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La Crosse • Wisconsin

Request for Proposals
Instructions and Conditions

for the Preparation of a TID Summary Report & financial recommendations for the City's TIDs, as well as financial analysis of future developer agreements (three year retainer).

CITY OF LA CROSSE
PLANNING & DEVELOPMENT DEPARTMENT
400 LA CROSSE STREET
LA CROSSE, WISCONSIN, 54601

All proposals must be received **no later than 5:00 p.m. Friday, May 10, 2013**

BACKGROUND INFORMATION

Project Description: The City of La Crosse is soliciting proposals for the purpose of preparing a Tax Increment Finance (TIF) Summary Report of the City's eleven open tax incremental finance districts (TIDs). The City is looking for a consultant with considerable Wisconsin TIF statue/project experience in combination with municipal finance experience to assist in optimizing the use of TIF in the future. The scope will include:

- Review project plans/amendments for eleven TIDs
- Potential projects within one-half mile of existing TIDs that benefit the TIDs
- Projects to be completed within the TIDs, schedule of those projects vs. the expenditure periods
- Potential for additional development in each TID
- Financial capability of the TIDs to fund additional eligible projects
- Benefit to the City and overlying taxing entities
- TID management recommendations based on current legislation as well as best practices to optimize TID performance (Return on Investment)
- Create a format and process for City staff to duplicate in the future
- Recommend City wide tracking system for projects and expenditures
- During contract negotiations other scope items may be added
- Relationship of TID projects to the Capital Improvement Budget
- Final report & recommendations

This report will inform the new Economic Development Commission for the City of La Crosse on the current status of the city's TIDs and will provide recommendations for the future management.

In addition, the City will utilize the chosen firm on retainer for up to three years as the City's Financial Advisor, to analyze future development agreements as needed. The Economic Development Commission will use the firm to analyze funding requests including evaluating the gap and/or determination of financial need and the return on investment (ROI) as outlined in the City's Economic Incentives Ordinance.

Audience: City Council, City Economic Development Commission, City Staff, City taxpayers.

Project Schedule

March 8, 2013	Submit legislation into Council cycle
April 11	Council approval of RFP
April 19	RFP posted, emailed, mailed
May 10	All proposals due at 5:00 p.m., local time, at the office of the City of La Crosse Planning Department
May 17	Shortlist of firms selected for interviews
May 24	Consultant Interviews 1:00 p.m. – 5:00 p.m. (Executive Committee)
May 27-31	Selection of top firm & reference checks
June 3	Offer made to top firm

June 17	Executive Committee approval of consultant contract
June 24	Project start
September (TBD)	Present Report to Economic Development Commission
October 4	Resolution introduction to Council for approval of TID Summary Report
November 12	Present Report to Committee of the Whole
November 14	Council adopts Report
July 11, 2016	Consultant contract continues on retainer until this end date

Inquiries And Response Submissions

All inquiries and 8 copies of the proposal, including detailed scope of services and element-by-element itemized budget shall be directed to:

Ms. Amy M. Peterson, AICP, Planning & Economic Development Administrator
City of La Crosse
400 La Crosse Street
La Crosse, Wisconsin 54601
Telephone (608) 789-7512; petersona@cityoflacrosse.org

All proposals must be received **no later than 5:00 p.m., local time, Friday, May 10, 2013.** No amendments to proposals will be accepted after this time. The City of La Crosse reserves the right to accept or reject any or all proposals. The City of La Crosse is not liable for any costs incurred in replying to this RFP.

Submission Requirements

Section 1.0 *Qualifications*
Vendors shall prepare and submit their qualifications in the following order:

1.1 Letter of interest (not to exceed one page)

1.2 Table of contents

1.3 Company Background

A. Type of organization:

- **a.** Corporation proposing as a single entity for all services
- **b.** Corporation proposing as prime entity for all services with sub-consultants(s)
- **c.** Joint Venture
- **d.** Partnership
- **e.** Other

B. Provide the length of time that the company has been in business and ownership history of prime and its sub-consultant(s) or joint venture partner(s). (If prime entity is a wholly-owned subsidiary of another corporation, please provide details)

C. Provide the location of the principal office that will be responsible for implementing this contract.

D. Provide the location of other offices from which resources may be drawn.

E. Size, resources and capabilities of responding entity:

- **a.** Organizational structure of business entity for this project:
  - Partners
  - Associates
  - Consultants
  - Subcontractors
  - Other participant(s) and title(s)
  - Organizational hierarchy
- **b.** Services and professional disciplines provided in-house by prime responding entity

F. Specialized Experience and Qualifications:

- **a.** **<u>Specific</u>** experience with Wisconsin Tax Increment Finance law, TID management, municipal finance and financial analysis of developer agreements.
- **b.** Organization and Key Personnel
  - **1.** Identify primary contact and any key personnel/staff contact information and provide their experience, responsibilities, and qualifications. One page resumes of the proposed project team preferred.
  - **2.** Names of Staff with the following experience:
    - Wisconsin TIF law and TID management
    - Municipal finance, and municipal financing systems
    - Financial analysis of developer agreements
    - Certified Economic Development Professional (CEcD or EDFP)
    - Chartered Institute of Public Finance & Accountancy (CIPFA)
  - **3.** Indicate if the proposed project team has completed similar projects for other clients and if so, list the clients and projects. If the proposed team has not worked together previously, briefly state why the proposed team should be selected.

G. Examples of comparable projects completed in the past 5 years with references for each. (We request at least five total projects):

- **a.** Provide the client name

b. Contact name and title
c. Address and phone number

H. Consultants shall describe their approach to the project and how they will provide deliverables.

a. A description of the consultants understanding and approach to the project, including projected timeline showing milestone dates and anticipated project deliverables.

b. Description of the type and level of support the consultant will require/expect from the project sponsor—such as staff support, provision of meeting/studio space, materials, meals, etc.

Section 2.0 ***Report and Retainer Requirements***
Provide information requested below on how the project will proceed.

2.1 Report

A. *Staff Meetings:* Document necessary project staff meetings throughout the project and their purpose. The anticipates meetings needed at the beginning of the process to gain information and background from City staff; a potential mid-project meeting to review progress and fix any roadblocks; lastly an end of project meeting to review results.

B. *Data Provided:* The City will gather and provide the following to the selected consultant:

- Project plans
- Annual TID audits
- Capital Improvement Budget 2013-2017 and draft 2014-2018
- Proposed Economic Development Ordinance
- Development Agreements
- TID maps
- Draft TID Report started by staff
- Joint Neighborhood Campus Plan
- Park Plaza Intergovernmental Agreement

B. *Draft Document:* Provide timing and scope of draft report.

C. *Document Revisions and Presentations:* Complete all necessary final revisions of draft report. Present report to both the Economic Development Commission as well as the Committee of the Whole.

D. *Final Report*:

a. The document should be capable of educating those who did not participate in the process. Provide a Report capable of being adopted by the Common Council.

b. Include an Implementation Chapter within the Report that includes: prioritized actions; strategies; policies; and recommendations or best practices to optimize TIDs in the future, implement a financial tracking system, and allocating funding for staff/consultants as project costs.
c. The consultant shall prepare and submit one (1) camera-ready copies of the FINAL PLAN document to the City of La Crosse Planning Department. All work products shall become property of the City of La Crosse. All documents and exhibits shall also be provided in electronic form - Microsoft Word, Excel, and Publisher or "In Design" compatible. The City will reproduce the draft and final copies in sufficient amounts for meetings and hearings using the camera-ready copies or electronic files.

E. *Education and Training:* Conduct one training session with City staff, and elected officials to assure that those who are responsible for the day-to-day administration of the TIDs have a clear understanding of their purpose and process.

2.2 Retainer

A. *Analysis and Recommendations:* Provide 3rd party financial analysis of proposed projects as they arise. Provide recommendations to the City per the (proposed at this time) City Economic Development Ordinance (Section 2.23 of the City Code).

B. *Time as Required:* Provide information regarding the response time of the team when a potential project arises.

Section 3.0 *Contract Terms and Conditions*

The City of La Crosse shall incorporate the City's Standard Contract Terms and Conditions, attached as Appendix A.

A. The Conflict of Interest provisions that no person who is an employee, agent, consultant, officer, elected official or appointed official of the City, who exercises or has exercised any functions or responsibility with respect to such funds being provided by the City or who are in a position to participate in a decision-making process or gain inside information with regard to such activities, will obtain a personal or financial interest or benefit from the project, or have any interest in a contract, subcontract, or agreement with respect thereto, or the proceeds thereof, either for themselves or those with whom they have family or business ties, during their tenure or for one (1) year thereafter, except for approved eligible administration or personnel costs.

Section 4.0 ***Cost***

Indicate the anticipated expenditures **both by task and by personnel in a spreadsheet** appropriate to a lump sum contract for the TID Summary Report by the categories listed below. Also provide anticipated expenditures **by both task and personnel in a spreadsheet** for a "per financial analysis" estimate on the retainer.

4.1 Cost Categories

A. Labor Costs
- **a.** By individual (name)
- **b.** List estimated hours
- **c.** Hourly rate and total cost

B. Overhead: Show as a percentage of labor costs

C. Other Direct Cost Itemizations that may include, but are not limited to:
- **a.** Transportation
- **b.** Lodging and meal per diem
- **c.** Printing
- **d.** Communication

D. General Administrative Costs: Indicate base used and basis therefore, percentage and total.
- **a.** Total estimated cost of work

4.2 The consultant shall provide time for project scheduling, staffing, coordination, billing, progress reports, etc., necessary for the consultant to expedite the project.

4.3 The contract entered into as a result of this RFP shall be limited to a lump sum contract not to exceed $20,000 (includes labor, overhead, direct, and administrative costs), to be mutually agreed upon between the consultant and the City of La Crosse.

4.4 The consultant shall indicate the timeframe of invoices.

Section 5.0 ***Selection Process***

A. All proposals received in response to this RFP will be subject to an evaluation by the City Executive Committee.

B. A limited number of firms will then be invited to interview in person to give a brief presentation of their proposal to the Executive Committee, followed by a question and answer session. The interview format will be prescribed by the Executive Committee and will be structured less in the form of sales pitch, but rather a true assessment of the consultant team's experience, abilities and readiness to complete this report and financial retainer work.

C. A recommendation and proposed contract with the City's Terms and Conditions shall be forwarded to the City of La Crosse Common Council for final approval.

5.1 *Evaluation criteria in order of priority:*

A. Organization, Personnel and Experience

a. Qualifications of personnel
b. Specific experience with Wisconsin TIF Statutes, municipal finance in preparing TIF Summary Reports, and developer agreement financial analysis
c. Experience of consultant firm
d. An interdisciplinary team that includes those from 1.3(F)(b)(2)
e. Client references from 5 clients

B. Quality of Proposal/Consultant's Approach

a. Completeness and thoroughness in addressing the scope
b. Understanding of project goals
c. Responsiveness to terms and conditions
d. Quality and quantity of services to be performed
e. Proposal design and attentiveness to detail

C. Cost Proposal – per Section 4

D. Ability to complete study on schedule – per project deadline, as well as responsiveness to meet the City's retainer needs.

APPENDIX A: City of La Crosse Terms and Conditions