



Town of Falmouth, Maine

RFP for Consulting Services for Economic Development Plan

Draft: May 22, 2014

The Town of Falmouth seeks a consultant to assist with the preparation of an Economic Development Plan. Proposals are due by July 9, 2014, 2:00 PM.

Background and Purpose

The Falmouth Comprehensive Plan, adopted in February 2014, contains the recommended action to: “prepare, adopt, and implement a Falmouth Economic Development Plan” (Volume I, theme 1, action 4). See: <http://www.falmouthme.org/long-range-planning-advisory-committee/pages/2013-comprehensive-plan>. To date, Falmouth does not have such a plan.

The Council expressed interest in business development in its 2013-14 Work Plan, which contains the task: “continue to work with business community, business prospects, GPEDC, FEIC and others to ensure that there will continue to be a robust local and regional economy.” The Comprehensive Plan includes a Local Economy chapter (see Volume II) and two other economic development actions (see Volume I):

- “clarify roles and define responsibilities of parties responsible for Town economic development efforts” (theme 1, action 3) and
- “establish measurable goals for attracting quality business and employment opportunities” (theme 1, action 6).

At this time, the Town would like to prepare an Economic Development Plan. The purpose of this plan is to bring a focus to, and help set priorities for, the Town’s business development work.

Recommended Approach

The Council asked the Falmouth Economic Improvement Committee (FEIC) to develop a proposed approach for the preparation of an Economic Development Plan for Falmouth. The FEIC prepared a recommended approach, which was accepted by the Council on May 28, 2014 (see attachment 1).

Current Economic Development Activities

Falmouth’s economic development activities have a relatively short history.

1. The Council created the Falmouth Economic Improvement Committee (FEIC) in 2010. See <http://www.falmouthme.org/economic-improvement-committee> for information on the FEIC.
2. A business resource website has since been created by Town staff. See: <http://www.falmouthme.org/falmouth-business-and-economic-development-resource-information>.
3. The Town has been a founding member of the Greater Portland Economic Development Corporation (GPEDC), which was incorporated in 2011. See: <http://gpedc.org/>
4. See attachment 2 for a summary of current economic development projects by the Town.

Proposal submissions

Proposals should include:

- Qualifications, services offered, and availability,
- Proposed approach and scope of services for the project,
- Outline of consultant, committee, and Town staff responsibilities,

- Proposed schedule,
- Proposed fee (Please submit a proposed project budget itemized by task and total project cost stated as a firm fixed fee. Labor and direct costs should be identified by task. Hourly rates for project staff shall also be provided.),
- Relevant, recent project experience , and
- References (Please include contact name and phone number for similar projects.).

Proposals will only be accepted electronically until **July 9, 2014, 2:00 PM** and should be sent by e-mail to: Nathan A. Poore, Town Manager, Town of Falmouth, npoore@falmouthme.org.

Town Role

Town staff will be responsible for administering the project and overseeing the consultant's work on this project. Town staff will provide information on relevant studies and initiatives. Town staff will be primarily responsible for planning public meetings and other community outreach related to this planning process.

Draft Schedule

5/28/2014	Council OK’s RFP and FEIC managing the consultant selection process
5/29	Distribution of RFP to consultant list
6/1	Place legal ad in newspaper
6/29	Deadline for questions by consultants
7/9	Deadline for submissions to Town – distribute proposals to FEIC+
7/16	FEIC+ to decide whether or not to conduct interviews and, if so, who to interview
7/30 or other date TBD	FEIC+ to conduct interviews (if required)
8/6	Selection by FEIC+
8/15	Draft contract from Town Manager to consultant
8/22	Consultant starts work and begins meeting with FEIC+
5/6/2015	Consultant completes assignment

Evaluation Criteria

Proposals will be evaluated according to the following:

- Qualifications of firm and project team members.
- Previous related work and references.
- Responsiveness to required project work.
- Proposal price.

Selection

The Town, at its discretion, may select a firm outright or select a finalist(s) for in-person and/or telephone interviews. The Town may reject any and all proposals for any reason.

Questions

Questions regarding this RFP should be sent via e-mail to Theo Holtwijk, Director of Long-Range Planning, Town of Falmouth, tholtwijk@falmouthme.org. A Q+A document will placed on the Town’s “bid” website by June 29 at 2:00 PM, which is the deadline for submission of any questions.

Attachment 1: Recommended Economic Development Plan Approach

Purpose of the Plan

This plan addresses Actions 3, 4, and 6 of Theme 1 of the adopted 2013 Comprehensive Plan. The plan will recommend Falmouth's economic development (ED) goals and practices for next 10 years to help guide economic development decisions and actions. One outcome of this work will be to recommend an approach for implementation that may involve a different organizational structure than the current FEIC.

Who should prepare the Plan

The FEIC recommends that an expanded Ad Hoc FEIC+ be formed to work on the plan. Adding members will ensure a good mix of skills, backgrounds, and perspectives. A subcommittee can concurrently address other short-term work priorities.

- Create an Ad Hoc FEIC+ of 11 members - 6 current FEIC members, appoint 1 FEIC vacancy, plus 4 new members)
- All terms of the new members are to coincide with completion of the Economic Development Plan
- Recruit members from other constituencies in the community, including, but not limited to, Falmouth-Cumberland Community Chamber, Falmouth business owners, and Town residents

Establishment of subcommittee(s)

In order to maintain momentum on current FEIC activities, the FEIC will create a subcommittee to work on short-term work items, such as Shop Falmouth and a business information package. All subcommittee meetings shall be held with public notice in a public place.

Meeting frequency

Meeting frequency is to be determined by the Committee. FEIC typically meets twice per month. A regular meeting schedule is recommended.

Need for committee/ community education

To avoid duplicating other efforts, familiarity is required with existing documents as well as current and evolving issues that may affect Falmouth's economic position in the future.

- Review ED reports relevant to Falmouth
- Review ED plans from other communities
- Invite ED experts to come and speak on how the economic environment is transforming and how a municipality like Falmouth can best respond to that (video tape for community broadcast)

Community and Business Outreach

An inclusive and early outreach effort is envisioned that caters to a range of individual preferences for providing feedback. The final outreach plan will be fine-tuned by the committee.

- Conduct focus discussions with other committees, organizations, and groups
- Conduct one-on-one interviews
- Develop short outreach survey
- Conduct community forums
- Recruit draft plan "Readers" (i.e. people who cannot come to meetings, but whose opinion is considered important)

Consultant Assistance

Assistance of a consultant to help with workload and expertise is strongly recommended.

- Possible tasks for a consultant include:
 - Community outreach/ stakeholder interviews/focus discussions/forums
 - Economic data analysis
 - Report writing
 - Other tasks as needed
- Suggested budget amount: \$ 40,000
- Authorize FEIC to issue RFP and seek consultant proposals based on this plan approach. This will help to expedite the process.

Plan Organization

A concise, readable, visually-attractive document is envisioned.

The Table of Contents is to include:

- Vision
- Themes/Goals
 - Descriptive Statement
- Actions
 - Priorities
 - Implementation structure and responsibilities
 - Performance measures
- Plan oversight and implementation
- Appendices
 - Participants
 - Process followed
 - Data analysis
 - Resource List

Possible topics to be covered in the Plan

While a broad list of topics is being suggested for discussion below, the expectation is that the resulting plan will have a more limited and clear focus. Articulation of a vision for Falmouth early in the process may help to determine specific topics.

- Business attraction and retention
- Marketing and communications
- Business friendliness
- Land use and permit process
- Cost of doing business
- Regional cooperation
- Education
- Workforce development
- Falmouth context/Quality of life/Sense of place
- Business finance
- Type of development
- Infrastructure
- Transportation
- Green development

Process/Schedule for Plan development

A 12-month process is envisioned upon committee appointment in June. The process and schedule will be fine-tuned by the FEIC+.

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|-------------------|---|
| May 2014: | Review recommended approach and draft RFP for consultant (Council) |
| June: | Seek additional committee members (Council) |
| July: | Receive consultant proposals
Appoint FEIC+ (Council) |
| August: | Review proposals and select consultant (FEIC+) |
| September: | Confirm process/schedule
Recruit draft plan readers
Conduct background research |
| October: | Conduct speaker series |
| October-November: | Do business outreach and interviews |
| November: | Conduct community forum 1 |
| December: | Prepare draft vision and goals |
| January 2015: | Review draft with business community + readers
Revise draft as needed |
| February: | Review draft with Town Council |
| March: | Revise draft as needed
Develop draft actions |
| April: | Review draft actions with business community + Readers
Conduct community forum 2
Revise draft as needed |
| May 2015: | Finalize plan
Review with Town Council |

Attachment 2

Economic Development Projects		Completion	Status
Draft: May 20, 2014			
1	Route One Business Contact Database Pilot	Jun-14	Pilot database gathering by Sandra Lipsey and Kimberly Darling. Almost all businesses in pilot area visited.
2	Falmouth Business Association Feasibility	Jul-14	Staff formed Leadership Team to assist with effort. Leadership Team met April 30 at Norway Savings Bank.
3	Business Visitation	Dec-14	6-8 visits by Nathan and Theo in 2014 (with GPEDC Board participation)
4	Economic Development Plan	May-15	FEIC to finalize proposed approach. Council to review on 5/28.
5	Route One Communications Campaign	Oct-15	Town selected Reputation Strategies. Project is led by CDC. FEIC role to act as community listeners and bring feedback back. Business outreach meeting held on May 15.
6	Route One Infrastructure Plan	Oct-15	Sargent selected as contractor. Construction started mid May.
7	Wayfinding Signage	Oct-15	Town selected LandWorks. Project to be led by Town staff with community input. Public session scheduled for May 29.
8	Route 100 Vision/Master Plan	Dec-15	Council to appoint Ad Hoc Route 100 committee on May 28. Staff developed scope of work.
9	Shop Falmouth	Dec-15	Planning for 2014 Shop Falmouth is on hold pending outcome of Business Association Feasibility Study.
10	Tercentennial Celebration	Dec-18	Draft proposal developed by Theo to be reviewed by Council at its summer 2014 retreat. Includes "Falmouth Dialogues" and former councilor dinner.
11	Business Resource Packet	TBD	Draft list of possible packet contents was prepared some time ago. Project was put on hold pending other priorities. Brainstorm contents by FEIC on May 21.

Economic Development Projects		Completion	Status
12	Develop Comprehensive Business Contact Database	TBD	TBD pending results of Route One Pilot Database (see above)
13	Develop customer comment card for permit applicants (MUNIS)	TBD	Munis status TBD.
14	Local Business Directory (with app)	TBD	Nathan and Theo explored this with a vendor and a consultant. Project was put on hold pending other priorities.
15	Promotional video for Falmouth	TBD	Committee discussed this with Mike McDade, who shared some examples. Project was put on hold pending other priorities.
16	Route One Frontage Redevelopment	TBD	Develop Public/Private Partnership Formula
17	Route One North Plan with Cumberland	TBD	Proposed scope/approach TBD.
18	Route One Stormwater Retrofits	TBD	Develop draft Zoning amendments + Public/Private Partnership Formula
19	Turnpike Spur-Route One At-Grade Intersection	TBD	Recontact MDOT and Maine Turnpike Authority to determine next steps

Note: Projects within each tier are not necessarily listed in order of priority.