

# **Request for Proposals**

## **Feasibility Study**

### **Introduction**

The Paterson Restoration Corporation (PRC) is requesting the submittal of proposals from qualified firms or individuals authorized to do business in the State of New Jersey to complete a comprehensive feasibility study on the potential of developing a food business incubation program, including a FDA and/or USDA food business incubator facility to be located in the City of Paterson, New Jersey, home to approximately 146,000 people. As part of this study, the study will need to assess research business models that would sustain this incubation program and a commercial kitchen in Paterson, that would also be available for use by businesses, entrepreneurs, and citizenry throughout the region beyond the City of Paterson border's encompassing surrounding municipalities within 30 mile radius.

Paterson was a center for manufacturing until the mid-20<sup>th</sup> century, but despite its location near transportation hubs, affordable housing, and vibrant communities, its population has remained relatively constant. It is the county seat and retains a vibrant service sector; however, poverty rates have been high for decades as the move of industry to suburbs has left it with Passaic County's lowest purchasing power. Paterson has a Hispanic majority and the 4<sup>th</sup> highest percentage of African American in the state's larger urban areas, and is home to some 56 ethnicities, including many from the Middle East.

The site from which the study should be based on includes the geographic area marked by the municipal boundaries of Paterson, extending from the Passaic River on the North and East to Crooks Avenue on the South, now considered as one of densest cities in the US 2010 Census.

The main purpose of the feasibility study is to establish the market and factors that will drive the development, implementation, and evaluation of this proposed project for a food business incubator. The feasibility study will address the EDA's goals promoting effective community development by establishing a formal description of the project, time line, market analysis, project management plan and market sales plan.

## **Project Description**

The overall goal of the feasibility study is to determine if a certified, commercial, shared-use kitchen located in Paterson is possible, practical, viable and will be successful and, if so, to ascertain the business model that would best sustain such a kitchen incubator.

## **Timeline**

The timeline should work backwards from the expected completion date and provide detailed information related to steps required for successful completion of the feasibility study by the expected completion date.

## **Deliverables**

The final report will consist of a documented feasibility study, which will incorporate the following specific deliverables and/or others that will be mutually determined by the PRC and the consultant.

1. Research market demand for use of the kitchen, by conducting secondary research of potential food industry users within the region.
2. Conduct primary research of potential food industry users within the region via focus groups, telephone interviews and/or surveys of constituents with a stake in local food industry, i.e. business organization leaders, community leaders, residents, both current and prospective business owners, etc., working in collaboration with PRC and with interviews and/or meetings facilitated by PRC.
3. As a result of secondary and primary research conducted, and a competitive assessment of business incubation program and commercial kitchen in the region and in the state, develop a proposed food incubation strategy for the PRC, and identify its geographic reach, target clients, and business focus/ specialization.
4. Develop a proposed mission statement for incubation program, and a potential modification to the name of the program.
5. Identify the types of services that should be offered, and the types of resources and collaborators that should be part of the PRC network.
6. Assess the current incubator physical facility, and determine the optimal layout of its operations, and facility requirements via CAD
  - a. Identify functional requirements of the facility, e.g. administrative needs, employee hand washing/gowning needs, processing needs, storage needs, etc.

- b. Propose kitchen layout equipment recommendations, utility needs, and other ancillary components, such as availability of storage, packaging, retail space, etc.
  - c. Propose regulatory and other requirements that will be needed.
  - d. Determine estimated capital costs for equipment.
  - e. Determine estimate capital costs of building improvements necessary for desired sanitary requirements, and equipment needs.
7. Propose organizational legal strategy, as well as staffing strategy and position descriptions for all staff needs.
  8. Propose Advisory Board structure.
  9. Identify client screening and selection process.
  10. Assess proposed metrics of incubation program.
  11. Determine potential revenue sources, grants and fundraising strategies.
  12. Develop a project timeline that include costs and budgeting of a three year pro forma budget ( including costs and income), and a management and operations plan that includes tenant selection policies, tenant lease agreement terms, business assistance o policy, staffing plan, team graduation policy, incubator management and operations policies, and marketing and sales plans.

## **Budget**

The RFP Budgetary information should be submitted in the following terms:

The consultant will be required to present a cost for the project based on the proposed scope of work. The final contract will provide additional details on how payments will be disbursed, bill rates, and the expected deliverables at each point of the project. It is anticipated that a large portion of the contracted amount would be dedicated to consultant time, as well as any fees to access databases and other reports that will help gather information on the food and retail business in the City of Paterson and the region which encompasses this study's parameters.

## **Outcome and Performance Standards:**

Work will commence in December 2015 and all tasks must be completed by May 2016 unless an alternative completion date has been mutually determined.

All focus groups, interviews and meeting notes must be summarized and included with the final report.

PRC and the City of Paterson will use the results of this study to create a business planning document to determine the feasibility of moving forward with the project.

## **Information Requested**

- a. Provide name, title, address, telephone number, fax number, email address of the primary contact person for your proposal.
- b. Propose the fees to be charged by your firm and/or yourself.
- c. Propose timeline for completion

## **Consultant Qualifications**

Applicants are requested to present relevant qualifications and provide proof of good standing to do business in the State of New Jersey and the City of Paterson. This shall include relevant biographical information about the consultant(s) involved, and/or a profile of the firm applying for consideration to perform the scope of work as defined above. The desired information regarding qualifications/credentials shall include, at minimum:

- Names and qualifications of feasibility study team, including what portions of the study each are handling.
- Consultant or firm's experience with business related and industry related market studies and feasibility studies worked on in part or in its entirety, as well as other related research experience.)
- Past Project References for the Consultant or Firm. Please provide 3(three) client references.
- An organizational chart that includes the senior team, leadership structure, or network or consulting partnerships that will be working on this project.
- Documentation of approval to do business in the State of New Jersey.
- Attestation of the work will not present or create a "conflict of interest" as dictated by local laws and public purchasing departments.
- Attestation that the consultant or firm is in full compliance with all applicable local, state, and federal laws, codes and regulations, and will remain so for the duration of the project.

## **Evaluation of Applicants**

Receipt of the proposals must be met by the deadline established by this RFP, which is November 18, 2015. At that time a technical review will be conducted and required documentation will be reviewed. Any consultant or consulting firm found to be missing critical documents or attachments requested in the process may be eliminated from the process and may not be scored.

Proposals that are deemed complete and in compliance will be reviewed by at least two members of the PRC against an evaluation rubric used for such purposes, and which will be utilized to create a proposal score. Final evaluation criteria will include overall proposal score, amount of bid relative to other applicants (although PRC reserves the right to select a consultant based on criteria other than lowest bid), and other factors such as geographic proximity and quality of references.

Should there not be a clear advantage to one particular vendor, PRC may opt to require finalists to provide the senior management team an opportunity for a final oral presentation. Specific questions that were generated by the proposal reviewers will be discussed at this time, in order to give consultant or consulting firm an opportunity to clarify or provide additional information. Reviewer questions will be shared with the finalists prior to their oral presentation date. During this time, the senior management team may also engage the consultant or the consulting firm representative to inquire about their presentation or to request further elaborations on the methodology or goals of the feasibility study; this can include a discussion about projected timelines and any challenges the consultant or consulting firm may encounter during the performance of the scope of work.

## **Review and Award – Evaluation Criteria**

Proposals will be evaluated based on the following criteria:

Qualification and experience:

- Project Proposal – demonstration of a thorough understanding of the scope and intent of project objectives
- Key Personnel Experience – combination of team members that meet the interdisciplinary needs of the project
- Relevant Project Experience- demonstration of team’s ability to meet the proposed project including assigned staff availability
- Geographical proximity
- Bid pricing

## **General Requirements- Processing of Proposals**

To receive award consideration, please send your electronic proposal submission to the email address [cdeutsch@patersonnj.gov](mailto:cdeutsch@patersonnj.gov) no later than 4:00 P.M. November 18<sup>th</sup>, 2015.

Applicants will be notified of award by December 2nd.

All Offerors shall abide by all applicable State and Federal Laws. The PRC does not discriminate against any organization, inclusive of small, minority business and women owned or faith-based organizations.

## **Inquiries concerning RFP**

To review and download the Request for Proposal, please visit the PRC website at [www.patersonrestoration.org](http://www.patersonrestoration.org) and click on the link <http://www.patersonrestoration.org/en/news/request-proposals-feasibility-study>

Additional questions or information can be obtained at Paterson Restoration Corporation by phone 973-321-1220 or, by email at [cdeutsch@patersonnj.gov](mailto:cdeutsch@patersonnj.gov)