

# Clarksville-Montgomery County Economic Development Council Economic Development Strategic Plan Request for Proposal

## A. General Description of Project

The Clarksville-Montgomery County Economic Development Council (EDC) is issuing this Request for Proposals (RFP) to identify qualified economic development consulting teams for the preparation of an Economic Development Strategic Plan for the Clarksville-Montgomery County region. The EDC seeks an economic development firm that has specific experience in the preparation and implementation of Economic Development Strategic Plans. It is expected that the selected firm will prepare an EDC-specific Strategic Plan that contains specific economic development goals, strategies, and implementation measures. The EDC requires the Strategic Plan to also contain an Implementation Plan, outlining the timing, anticipated cost and funding source of each Implementation Action. The selected consultant will be one that has demonstrated experience in preparation of region-wide economic development strategic plans. The purpose of this RFP is to solicit responses from economic development consulting firms that desire to be considered for this project.

## B. Background

The EDC is a non-profit (501(c)(6)) organization with the newly updated purpose of creating prosperity for all citizens of Clarksville and Montgomery County – by coordinating efforts to attract and grow a robust economic base of jobs and investment, expand opportunities for tourism, and encourage a thriving environment for business. Its member entities include the following:

- Clarksville Area Chamber of Commerce

- Clarksville-Montgomery County Industrial Development Board

- Clarksville-Montgomery County Tourist Commission

It performs its economic development functions in strong association with the Aspire Clarksville Foundation [a 501(c)(3) charitable organization funded with the investments of the region's businesses].

Clarksville is the fifth largest city in Tennessee and the ninth fastest growing city in the country. By 2017, the total population of Clarksville-Montgomery County is projected to grow by 14 percent to more than 162,000. The area is projected to continue to grow, with the Clarksville Metropolitan Statistical Area adding up to an estimated 5,000 new residents each year for the next 20 years. Clarksville-Montgomery County also has the fourth highest per capita income in Tennessee with 10% growth since 2010 to a PCPI of \$43,485.

The Clarksville-Montgomery County area also boasts a young median age 29 due in large part to its largest employer, Fort Campbell. Though technically located in Kentucky, a vast majority of its acreage and personnel reside in the region. This army post boasts 30,438 soldiers, 8,058 civilian employees, 53,116 dependents with an estimated annual economic impact of \$4.5 billion.

In December 2008, Hemlock Semiconductor Group (which includes two Dow Corning Corporation joint ventures, Hemlock Semiconductor Corporation and Hemlock Semiconductor LLC) announced that it would invest \$1.2 billion to build a new polycrystalline silicon (polysilicon) production facility in Clarksville. Polysilicon is a key raw material used to manufacture solar cells and semiconductor devices and is used widely by companies in the solar industry. The project was expected to employ 1,000

construction workers over the following five to seven years. At the planned completion date in 2013, the facility was predicted to employ more than 500 people with the potential to employ up to 800 when expanded. In January 2013, due to the effects of an international trade dispute, Hemlock Semiconductor announced the delayed startup of the nearly complete facility. All but 100 of the hired employees were temporarily laid off with a strong likelihood of permanent layoffs looming.

The EDC engaged a consultant in late July 2008 to develop a Strategic Economic Development Blueprint (Blueprint) to guide the community into its promising future. The Blueprint was used to develop a five year slate of planned initiatives for adoption by the EDC and its partner entities and proposed funding by civic and private funds. The EDC is currently in the fourth year of that plan and now seeking an updated plan to guide it toward meeting the economic growth needs of the next five years.

### **C. Contact Person**

Questions regarding this RFP may be directed to the following person:

Clarksville-Montgomery County Economic Development Council  
Shannon Green  
EDC Vice-President of Finance and Human Resources  
25 Jefferson Street, Suite 300  
Clarksville, TN 37040  
931-647-2331  
931-647-3315 (fax)  
[sgreen@clarksville.tn.us](mailto:sgreen@clarksville.tn.us)  
[www.clarksvillepartnership.com](http://www.clarksvillepartnership.com)

### **D. Proposed Project Schedule**

RFP Issued	February 1, 2013
Deadline for Proposed Submission	February 28, 2013
Consultants Selected for Interviews	To Be Determined
2 Interviews Conducted	To Be Determined
Consultant Agreement Approved by Council	March 14, 2013
Final Deliverable from Selected Consultant Due NLT	June 30, 2013

### **E. Scope of Services**

The overall responsibility and scope of work for the Consultant is to prepare an Economic Development Strategic Plan using qualitative and quantitative data gathered during the planning process. The Consultant will draft a plan with specific strategies, action items and performance targets that are realistic and attainable. The Plan will act as a guide and provide local leaders with the tools necessary to strengthen the region's economic base. The Plan should focus on strategies and activities that have the greatest potential for creating jobs, increasing the tax base in the region, and lessening the tax burden on its citizens. There should also be a focus on those broader economic development activities through which the EDC can meaningfully influence the creation and retention of jobs. The Consultant will also provide any meeting facilitation services needed during stakeholder interview processes.

The Consultant shall provide professional services to support the following tasks:

- a. Review and analysis of existing demographic and socioeconomic data, labor force characteristics, sales tax revenue and other key economic data.
- b. Preparation of key demographic trends and forecasts, social factors, economic factors and financial indicators for inclusion into the strategic plan. This task should include preparation of a market study of the region's retail/commercial and industrial sectors.
- c. Identify the community's assets and competitive advantages, with proposed activities and programs to incorporate these assets and advantages into an overall economic development strategy. This task should include a SWOT analysis of the region and surrounding area.
- d. Review and analysis of local ordinances, policies, and rules, providing recommendations on making adjustments to favor economic growth.
- e. Preparation and facilitation of up to three (3) stakeholder workshops. These workshops will consist of a series of one-on-one and/or focus group meetings with stakeholders, residents, property owners, business owners, elected officials, Planning Commission Members, real estate professionals and developers, and other community leaders. The process/format developed for these meetings must ensure an open discourse with stakeholders that will help identify and inform the highest priority economic development issues facing the region. The Consultant will prepare a document summarizing key points from these stakeholder meetings.
- f. Attend up to three (3) meetings with EDC staff and key community members to identify and prioritize economic development goals and objectives and proposed activities and programs.
- g. Preparation of a locally based Economic Development Strategy setting forth goals and objectives for taking advantage of the opportunities surrounding the Clarksville-Montgomery County area, as well as for solving the economic development problems of the area. Such a strategy, at a minimum, is to address the following program categories:
  1. Global Business Development
  2. Community Development
  3. Tourism Development
  4. Marketing and Communication
- h. Preparation of an economic development action plan including prioritized target markets, suggested activities, projects, and programs to implement objectives and goals set forth in the strategy.
- i. Preparation of performance measures with timelines that will be used to evaluate whether and to what extent plan goals and objectives have been or are being met.
- j. Attendance of up to two (2) meetings and/or workshops with the EDC Board.

## **F. Minimum Requirements**

Minimum requirements for submittal of a proposal in response to this RFP include the following:

- a. Demonstrated understanding of local economic development theory and practice, research methods, group consensus building, implementation methods, and monitoring and updating processes.
- b. Demonstrated familiarity with development and implementation of economic development policies.
- c. Demonstrated experience, competence, and qualifications of the consultant and the participating staff successfully providing similar services to similar entities. (Particularly as pertains to the areas outlined in Section E, item g)

- d. Understanding of the requested services and appropriateness of the proposed work program.
- e. Ability to perform the work in a timely manner, availability of staff and contingency plans.
- f. Proposals must state the proposer's federal and state taxpayer identification numbers.

## G. Work Schedule

The Consultant's work schedule will begin immediately upon contract award and is expected to continue until the EDC Board approves the acceptance of a complete plan. A proposed work schedule for the Strategic Plan process should be submitted as part of the proposal. Our projected timeline for completion of this plan would be Three to Four months from contract award (final deliverable expected NLT 6/30/13).

## H. RFP Proposal Submittal Requirements

Consultants interested in providing these services must prepare and submit a Proposal that includes:

- a. **Cover Letter:** The Cover letter is to be signed by an officer of the firm authorized to execute a contract with the EDC.
- b. **Consultant Qualifications:** This section shall describe the areas of expertise of current permanent staff and the scope of services that can be provided by the firm without the services of an outside consultant under the consultant's direction.
- c. **Key Personnel:** Include a proposed project management structure. Identify the key contact for the project and all personnel who will be assigned to work on this project, including a description of their abilities, qualifications, and experience. A meeting facilitator shall be included as part of the project team. Include resumes for all key individuals. There can be no change of key personnel once the proposal is submitted without the prior approval of the EDC.
- d. **Subcontractors:** Identify any portion of the scope of work that will be subcontracted. Include firm qualifications and key personnel, telephone number and contact person for all subcontractors. The EDC reserves the right to approve or reject all consultants or internal staff performing consulting services, proposed by the consultant during or after the consultant review and selection process.
- e. **Project Workplan:** A description of project understanding, detailed work approach and methodology will be identified. The workplan should list specific tasks and any specific considerations, options, or alternatives.
- f. **Project Schedule:** Propose a timeline for completion for the Strategic Plan including start date, milestones, and target date of completion. Any assumptions regarding turnaround time for the EDC or its staff review should be clearly noted.
- g. **Fee information:** Provide a detailed fee proposal by task for the services identified in the scope of services section E of this proposal. Identify sub-tasks and the respective cost in your fee proposal as necessary. This section of your proposal shall include a professional fee schedule (hourly fee chart) for the consultant's personnel and the subcontractor's key personnel identified above who would be working on this project. Hourly fees for additional or optional services that may be required shall also be included. Unless specified in the submittals, the professional fee schedule shall include any costs associated with complying with the EDC's insurance requirements. Identify the fee that will be charged for additional public or EDC meetings not identified in the scope of services provided here.

- h. **References:** A list of projects completed by the proposer under which services similar to those required by this RFP were performed shall be listed in your proposal. An emphasis should be placed on projects undertaken within the last five (5) years and those projects undertaken for similar entities located in similar sized communities of states bordering Tennessee. Include a brief description of the services, dates the services were provided, and name and telephone number or references familiar with the services provided.
- i. **Work Samples:** Provide brief descriptions of two (2) projects dealing with economic development, master plans, or similar topics prepared by or under the direction of your firm. Include in your description the techniques utilized in using the strategic plan process and the outcome of the planning process.
- j. **Interview:** Proposers may be requested to be available for an interview with EDC staff in Clarksville as part of the EDC's final selection process. The lead members of the consulting team will be expected to attend any interviews scheduled with the EDC.
- k. **Deadline and Delivery:** Five (5) copies of the proposal shall be submitted to the Clarksville-Montgomery County EDC, 25 Jefferson Street, Suite 300, Clarksville, TN 37040. Attention Shannon Green, Vice-President of Finance and Human Resources. The deadline for submittal of a proposal is Thursday, February 28th, 2013 at 5PM CST. No information submitted by facsimile or electronic mail will be accepted unless otherwise requested by the EDC during the proposal review process. Proposals received after 5PM CST on February 28th, 2013 will not be accepted.

## **I. Defense, Indemnification, Hold Harmless and Insurance Requirements**

In addition to other standard contractual terms, the EDC will require the selected vendor to comply with the defense, indemnification, hold harmless, and insurance requirements as outlined below:

Consultant shall defend, indemnify, and hold the EDC, its officials, employees and volunteers harmless from any and all claims, injuries, damages, losses or suits including attorney fees, arising out of or resulting from the acts, errors, or omissions of the Consultant in performance of this Agreement, except for injuries and damages caused by the sole negligence of the EDC. The vendor shall procure and maintain, for the duration of this Agreement, 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 by the Contractor, his agents, representatives, employees, or subcontractors. The cost of such insurance shall be paid by the Contractor. Insurance shall meet or exceed the following unless otherwise approved by the Town.

### **Insurance Requirements**

1. Workers' Compensation coverage as required by the State of Tennessee.
2. Comprehensive or Commercial General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage.
3. Automobile Liability: \$1,000,000 combined single limit per accident for bodily injury and property damage.

### **Equal Opportunity Compliance**

The EDC is an equal opportunity employer and requires all Proposers to comply with policies and regulations concerning equal opportunity. The Proposer, in the performance of this Agreement,

agrees not to discriminate in its employment because of the employee's or applicant's race, religion, national origin, ancestry, sex, sexual preference, age, or physical handicap.

#### **J. Review Process**

Consultant Selection will be based upon a qualitative review of the proposals submitted. EDC staff may request additional clarifying information from any or all consultants that submit a proposal during the review process. EDC staff will evaluate the responses to this RFP, may interview the top rated consultants, and will make a recommendation to the EDC Board on the selection of the consultant determined to be the most qualified for the project. It is anticipated that the EDC and the selected firm will enter into a professional services contract for the time period beginning March 2013 through project completion.