



INTERSTATE 41 CORRIDOR REGIONAL CAPACITY BUILDING PROJECT

REQUEST FOR PROPOSALS (RFP)

PUBLISHED: FRIDAY, MARCH 10, 2017

CLOSE DATE: MONDAY, APRIL 10, 2017

Introduction

The East Central Wisconsin Regional Planning Commission (ECWRPC) is seeking a qualified economic development (or similar) Consultant(s) to develop and implement a planning process which results in a coordinated and collaborative strategy for ‘corridor level’ economic development, including several associated support and outreach tasks that help to build capacity for such activities.

Background

The Interstate 41 Corridor Regional Capacity Building Project (the Project) is a component of a larger effort – *Initiative 41* - whose purpose is to create a *NEW Way of Thinking* by creating an atmosphere focused on a regional approach to economic collaboration; with an understanding by community, business and elected leaders that the region is interconnected and that success in one community is a success for all communities.

Initiative 41 was developed at the end of the previously received Phase I Economic Adjustment Planning Grant received from the Department of Defense-Office of Economic Adjustment. *Initiative 41*’s primary goal is to diversify and strengthen the regional (corridor’s) economy as it relates to corridor’s primary assets. These assets include the corridor’s diverse manufacturing base, supply chain system, skilled workforce, and the amenities offered by the four distinctly different metropolitan areas located along the corridor. A summary brochure on Initiative 41 is included as an appendix to this request for proposals and additional information, including a short video can be found at www.initiative41.org.

The primary purpose of the I-41 Corridor Regional Capacity Building component is three-fold:

- 1) Formulate a collaborative I-41 Corridor Economic Development Strategy;
- 2) Provide insights on the best organizational strategy for conducting corridor level economic development activities and actions;
- 3) Develop a distinct, yet integrated branding and outreach strategy for the I-41 corridor.

Study Area

The Project is focused on a 75 mile stretch of Interstate 41 in northeastern Wisconsin (Figure 1) and includes the Fond du Lac, Oshkosh, Fox Cities and Green Bay metropolitan areas and their respective Counties (Brown, Outagamie, Calumet, Winnebago and Fond du Lac). The corridor has a total population of approximately 759,000 which includes a workforce size of 380,000. The geographic nature of the corridor makes it the ‘economic engine’ of northeastern Wisconsin and therefore, it impacts an area much broader than that of the counties which it lies in. Adjacent counties (particularly Waupaca and Shawano Counties) and their nearby communities serve to house workers and businesses which are tied directly and indirectly to the corridor’s micro-economy. These connections to the rural communities shall not be disregarded as the Interstate’s connecting highway system also has a role in future economic opportunity for the region.



Figure 1 – Study Area

Project Oversight

The Project is being funded by the U.S. Department of Defense – Office of Economic Adjustment (DoD-OEA), through an award to the Wisconsin Economic Development Corporation (WEDC) and subsequent sub-award to the East Central Wisconsin Regional Planning Commission. Additional matching funds are provided from local sources.

The Project will be overseen by one or more task forces and coordinated by the East Central Wisconsin Regional Planning Commission. The task forces will include representatives from other grant project components along with additional regional stakeholders. Local, County, Regional and State government interests will be present, representing the economic development, community development, workforce development, education, and entrepreneurship fields. The involvement of private sector individuals will also be sought to the extent possible.

Scope of Services

The Consultant(s) shall respond to the following scope of services and indicated tasks for this RFP. The tasks listed represent the general work which will be requested of the Consultant(s). The Consultant(s) shall, at a minimum, incorporate the following tasks into their overall approach to the project. Creativity and effectiveness of methods chosen to address each task is strongly encouraged and will be evaluated. Where applicable, the Consultant(s) may vary from this scope; however, if done, it shall be noted and explained appropriately as to why this is the case and how it may provide better products or results for the project. Of additional note, in further support of the tasks outlined in this RFP, ECWRPC has the ability to invest additional funds into two capacity building events. For example, bringing in outside speakers or entities to provide specific group training could be considered. Any response to this RFP does not need to quote or detail out such events, but it may wish to consider how the type or timing of such events may enhance the overall process.

The goal of this project is to build off the January 2015 report, *A Collaborative Action Plan for the East Central Wisconsin Region* (prepared by Future IQ), and to develop the foundation for enhanced regional capacity around the Interstate 41 Corridor as a focus for industry cluster expansion through entrepreneurial business and workforce development.

The following activities were identified as critical to developing the foundation for greater regional collaboration, and are based on the recommendations and strategies contained in the aforementioned *Collaborative Action Plan*. These tasks will need to be closely coordinated with the New North, an existing 18-County private economic development entity (www.thenewnorth.com), as their outcomes shall not seek to minimize or duplicate New North's role, nor shall they create any confusion amongst the region's stakeholders and general public. Both the vertical and horizontal alignment of products and outcomes from these tasks will be of critical importance. In order to develop this level of regional capacity the East Central Wisconsin RPC is seeking qualified Consultant(s) to develop and lead processes for the following key tasks:

- a. **Formulation of an I-41 Corridor Economic Development Strategy:** Led by a Consultant(s), with support from ECWRPC, and additional coordination as needed by the Bay-Lake Regional Planning Commission, the Consultant(s) will work with a task force to develop a more formalized corridor strategy to improve economic development collaboration in topic areas such as industry diversification, workforce development, entrepreneurship, talent development/retention/attraction, business retention/attraction, infrastructure and real estate, etc. This process will be conducted in the context of current/ongoing economic development planning efforts and will seek to synthesize current plans and reports as well as link them with a future corridor-based collaborative effort. Three main outcomes are expected as a result of this task.
 - This component will begin with examining both the ECWRPC's and Bay-Lake Regional Planning Commission's existing Comprehensive Economic Development Strategy (CEDS) documents prepared under EDA requirements. Assimilation of the *Collaborative Action Plan* strategies and recommendations into both CEDS documents — as a separate supplement—will be the first goal of the effort.
 - Second, an inventory of current economic development plans and programs which exist at county, sub-regional, regional or state levels will be conducted for the purpose of identifying pertinent strategies and recommendations that could/should be considered in the context of the corridor, as well as their value as a collaborative opportunity.
 - Thirdly, the arrangement of existing *Collaborative Action Plan*, or newly developed, strategies/recommendations around the I-41 Corridor will be fleshed out and assigned to various committed partners for collaborative implementation. Essentially, this effort will provide a more detailed set of actions that are built in the context of the I-41 Corridor and the CEDS strategies.
- b. **I-41 Corridor Organizational Development:** Working with a Task Force empaneled from regional public and private leaders, alternative frameworks and geographies for organizing economic development activities around the I-41 Corridor will be developed and examined. Characteristics of existing entities, such as entity type, functions, roles, resources, benefits, challenges, and the like will be assessed by the Consultant(s) and Task Force through a formal process. Various organizational scenarios will be developed

by the Consultant(s) that will best address the nature of corridor-based economic development, while considering potential new roles and responsibilities. The Task Force will provide a recommendation with regard to the best approach(es) to pursue for a sustaining effort that leverages the assets of the I-41 Corridor. This process shall build on information generated in the Phase I grant Charrette process; specifically, the Social Network Mapping (<http://foxvalleynetwork.com/network-maps.php>) results prepared by Future IQ Partners.

- c. **I-41 Corridor Brand Development & Outreach:** Based on the strategies identified above, the Consultant(s) shall prepare a comprehensive outreach/branding strategy which leverages the assets along the I-41 Corridor. An examination of these assets, outreach approaches and brand development will be undertaken by the Consultant(s) (using professional design standards) along with involvement from a task force comprised of key stakeholders from the region. This work will be coordinated closely with all regional stakeholders (e.g., New North and WEDC) to ensure consistency in messaging. This effort will address the process of developing a regional brand and identity, and the development of a logo for the I-41 Corridor as a whole. The end result shall help to establish the identity of the corridor's program for diversification and strengthening of the economy. Note: This task does NOT include the actual creation of any outreach materials (e.g., videos, printed materials, social media materials) but shall provide recommendations on the best applications, uses and costs of various methods as deemed appropriate by the Consultant(s).

Deliverables:

The following items shall be required in terms of products and deliverables for this project. Note that all products and materials, such as notes, digital files, imagery, video, reports, surveys, etc., contributing to the deliverable shall become the property of ECWRPC and shall be provided upon request:

- 1) One or more printed/digital report(s) addressing the three tasks noted above that include specific actions and recommendations as they apply to the I-41 Corridor;
- 2) Development of a digital brand (e.g., Adobe AI files) and brand recommendations;

Submission Requirements:

The proposal shall describe the Consultant(s)'s approach to completing each of the tasks outlined in the Scope of Services above. The proposal shall provide sufficient detail to enable the Consultant Selection Committee to thoroughly evaluate and compare it with other proposals. The proposal shall closely follow the format of the Scope of Services. At a minimum, proposals shall include the following:

a. Scope of Service Tasks:

A description of the consultant's understanding and approach to the project based on the tasks identified in the Scope of Services. Also include a description of the type and level of support the Consultant(s) will require/expect from the project sponsor — such as staff support, provision of meeting/studio space, materials, meals, etc.

b. Timeline / Work Plan:

Provide an overall project timeline that specifies milestones for all tasks and key sub-tasks. The project shall generally be undertaken between **May 1, 2017** and **April 30, 2018**. The project timeline can be modified upon mutual approval between the selected Consultant(s) and the contracting authority.

c. Budget:

Please include an estimated, all inclusive, budget based on the scope of services sub-components and the proposed approach detailing the time and budget allotted by task.

d. Staff Qualifications:

Resume's or profiles illustrating expertise, roles and experience of key project personnel.

e. Organization Capabilities / References:

Examples of comparable projects completed in the past 3 to 5 years, with references for each, at least three in total.

Desired and Value-added Capabilities and Solutions

Proposers are encouraged to exceed mandatory requirements and shall state any value-added solutions in their response. The following desired features will be scored based on their value to the ECWRPC and the project as a whole:

a. Innovative Approaches/Ideas:

Describe innovative approaches your firm will take in working on this project or additional items that will complement the approaches outlined.

b. Cost-Sharing of Project:

This project is derived from a Department of Defense- Office of Economic Adjustment grant which requires a local match of at least 10% in cash or in-kind contributions. Please consider this and outline in your budget any time, expenses or materials which will be provided above and beyond the contracted amount (i.e. discounted) to cover/assist in achieving this match.

Consultant(s) Selection Procedure

a. Evaluation and Scoring of Proposals

Accepted proposals will be reviewed by a team made up of, but not limited to, ECWRPC and BLRPC staff, Wisconsin Economic Development Corporation (WEDC) staff, and representatives of regional and local economic development organizations and partners, herein after referred to as the Consultant Selection Committee.

The proposals will be scored using the following criteria and maximum point values:

Overall Approach / Product Requirements	15 pts.
Timeline/Work Plan	15 pts.
Staff Qualifications	15 pts.
Organization Capabilities/References	15 pts.
Budget	20 pts.
Value Added Capabilities & Solutions	20 pts.
Total Points	100 pts.

The ECWRPC is not obligated to select any proposal if it feels that the proposal was not responsibly submitted, responsive to the request for proposal or if it is not in the best interest of the project.

b. Creative Presentation/Interview

Consultants who submit a written proposal in response to this RFP may be selected to give a creative presentation in front of the Consultant Selection Committee. The presentation will provide an opportunity for the Consultant(s) to present its creative solutions to the Scope of Work. ECWRPC reserves the right to award a contract on the basis of proposals only, or may require selected Consultant(s) to be interviewed or make a creative presentation.

Estimated Schedule of Events¹

RFP Release Date: March 10, 2017

RFP Question Period: March 13-24, 2017

Proposal Due Date: April 10, 2017

Period for Evaluation & Selection: April 11-25, 2017

Contract Negotiations: April 26-April 30, 2017

¹ Schedule is preliminary and subject to change.

Estimated Approval of Contract: April 30, 2017

Project Initiation: May 1, 2017

Submission of Proposals

a. General Instructions

The evaluation and selection of a contractor will be based on the information submitted in the proposal plus references and any required interviews / presentations or demonstrations. Proposers shall respond clearly and completely to all requirements. Failure to respond to each of the requirements in the RFP may be the basis for rejecting a proposal. Elaborate proposals (e.g. expensive artwork), beyond that sufficient to present a complete and effective proposal, are not necessary or desired.

b. Incurring Costs

ECWRPC is not liable for any costs incurred by parties replying to this RFP.

c. Submission

Applicants must submit **seven (7) printed copies and a digital version in Adobe Acrobat (.pdf) format** of all materials no later than **4:00 P.M., Monday, April 10, 2017.** Proposals shall be addressed to:

Ms. Sarah Van Buren, Associate Economic Development Planner
Attn: I-41 CORRIDOR REGIONAL CAPACITY BUILDING
East Central Wisconsin Regional Planning Commission
400 Ahnaip Street, Suite 100
Menasha, WI 54952
Email: svanburen@ecwrpc.org

The words **I-41 CORRIDOR REGIONAL CAPACITY BUILDING RFP** shall be clearly written on the envelope and in the subject line of the e-mail.

Acceptance of Proposal Content

By submitting a proposal, the proposer agrees that all or portions of the proposals contents may become part of a contract, if accepted, and ECWRPC will reject any proposal submitted by a proposer who does not accept this condition.

Contract Negotiations

The ECWRPC and Consultant Selection Committee reserve the right to negotiate the award and conditions of the proposal prior to entering into a written agreement.

Contact Person

Questions regarding this RFP shall be directed to:

Ms. Sarah Van Buren
Associate Economic Development Planner
East Central Wisconsin Regional Planning Commission
400 Ahnaip Street, Suite 100
Menasha, WI 54952
Phone: 920-751-4770
Email: svanburen@ecwrpc.org

Proprietary Information

Any restrictions on the use of data in the proposal must be clearly stated. All proposals and products generated by the selected Consultant(s), unless otherwise noted, shall become property of ECWRPC upon completion of the project and may not be used by the Consultant(s) for any other purpose. Upon completion of the project, the Consultant(s) shall return to the ECWRPC any property, documentation, records, or confidential information which is the property of the ECWRPC or regional partners. All materials used are to be held in confidence. Additionally, all submitted proposals and information included therein or attached thereto, as well as any products produced as a result of the Project, shall become public record unless otherwise noted.

Nondiscrimination & Equal Opportunity

As a recipient and sub recipient of state and federal funds, ECWRPC complies with State of Wisconsin and Federal Equal Opportunity Regulations (s. 16.765, Wis. Stats., s.51.01(5), Wis. Stats.; Section 109 of the Housing and Community Development Act of 1974). ECWRPC also complies with Title VI of the Civil Rights Act of 1964, and the Civil Rights Restoration Act of 1987 (P.L. 100.259). Any contract resulting from this RFP shall contain provisions referencing ECWRPC's and the contractor's compliance with these regulations. ECWRPC has also complied with Title 15: Commerce and Foreign Trade, Section 24.36(e) regarding affirmative steps to encourage small and minority firms, women's business enterprise and labor surplus area firms to respond to this RFP.

The Commission shall provide a copy of its Affirmative Action Plan to prospective proposers, if requested.

Applicability of Federal Regulations

The selected contractor shall comply with all applicable terms and conditions of ECWRPC, the WEDC, and the Department of Defense with respect to the project's grant funding. Such conditions shall be outlined in contract document.


Insurance and Hold Harmless

Per the ECWRPC's Competitive Bid Policy, the successful proposer, at the discretion of the ECWRPC Executive Director, may be required to provide insurance. If required, this will be made part of the contract. In addition, "hold harmless" provisions will be contained in the contract with the successful proposer.

INITIATIVE 41

A NEW Way of Thinking

The overarching goal of Initiative 41 is to create a *NEW Way of Thinking* by creating an atmosphere focused on a regional approach to economic collaboration; with an understanding by community, business and elected leaders that the region is interconnected and that a success in one community is a success for all communities.



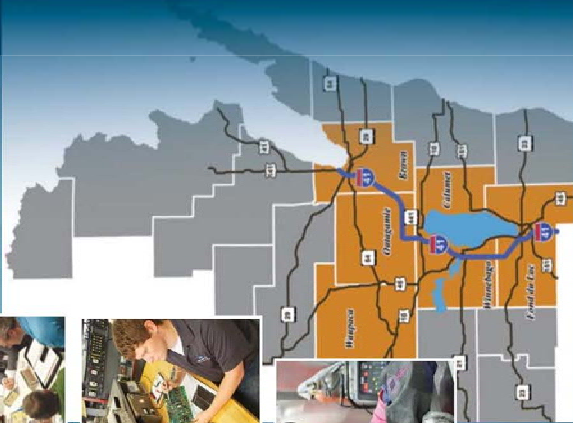

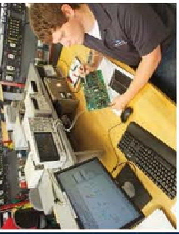
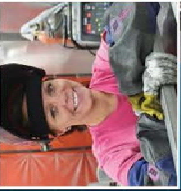
Schedule a Presentation
 The Initiative 41 team has members available to speak to organizations interested in learning more about the effort and how they may become involved. To arrange a presentation, please contact:
Sarah Van Buren, Associate Economic Development Planner
 East Central Wisconsin Regional Planning Commission
 920.751.4770 srvanburen@ecwrpc.org

INITIATIVE 41

A NEW Way of Thinking

Project Partners

- Bay-Lake Regional Planning Commission
- Brown County
- Calumet County
- City of Oshkosh
- East Central Wisconsin Regional Planning Commission
- Fond du Lac County Economic Development Corporation
- Fox Cities Regional Partnership
- Fox Valley Technical College
- Fox Valley Workforce Development Board
- Greater Green Bay Chamber
- Greater Oshkosh Economic Development Corporation
- Moraine Park Technical College
- New North, Inc.
- Northeast Wisconsin Educational Resource Alliance
- Oshkosh Chamber of Commerce
- Outagamie County
- University of Wisconsin Oshkosh
- Waupaca County Economic Development Corporation
- Winnebago County
- Wisconsin Department of Workforce Development
- Wisconsin Economic Development Corporation
- Wisconsin Manufacturing Extension Partnership

INITIATIVE 41

A NEW Way of Thinking

www.initiative41.org

What is Initiative 41?

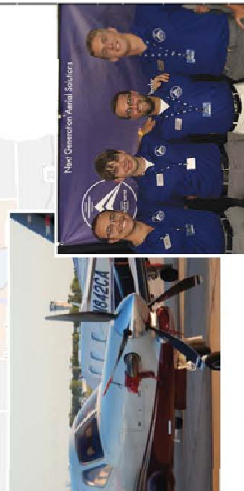
Initiative 41 was formed as a result of large-scale layoffs by Oshkosh Corporation in 2012-13 that impacted much of East Central and Northeast Wisconsin. The layoffs were a result of defense spending cuts which, in turn, created a ripple effect throughout the region as companies supporting Oshkosh Corporation also experienced significant economic hardship. This represented a negative economic impact of more than \$91 million within the region.

It was recognized that to rebuild the economic health of the area, and to prevent a similar situation in the future no matter what industry was affected, there needed to be a formal effort to create greater economic diversity by increasing collaborative efforts among business, governments, community leaders, universities and technical colleges throughout the region.

To launch this effort, a team of community and business leaders from throughout the region applied for and received a grant from the Department of Defense Office of Economic Adjustment (DOD-OEA) to:

- Identify key industry clusters that pose similar risks
- Align regional and economic workforce development strategies
- Implement strategies that would diversify our economy and reduce the impact of future economic downturns

The effort is to improve the overall economic 'eco-system' within the region.



What We've Accomplished

A series of **Regional Economic Collaboration Workshops** aimed at creating a more cohesive economic development ecosystem throughout the region was held. Through this process, a collaborative action plan, which included an **industry diversification strategy**, was developed and is now being implemented to achieve regional collaboration.

As a result, **key Aerospace Industry Cluster Initiatives** are being developed, including:

- Alignment with statewide efforts to establish the Wisconsin Aerospace Partners which supports organizations engaged with the aerospace industry in the State of Wisconsin.
- Regional collaboration among public airports in the region.
- City of Oshkosh led initiatives including developing the region as a strong market for aviation maintenance, repair and overhaul (MRO), encouraging additive manufacturing for the aerospace and aviation industry and working with the regional aerospace/aviation industry to identify existing and future sector trends, capacity and workforce development needs as well as developing strategies to ensure future success.

Business Accelerator and Growth Management Programs, targeting start-up companies, and first- and second-stage entrepreneurs, to enhance the business and entrepreneurial ecosystem. Through a partnership with the University of Wisconsin Oshkosh, these business development programs were established including **Aeromigrate** - www.aeromigrate.org, **Inventrexcel** - www.inventrexcel.com and **Growth Management Academy (GMA)** - www.uwosh.edu/bsc/growth-management-academy. These programs work with entrepreneurs to develop strategic and operational plans and provide support to help them achieve their goals.

www.initiative41.org



Supply Chain Marketplace www.wisupplychainmarketplace.com, developed by New North, is an on-line company directory that promotes new business opportunities for regional firms in several distinct new markets. Over 300 firms (and growing) are currently listed in this searchable directory.

Another accomplishment was Wisconsin **Manufacturer Extension Partnership (WMEP)** providing **Direct Supplier Assistance** to 31 defense industry suppliers (both public and private).

Initiative 41 is also conducting **outreach to elected, community and business leaders** throughout the region to highlight the importance of regionalism and collaborative relationships to realign strategies identified during the charrette process.

What You Can Do

It's time for a NEWay of Thinking in Northeast Wisconsin! Elected, business and community leaders are being asked to join together in recognizing and understanding the connectivity of the businesses and workforce throughout the I-41 corridor. Through your leadership, the efforts of Initiative 41 can ensure that our region is more resilient and prosperous.