

**BIG SKY ECONOMIC DEVELOPMENT
AUTHORITY**

and

**BEARTOOTH RESOURCE CONSERVATION &
DEVELOPMENT ECONOMIC DEVELOPMENT
DISTRICT**

Request for Proposals

to

**Develop a Comprehensive Development Plan
For a Targeted Economic Development
District (TEDD) in Lockwood, Montana
[Including all Planning Activities Leading up to the Creation of a TEDD]**

Request for Proposals

Table of Contents

SECTION 1:	GENERAL INFORMATION
SECTION 2:	OBJECTIVES
SECTION 3:	INFORMATION FOR CONSULTANTS
SECTION 4:	RFP EVALUATION AND SELECTION PROCESS
SECTION 5:	SCOPE OF WORK
ATTACHMENT A:	VALIDATION QUESTIONS FOR CONSULTANT
ATTACHMENT B:	BUDGET AND BUDGET JUSTIFICATION
ATTACHMENT C:	CONDITIONS AND NON-COLLUSION FORM
ATTACHMENT D:	MASTER Q & A FORM
ATTACHMENT E:	INTENT TO RESPOND FORM
ATTACHMENT F:	CONSULTANT CONTACT INFORMATION
ATTACHMENT G:	WEEKLY PROGRESS REPORT TEMPLATE
ATTACHMENT H:	QUARTERLY PROGRESS REPORT TEMPLATE
ATTACHMENT I:	TIME LOG TEMPLATE

Section 1: General Information

Request For Proposals (RFP) Comprehensive Development Plan for a Targeted Economic Development District in Lockwood, Montana

THE ABOVE DESCRIPTION MUST APPEAR ON ALL PROPOSALS AND RELATED CORRESPONDENCE.

THIS IS NOT AN ORDER

<p>RESPOND NO LATER THAN</p> <p>July 17, 2015 5:00 p.m. MST</p>	<p>RFP INITIATIVE:</p> <p>Comprehensive Development Plan for a TEDD in Lockwood</p>	<p>All consultants must respond in detail to each element of this RFP in order to be considered for contract award.</p> <p>Seven (7) hard copies and one compact disc of the proposal should be mailed to the contact person at the address below.</p>
<p>Proposer Name:</p>		<p>SEND ALL CORRESPONDENCE TO THE CONTACT BELOW:</p> <p>Big Sky Economic Development Authority 222 North 32nd Street, Suite 200 Billings, MT 59101 ATTENTION: Sara Hudson</p> <p>Email: Hudson@BigSkyEDA.org PHONE: (406) 869-8407 FAX: (406) 256-6877</p>

NOTICE: BEARTOOTH RESOURCE CONSERVATION & DEVELOPMENT ECONOMIC DEVELOPMENT DISTRICT (BEARTOOTH RC&D) IS THE PRIMARY GRANTEE OF A MONTANA DEPARTMENT OF COMMERCE BIG SKY ECONOMIC DEVELOPMENT TRUST FUND PLANNING GRANT. BIG SKY ECONOMIC DEVELOPMENT AUTHORITY (BSEDA) IS THE SUBRECIPIENT. BSEDA WILL PROVIDE PROJECT MANAGEMENT AND OVERSIGHT. THE CONSULTANT WILL INTERFACE WITH BSEDA'S PROJECT MANAGER.

THE BUDGET FOR THIS PROJECT IS \$50,000. GRANT MONIES WILL BE USED TO FUND CONTRACTS EXECUTED UNDER THIS RFP. MT DOC PAYS 50% OF THE PROFESSIONAL FEES OF EACH INVOICE TO BEARTOOTH RC&D. BEARTOOTH RC&D DEPOSITS THAT PAYMENT AND THEN REMITS THAT AMOUNT TO THE CONSULTANT. BSED PAYS 50% OF THE PROFESSIONAL FEES OF EACH INVOICE DIRECTLY TO THE CONSULTANT.

Section 2: Objectives

INTRODUCTION AND OBJECTIVES

This RFP is issued by Big Sky Economic Development Authority for the purpose of obtaining information and pricing regarding the development of a Comprehensive Development Plan for a Targeted Economic Development District in Lockwood, Montana.

The project objectives are two-fold:

Objective 1: To prepare a Comprehensive Development Plan in accordance to the requirements of 7-15-4279, MCA to enable the Yellowstone County Board of County Commissioners to create a Targeted Economic Development District in Lockwood, should they elect to do so, with project completion by December 31, 2015 so that the Montana Department of Revenue may certify the base taxable value in the 2015 tax year; and

Objective 2: To prepare a Trailhead Commerce Park Trail Connection Plan that reflects consensus among the stakeholders of the Billings Bypass project and the stakeholders of the proposed Lockwood TEDD.

These objectives have been developed with the intent of producing the following long-term outcomes that may flow from a successfully adopted Comprehensive Development Plan and fully developed Targeted Economic Development District that encompasses a thriving industrial park that hosts a diverse tenant base of secondary value-added industries:

- The creation of good-paying jobs for Yellowstone County’s residents,
- Sustained long-term, stable economic growth for the Lockwood community,
- The creation and sustainability of creative public-private partnerships who work in concert toward shared economic development goals, and
- The retention and expansion of Yellowstone County’s businesses and the recruitment of new business to the County.

It is the intent of Big Sky Economic Development Authority to review and assess the RFP responses to determine if the response from solicited consultants can meet the needs of Big Sky Economic Development Authority.

Consultants are expected to provide their best and most competitive proposal. Proposals that offer no response on any section of the proposal or proposals that respond “to be determined” to any item will be deemed “non-responsive” and will not be considered.

Attachment E, the *Intent to Respond* form, must be completed and faxed or sent by email at least two (2) days prior to the advertised RFP due date.

BACKGROUND

Last year, BSED commissioned a study to evaluate Yellowstone County’s need for planned industrial space. In that study—the *Industrial Park Feasibility Analysis for Yellowstone County* completed by KLJ, Inc. in October 2014—KLJ suggested that by 2040, Yellowstone County will have added 18,000 jobs to its labor force. About 4,600 of those jobs will be in manufacturing and related industries. Accompanying that growth will be a demand for more than 300 acres of industrial land. Evaluating the County’s industrial lands, KLJ discovered a number of constraints thwarting growth. Vacant parcels tend to be scattered between structures. Most cannot accommodate future expansion. Several are bound by conflicting land uses. Many have inadequate access to highways and interstates, insufficient utilities and communications infrastructure and limited access to rail siding. Few include buildings with ample floor space, ceiling height, fire suppression, or docking bays. None are certified ready.

Yet, the availability of “certified ready” or “shovel ready” sites is critical to successful business recruitment. Janet Ady of Ady Voltedge said: “Readiness will be the basis on which communities and regions compete.” When sites are not ready, economic development efforts are stunted. Unfortunately, the County has missed out on several opportunities for this very reason. But it doesn’t have to!

The Targeted Economic Development District Act, enacted by the Montana Legislature in 2013, allows counties to utilize tax increment financing (TIF) to support secondary value-added industries in areas with deficient infrastructure. TIF is a bootstrapping mechanism that segregates tax revenues so they can be directed toward remedying deficiencies within a designated district. While some argue that it may burden taxing jurisdictions, others reason that development would have never occurred *if not but for* bootstrapping. In either case, this is what we know: economic growth is substantially hindered when businesses shoulder the full burden of public infrastructure investments. Because these investments ultimately benefit the entire community by creating jobs, new business and an increased tax base—BSED asked the Yellowstone County Commission to consider using this tool in Lockwood—where BSED can capture and synergize the private sector activity currently underway to develop planned industrial space.

Shortly thereafter, the County Commission instructed BSED to complete Phase I of a Scope of Work to develop a proposal for a Targeted Economic Development District (TEDD) in the Lockwood concept area. BSED secured the services of CDS of Montana to draft a “study area” for the proposed TEDD and to identify any public infrastructure deficiencies (water, sewer, roads, rail, power) within that area. Through a series of public meetings, BSED and CDS of Montana drafted a “study area” in Lockwood generally located east of Johnson Lane, north of Interstates 90 and 94, and south of the Yellowstone River and—within that area—identified the following infrastructure deficiencies:

- **Water System** – A public water system is not available in the area, and will require expansion of the Lockwood Water and Sewer District, main extensions, and increased filtering capacity.
- **Sewer System** – A public sewer system is not available in the area, and will require expansion of the Lockwood Water and Sewer District, renegotiation of the agreement with the City of Billings for additional treatment capacity, main extensions, and upgrading of lift station.

- **Transportation** – Both on- and off-site transportation upgrades, including rights-of-way, will be required for traffic circulation, safety and access. Rail trans-loading facilities and multi-modal opportunities are not available.
- **Utilities** – Electric and gas service for ordinary industrial users is available with rights of way and line extensions. Heavy load industrial users would require supply, transmission line and substation expansions, and redundancy.
- **Broadband Connectivity** - The area has limited access to broadband service and upgrades would probably require a new line from downtown Billings. Critical information infrastructure would have to incorporate redundancy to assure reliable service.
- **General Improvements** – Additional infrastructure and public service deficiencies will be identified over time, for example, public transportation, lighting, storm water drainage systems, and emergency services.

BSED and CDS of Montana presented these findings to the County Commission on March 3, 2015. At that time, the Commission linked the Billings Bypass project with the proposed TEDD project, tabled the Resolution of Necessity and directed BSED to work with both projects' stakeholders to reach consensus on pedestrian safety concerns.

Through a series of meetings and a flurry of telephone conversations with Montana Department of Transportation, City County Planning, the Governor's Office of Economic Development, Weave Management, MCL Holdings, Lockwood Pedestrian Safety District, Lockwood Fire District, Lockwood Water and Sewer District, TrailNET, Yellowstone River Parks Association, DOWL, Peaks to Plains Design and Interstate Engineering, consensus emerged around an alternative solution. This Scope of Work incorporates that alternative as the Trailhead Commerce Park Trail Connection Plan.

With the alternative in hand, BSED returned to the Yellowstone County Commission on April 21, 2015 with the request to take from the table the Resolution of Necessity for active consideration. Chairman Kennedy requested comments from stakeholders in the audience, among who included representatives from Weave Management Group, MCL Holdings, Lockwood Pedestrian and Safety District, Lockwood School District, Lockwood Fire District, Our Montana and Yellowstone River Parks Association. Those asked to give comment expressed unanimous support to move forward with Phase II of the TEDD. While some expressed full support to move forward with Phase II and the creation of a TEDD, others expressed their support to move forward with Phase II in order to receive more information about the TEDD tool and how it will impact the Lockwood community. By a 2-1 vote, the Commission adopted the Resolution and directed BSED to complete Phase II of its planning process.

The overall aim of Phase II is to develop a Comprehensive Development Plan in collaboration with the Lockwood community. The Comprehensive Development Plan is the enabling document that the County Commission must adopt by Ordinance so as to create a Targeted Economic Development District. However, it is also intended to serve as a robust planning document for both project and district management. As such, BSED's expectation for the Plan exceeds that which is required by Montana's urban renewal planning law.

Section 3: Information for Consultants

DISCLAIMER

This RFP does not form or constitute a contractual document. Big Sky Economic Development Authority and or Beartooth RC&D shall not be liable for any loss, expense, damage or claim arising out of the advice given or not given or statements made or omitted to be made in connection with this RFP. Also, Big Sky Economic Development Authority and or Beartooth RC&D will not be responsible for any expenses which may be incurred in the preparation of this RFP.

A professional consulting contract will be required of the selected consultant and if the contract fails to be negotiated, Big Sky Economic Development Authority and or Beartooth RC&D reserve the right to contract with another consultant.

EXAMINATION OF DOCUMENTS

Before submitting the proposals, the proposer shall:

- (a) Carefully review the terms of this request as well as the attachments;
- (b) Fully inform one's self of the existing conditions and limitations;
- (c) Include with the proposal sufficient information to cover all items required in the specifications.

NON-RESPONSIVE PROPOSALS

Consultants are expected to provide their best and most competitive proposal. Proposals that offer no response or a response "to be determined" to any item will be deemed "non-responsive" and will not be considered.

PROPOSAL MODIFICATIONS

In addition to any other information and documentation requested in this RFP, any forms provided herein shall be included in the submitted proposal. Modifications, additions or changes to the terms and conditions of this Request for Proposals may be cause for rejection of the proposal. Proposals submitted without required forms may be rejected. No verbal, telephone, email, or fax proposals or modifications will be considered.

CERTIFICATION OF ALTERATION OR ERASURE

A proposal shall be rejected should it contain any material alteration or erasure, unless, before the proposal is submitted each such alteration or erasure has been initialed in INK by the authorized agent signing the proposal.

SIGNATURE

All proposals shall be typewritten or prepared in ink and must be signed in longhand by the proposer or the proposer's agent or designee, with his/her usual signature. A proposal submitted by a partnership must be signed with the partnership name to be followed by the signature and designation of the partner signing. Proposals by corporations must be signed with the legal name of the corporation, followed by the name and signature of an authorized agent or officer of the corporation. Proposals submitted by a proprietorship must be signed by the owner and the name of each person signing shall be typed or printed legibly below the signature.

WITHDRAWAL OF PROPOSALS

Proposers may withdraw their proposal either personally or by written request at any time prior to the due date set for receiving proposals. No proposal may be withdrawn or modified after the due date and time, unless and until the award of the contract is delayed for a period exceeding ninety (90) days.

QUOTE VALID

The proposer must honor its quote for a period of ninety (90) days after the RFP due date.

CERTIFICATION

The proposer certifies that the proposal has been arrived at independently and has been submitted without any collusion designed to limit competition. The proposer further certifies that the materials, products, services and/or goods offered herein meet all requirements of the stated specifications and are equal in quality, value and performance with highest quality, nationally advertised brand and/or trade names.

INSURANCE REQUIREMENTS

The proposer certifies that it/they must maintain in good standing the insurance described in this Section. Before rendering any services, the proposer must furnish Big Sky Economic Development Authority with proof of insurance in accordance with this Section.

1. Workers' compensation and employer's liability coverage as required by Montana law.
2. Commercial general liability, including contractual and personal injury coverages — \$750,000 per claim and \$1,500,000 per occurrence.
3. Commercial automobile liability — \$1,500,000 per accident.
4. Professional liability in the amount of \$1,500,000 per claim.

Each policy of insurance required by this Section shall provide for no less than 30 days' advance written notice to Big Sky Economic Development Authority prior to cancellation. **Big Sky Economic Development Authority shall be listed as an additional insured on all policies except Professional Liability and Worker's Compensation Policies.**

DISPOSITION OF PROPOSALS

All materials submitted in response to this RFP become the property of Big Sky Economic Development Authority. One copy of each proposal submitted must be retained for the official files of the Community Development Department and will become public record.

QUESTIONS

Questions regarding the Request for Proposals contents may be sent to the contact person listed in Section 1 via email no later than 2 business days prior to due date for proposals. Big Sky Economic Development Authority will make every effort to provide a written response within 2 business days. Whenever responses to inquiries would constitute a modification or addition to the original RFP, the reply will be made in the form of an addendum to the Request for Proposals, a copy of which will be forwarded to all Consultants who have submitted an “*Intent to Respond*” form (Attachment E).

Consultants must submit their questions using the “Master Q & A” form found in **Attachment D**, and provide, at a minimum, the following:

- Proposer’s name and appropriate contact information
- The question, clearly stated
- Specific reference to the applicable Request for Proposals section(s)

RFP SUBMISSION

Upon the submission of the RFP response, the consultants acknowledge that all information is accurate and complete. Please send seven (7) hard copies via mail to the point of contact listed in Section 1.

RFP Process Timeline Dates

Proposals (Due by 5:00 PM MST)	July 17, 2015
Evaluate and Select Consultant	July 24, 2015
Contract Negotiation and Execution	July 27-31, 2015
<i>Project Initiation / Press</i>	<i>August 1, 2015</i>
Final Comprehensive Development Plan	October 1, 2015
Presentations of Comprehensive Development Plan	October - November 2015
Department of Revenue Certification Process	December 2015
Grant Close-Out	January 2016

Section 4: RFP Evaluation and Selection Processes

INITIAL EVALUATION

Proposals received will undergo an initial review by a Selection Committee comprised of representatives from Beartooth RC&D, Yellowstone County Commission, Big Sky Economic Development, Weave Management Group, City County Planning, Lockwood’s taxing entities (Lockwood Water and Sewer District, Lockwood Irrigation District, Lockwood Pedestrian Safety District, Lockwood School District, Lockwood Fire District) and Lockwood’s civic and community groups (Lockwood Steering Committee and Lockwood Business Group). The Selection Committee will independently review proposals to determine:

- Compliance with the instructions stated in this RFP
- Compliance with proposal submittal date

PHASE II EVALUATION

The evaluation of consultants’ proposals may include, but is not limited to, the following criteria:

- Consultant’s experience with Targeted Economic Development Districts (including planning, advising, developing, managing and involvement with legislation concerning TEDDs).
- Consultant’s experience working with the Lockwood community.
- Capacity to assume new business on an ongoing basis for at least seven months.
- Perceived ability to meet Big Sky Economic Development Authority’s requirements.
- Availability (timetable) for providing services.
- Breadth of services available.
- Reporting capability (*i.e.* weekly written reports, quarterly reports, verbal reports, and graphic illustrations to support reports, presentations and invoices).
- Compliance with Big Sky Economic Development Authority, Beartooth Resource Conservation & Development District, and the Montana Department of Commerce’s terms and conditions.

EVALUATION CRITERIA

The proposals being requested will be scored on the following criteria:

Qualifications and Ability to Perform Requested Services	(50 points total)
Past experience with Targeted Economic Development Districts	20 points
Past experience working with the Lockwood community	10 points
Personnel Qualifications	10 points
References from other communities	10 points
Execution of the Scope of Work	(50 points total)
Proposal comprehensively addresses the Scope of Work	20 points
Proposal provides adequate engagement with project stakeholders	10 points
Proposal provides a clear, achievable and comprehensive timeline	10 points
Proposal identifies qualified individuals to undertake scope of work activities	10 points
	<u>100 points</u>

Section 5: Scope of Work

1. Through a series of public, project and property owner meetings, consultants will work with BSED, the project's Steering Committee and the project's stakeholders to develop a **Comprehensive Development Plan** for the Lockwood TEDD which will address at minimum:
 - a. A TIF provision;
 - b. A description of the District and its boundaries;
 - c. The TEDD's goals as determined by the project's stakeholders;
 - d. An analysis of infrastructure deficiencies (building upon the Resolution of Necessity and Statement of Infrastructure Deficiency), project priorities and preliminary cost estimates;
 - e. An ample description of targeted industries and potential anchor tenants including company dossiers, contact information, and a meaningful description of their individual infrastructure needs (*e.g.*, projected daily and monthly consumption of gas, electricity, water and wastewater, fiber, rail and roads, and any redundancy requirements.) (Consultants are expected to work very closely with BSED's Business Recruitment Project Manager and Trailhead Commerce Park stakeholders to develop and complete this item.);
 - f. A list of activities and projects (*e.g.*, water and wastewater infrastructure development, road improvements, rail spurs or loop tracks, and so on) as determined and rank-ordered by the project's stakeholders;
 - g. A comprehensive plan for the District's program administration and management addressing the role of the County Commission, BSED, Lockwood TEDD Advisory Committee and the potential for the creation and interface of a 501(c)(6) property owners' group. (For an example of a diagram reflecting one alternative, see the *East Billings Urban Renewal District Master Plan*, pp. 05-1.) (Consultants are expected to work very closely with BSED's Project Manager to develop and complete this item.);
 - h. An annual work plan for years 1-5 with assigned responsibilities and an in-depth analysis of funding strategies for each activity and project identified together with application deadlines and a description of the process for applications. (Consultants should address federal and state grants and loans, TIF bond anticipation notes, developer financing arrangements, assessment agreements, developer guarantees, among other financial approaches.)
 - i. Description of development priorities, including value-added activity, job creation levels, taxable value projections, leverage ratios, and private developer and property owner commitments as demonstrated through developer agreements, assessment agreements, or other instruments.
 - j. TEDD Plan amendment procedures; and
 - k. Documentation of public comments made throughout the planning process;
 - i. **Deliverable #1.1:** Documentation of the facilitation of each public, project and property owner meeting with supporting Memorandum outlining the:
 1. Purpose of the meeting,
 2. Format and process used (*e.g.*, focus group, 1:1, open dialogue, interview, group facilitation, seminar-style informational session, formal presentation to governing board, council, commission, or taxing entity, etc.),
 3. Decision items,
 4. Decision, key findings or key takeaways including
 5. Pictures of the meetings with meaningful captions inserted within the text (recommended but not required),

6. Quotes from meeting participants (recommended but not required),
 7. Attach original attendance sheets, copies of PowerPoint slides and copies of all materials distributed to meeting participants to the Memorandum and
 8. Submit to BSED's Project Manager within 2 days of the meeting for upload to www.lockwoodtedd.com (with the exception of confidential information shared between consultants and property owners in 1:1 meetings.)
- ii. **Deliverable #1.2:** Drafts of Comprehensive Development Plan (Consultants should budget for at least 5 drafts and must, within professional reason, remain flexible and responsive to steering committee members' proposed revisions and recommendations.)
 - iii. **Deliverable #1.3:** A minimum of 50 final hard copies of the Comprehensive Development Plan are required for distribution among the project's stakeholders and granting agencies. A digital copy is required for upload to www.lockwoodtedd.com. The expectation is a high-quality, double-sided, four-color, professionally-bound printed product. Consultants are strongly encouraged to budget accordingly for printing costs.
 - iv. **Deliverable #1.4:** A Memorandum addressed to BSED's Project Manager certifying that the Comprehensive Development Plan: was adopted prior to the creation of the TEDD; identifies the use and purpose for which the TEDD was created; ensures that the area within the TEDD is large enough to host a diversified base of multiple tenants and was not designed to serve the need of a single tenant; and is in conformance with the local government's growth policy.

Anticipated Timeline for Scope of Work Item #1: July through September 2015

ANTICIPATED COST FOR THIS SCOPE OF WORK ITEM 1 AND DELIVERABLES: \$35,000

2. Through a series of public, project and property owner meetings, consultants will work with BSED, Trailhead Commerce Park partners, City County Planning, Lockwood Pedestrian Safety District, Lockwood community and Montana Department of Transportation (and MDT's contractors for the Billings Bypass, particularly, those contractors addressing the bridge over the Yellowstone River) to develop a **Trailhead Commerce Park Trail Connection Plan** to at minimum:
 - a. Develop conceptual route plan along Johnson Lane, meandering within the Trailhead Commerce Park, and connecting to the future Bypass on the south side of the Yellowstone River (see preliminary markup attached), identifying key elements and design constraints;
 - b. Evaluate feasibility to develop and construct proposed trail, including constraints of right-of-way and funding;
 - c. Research, evaluate and prepare cost estimates for right-of-way acquisition and a list of potential funding sources to offset these costs;
 - d. Research, evaluate and prepare cost estimates, and prepare estimated schedules for the development of the entire trail as it relates to the construction of the Billings Bypass.
 - i. **Deliverable #2.1:** Documentation of the facilitation of each public, project and property owner meeting with supporting Memorandum outlining the:
 1. Purpose of the meeting,
 2. Format and process used (*e.g.*, focus group, 1:1, open dialogue, interview, group facilitation, seminar-style informational session, formal presentation to governing board, council, commission, or taxing entity, etc.),
 3. Decision items,

4. Decision, key findings or key takeaways including
 5. Pictures of the meetings with meaningful captions inserted within the text (recommended but not required),
 6. Quotes from meeting participants (recommended but not required),
 7. Attach original attendance sheets, copies of PowerPoint slides and copies of all materials distributed to meeting participants to the Memorandum and
 8. Submit to BSED's Project Manager within 2 days of the meeting for upload to www.lockwoodtedd.com (with the exception of confidential information shared between consultants and property owners in 1:1 meetings.)
- ii. **Deliverable #2.2:** Planning-level designs illustrating the Trailhead Commerce Park Trail in relation to the proposed TEDD, Billings Bypass, and the status of consensus surrounding pedestrian safety concerns. (Consultants should budget for at least 5 different drafts of 4 x 6 maps on foam-board for presentation at public and project meetings. Multiple drafts of maps at the scale of 8 x 11, 8 x 14 and 11 x 17 should also be expected.)
 - iii. **Deliverable #2.3:** Drafts of Trailhead Commerce Park Trail Connection Plan. (Consultants should budget for at least 5 drafts and must, within professional reason, remain flexible and responsive to steering committee members' proposed revisions and recommendations.)
 - iv. **Deliverable #2.4:** Final Trailhead Commerce Park Trail Connection Plan incorporated into the Comprehensive Development Plan.

Anticipated Timeline for Scope of Work Item #2: July through September 2015

ANTICIPATED COST FOR THIS SCOPE OF WORK ITEM 2 AND DELIVERABLES: \$7,500

3. Through a series of public, project and property owner meetings, consultants will work with BSED, the project's stakeholders and City County Planning to:
 - a. Conduct further analysis, focused research or in-depth discussion into any issue(s) emerging from public, project or property owner meetings *that the consultants deem fundamental to address* in order to complete the Comprehensive Development Plan. (This is an attempt to capture the consultants' potential need to address any unforeseen administrative, regulatory, statutory, political, economic or community issues of urgency that may emerge through the development of the Comprehensive Development Plan and the Trailhead Commerce Park Trail Connection Plan.) [When budgeting for this item, consultants should consider their professional experiences of expenses incurred when similar incidents have occurred on similar projects. For consultants without that experience, a 10%-15% contingency is recommended.]; and
 - b. Research and align the **Comprehensive Development Plan** with Yellowstone County's Growth Policy; and will
 - c. Research and align the **Comprehensive Development Plan** with Yellowstone County's Zoning;
 - i. **Deliverable #3.1:** Documentation of the facilitation of each public, project and property owner meeting with supporting Memorandum outlining the:
 1. Purpose of the meeting,
 2. Format and process used (*e.g.*, focus group, 1:1, open dialogue, interview, group facilitation, seminar-style informational session, formal presentation to governing board, council, commission, or taxing entity, etc.),

3. Decision items,
4. Decision, key findings or key takeaways including
5. Pictures of the meetings with meaningful captions inserted within the text (recommended but not required),
6. Quotes from meeting participants (recommended but not required),
7. Attach original attendance sheets, copies of PowerPoint slides and copies of all materials distributed to meeting participants to the Memorandum and
8. Submit to BSED's Project Manager within 2 days of the meeting for upload to www.lockwoodtedd.com (with the exception of confidential information shared between consultants and property owners in 1:1 meetings.)

SPECIAL NOTE: *City County Planning is currently developing a new Growth Policy. BSED and the consultants will work with City County Planning personnel to ensure synchronicity with this process. Consultants are expected to have a focused discussion with City County personnel to determine whether the CDP should be aligned with the current version of the Growth Policy or the Updated Growth Policy currently in development.*

Anticipated Timeline for Scope of Work Item #3: July through September 2015

ANTICIPATED COST FOR THIS SCOPE OF WORK ITEM 3 AND DELIVERABLES: \$5,000

4. In collaboration with BSED, the consultants will:
 - a. Prepare and present the **Comprehensive Development Plan** to the City County Planning Board for its conformance with the Growth Policy and will
 - b. Present the proposed District zoning for its accordance with the Growth Policy;
 - i. **Deliverable #4.1:** Documentation of the facilitation of each public, project and property owner meeting with supporting Memorandum outlining the:
 1. Purpose of the meeting,
 2. Format and process used (*e.g.*, focus group, 1:1, open dialogue, interview, group facilitation, seminar-style informational session, formal presentation to governing board, council, commission, or taxing entity, etc.),
 3. Decision items,
 4. Decision, key findings or key takeaways including
 5. Pictures of the meetings with meaningful captions inserted within the text (recommended but not required),
 6. Quotes from meeting participants (recommended but not required),
 7. Attach original attendance sheets, copies of PowerPoint slides and copies of all materials distributed to meeting participants to the Memorandum and
 8. Submit to BSED's Project Manager within 2 days of the meeting for upload to www.lockwoodtedd.com (with the exception of confidential information shared between consultants and property owners in 1:1 meetings.)

Anticipated Timeline for Scope of Work Item #4: October through November 2015

ANTICIPATED COST FOR THIS SCOPE OF WORK ITEM 4 AND DELIVERABLES: \$500

5. BSED will assist the County Commission (with support from the consultants as needed) in advertising and holding a public hearing on an Ordinance to adopt the **Comprehensive Development Plan**;
 - i. **Deliverable #5.1:** With assistance from the County Attorney, consultants will draft an Ordinance for BSED Project Manager to route through the County process for placement on the Regular Agenda.
 - ii. **Deliverable #5.2:** Consultants will attend, present and answer the County Commissioners' questions as appropriate during the public hearing to adopt the Ordinance.
 - iii. **Deliverable #5.3:** Consultants will circulate an Attendance Sheet at the public hearing and submit it to BSED Project Manager.
 - iv. **Deliverable #5.4:** Consultants will document attendance at the BOCC Regular Meeting with supporting Memorandum outlining the:
 1. Commission's Decision,
 2. Compelling questions, issues or concerns raised by the Commission or in public comment,
 3. Attach the original attendance sheet, copies of PowerPoint slides and copies of all materials distributed to meeting participants to the Memorandum, and
 - v. Submit to BSED's Project Manager within 2 days of the meeting for upload to www.lockwoodtedd.com.

Anticipated Timeline for Scope of Work Item #5: November 2015

ANTICIPATED COST FOR THIS SCOPE OF WORK ITEM 5 AND DELIVERABLES: \$500

6. Consultants and BSED will assist the County Commission in assembling the documentation required by the Montana Department of Revenue to certify the base taxable value for the purposes of measuring incremental increases in taxable value.
 - i. **Deliverable #6.1:** A copy of the County Commission's finding that the property within the TEDD consists of a continuous area with an accurately described boundary;
 - ii. **Deliverable #6.2:** A copy of the County Commission's finding that the area within the TEDD is large enough to host a diversified base of multiple independent tenants;
 - iii. **Deliverable #6.3:** A copy of the Yellowstone County Board of Planning's finding that the zoning within the TEDD is in accordance with the Billings City Yellowstone County Growth Policy as defined in 76-1-103, MCA;
 - iv. **Deliverable #6.4:** A copy of the Billings City Yellowstone County Growth Policy;
 - v. **Deliverable #6.5:** A copy of the County Commission's finding that the property within the TEDD is not included within an existing tax increment financing district;
 - vi. **Deliverable #6.6:** A copy of the County Commission's finding, adopted prior to the creation of the TEDD, that the area within the TEDD is deficient in infrastructure necessary to encourage and retain value-adding industry;
 - vii. **Deliverable #6.7:** Copies of all documentation upon which the County Commission's finding of deficiency was based;
 - viii. **Deliverable #6.8:** A copy of the County Commission's Comprehensive Development Plan
 - ix. **Deliverable #6.9:** A copy of the Notice of Public Hearing published in accordance with 7-1-2121, MCA;

- x. **Deliverable #6.10:** A certified copy of the Ordinance approving the TEDD and the tax increment financing provision pursuant to 7-15-4284, MCA;
- xi. **Deliverable #6.11:** A map representing the TEDD's boundary including a legal description of the TEDD (and the name of the TEDD);
- xii. **Deliverable #6.12:** A list of the geocodes for all real property, the assessor codes for all personal property, and a description of all centrally assessed property located within the TEDD at the time of its creation.

Anticipated Timeline for Scope of Work Item #6: December 2015**ANTICIPATED COST FOR THIS SCOPE OF WORK ITEM 6 AND DELIVERABLES: \$1,500*****Anticipated Engagement***

Engagement with BSED, the project's stakeholders, steering committee, relevant governing bodies and the Lockwood community is expected and may include consultants' facilitation of:

Project Meetings

- *At least one project meeting with the Steering Committee;*

Public Meetings

- *At least one public meeting with the Lockwood community and the project's stakeholders to finalize the TEDD boundary;*
- *At least one public meeting with the Trailhead Commerce Park partners and the Lockwood community to develop a plan for the Trailhead Commerce Park Trail; and*
- *At least one public meeting with the Lockwood community to garner public comments on the draft Comprehensive Development Plan.*

Focused Discussions

- *At least one focused discussion on planned projects identified by stakeholders in public and project meetings (e.g., water and sewer, roads, transload; right-of-way issues; and or other unforeseen but significant issues at the time of writing this Scope of Work);*

Presentations of the Comprehensive Development Plan

- Consultants present Comprehensive Development Plan to the City County Planning Board;
- Consultants present Comprehensive Development Plan to the Yellowstone County Zoning Commission;
- Consultants present Comprehensive Development Plan to the Lockwood community (which may include separate presentations to the Lockwood School Board and Lockwood Pedestrian Safety District);
- Consultants present Comprehensive Development Plan to BSED's Boards of Directors; and
- Consultants present Comprehensive Development Plan to the Yellowstone County Commission;

SPECIAL NOTE: Proposals should include a calendar of proposed meetings. Public meetings and focused discussions should be held in Lockwood. All meetings must be noticed twice for two consecutive weeks prior to the meeting in the Billings Gazette and Yellowstone County News.

Reporting Requirements

There is a very high degree of attention and expectation on this project at both the State and local level. Transparency, accountability and responsiveness are of utmost importance to the project's stakeholders. Consistent, timely, written and verbal reports are required as follows:

- **Weekly Progress Reports** to be submitted to BSED's Project Manager by 5:00 p.m. each Friday. These reports should be brief, concise, and accurately reflect the activities billed against the Scope of Work with supporting documents appended. *See Attachment G for a template.*
- **Quarterly Progress Reports** to be submitted to BSED's Project Manager by 5:00 p.m. no later than 15 days after the last day of each quarter (September 30, December 31). These reports should be a brief, concise bulleted list of key accomplishments with supporting documents appended. Montana Department of Commerce requires these reports and consultants are expected to respond to grantor's requests for clarification or elaboration. *See Attachment H for a template.*
- **Intermittent Status Reports** as needed in person or via telephone conference are likely.
- **Memoranda** as explained in each Scope of Work Item Deliverable.
- **Time Logs** submitted with invoices identifying task, date completed, consultant, hourly rate, amount billed, Scope of Work item and reference to supporting documentation *See Attachment I for a template.*

Attribution Requirements

All deliverables must include the following notice: "The funding for the [Comprehensive Development Plan] was provided by an award from the Montana Department of Commerce, Big Sky Economic Development Trust Fund Program with matching funds provided by Big Sky Economic Development, Weave Management and Pacific Steel & Recycling."

Schedule of Review for Project Deliverables Lockwood Targeted Economic Development District Comprehensive Development Plan

Party Responsible to Review and or Approve Deliverable	Deliverable Number																													
	1.1		1.2		1.3		1.4		2.1		2.2		2.3		2.4		3.1		4.1		5.1		5.2		5.3		5.4		6.1 - 6.12	
	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A	R	A
Lockwood Project Steering Committee	X		X	X	X	X	X		X		X	X	X	X	X	X	X		X											
BSED Board of Directors					X	X									X	X														
BSED Executive Director			X	X	X	X	X	X			X	X	X	X	X	X					X								X	X
BSED Community Development Project Manager	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
BSED Business Recruitment Project Manager			X		X	X																								
MT DOC Project Manager	X		X		X	X	X		X		X		X		X		X		X		X				X		X		X	
Beartooth RC&D Executive Director	X		X	X	X	X	X		X		X		X		X		X		X		X									
Yellowstone County Commission			X		X	X								X	X						X	X						X	X	
City County Planning Board			X		X	X				X		X		X																
Yellowstone County Zoning Commission			X		X									X																
Montana Department of Revenue					X									X						X								X	X	
Montana Department of Transportation			X		X						X		X		X															

Project Period

The anticipated time to complete Phase II is 4-6 months. The final document **must be complete no later than October 1, 2015 and presented to the respective governing bodies in October and November 2015.**

Requests for extensions of time to complete Scope of Work items will compromise contractual obligations. Consultants with multiple other projects and deadlines that will interfere with this timeline by delaying work products are strongly discouraged from submitting proposals.

Anticipated Timeline

June 2015

- Notice of Grant Award

July – September 2015

- Consultant selection, contract negotiation, contract execution;
- Project launch, presentation to BSED's Boards of Directors and press conference;
- Consultants submit 1st draft of Comprehensive Development Plan to Steering Committee;
- Consultants meet with Steering Committee for feedback on proposed revisions and recommendations;
- Consultants revise and submit 2nd draft of Comprehensive Development Plan to Steering Committee (allow up to 5 draft revisions via email correspondence with BSED Project Manager, who will forward Steering Committee members' additional revisions);
- **FINAL COMPREHENSIVE DEVELOPMENT PLAN DUE OCTOBER 1, 2015**
- Consultants work on Scope of Work items 4-6

Example of Meetings

- Consultants facilitate Steering Committee meeting to review Scope of Work and Project Schedule;
- Consultants facilitate focused discussion with City County Planning on the status of the Growth Policy, Lockwood's current zoning and the impact those have on completing various Scope of Work items;
- Consultants facilitate public meeting with the Lockwood community and project stakeholders to finalize TEDD boundary;
- Consultants facilitate focused discussions on Comprehensive Development Plan elements;
- Consultants facilitate public meeting with the Trailhead Commerce Park partners and the Lockwood community to develop a plan for the Trailhead Commerce Park Trail; and
- Consultants facilitate public meeting with the Lockwood community to garner public comments on the draft Comprehensive Development Plan.

November – December 2015

- Consultants complete Scope of Work items 4-6

January 2016

- Grant Close-Out

ATTACHMENT A

VALIDATION QUESTIONS FOR CONSULTANT

GENERAL INFORMATION

1. Company Name
Address:
Contact Name:
Contact Phone:
Contact Email:
Website/URL:

2. How many years has your company been doing business in the community planning field?
3. Total full-time employees.
4. What are your standard payment terms? **PLEASE INCLUDE A SCHEDULE OF FEES WITH YOUR PROPOSAL.**
5. References - Please attach a word document with all contact information for at least the following three references:
 - a) Communities for which you have worked in the last three years
 - b) Former clients for whom you have performed community planning services in the last two years

6. Can you provide documentation that your firm can meet Big Sky Economic Development Authority's minimum insurance requirements?

FUNCTIONALITY

1. A certificate of insurance must be provided prior to signing the contract, commencing on the day the contract begins. Are you willing to comply with these requirements?
2. You must instruct your insurance broker/carrier to notify Big Sky Economic Development Authority should your coverage change. Are you willing to do this?

QUALITY AND SERVICE

1. Do you have a quality assurance program? If yes, please attach a copy.
2. Are your employees required to take a mandatory drug test?

LEGAL ISSUES

1. Are there any pending lawsuits against your company? (Include current mediation or arbitration matters.) If yes, please explain.

ATTACHMENT C CONDITIONS AND NON-COLLUSION FORM

To receive consideration, this form must be signed in full by a responsible, authorized agent, officer, employee or representative of your firm.

CONDITIONS AND NON-COLLUSION AGREEMENT

We have read and agree to the conditions and stipulations contained herein.

We further agree to furnish the services specified at the prices stated herein, to be delivered to the location and on that date set forth herein.

In signing this proposal, you also certify that you have not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the due date and time to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

Legal Name of Firm/Corporation

Authorized Signature

Address

Printed Name

City/State/Zip

Title

Telephone Number

Date

ATTACHMENT D MASTER Q & A FORM

Master Q&A	Any questions regarding this Request for Proposal should be submitted according to the process outlined below. Big Sky Economic Development Authority will make every effort to answer within two (2) days of receiving the questions.
Q&A Process	<ol style="list-style-type: none"> 1. Prepare questions or concerns on the template provided. 2. Complete the table in full, providing a date for each question and a section of the RFP to reference (if applicable). 3. Submit the completed form via email to Sara Hudson, Hudson@bigskyeda.org. 4. Attach associated documents as necessary. <p>Please contact Sara Hudson at (406) 869-8407 with any questions regarding this process.</p>

#	Date	Reference Section	Question or Comment	Big Sky EDA Response
1				
2				
3				
4				
5				

Questions from: _____ **Company:** _____

Email Address: _____ **Date:** _____

ATTACHMENT F CONSULTANT CONTACT INFORMATION

A. Company Contacts

Primary Contact Person (Name):	
Title/Function:	
Address	
Business Hours Phone:	
Fax:	
Internet E-mail Address:	
Name of Person Responding to Request:	
Title/Function:	
Address:	
Phone:	
Fax:	
Internet E-mail Address:	

B. General Company and Financial Information

Company Name:	
Headquarters Address:	
City, State, ZIP	
Headquarters Phone:	
Headquarters FAX:	
Company Owned By:	
Percent % Ownership:	
Years In Business	
Name of CIO	
Name of CEO/President:	

ATTACHMENT G WEEKLY PROGRESS REPORT TEMPLATE

SAMPLE

Lockwood TEDD Phase II

Weekly Progress Report

for the week beginning ____ and ending ____

SAMPLE

To: Sara Hudson, Project Manager, Big Sky Economic Development

From:

Date: **SUBMT EVERY FRIDAY BEFORE 5:00 P.M.**

Summary Description of Progress

This week's activities included contract negotiations, contract execution and preliminary meetings with BSED's Executive Director, Project Manager, and Business Recruitment Project Manager to discuss the Scope of Work and mutual expectations. Consultants presented the Scope of planned activities to the BSED Board of Directors at their regularly scheduled Board Meeting on July 9, 2015.

Key Accomplishments

- Contract negotiation and execution.
- Presented planned schedule of activities to BSED's Boards of Directors on July 9, 2015.

Issues Addressed

- BSED's Project Manager clarified expectations on Scope of Work, timeline and deliverables.
- BSED's Boards of Directors stated their expectation for a list of potential tenants for the industrial park, cost estimates for infrastructure, and confirmed that the final Plan would be complete before the end of the year.

% Complete

- Scope of Work Item 1: 0%
- Scope of Work Item 2: 0%
- Scope of Work Item 3: 0%
- Scope of Work Item 4: 0%
- Scope of Work Item 5: 0%
- Scope of Work Item 6: 0%

Upcoming Events

- Public meeting with Lockwood community to finalize TEDD boundary, tentatively scheduled for July 10, 2015 at Lockwood School.

Special Notes or Items of Interest

- None at this time.

ATTACHMENT H

QUARTERLY PROGRESS REPORT TEMPLATE

Lockwood TEDD Phase II

SAMPLE

Quarterly Progress Report

SAMPLE

for the Quarter beginning ____ and ending ____

To: Sara Hudson, Project Manager, Big Sky Economic Development
Project Manager, Montana Department of Commerce, Big Sky Trust Fund

From:

Date:

Key Accomplishments

- Contract negotiation and execution.
- Presented planned schedule of activities to BSED's Boards of Directors.
- Facilitated public meeting with the Lockwood community to finalize the boundaries of the TEDD.

Deliverables Completed

- Deliverable #1.1 Memoranda outlining the public meeting held at Lockwood School on July 10, 2015 submitted to PM on July 10, 2015.
- *See also* map of final TEDD boundary appended. BSED may order additional copies at varying sizes at additional cost (\$50 for 4 x 6 mounted on foam board; \$15 for 11x17 full color)

% Complete

- Scope of Work Item 1: 10%
- Scope of Work Item 2: 0%
- Scope of Work Item 3: 0%
- Scope of Work Item 4: 0%
- Scope of Work Item 5: 0%
- Scope of Work Item 6: 0%

Special Notes or Items of Interest

- The Lockwood community is actively engaged and the media is reporting on the progress. *See* copies of articles posted in the *Billings Gazette* appended to this Quarterly Report.

BUDGET REMAINING: \$0

ATTACHMENT I TIME LOG TEMPLATE

<u>Item Date</u>	<u>Consultant Name</u>	<u>Hours</u>	<u>Rate Per Hour</u>	<u>Amount Billed</u>	<u>Scope of Work Reference</u>	<u>Supporting Documentation</u>
7/9/2015	John Doe	1.5	\$90	\$135.00	1.a. – 1.e.	See Weekly Progress Report Dated 7/10/15
7/10/2015	Jane Doe	1	\$90	\$90.00	Deliverable #1.1	See Memoranda Dated 7/10/15
7/30/2015	Jim Doe	3.5	\$125	\$437.50	2.a. – 2.d.	See Deliverable #2.1 submitted to PM on 7/24/15