

CITY OF MADISON

REQUEST FOR PROPOSALS



RFP #: 8525-0-2016-BP

Title: Madison Public Market Financial and Fundraising
Consultant

City Agency: Economic Development

Due Date: Monday, May 2, 2016
2:00 PM CST

Table of Contents

1 NOTICE TO PROPOSERS..... 2

1.1 Summary..... 2

1.2 Important Dates..... 2

1.3 Format..... 2

1.4 Labeling..... 2

1.5 Delivery of Proposals 3

1.6 Appendix A: Standard Terms & Conditions 3

1.7 Appendix B: Sample Contract for Purchase of Services 3

1.8 Multiple Proposals..... 3

1.9 City of Madison Contact Information..... 3

1.10 Inquiries, Clarifications, and Exceptions 4

1.11 Addenda..... 4

1.12 Bid Distribution Networks..... 4

1.13 Local Vendor Preference 5

1.14 Oral Presentations/Site Visits/Meetings..... 5

1.15 Acceptance/Rejection of Proposals 5

1.16 Withdrawal or Revision of Proposals 5

1.17 Non-Material and Material Variances..... 5

1.18 Public Records 5

1.19 Usage Reports 6

1.20 Partial Award..... 6

1.21 Tax Exempt..... 6

1.22 Cooperative Purchasing..... 6

1.23 Proposers Responsibility 6

2 DESCRIPTION OF SERVICES/COMMODITIES 7

2.1 Overview 7

2.2 Project Background..... 7

2.3 Capital Costs and Sources of Funds 7

2.4 Scope of Work..... 8

2.5 Work Component 1: New Markets Tax Credits and Financial Structure 9

2.6 Work Component 2: Message Strategy and Fundraising Campaign 9

2.7 Budget: The City’s Budget for this Project is \$190,000 9

2.8 Oversight..... 9

2.9 Timing 10

3 REQUIRED INFORMATION AND CONTENT OF PROPOSALS 11

3.1 Section 1 – General Information, Signatures, and Required Guarantees and Certifications
11

3.2 Section 2 – Policy and Procedure Questionnaire 11

3.3 Section 3 – Project Overview Qualifications 11

3.4 Section 4 – Technical Specifications 11

3.5 Section 5 – Cost..... 12

Form A: Signature Affidavit

Form B: Receipt of Forms and Submittal Checklist

Form C: Vendor Profile

Form D: Fee Proposal

Form E: References

Appendix A: Standard Terms & Conditions

Appendix B: Contract for Purchase of Services

1 NOTICE TO PROPOSERS

1.1 Summary

The City of Madison Economic Development Division (“City”) is soliciting Proposals from qualified vendors to assist the City with financial and fundraising aspects of the Madison Public Market Financial and Fundraising Consultanting to assist in creating and executing a capital campaign to raise private donations. Vendors submitting Proposals (“Proposers”) are required to read this Request for Proposals (“RFP”) in its entirety and follow the instructions contained herein.

1.2 Important Dates

Deliver Proposals no later than the due time and date indicated below. The City will reject late Proposals:

Issue Date: Monday, April 4, 2016
Questions Due Date: Monday, April 18, 2016
Answers Posted Date: Wednesday, April 20, 2016
Due Date: Monday, May 2, 2016, 2:00 PM CST

1.3 Format

Submit Technical and Cost Proposals (Form D) in separate, distinct parts within the proposal package.

Hardcopy proposals typed and securely bound on 8.5 by 11-inch paper, otherwise identical to the electronic version.

Electronic proposal in a PDF format stored on a common media (CD, DVD, or flash drive), identical in content and sequence to hardcopy proposals submitted.

Cost Proposal (Form D): One Copies
Technical Proposal: Three Copies
Electronic Proposal: One (1) complete copy (Cost and Technical)

The City will not consider illegible Proposals.

Elaborate proposals (i.e., expensive artwork) beyond that sufficient to present a complete and effective proposal, are not necessary or desired.

Complete and return Forms A through E to City of Madison Purchasing Services by Monday, May 2, 2016, 2:00 PM CST.

1.4 Labeling

All proposals must be clearly labeled:

Proposer's Name and Address
RFP #: 8525-0-2016-BP
Title: Madison Public Market Financial and Fundraising Consultant
Due: Monday, May 2, 2016, 2:00 PM CST

All email correspondence must include RFP #8525-0-2016-BP in the subject line.

1.5 Delivery of Proposals

Delivery of hard copies to: City of Madison Purchasing Services
City County Building, Room 407
210 Martin Luther King Jr. Blvd.
Madison, WI 53703

Delivery of electronic copy to: via email to bids@cityofmadison.com
or on a commonly used media with the hard copies.

Proposals must be delivered as instructed. Deliveries to other City departments and/or locations may result in disqualification.

Note: When mailing your response via a third party delivery service, the outside of the packaging MUST be clearly marked with the RFP/RFQ name and number. This ensures that the bid can be delivered to the correct purchasing agent without having to open the bid.

1.6 Appendix A: Standard Terms & Conditions

Proposers are responsible for reviewing this attachment prior to submission of their Proposals. City of Madison Standard Terms and Conditions are the minimum requirements for the submission of Proposals.

1.7 Appendix B: Sample Contract for Purchase of Services

Proposers are responsible for reviewing this attachment prior to submission of their Proposals. The Sample Contract for Purchase of Services shall serve as the basis of the contract resulting from this RFP. The terms of this template contract shall become contractual obligations following award of the RFP. By submitting a proposal, Proposers affirm their willingness to enter into a contract containing these terms.

1.8 Multiple Proposals

Multiple Proposals from Proposers are permitted; however, each must fully conform to the requirements for submission. Proposers must sequentially label (e.g., Proposal #1, Proposal #2) and separately package each Proposal. Proposers may submit alternate pricing schemes without having to submit multiple Proposals.

1.9 City of Madison Contact Information

Contact for the City of Madison
procuring agency: Dan Kennelly
City of Madison Economic Development
PH: (608) 267-1968
dkennelly@cityofmadison.com

Contact for the City of Madison
Purchasing Services
administers the procurement
function: Brian Pittelli
Purchasing Services
City-County Bldg, Room 407
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703-3346
PH: (608) 267-4969
FAX: (608) 266-5948
bpittelli@cityofmadison.com

For questions regarding
Affirmative Action Plans please
contact:

Contract Compliance
Department of Civil Rights
City-County Bldg., Room 523
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
PH: (608) 266-4910
dcr@cityofmadison.com

The City employs spam filtering that occasionally blocks legitimate emails, holding them in ‘quarantine’ for four calendar days. The contacts listed in this RFP will acknowledge all emails received. Proposers not receiving acknowledgement within twenty-four hours shall follow-up via phone with specific information identifying the originating email address for message recovery.

1.10 Inquiries, Clarifications, and Exceptions

Proposers are to raise any questions they have about the RFP document without delay. Direct all questions, *in writing*, to the Purchasing Services administrator listed in Section 1.9.

Proposers finding any significant ambiguity, error, conflict, discrepancy, omission, or other deficiency in this RFP document shall immediately notify the Buyer and request clarification. In the event that it is necessary to provide additional clarification or revision to the RFP, the City will post addenda – see 1.11 below. Proposers are strongly encouraged to check for addenda regularly.

Proposals should be as responsive as possible to the provisions stated herein. A prospective vendor may take “exception” to bid terms, conditions, specifications and dates stated within the bid package. However, the City of Madison reserves the right to disqualify any and all bids submitted which include exceptions, if deemed not in the City’s best interests.

1.11 Addenda

In the event that it is necessary to provide additional clarification or revision to the RFP, the City will post addenda to its Proposals distribution websites – see 1.12 below. It is the Proposer’s responsibility to regularly monitor the websites for any such postings. Proposers must acknowledge the receipt of any addenda on Form B. Failure to retrieve addenda and include their provisions may result in disqualification.

1.12 Bid Distribution Networks

The City of Madison posts all Request for Proposals, addenda, tabulations, awards and related announcements on two distribution networks – VendorNet and DemandStar. The aforementioned documents are available **exclusively** from these websites. It is the Proposer’s responsibility to regularly monitor the bid distribution network for any such postings. Proposers failure to retrieve such addenda and incorporate their appropriate provisions in their response may result in disqualification. Both sites offer free registration to City Proposers.

State of Wisconsin
VendorNet System:

State of Wisconsin and local agencies bid network. Registration is free.
<http://vendornet.state.wi.us/vendornet>

DemandStar by Onvia:

National bid network – Free subscription is available to access Proposals from the City of Madison and other Wisconsin agencies, participating in the Wisconsin Association of Public Purchasers (WAPP). A fee is required if subscribing to multiple agencies that are not included in WAPP.

Bid Opportunities:

www.cityofmadison.com/finance/purchasing/bidDemandStar.cfm

Home Page: www.demandstar.com

To Register: www.onvia.com/WAPP

1.13 Local Vendor Preference

The City of Madison has adopted a local preference purchasing policy granting a scoring preference to local suppliers. Only suppliers registered as of the bid's due date will receive preference. Learn more and register at the City of Madison website: www.cityofmadison.com/business/localPurchasing.

1.14 Oral Presentations/Site Visits/Meetings

Proposers may be asked to attend meetings, make oral presentations, inspect City locations or make their facilities available for a site inspection as part of this RFP process. Such presentations, meetings or site visits will be at the Proposers expense.

1.15 Acceptance/Rejection of Proposals

The City reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities, which at the City's discretion is determined to be in the best interests of the City. Further, the City makes no representations that a contract will be awarded to any proposer responding to this request. The City expressly reserves the right to reject any and all proposals responding to this invitation without indicating any reasons for such rejection(s).

The City reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

1.16 Withdrawal or Revision of Proposals

Proposers may, without prejudice, withdraw Proposals submitted prior to the date and time specified for receipt of Proposals by requesting such withdrawal before the due time and date of the submission of Proposals. After the due date of submission of Proposals, no Proposals may be withdrawn for a period of 90 days or as otherwise specified or provided by law. Proposers may modify their Proposals at any time prior to opening of Proposals.

1.17 Non-Material and Material Variances

The City reserves the right to waive or permit cure of nonmaterial variances in the offer if, in the judgment of the City, it is in the City's best interest to do so. The determination of materiality is in the sole discretion of the City.

1.18 Public Records

Proposers are hereby notified that all information submitted in response to this RFP may be made available for public inspection according to the Public Records Law of the State of Wisconsin or other applicable public record laws. Information qualifying as a "trade secret"—defined in State of Wisconsin Statutes—may be held confidential.

Proposers shall seal separately and clearly identify all information they deem to be "trade secrets," as defined in the State of Wisconsin Statutes. Do not duplicate or co-mingle information, deemed confidential and sealed, elsewhere in your response.

S. 19.36(5)

(5) TRADE SECRETS. An authority may withhold access to any record or portion of a record containing information qualifying as a trade secret as defined in s. 134.90(1)(c).

s. 134.90(1)(c)

(c) "Trade secret" means information, including a formula, pattern, compilation, program, device, method, technique or process to which all of the following apply:

1. The information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use.
2. The information is the subject of efforts to maintain its secrecy that are reasonable under the circumstances.

The City cannot ensure that information will not be subject to release if a request is made under applicable public records laws. The City cannot consider the following confidential: a bid in its entirety, price bid information, or the entire contents of any resulting contract. The City will not provide advance notice to Proposers prior to release of any requested record.

To the extent permitted by such laws, it is the intention of the City to withhold the contents of Proposals from public view—until such times as competitive or bargaining reasons no longer require non-disclosure, in the City's opinion. At that time, all Proposals will be available for review in accordance with such laws.

1.19 Usage Reports

Annually, the successful Proposers shall furnish to City Purchasing usage reports summarizing the ordering history for each department served during the previous contract year. The report, at a minimum, must include each and every item or service ordered during the period, its total quantities and dollars by item/service and in total. The City reserves the right to request usage reports at any time and request additional information, if required, when reviewing contract activity.

1.20 Partial Award

Unless otherwise noted, it will be assumed that Proposers will accept an order for all or part of the items/services priced.

1.21 Tax Exempt

The City of Madison as a municipality is exempt from payment of federal excise taxes (Registration Number 39-73-0411-K) and State of Wisconsin taxes per Wisconsin statute 77.54(9a). Federal Tax ID #39-6005507. A completed Wisconsin Department of Revenue Form S-211 (R.2-00) can be found on the City website. Our tax-exempt number is ES 42916.

1.22 Cooperative Purchasing

Bidders may choose to extend prices offered on bids to other municipalities. Under Wisconsin Statutes, a municipality is defined as a county; city; village; town; school district; board of school directors; sewer district; drainage district; vocational, technical and adult education district; or any other public or quasi-public corporation, officer, board or other body having the authority to award public contracts. This is known as "cooperative" or "piggyback" purchasing, a practice common amongst units of government. The City is not responsible for any contract resulting from a cooperative purchase using this RFP as a basis; they are made solely between the bidders and third party unit of government.

1.23 Proposers Responsibility

Proposers shall examine this RFP and shall exercise their judgment as to the nature and scope of the work required. No plea of ignorance concerning conditions or difficulties that exist or may hereafter arise in the execution of the work under the resulting contract, as a consequence of failure to make necessary examinations and investigations, shall be accepted as an excuse for any failure or omission on the part of the Proposers to fulfill the requirements of the resulting contract.

2 DESCRIPTION OF SERVICES/COMMODITIES

2.1 Overview

The City of Madison is seeking consulting support from an experienced financial consultant as well as an experienced fundraising consultant to assist the city in identifying and securing funds for the Madison Public Market. The selected firm/team would include financial expertise necessary to assist with securing New Markets Tax Credits, potentially assist in pursuing state/federal grants, and assist in structuring an overall financial package for the project. In addition, the selected firm/team would include an experienced fundraising consultant to assist in creating a “message strategy” for the Public Market, and a capital fundraising campaign to raise private funds for the Madison Public Market.

2.2 Project Background

For more than a decade, Madison has been exploring options and creating plans for a public market. The vision is to create multi-use, indoor, year-round public market and surrounding market district that features local food vending, wholesaling, processing, and community uses in a culturally diverse public space. For the last three years, the City and the City’s Local Food Committee have led an effort to develop a detailed business plan for a public market located near the intersection of First Street and East Washington Avenue. The complete business plan includes a preliminary program and floor plan, management and governance plan, budget, and financial plan. Though the details will evolve, the City has adopted the business plan as the guiding document for the public market project.

The complete business plan is available at www.cityofmadison.com/publicmarket

The Business Plan for the Public Market was approved by the Madison Common Council on October 6, 2015. The City’s Capital Budget includes funding for a portion of the capital cost of the project in 2018 and 2019. The City currently has a pre-construction budget to support activities necessary to get the project “shovel ready.” The City and the Local Food Committee are currently moving forward with implementation. This implementation effort includes creating a non-profit organization to operate the public market, finalizing the design, ongoing outreach and support to prospective vendors, and fundraising.

2.3 Capital Costs and Sources of Funds

Based on the business plan and ongoing analysis, the City anticipates the total capital cost of the project to be approximately \$14 million. This includes construction costs, startup expenses, and operating losses for the first several years until the Public Market becomes self-sustaining. The City has budgeted \$4.25 million for the project in its future year capital budget. In addition, the City is actively tracking and expected to pursue state and federal grants for the project. The City also anticipates the potential of federal New Markets Tax Credit support for the project. The site is located in an eligible NMTC Census Tract and the City has begun discussing the project with qualified CDEs. The City also intends to pursue private donations from individuals and foundations. The following Sources and Uses Table identifies potential sources of capital dollars for the project and how those funds will be used.

Madison Public Market		
Sources and Uses Budget - 12/21/15		
Sources	Amount	% Total
City UDAG reallocation	\$1,000,000	7%
City Capital Dollars (potentially including TIF support)	\$4,250,000	30%
State/Federal Grant Support	\$3,000,000	21%
New Markets Tax Credit Equity	\$3,250,000	23%
Private Foundation Support	\$2,000,000	14%
Local Individual Donors	\$500,000	4%
TOTAL SOURCES	\$14,000,000	100%
Uses	Amount	% Total
Business Plan (completed 2015)	\$250,000	2%
Startup Costs	\$750,000	5%
First 5 Years Operating Losses	\$300,000	2%
Construction Costs	\$12,700,000	91%
<i>Hard Costs</i>	\$9,800,000	70%
<i>A/E & Contractor Fees</i>	\$1,700,000	12%
<i>Contingency</i>	\$700,000	5%
<i>Other Soft Costs (LEED cert., legal, permits, etc.)</i>	\$500,000	4%
TOTAL USES	\$14,000,000	100%

2.4 Scope of Work

The Scope of Work for this project would consist of two distinct work components. The first work component would be developing an overall financial structure for the project. This would include facilitating the process of seeking, securing, and using New Markets Tax Credits. This may also include assisting the City in preparing federal grant applications. The city is seeking an experienced financial consultant to do this work, with a particularly emphasis on expertise in New Markets Tax Credits transactions for public/private partnership projects.

The second work component would consist of developing and assisting in the execution of a private fundraising campaign. For this effort, the City is seeking the support of an experienced fundraising consultant who would develop a message strategy for the project and would assist in creating and managing a capital campaign to raise funds for the Madison Public Market from foundations and private donors.

Recognizing that these are two distinct areas of expertise, interested applicants are welcome to apply to be considered for just one of the two work components. Interested firms are also encouraged to independently create teams that would bring together the necessary expertise. In the selection process, the City will reserve the right to select individual firms for different work components of the project and the City reserves the right to divide and form teams that would draw from firms included in different proposals.

The following is a Scope of Work for the project divided into the two components. This scope of work is based on the City of Madison's general expectations and needs. The City would welcome modifications or alternative approaches based on the expertise of proposers.

2.5 Work Component 1: New Markets Tax Credits and Financial Structure

- Task 1.1: Project Familiarization - Review Public Market Business Plan and related documents, and participate in initial meetings with city staff, the Mayor's Office, the Local Food Committee, and project stakeholders
- Task 1.2: New Markets Tax Credits – Work with the City to solicit interest from eligible CDE's, package and market tax credits to investors, and structure the New Markets Tax Credits transaction
- Task 1.3: Other Public Sector Funding – Work with the City to pursue state and federal grants for the Public Market project
- Task 1.4: Structure and Close – Work with the City to structure all of the sources of funds, close the NMTC transaction, and ensure compliance with all state/federal financial requirements and regulations

2.6 Work Component 2: Message Strategy and Fundraising Campaign

- Task 2.1: Project Familiarization – Review Public Market Business Plan and related documents, and participate in initial meetings with city staff, the Mayor's Office, the Local Food Committee, and project stakeholders
- Task 2.2: Message Strategy - Create a message strategy with key themes, ideas, taglines, etc. that communicates the benefits of the project to potential donors.
- Task 2.3: Collateral Materials - develop a package of marketing materials including a project logo, color palette, brochures, web graphics, etc.
- Task 2.4: Develop Capital Campaign – Develop a capital campaign for the project including identifying potential lead donors, creating a plan for fundraising events, creating a plan for web-based fundraising, and laying out goals and a schedule
- Task 2.5: Assist With Campaign Execution – Assist the City with outreach, prospect cultivation, donor recognition, event coordination, and public information. *Task 2.5 could be undertaken as part of a separate contract.*

2.7 Budget: The City's Budget for this Project is \$190,000

Note: The City of Madison Staff (including Economic Development Staff and the City's Grant Writer) will be available to assist with the project. In addition, project partners, members of the Local Food Committee, and members of the newly-launched Friends of the Madison Market will be resources

2.8 Oversight

The Contract for this work will be with the City of Madison and that contract will be managed by staff from the City of Madison's Economic Development Division. The selected consultants will work closely with City of Madison staff, the Local Food Committee (LFC), and other community partners. The City of Madison is managing the process of developing the Madison Public Market with the City's Local Food Committee as the official guiding body with oversight by the Madison Common Council. However, operations of the public market will be managed by an independent non-profit Public Market Operator

(PMO). The City and LFC are currently developing the structure and cultivating initial leaders for this PMO. As the ultimate operator of the Public Market, the PMO will have an active role in the fundraising process. As the PMO gets established, the initial Board of that organization will begin to engage with the financial and fundraising efforts. The City will continue to be the conduit for sharing information and managing the consulting contract.

2.9 Term

The City anticipates this being an 18 month contract. The City hopes to have contracts in place and begin working with the selected team in June 2016.

3 REQUIRED INFORMATION AND CONTENT OF PROPOSALS

3.1 Section 1 – General Information, Signatures, and Required Guarantees and Certifications

- a. Form A – Signature Affidavit
- b. Form B – Receipt Forms and Submittal Checklist
- c. Form C – Contractor Profile Information
- d. Form E – References

3.2 Section 2 – Policy and Procedure Questionnaire

Complete the following questionnaire.

Responses must be in the same sequence as listed and must be identified with the corresponding question number, i.e., Question 1, Question 2, etc.

- 1) List any and all contracts your firm has done for the City of Madison.
- 2) Disclosure of Contract Failures, Litigations

Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending which involves the consultant or in which the consultant has been judged guilty or liable or which may affect the performance of the services to be rendered herein, in which the Firm, any of its employees, subcontractors, or sub consultants is or has been involved in within the last three (3) years.

- 3) Do you intend to comply with the Affirmative Action Ordinance of the City of Madison? If no, please explain.

3.3 Section 3 – Project Overview Qualifications

Please limit response to 10 pages. Responses must be in the same sequence as listed and must be identified with the corresponding question number, i.e., Question 1, Question 2, etc.

1. Firm/Team - Describe your team. State firm or firms that will be on the team, location of the office from which this engagement will be serviced, and the range of activities performed by the firm/team.
2. Team Members - Describe individual team members. Include names, titles, roles, and responsibilities for each team member. Identify the project manager and primary contact. Include resumes for all team members.
3. Project examples – Provide descriptions of five related projects including New Markets Tax Credit projects and capital campaigns the team has completed. Include the type of facility, total capital costs of the project, financial structure, dollar's raised, strategies used, etc.

3.4 Section 4 – Technical Specifications

Please limit response to 10 pages. Responses must be in the same sequence as listed and must be identified with the corresponding question number, i.e., Question 1, Question 2, etc.

1. Overall Approach – Briefly describe how you would approach this project. Share any initial thoughts on the Madison Public Market and on how you would undertake the project.

2. Work Plan - Submit a work plan describing how you would undertake the Work Components and Tasks described in the scope of work provided above. Include a project schedule. As stated previously, proposers are welcome to just submit to work on one of the two work components. Also, the City would welcome modifications or alternative approaches based on the expertise of proposers.
3. Work Hours by Task - Submit an estimation of total work hours and budget broken down by each work element and each individual task.
4. Deliverables – Describe the deliverables and outcomes of each Work Component and Task.

3.5 Section 5 – Cost

Please submit cost proposal, Form D, separate from the rest of the proposal.