

City of Yreka, California

**REQUEST FOR PROPOSAL – FEASIBILITY STUDY ANALYSIS and BUSINESS
MANAGEMENT PLAN for a BUSINESS INCUBATOR**



RFP ISSUED BY:

Siskiyou Economic Development Council

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www.siskiyoucounty.org

REQUEST FOR PROPOSAL

FEASIBILITY STUDY FOR A BUSINESS INCUBATOR

The Siskiyou Economic Development Council (SEDC) is seeking proposals from qualified professionals to complete a feasibility study, analysis, and potential implementation plan for a business incubator to be located in Yreka, California. The final documents will be leveraged in future planning to assist and support the development and growth of small business entrepreneurs within Yreka and throughout the Siskiyou County region.

The SEDC is a private non-profit community benefit organization that was incorporated in 1985. The SEDC provides economic development professional services and related grant administration for the City of Yreka. The SEDC also operates a variety of relevant programs including the Shasta-Cascade Small Business Development Center, a California designated business innovation hub, Siskiyou AGcellerator, Discover Siskiyou, and the Siskiyou Climate Collaborative. More information about SEDC and programs is available at www.siskiyoucounty.org.

This project is being funded by a grant from the US Department of Commerce, Economic Development Administration (EDA) and the final report(s) will need to comply accordingly. The contract will not exceed a total amount of \$65,000 and will be completed by no later than June 17, 2024. The use of Federal funds requires that this contract adheres to all 2CFR 200 regulations. The successful bidder must be registered and active with SAM.gov.

Background

Yreka is the county seat of Siskiyou County California. One of California's largest yet most rural counties. It is located at California's northern border and adjacent to the State of Oregon. Prominently situated on Interstate 5, the City of Yreka is at the midpoint between San Francisco and Portland. Although its location provides easy access to metropolitan markets, Yreka remains very rural (current population of 7,807) and economically disadvantaged. Therefore, the City prioritizes economic development, strives to offer a supportive business climate, and aspires to be a diverse economy with ample opportunity for business development, attraction, and expansion.

Today the economy of Yreka and greater Siskiyou County is influenced by public sector employment, social and healthcare services, timber and agriculture, manufacturing, and

recreation and tourism. As the County seat, Yreka hosts multiple governmental offices. It currently benefits from a newly expanded county courthouse, expansion of local manufacturing and hotel facilities, and an unprecedented investment, in Main Street, by California's Department of Transportation Highway 3 Rehabilitation Project. The City is prime for redevelopment and diversification of its economy.

The City of Yreka strives to build economic resilience and believes that supporting the growth and development of small businesses in the community will serve that goal. Therefore, the City has partnered with the SEDC to assess the feasibility of developing a business incubation program.

SCOPE OF WORK

SEDC is seeking a firm that has the necessary expertise to conduct and complete an initial feasibility study and analysis that examines the potential for a business incubator in Yreka, CA. If the initial study determines opportunity for success, the second phase of work will be to complete a startup business and management plan for the implementation and operation of a business incubator. The study must address all requirements established by EDA in its Public Works and Economic Adjustment Assistance Program for investment. Including, at a minimum, the following components:

1. Feasibility Study and Analysis:

A feasibility study establishing the potential market demand for a business incubator within the local and/or county area. That study will include looking at the resources and community support necessary to facilitate such a concept. The analysis needs to evaluate the availability and access to business capital, existing and needed infrastructure including commercial real estate, consumer market capacity/demand, etc. The study should demonstrate the viability of the concept and its potential for success.

- a. **Market Research** on potential users of an incubator to include small businesses willing to pay for services and/or space, organizations that could serve as the anchor tenants of the incubator, and other organizations that might benefit or utilize the incubator if present.
- b. **Needs Assessment** regarding the resources required (e.g. – space, financing, services, and more) for an incubator to be successful in the market, what needs are present in the market the incubator could resolve, and opportunities that an incubator presents.
- c. **Case Study Analysis** conduct a cursory review of examples of rural incubators and conditions of success and/or failure.

e. **Recommendations** for next steps.

2. **Startup Business and Management Plan:**

Based on the initial analysis, the second component of this work is to develop a preliminary business plan for operations of an incubator appropriate to serve the market. This will again include an analysis of incubators in similar markets.

- a. **Research** on similar incubators to include analysis and review of their services, resources, and size; the number of small businesses that utilize the incubator; the anchor tenants if present; funding sources to help sustain the incubator; and any success stories of similar incubators.
- b. **Evaluation** of staffing and resources required to operate similar incubators to help in the feasibility and viability of an incubator; potential operational cash flow needs; operational structures that would be needed; and potential revenue generation from the incubator to achieve sustainability.
- c. **Management Plan** for operation that, at a minimum, proposes:
 - Tenant/client selection policy that includes a description of the types of businesses sought and any established selection criteria.
 - Tenant lease or license agreement (if applicable) that enumerates the shared services to be provided; delineates the business assistance policy, including the provision of management, technical, and training assistance, and the graduation policy; and establishes periodic access to the tenant's business records to permit assessment of the financial and operational viability of the tenant's business.
 - Business assistance policy that outlines the various types of assistance that will be provided to start-up firms, including how support will be provided to tenants/clients with access to capital needed to grow their businesses successfully.
 - Staffing plan that details the talent and resources that will be dedicated to supporting the startup companies accepted.
 - Tenant graduation policy that is documented as a provision of the tenant lease or license agreement (if applicable) with clear requirements for tenant graduation from the facility or services; and
 - Performance plan that includes how the entity will track the success of tenants/clients, specifically identifying what performance measurement data are proposed to be collected from tenants/clients and for what period of time during and after the service period the data will be collected.

The components of the study are not necessarily independent or all inclusive. SEDC will rely on the selected contractor for additional guidance and plan for implementation.

DELIVERABLES

The bidder selected shall be responsible for providing the following items subject to acceptance by SEDC.

1. Workplan – a detailed workplan to execute the contract and deliver a completed feasibility study.
2. Draft feasibility study that will be presented to SEDC with opportunity for revision or adjustment.
3. Final feasibility analysis.
4. Draft of initial business and management plan (determined by feasibility analysis).
5. Final business and management plan.

The bidder is expected to participate in an initial kickoff meeting with the SEDC team and City of Yreka management staff to present their work plan and approach. After the kickoff meeting, the contractor will participate in regularly scheduled calls with SEDC and City of Yreka management staff to provide updates on progress, answer questions, and make necessary adjustments.

ESTIMATED SCHEDULE

December 20, 2023	RFP Announcement
January 31, 2024	Deadline for Proposals Submission
February 9, 2024	Evaluation of Proposals & Selection of Contractor
February 15, 2024	Contract Award Announced & Kick-Off scheduled
April 15, 2024	Draft Feasibility Study
April 30, 2024	Final Feasibility Study Due
May 30, 2024	Draft Business and Management Plan
June 17, 2024	Final Business and Management Plan Due

EVALUATION CRITERIA

Respondents to this RFP will be evaluated in accordance with the following criteria:

Technical Capabilities (25 points)

Proposals shall provide information on the firm's history; areas of expertise; commitment to provide resources required to complete the project; and demonstrate ability to perform the work in a professional manner resulting in a high-quality report being presented.

Past Performance (25 points)

Proposals shall demonstrate relevant experience of the firm in completing similar work in the past to include providing examples of work with references. The work presented should be within the last five years from the date of RFP deadline to include size of project, scope of work completed, highlights of the project, and any additional supporting information.

Qualifications of the Team (25 points)

Proposals shall include a description of key personnel working on the project and any subcontractors that will support the effort. This description shall include a breakout of the roles and responsibilities of the identified personnel and subcontractors. Resumes should be included and be no more than two (2) pages in length. Resumes may be presented as an appendix at the end of the document and not included in the page count.

Approach and Schedule (15 points)

Proposals shall include a timeline of the proposed approach that the vendor will take to complete the work under this RFP (e.g. – interviews with stakeholders, presenting key findings, draft reports, and more). It is important in this section to demonstrate how the vendor will complete the work (e.g. – what data sources to determine number of businesses, analyzing key economic factors that are indicative of success for small businesses in a region, etc.).

Budget and Financial Management (10 points)

Proposal shall include a detailed budget and financial management narrative.

AWARD

SEDC will make the contract award to the most qualified proposer, or the firm deemed the most advantageous to completing the project. SEDC reserves the right to reject any/all proposals if the responses are deemed non-responsive or unqualified. The award will only be made to a firm that is registered in SAM.gov and is active at the time of submission.

TYPE OF CONTRACT

This contract will be a firm-fixed price contract that will have established payment terms that are negotiated with the firm selected. 10% of the contract will be held until the final report is provided to SEDC from the selected firm. Bidders are encouraged to submit, if available, their standard set of terms and conditions.

PROPOSAL FORMAT

Proposals should adhere to the following requirements:

- Cover Page
 - Name of Organization
 - Address
 - Point of Contact
 - Email and Phone Number
 - DUNS Number and/or UEI Number
- Proposal
 - No more than 10 pages that are 8.5" x 11" with 1" margins.
 - Clearly identify and cover the following:
 - Technical Capabilities (ability to perform the feasibility study; history of the firm; areas of expertise; commitment to provide necessary resources to perform and complete the project)
 - Past Performance (description of other projects that the firm has completed that is similar in scope within the last five years; please provide a reference for the projects included as part of past performance; include size of project, contact email and phone number, and location of project)
 - Qualifications of Team (e.g. – resumes no more than 2 pages each; qualifications of any subcontractors; description of structure to include who will be responsible for which pieces of the work)
 - Resumes are not included in the 10-page limit and should be included as an appendix at the end of the document.
 - Approach and Schedule (e.g. – timeline of work to be completed; how you proposed to execute the work/plan/meet timelines; identify key aspects of your firm's approach to completing the work)
- Budget schedule and financial management narrative.
- Proof of registry and active status with SAM.gov.

SUBMISSION GUIDELINES AND REQUIREMENTS

The following submission guidelines and requirements apply to this Request for Proposal:

1. First and foremost, only qualified individuals or firms with relevant experience should submit a proposal.
2. Bidders considering submitting a proposal should notify the point of contact identified on the cover page no later than 5:00 pm (PST) on January 15, 2024, by submitting a Letter of Interest via email to tonya@siskiyoucounty.org.
3. Bidders must list at least 1 project that is substantially similar to this project as part of their response, including references. Relevant examples of work should be provided as well.
4. A technical proposal must be provided and must provide resumes of all key personnel performing the work. In addition, the technical proposal should provide a proposed schedule that will meet the grant requirements regarding milestones, as applicable.
5. A price proposal must provide and should indicate the overall fixed price for the project as well as hourly rates and an estimated total number of hours.
6. Proposals must be signed by a representative that is authorized to commit bidder's company, firm, or organization.
7. If you have a standard set of terms and conditions, please submit them with your proposal.
8. Proposals will be accepted until 5:00 pm (PST) on January 15, 2023. One (1) electronic copy (in PDF format) of the entire proposal is required and must be submitted to: tonya@siskiyoucounty.org. Proposals must remain valid for a period of 90 days.

Additional Information

Cost of Preparation of Response

Costs incurred by any individual, firm, or other entity in the preparation of their response to this Request for Proposal are the responsibility of the responding individual, firm, or other entity and will not be reimbursed by the SCEDC or the City of Yreka.

Contract Provisions

SCEDC reserves the right to reject any and all proposals, waive any irregularity in the proposals and/or to conduct negotiations with any firms.

Review of materials from SCEDC are available upon request. Please direct inquiries to tonay@siskiyoucounty.org.

Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the Consultant's operation and use of the leased premises. The cost of such insurance shall be borne by the Consultant.

City of Yreka Insurance Requirements for Professional Services

Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the Consultant's operation and use of the leased premises. The cost of such insurance shall be borne by the Consultant.

Minimum Scope and limit of Insurance

Coverage shall be at least as broad as:

1. Commercial General Liability (CGL): Insurance Services Office Form CG 00 01 covering CGL on an "occurrence" basis, including products and completed operations, property damage, bodily injury and personal & advertising injury with limits no less than \$2,000,000 per occurrence. If a general aggregate limit applies, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.
2. Workers' Compensation insurance as required by the State of California, with Statutory Limits, and Employer's Liability Insurance with limits of no less than \$1,000,000 per accident for bodily injury or disease. (This applies to Consultants with employees).
3. Property insurance against all risks of loss to any tenant improvements or betterments, at full replacement cost with no coinsurance penalty provision.

If the Consultant maintains broader coverage and/or higher limits than the minimums shown above, the Entity requires and shall be entitled to the broader coverage and/or the higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Entity.

Other Insurance Provisions:

The insurance policies are to contain, or be endorsed to contain, the following provisions:

Additional Insured Status

The Entity, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Consultant including materials, parts, or equipment furnished in

connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Consultant's insurance (at least as broad as ISO Form CG 20 10).

Primary Coverage

For any claims related to this contract, the Consultant's insurance coverage shall be primary insurance coverage at least as broad as ISO CG 20 01 04 13 as respects the Entity, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the Entity, its officers, officials, employees, or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.

Legal Liability Coverage

The property insurance is to be endorsed to include Legal Liability Coverage (ISO Form CP 00 40 04 02 or equivalent) with a limit equal to the replacement cost of the leased property.

Notice of Cancellation

Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to the Entity.

Waiver of Subrogation

Consultant hereby grants to Entity a waiver of any right to subrogation which any insurer of said Consultant may acquire against the Entity by virtue of the payment of any loss under such insurance. Consultant agrees to obtain any endorsement that may be necessary to affect this waiver of subrogation, but this provision applies regardless of whether or not the Entity has received a waiver of subrogation endorsement from the insurer.

Acceptability of Insurers

Insurance is to be placed with insurers authorized to conduct business in the state with a current A.M. Best's rating of no less than A: VII, unless otherwise acceptable to the Entity.

Self-Insured Retentions

Self-insured retentions must be declared to and approved by the Entity. The Entity may require the Consultant to purchase coverage with a lower retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. The policy language shall provide, or be endorsed to provide, that the self-insured retention may be satisfied by either the named insured or Entity.

Verification of Coverage

Consultant shall furnish the Entity with original Certificates of Insurance including all required amendatory endorsements (or copies of the applicable policy language effecting coverage required by this clause) and a copy of the Declarations and Endorsement Page of the CGL policy listing all policy endorsements to Entity before occupying the premises. However, failure to

obtain the required documents prior to the work beginning shall not waive the Consultant's obligation to provide them. The Entity reserves the right to require complete, certified copies of all required insurance policies, including endorsements, required by these specifications, at any time.

Special Risks or Circumstances

Entity reserves the right to modify these requirements at any time, including limits, based on the nature of the risk, prior experience, insurer, coverage, or other special circumstances.