

Submittal Instructions

Written proposals and an electronic PDF must be received by the JCDA no later than **4:00 p.m. EST on October 11, 2019**. Proposals received after this deadline will not be accepted or considered.

Request for Proposals for Strategic Planning Services Jefferson County Development Authority

INTRODUCTION

The Jefferson County Development Authority (JCDA) is seeking proposals, due no later than **4:00 p.m. EST on October 11, 2019**, from consultants/firms to guide the organization with the development of a Strategic Plan. The anticipated Period of Performance will include a 9-month period to provide adequate time for participation by the Strategic Planning Committee (SPC), the Board of JCDA (Board), in addition to input and review by key community stakeholders. Additional or fewer Period of Performance requirements are at the discretion of JCDA.

The primary deliverable of this contract and process will be a written organizational strategic plan document that presents the planning process, research, analysis, opportunities and strategies along with an implementation plan that will guide JCDA activity for the next three to five years.

This RFP requests professional services of a consultant to facilitate the strategic planning process. The JCDA is aware that there are a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the successful firm/expert should be able to discern which model or model(s) will best enable the JCDA to define, develop, and complete its organizational and programmatic goals as defined by [West Virginia code](#), [JCDA bylaws](#), current contractual obligations, Jefferson County's [Comprehensive and Land Use plan \(2015\)](#), and other business building and equitable economic development priorities.

Based on the proposals received, the SPC (comprised of JCDA staff and Board members) will select individuals/firms to be interviewed. As a result of those interviews the top-rated consultant will be selected by the Board for contract negotiations.

Proposals must be responsive to the JCDA's request. The JCDA shall determine the most responsive and responsible consultant providing the best service at the most reasonable cost. Cost alone shall not be the determinative factor. The JCDA reserves the right in its absolute discretion to make no award or contract.

BACKGROUND

The Board of Directors of the JCDA is interested in revitalizing and strengthening the development authority to better ensure that its work aligns fully with the priorities and expectations of county residents, local and county government entities, and businesses.

The JCDA is an independent public entity that serves the entire county of Jefferson County, West Virginia. Its offices are located in Kearneysville, West Virginia. The JCDA was created in 1979 by the County Commission of Jefferson County as authorized in section 1, Article 12 Chapter 7 of the West Virginia State Code.

The JCDA and other public development authorities in West Virginia are authorized by this State law to:

“...promote, develop and advance the business prosperity and economic welfare of the municipality or county for which it is created, its citizens and its industrial complex; to encourage and assist through loans, investments or other business transactions in the locating of new business and industry within the municipality or county and to rehabilitate and assist existing businesses and industries therein; to stimulate and promote the expansion of all kinds of business and industrial activity which will tend to advance business and industrial development and maintain the economic stability of the municipality or county, provide maximum opportunities for employment, encourage thrift, and improve the standard of living of the citizens of the county; to cooperate and act in conjunction with other organizations, federal, state or local, in the promotion and advancement of industrial, commercial, agricultural, and recreational developments within the municipality or county; and to furnish money and credit, land and industrial sites, technical assistance and such other aid as may be deemed requisite to approved and deserving applicants for the promotion, development and conduct of all kinds of business activity within the municipality or county.”

The JCDA recent roles and activities:

While the JCDA has broad authority as stated above, the organization has chosen to focus its efforts primarily on attracting new businesses to Jefferson County and, to a more limited extent, to supporting existing businesses, and also encouraging the development of small businesses.

The JCDA developed and manages the Burr Business Park, a 400-acre facility along Wiltshire Road in the community of Bardane, WV. The park encompasses several one- to five-acre lots which are available for sale to new and expanding businesses and government entities. To date, the JCDA has sold upwards of 50 percent of the lots, and the business park is home to more than 60 businesses and operations, including Automated Merchandising Systems, DALB, Randox, Schonstedt Instrument Co. and the U.S. Coast Guard Operations Systems Center. Burr Plaza is a part of this complex and includes retail, commercial, and office buildings for small- to mid-size businesses. Approximately 90 acres remain available for sale as of this RFP.

The JCDA provides coaching for entrepreneurs and small businesses at no cost to the business. The JCDA provides this service with financial support of the West Virginia Department of Commerce under a grant from the US Small Business Administration’s Small Business Development Center program.

The JCDA collaborates with the WV Department of Commerce to market the county as a location for business development and expansion. As part of this work, the JCDA is authorized to arrange for various financial incentives for businesses including tax abatement, expedited permitting, access to financial support for employee training, and so forth.

JCDA management and staff:

The JCDA is managed by a 15-person volunteer Board of Directors who are appointed by the Jefferson County Commission. Directors represent individual local municipalities, industry and other important sectors of the local economy, as well as citizen representatives. The JCDA Board has experienced

significant turnover in the past 12-18 months and is in a period of redefining and rebranding their presence within the county.

The JCDA Board is supported by a small staff including an Executive Director, Program Manager, Administrative personnel and a Small Business Coach. The Board has recently launched a process to identify and recruit a new full-time Executive Director. It is anticipated that this position will be filled by mid-2020.

Additional information and supporting materials can be found at: <https://www.jcda.net/>.

GENERAL SCOPE OF SERVICE REQUIRED

As envisioned, the scope of services for this proposal will include the following components.

GENERAL PROJECT MANAGEMENT

- The Consultant will work with the SPC to develop and finalize the strategic planning process; validate the JCDA's objectives for this project; and outline SPC, Board, staff, and consultant roles and responsibilities for the project.
- The Consultant will develop a work plan to guide project activities and communications.
- The Consultant will conduct an orientation and multiple briefing sessions for the Board and key stakeholders on project goals and the potential outcomes.
- The consultant must be available for presentations to the Board, including but not limited to a presentation of the final version of the strategic plan developed through this project.
- Development and implementation of techniques/initiatives to promote public involvement designed to engage the community, stakeholders, and JCDA's leadership throughout the process is critical.

PHASE 1 – DISCOVERY (EST Timing: 2 months)

- Obligations and Program Inventory and Analysis - Inventory existing contractual obligations, program offerings and partnerships to serve as a baseline to identify service gaps and opportunities for different programs, partnerships, and collaborations to advance the prosperity and economic welfare of county residents and businesses.
- Conduct stakeholder interviews and/or focus groups with key leaders and constituencies including, for example: JCDA Board members; JCDA staff; Jefferson County Commission members; leadership of local government entities including municipalities and the school board; local citizen groups; representatives of the WV Department of Commerce and the WV Economic Development Authority; businesses and community development organizations/leaders across all relevant sectors including industry, agriculture, tourism, small business, training and education, health care, and transportation, to assess county development needs and opportunities and where the JCDA may be able to add value. Digital surveys may also be appropriate.
- Compile analyze and present available economic outlook data for the Eastern Panhandle/Jefferson County and the surrounding region.

- Conduct a situational analysis of the JCDA organization to identify and assess the strengths, weaknesses, opportunities, and threats to the mission/purpose of the JCDA.

PHASE 2 – MEET and RETREAT (EST Timing: 1 month)

- The JCDA envisions holding a one- or two-day Board retreat dedicated to this effort. We seek input from consultant/firm to help structure and facilitate the event to maximize impact.
- Meeting topics will align with information and data collected during DISCOVERY and may include:
 - Organizational Overview - Assessment of the strengths, weaknesses, and competencies of the organization.
 - External Overview - Assessment of opportunities and threats facing the JCDA in coming years. The assessment will include information on availability or significant limitation of resources and tools that the JCDA could use to add value and further its goals, including but not limited to expanding county business building and economic development.
 - Methodology - The consultant will describe the methodology used to identify vital challenges and opportunities identified.
 - Identification of Opportunities, Strategies and Vision - Refining the vision for the JCDA which identifies its priorities, opportunities and strategies, and clarifies the JCDA's role and confirms its mission and values.
 - Defining Future Access or Limiting Factors - Fiscal needs/implications related to potential strategic pathways.

PHASE 3 – DOCUMENT and VET (EST Time: 2 months)

Following the retreat or other collaborative planning meetings, the consultant and the SPC will draft a strategic planning document for review and presentation to the JCDA Board of Directors. The consultant will participate in the drafting, review, and refinement of this document.

The SPC and the consultant will work collectively to develop a series of communication and input techniques designed to keep the JCDA Board of Directors, government partners, community stakeholders, and business leaders engaged in the identified goals, objectives and initiatives of the Organizational Strategic Plan. At a minimum, the consultant will provide the following deliverables: 1. A draft Strategic Plan document, 2. An executive summary of the draft Strategic Plan, 3. A recommended package of material suitable for public distribution and outreach.

PHASE 4 – APPROVE and LAUNCH (EST Time: 1 month)

The consultant will lead production of a final Strategic Plan document that includes an implementation plan with defined milestones and benchmarks that the JCDA Board can use to manage the JDCA's activities and measure its progress, including regular audit periods as necessary. This document will be presented for approval by the JCDA Board of Directors.

ELIGIBILITY

Each offeror shall specifically identify in its proposal, whether or not any potential or actual Organizational and Consultant Conflicts of Interest (OCCI) exists for this procurement. If the offeror

believes that no OCCI exists, the OCCI response shall set forth sufficient details to support such a position. Offerors shall submit with their proposal an OCCI certification, using the following language:

The offeror [] is [] is not aware of any information bearing on the existence of any potential organizational conflict of interest. If the offeror is aware of information bearing on whether a potential conflict may exist, the offeror shall provide a disclosure statement and mitigation plan describing this information.

Prospective firms or entities are not eligible to submit a proposal if current or past corporate and/or other interests may—in the opinion of the JCDA—give rise to conflict of interest in connection with this RFP or the Services. Firms/individuals are to submit with their proposal documents a description of any issue that may constitute a direct or indirect conflict of interest for review by the JCDA. The JCDA's decision on this matter will be final.

FACILITIES

The primary place of performance shall be at the Consultant's facility, which must be within the WV Eastern Panhandle local commuting area, or at an approved alternate location if deemed in the best interest of contract performance. The Consultant shall attend meetings and perform various tasks at the JCDA, during the period of performance of the task order. Local travel expenses of Consultant personnel will not be the responsibility of the JCDA, including parking. The JCDA is not required to provide workspace, facilities, or hardware to the contractor at their off-site location. The JCDA staff will provide space for meeting with Consultant personnel as directed by the JCDA. The JCDA staff will work with the Consultant in arranging meetings with functional management.

CONTRACTOR TRAVEL

If travel is required, the Consultant shall notify the JCDA and obtain approval prior to Consultant personnel traveling. Consultant shall submit a cost estimate to the JCDA for approval prior to commencement of any travel. For approved travel, direct travel costs will be reimbursed for actual cost incurred.

PROPOSAL SUBMISSION REQUIREMENTS

Each offeror shall be responsible for preparing an effective, clear, and concise proposal. It is recommended that proposals contain the following information:

- A cover letter introducing the company and the individual who will be the primary contact person.

- Proposed statement of work, project approach and plan to accomplish the work. Describe in detail your firm's project approach and methodology in managing and implementing a project of this size and scope and experience of developing and supporting the implementation of a comprehensive strategic plan. Key elements include: a. Project Understanding, b. Project Methodology and Deliverables, c. Roles & Responsibilities, d. Project Management.
- A statement that the consultant is registered to conduct business in West Virginia.
- Specific qualifications regarding experience in strategic planning services, including the names of clients doing similar work as JCDA or in the economic and community development fields. A reference list should be attached to the proposal, with client names, contact persons, and phone numbers.
- A detailed timeline for completion of each phase and the total project. The JCDA is interested in pursuing this strategic plan in as expeditious a manner as possible.
- A description of the firm's organization and staff's qualifications.
- A description of 2-3 projects of a similar scope, magnitude and complexity to the work described in this solicitation.
- A pricing narrative with a proposed fee schedule for each phase of the project including any incidental or travel fee estimates.
- The signature of an authorized individual to bind the firm. The proposal must be a firm offer for a 60-day period.

SELECTION PROCESS

Each of the proposals received will be evaluated and determined if it meets the stated requirements. Failure to meet these requirements will be a cause for eliminating the consultant from further consideration. Initial evaluation of the proposals will be made by the JCDA's Strategic Planning Committee. In addition to evaluating written proposals, in-person interviews will be requested.

The JCDA shall not be liable in any way for any costs arising incurred by any consultant in the preparation of its proposal in response to this RFP or any losses or damages arising from the JCDA's rejection of any proposal for any reason whatsoever.

Proposals will be evaluated on the following criteria:

Technical Proposal – 35% Project Approach/Methodology Proposed Work Plan	<u>20</u> points (max) <u>15</u> points (max)	<u>35</u> Total Points
Management Proposal - 35% Firm Relevant Experience Qualifications/Experience of Proposed Key Staff	<u>20</u> points (max) <u>15</u> points (max)	<u>35</u> Total Points
Cost Proposal – 30%		<u>30</u> Total Points
TOTAL		<u>100</u> Points

PROPOSAL REVIEW AND AWARD SCHEDULE

All deadlines are by 4:00 p.m. EST of the stated date. Written proposals and an electronic PDF must be received by the JCDA no later **than 4PM EST on October 11, 2019**. Proposals received after this deadline will not be accepted or considered. The selection committee shall make a recommendation to the JCDA Board of Directors, who retain final approval of contract. Work may begin immediately following contract execution with finalist.

RFP Issued	September 23, 2019
Final Date for Questions Related to RFP	October 4, 2019
Proposal Deadline	October 11, 2019
Proposals Reviewed/Evaluated by Selection Committee	October 15, 2019
In-person Applicant Interviews as Requested of Finalists	October 21-25, 2019
Selection Committee Recommendation and Board Approval of Contract	October 28-November 1, 2019
Contract Executed	November 10, 2019