



COPPERAS COVE, TEXAS EDC

REQUEST FOR PROPOSALS
2024 Economic Development Strategic Plan

RFP 2024-1 Strategic Plan Copperas Cove EDC

Issued by the Copperas Cove Economic Development Corporation
April 1, 2024

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The Copperas Cove Economic Development Corporation (CCEDC) is pleased to invite qualified consultants to submit proposals for the development of an Economic Development Strategic Plan for Copperas Cove, Texas. CCEDC seeks proposals from firms experienced and knowledgeable in preparing regional comprehensive economic development strategic plans for counties, municipalities, and central business districts. This proposal will be managed under the procurement procedures for the City of Copperas Cove, Texas, (“City”) and the CCEDC.

OVERVIEW

The main objective of this Request for Proposals (RFPs) is to craft an economic development strategic plan (“Plan”) for the CCEDC that positions the City and the CCEDC in a way that builds off our unique strengths and is responsive to the new economic opportunities for the Central Texas region. This Plan will have specific goals, objectives, and implementation strategies for growing and diversifying the City’s economy.

The CCEDC is a Type A economic development corporation, operating under the laws of the State of Texas, with a quarter cent sales tax allocation. The CCEDC is governed by a 5-member board of directors appointed by the Copperas Cove City Council. The CCEDC has a staff of five. The CCEDC is dedicated to promoting economic growth, development, and prosperity in Copperas Cove. Our mission is to foster a vibrant and sustainable business environment that supports entrepreneurship, job creation, and community engagement. As such, we are seeking a skilled and experienced consultant or team to assist us in drafting an Economic Development Strategic Plan that will serve as a roadmap for our economic development efforts over the next three to five years.

This RFP outlines the requirements and expectations for the consultancy services and provides guidance for interested parties in preparing and submitting their proposals.

ISSUED BY:

Copperas Cove Economic Development Corporation

207 South 3rd ST, Ste 200

Copperas Cove, TX 76522

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Copperas Cove EDC

About Copperas Cove, Texas

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Copperas Cove is a special place to live, work, learn and play. As part of the Killeen-Temple-Fort Cavazos Metropolitan Statistical Area (MSA), it features big-city opportunities while retaining its small-town charm. Copperas Cove offers affordable real estate, a dynamic workforce, safe neighborhoods, quality schools, abundant recreational opportunities in close proximity to great healthcare and an overall outstanding quality of life. Copperas Cove is the ideal Central Texas business location for many reasons.

Copperas Cove is within a half day drive time of Dallas, Houston, San Antonio, and Austin (a population base more than 20 million) on Interstate 14 and adjacent to the largest multi-modal facility being developed in Texas at Fort Cavazos.

Copperas Cove is a “labor rich” community, drawing skilled and high-tech labor from the 500+ military soldiers exiting from Fort Cavazos each month, as well as Central Texas College and Texas A&M University – Central Texas graduates.



PROJECT SCOPE - OBJECTIVES

The main objectives of this work are to craft a 3-5-year economic development strategic action plan for the City to be positioned in a way that both builds off the City's unique strengths and provides recommendations and action items to outline a clear vision focus for the City's economy.

The selected consultant will be responsible for developing an Economic Development Strategic Plan of Action that addresses the unique needs and opportunities of Copperas Cove. The deliverable should encompass a wide range of economic development elements and provide a clear vision and actionable strategies to guide our efforts. The scope of work will include, but is not limited to, the following:

Situation Analysis:

- a. Conduct an assessment of Copperas Cove's current economic landscape, including strengths, weaknesses, opportunities, and threats. This should consider both the business economy and housing needs.
- b. Analyze relevant economic indicators, demographic data, industry trends, housing needs, and regional/national economic trends.
- c. Provide examples of similar counties across the US that can help guide best practices or success stories for Copperas Cove.

Stakeholder Engagement:

- Facilitate four meetings, workshops, and focus groups with key stakeholders from the public and private sectors, including business leaders, government officials, educational institutions, and community organizations. This includes:
 - A kickoff meeting with the CCEDC
 - Two separate mid-project meetings (or a multi-day visit) with local community groups and stakeholders
 - Conclude with final presentation with the CCEDC.
- Solicit input and gather feedback to ensure the Strategy reflects a broad consensus and incorporates diverse perspectives.

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Goal Setting and Strategy Development:

- a. Define clear and measurable economic development goals for the City and CCEDC.
- b. Identify economic and housing strategies, initiatives, and projects that align with the defined goals, taking into consideration local resources, competitive advantages, and market demands.
- c. Develop an economic implementation plan that outlines specific actions, responsible parties, timelines, and performance indicators.

Performance Monitoring and Evaluation:

- a. Establish metrics and benchmarks to assess the progress and impact of the Strategic Plan over time.
- b. Develop a monitoring and evaluation framework to track the implementation of strategies and adjust courses, as necessary.

This study should develop strategies and actionable recommendations that are contextualized to the City's strengths and challenges with the goal of making the region more competitive and resilient economically.

The project should also include:

- Central Texas Council of Governments - How the CTCOG (and the municipalities) can better coordinate their roles to lead economic development direction/vision – considering coordination on codes, regulations, tax structures, permitting, etc.
- Stronger Partnership with Fort Cavazos – Fort Cavazos is the main economic driver for the Central Texas region. Explore and show examples of how military installations can play a stronger role and engage with the city on economic and community development initiatives.

IDENTIFIED FOCUS AREAS FOR STRATEGIC PLAN

1. Small Business and Entrepreneurship:

Small business entrepreneurship plays a vital role in fostering local economic growth and job creation. By supporting and promoting small businesses, we can stimulate innovation, drive competitiveness, and enhance the overall economic landscape of the Copperas Cove area. Through targeted strategies and needs assessments (such as providing access to capital, business development resources, and mentorship programs, partnering with other agencies,

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etc.) we can empower aspiring entrepreneurs to start and sustain successful ventures, thereby contributing to a vibrant and resilient local economy. This would include policies and programming to retain our current small and locally owned businesses.

2. Targeted Business Attraction Strategy:

Business attraction efforts are crucial for Copperas Cove's economic development. Attracting new businesses brings in fresh investments, job opportunities, and expands the local tax base. By identifying and targeting industries that align with our region's strengths and resources, we can effectively attract businesses that contribute to our economic diversification and long-term sustainability. Creating a favorable business climate, partnering with our regional partners, showcasing our competitive advantages, and fostering strong partnerships with relevant stakeholders are key factors in attracting new enterprises to Copperas Cove and its surrounding area.

3. Commercial Revitalization and Reuse:

Commercial revitalization efforts are essential to breathe new life into our downtown business districts, enhance the attractiveness of our community as well as the surrounding area, and ensure their long-term viability.

By revitalizing and redeveloping underutilized or vacant properties, we can create vibrant commercial spaces that attract businesses, residents, and visitors alike. Revitalization initiatives should focus on preserving the unique character of our community, improving infrastructure, fostering a sense of place, and promoting sustainable development practices, all of which contribute to a thriving local economy.

4. Workforce:

A skilled and adaptable workforce is a critical asset for Copperas Cove's economic prosperity. To maintain a competitive edge and meet the demands of a rapidly evolving economy, it is essential to invest in workforce development initiatives. By partnering with educational institutions, industry leaders, and training providers, we can ensure that our workforce is equipped with the necessary skills, knowledge, and qualifications to meet the needs of local businesses. Strengthening the pipeline of talent, fostering lifelong learning, and promoting apprenticeships and internships are key components of a robust workforce strategy.

5. Infrastructure Development and Housing needs:

Infrastructure and housing development needs are foundational elements for economic growth and prosperity. By investing in modern and resilient infrastructure, addressing the housing needs, transportation networks, utilities, broadband connectivity, and public amenities, we can attract businesses, facilitate efficient movement of goods and services, and improve the overall quality of life for our residents. Strategic land-use planning for housing, zoning regulations, and sustainable development practices also play a crucial role in creating attractive business environments, supporting smart growth, and preserving the natural beauty and resources of Copperas Cove.

By focusing on these five areas—small business entrepreneurship, business attraction, commercial revitalization, workforce development, and infrastructure/housing development—we aim to create a comprehensive economic development strategy that addresses the key drivers of growth and ensures the long-term prosperity of Copperas Cove.

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PROCESS AND EXPECTATIONS FOR DEVELOPING THE STUDY

- Kickoff meeting with selection committee to review and make any final adjustments to the scope and timeline.
- With assistance from local partners, collect and review all relevant community-wide, regional studies from the past 10 years.
- Conduct an internal and external scan to assess current landscape and trends.
- Begin analysis and study the economic strengths, weaknesses, opportunities and threats of Copperas Cove and the unique characteristics of the different towns within the Central Texas MSA.
- With the assistance of CCEDC conduct engagement meetings with different Community stakeholder groups. Perform necessary analysis on potential projects and/or initiatives to inform a recommendation on the prioritization of those projects and/or initiatives. Research and development of findings related to study questions.
- Synthesize data and information to form recommendations.
- Presentation to Committee and refinement of recommendations from feedback.
- Produce and publicly present the Economic Development Strategy document with an executable implementation plan, outlining the roles and responsibilities of each partner. All deliverables are anticipated to be completed within a **9-month** project timeline.

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SUBMITTAL REQUIREMENTS

Proposals should demonstrate a commitment to providing a high level of service, experience, passion, and enthusiasm for the project and provide sufficient detail to enable the Selection Committee to thoroughly evaluate and compare it with other proposals. Interested consultants are requested to submit their proposals in electronic format by 11:59 p.m. CST April 17, 2024. The proposals should include the following components:

1. Cover Letter: A brief introduction outlining the consultant's qualifications, relevant experience, and understanding of the project's objectives.
2. Company Profile: An overview of the consultant's organization, including its history, areas of expertise, any certifications or affiliations and the core competencies of your company as they relate to this RFP.
3. Methodology: A detailed explanation of the proposed approach, methodology, and work plan for developing the Strategic Plan.
4. Team Composition: A description of the consultant's team members, their roles and responsibilities, and their qualifications and experience. Key team members should be familiar with Type A and Type B economic development corporations and Texas law regarding economic development corporations.
5. References and Work Samples: Contact information for at least three (3) references who can speak to the consultant's previous work in economic development or related fields, especially pertaining to developing a strategic plan. Also provide descriptions of three work samples which highlight similar experience. Each of these descriptions should include the dates, location, project scope, project budget and adherence thereto, and team members and their role in such project.
6. Budget and Timeline Schedule: A comprehensive breakdown of the proposed budget, including all costs associated with the consultancy services. Budget shall note monthly billing expectations by milestone, interim deliverables, or flat fee. The final payment will be held until final deliverables have been received by CCEDC. Additionally, provide a timeline from contract initiation through project completion, with key milestones and deliverables included. The schedule should include the opportunities for public comment and input as described herein, as well as multiple meetings with the CCEDC Board of Directors and possibly members of the City Council. **Any proposed timeline must not exceed Nine (9) months.**

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PROCESS FOR EVALUATION AND SELECTION

- A Selection Committee comprised of Copperas Cove stakeholders will, together with the CCEDC staff, review the submitted proposals based on evaluation criteria as identified below.
- Each proposal submitted within the deadline will be reviewed to ensure all required materials have been submitted according to the guidelines set forth in this RFP.
- The qualifications of each consultant and all submitted materials will be evaluated for compliance with the requirements and conditions contained in this RFP.
- CCEDC staff and the Selection Committee will use a pre-identified matrix to compare all applications to equitably review and score respondents across all categories.
- Two to four of the highest-scored proposals will be invited to participate in an in-person interview and proposal presentation with a subset of the Selection Committee and CCEDC staff.
- Evaluation from the interview and presentation will be added to the existing proposal scoring and an updated, ranked list of preferred selection will be chosen by the Selection Committee and to the CCEDC Board for approval to contract.

EVALUATION CRITERIA:

- Demonstrated level of multi-disciplinary experience, qualifications, experience, and professionalism for respondent firm (or team), its principals, project management team, project manager, key staff, and subconsultants (if applicable) assigned to the project.
- Demonstrated level of professional and technical expertise (particularly expertise at both the neighborhood and county-wide aggregate levels) and proven record in the preparation of economic development strategic plans (and other economic development plans) and place-based strategies / planning experience by the respondent firm (or team)
- Demonstrated experience in community engagement, public participation, and outreach as part of similar efforts with experience working with public agencies, county/municipal departments, and other regional entities as part of similar efforts.
- Demonstrated capacity and capability of the firm to perform the work within the specified timeline, scope, and budget. Ability to produce project deliverables within 9 months to one year of executed contract.
- The overall value of the proposal and proposed services relative to the level of creativity and innovation in the proposed approach to the project; knowledge and understanding of the local Copperas Cove market conditions.

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RFP EVALUATION

This RFP will be reviewed based on the following:

1. Qualifications of the Respondent (40%)
2. Experience creating and preparing economic development strategic plans (25%)
3. The quality and completeness of the proposal (15%)
4. References (10%)
5. Budget to complete scope of work (5%)
6. Schedule/Timeline (5%)

QUESTIONS AND SUBMITTAL

RFP Questions and Clarifications - To ensure consistent response and correct information to all interested parties, potential respondents must submit all questions and requests for clarification in writing to **Fred Welch, Executive Director, CCEDC: fwelch@covedc.com**

All questions must be submitted by 5:00 p.m. CST April 10, 2024 to receive a response in advance of the solicitation closing.

All proposals must be submitted digitally to fwelch@covedc.com with the formatted email title, Copperas Cove EDC Economic Development Strategy RFP – “Submitting Organization’s Name” by 11:59 p.m. CST on April 17, 2024 to be considered for this project opportunity.

GENERAL TERMS AND CONDITIONS

All proposals submitted will become the property of the CCEDC. All candidates will be notified of their status, regardless of the outcome. The Selection Committee will consider applicants based on qualifications and without regard to race, color, religion, sex, national origin, age, marital status, veteran status, disability, and any other legally protected status.

Reimbursement. There is no express or implied obligation for the CCEDC to reimburse any respondent for any expenses incurred in preparing proposals in response to this RFP and neither the CCEDC nor the City will reimburse respondents for these expenses, nor will the CCEDC pay any subsequent costs associated with the provision of any additional information or presentation or to procure a contract for these services.

Assignment. The successful respondent may not sell, assign or otherwise transfer its interest in the project without the prior written approval of the CCEDC.

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Liability Insurance Requirements. The successful proposer shall be responsible for obtaining and maintaining adequate liability insurance to completely and fully protect the CCEDC and the City against all claims and actions arising out of any property damages or personal injury or death arising from performance of this Strategic Plan. The Consultant shall furnish proof of this liability insurance to be attached to the executed copies of the contract.

Independent Contractor Relationship. The Proposer is and shall perform these services as an independent contractor, and as such, shall have and maintain complete control over all of its employees, agents, and operations. Neither the Proposer nor anyone employed by it shall be, represent, act, purport to act or be deemed to be the agent, representative, employee or servant of the City or the CCEDC. The Proposer selected by this Request for Proposal will be working as an independent contractor and will be required to take out and keep in force all permits, licenses, certifications, other approvals, and or insurance that may be required by the CCEDC, any local or regional governmental agency, the State of Texas, or the federal government. Failure to comply with any of these items would be grounds for immediate cancellation of the contract.

Copyright Release. Those firms responding to this RFP shall supply a copyright release in order for the City of Copperas Cove or CCEDC to make copies of any copyrighted materials submitted.

SUBMISSION GUIDELINES

The proposal due date is Tuesday, April 17, 2024 at 11:59 p.m. at the CCEDC offices located at 207 South 3rd St., Copperas Cove, TX 76522. Proposal submittals should be submitted digitally to: Fred Welch at fwelch@coveedc.com with the formatted email title, Copperas Cove EDC Economic Development Strategy RFP – “Submitting Organization’s Name” by 11:59 p.m. CST on April 17, 2024 to be considered for this project opportunity.

The successful Respondent should be prepared to begin services on a time and date agreed upon by all parties.

Special Provisions. The CCEDC reserves the right to reject any and all proposals and to waive any informality. The Respondent shall be responsible and responsive to CCEDC in its requirements within the scope of this proposal and shall confer with and be guided by the directive of CCEDC through the office of the CCEDC Executive Director or his designated representative. The Respondent shall attend any special meetings with the CCEDC Board or general staff or City Staff relating to questions, performance, or negotiations concerning this proposal. In the event that it becomes necessary to revise any of this Request for Proposal (RFP), an addendum to this RFP will be provided to each Respondent showing an interest in the project.

The CCEDC reserves the right to change submission date(s) for any reason, including an addendum or supplement to the RFP. Late proposals will not be accepted. It is the responsibility of the Respondent to ensure that the proposal arrives at the CCEDC’s offices prior to 11:59 p.m. CST on April 17, 2024.

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I have read, understand, and will comply with all of the conditions of this RFP, as it applies to my company's responsibilities, as stated and quoted in the above proposal information.

Authorized Individual Signature: _____ Date: _____

Print Above Name: _____

Individual/Company Name:

Name

Address

City State ZIP Telephone

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KEY PROJECT DATES

ACTION	DATES
POSTED	4/01//2024
RFP QUESTIONS	4/10/2024
PROPOSALS DUE	4/17/2024
FINALIST INTERVIEWS	4/22/2024
FINAL SELECTED	4/24/2024
PROJECT COMMENCMENT	6/17/2024