

**KENTUCKY CAPITAL DEVELOPMENT CORPORATION**

**REQUEST FOR PROPOSAL**

**Frankfort-Franklin County Economic Development  
Strategic Action Plan  
Capital Community  
Economic/Industrial  
Development Authority,  
Inc. dba Kentucky Capital  
Development  
Corporation**

109 Consumer Lane  
Frankfort, KY 40601

**Issue Date:** August 5, 2024

**Pre-Submittal Meeting:** August 19 @ 10 AM at Kentucky Capital Development Corporation (KCDC). Following the meeting, staff will provide any interested attendees with a guided tour of the community. If you plan to participate in the tour, you **MUST RSVP BY Monday, August 12 TO [PPEAVLER@KYCAPITALDEVELOPMENT.COM](mailto:PPEAVLER@KYCAPITALDEVELOPMENT.COM)**. We will offer an opportunity to join this meeting electronically. For those choosing this avenue, please send an e-mail requesting the contact instructions to: [info@kycapitaldevelopment.com](mailto:info@kycapitaldevelopment.com)

Submission Deadline: Monday, September 16, 2024 @ 12:00 PM (Noon)

**REQUEST FOR PROPOSALS**

- A. The Kentucky Capital Development Corporation (the “KCDC”) is seeking qualified firms to develop an economic development strategic action plan for Frankfort and Franklin County, Kentucky. The community is unique, both geographically, and with a variety of business interests. The KCDC will consider proposals from firms or teams of firms that have extremely strong experience in working with small-midsize cities with unique geographical circumstances, diverse industrial development interests, an array of cultural assets, robust tourism-based economies, and downtown business districts and neighborhoods. Special focus will be given to teams who have worked with Capital cities to diversify their business offerings. Prior experience in Kentucky is an added benefit but not required.

There will be two components to proposal submissions:

**Part I – Qualifications Submittal**

Firms shall be required to submit evidence of their qualifications to perform the services described herein. The qualification submission requirements are further described on the following pages.

## **Part II – Proposals**

With their submissions, firms shall include a proposal including a project approach detailed scope of services, a list of interim and final deliverables, communications strategy, community and stakeholder involvement, and total cost of the services proposed.

**B. Evaluation:** See evaluation criteria for the proposal at the end of this document.

**C. Questions and Answers:** Technical questions during the time qualification packets are being put together may be addressed ***IN WRITING ONLY by August 26 2024*** to: Penny Peavler, Economic Development Director, Interim: [ppeavler@kycapitaldevelopment.com](mailto:ppeavler@kycapitaldevelopment.com).

No verbal requests for clarification or information will be accepted. All questions and clarifications will be answered in one written addendum, to be issued no later than Friday, September 6, 2024, to all parties who attended the pre-bid meeting on Monday, August 19, and to be posted on [www.kycapitaldevelopment.com](http://www.kycapitaldevelopment.com)

**Submittal Instructions** Questions and Addenda. Respondents should seek clarification of any ambiguity, conflict, omission, or other error in this RFP in writing to the contact listed in this RFP. No oral statement or communications shall modify or otherwise affect the terms, conditions, or specifications stated in the RFP or ensuing contract. If the answer materially affects this procurement, the information will be issued in an addendum. All addenda to this RFP must be applied in the proposal submitted to KCDC. Failure to use the correct and most recent addenda may result in the proposal being rejected. In the case of a discrepancy, the answers provided will govern over all other RFP documents. An addendum might extend the submission deadline and will be noted in the addendum. Any addendum issued shall not be interpreted to relieve Respondents of their authority and duty to comply with applicable federal, state or local laws, regulations or policies.

Written communications should be sent to:

Kentucky Capital Development Corporation

Attention: Penny Peavler

109 Consumer Lane

Frankfort, Kentucky 40601

[ppeavler@kycapitaldevelopment.com](mailto:ppeavler@kycapitaldevelopment.com)

**Submittal of Proposals** Respondents must submit four (4) original proposals in a sealed envelope plainly marked on the outside “SEALED PROPOSAL FOR FRANKFORT FRANKLIN COUNTY ECONOMIC DEVELOPMENT STRATEGY” and one (1) electronic copy in PDF format sent to [ppeavler@kycapitaldevelopment.com](mailto:ppeavler@kycapitaldevelopment.com). The PDF copy should be a single document containing all of the pages in the hard copy submittal. Please focus on submitting materials that highlight the experience of the firm or firms and other requested qualification credentials requested for this project.

No proposals will be accepted after the time and date proposals are due.

**Right to Reject.** KCDC reserves the right to reject all proposals received in response to this RFP. The award of a contract shall be at the sole discretion of the KCDC.

**Retention of Records.** The successful respondent shall be required to maintain, for a period of five (5) years from the date of final payment to the respondent, all books and records pertaining to this RFP, the contract and contract administration.

All packages should be bound and tabbed as follows:

**PART I - Qualifications**

- A) **INTRODUCTORY LETTER:** The letter must identify the firm or firms comprising the team, clearly identifying the project manager, and signed by an officer, managing member or the general partner of the firm. The letter should identify the respective relationships if multiple firms are involved in this project.
- B) **FIRM DESCRIPTION:** Please provide a brief overview of the firm or firms’ history.
- C) **TEAM EXPERTISE:** Brief description of general qualifications, the multi-disciplinary nature of the team assembled for this project, specific evidence of relevant experience creating an economic development strategy for cities of similar size and composition.
- D) **PROJECT TEAM:** Please provide an organization chart demonstrating the structure of the project team. Provide resumes/bios of all key members of the team with the project manager clearly identified.
- E) **PROJECT EXAMPLES:** Summary of recent (past 3 years) economic development strategic plans in progress or completed, with the following information for each project:
  - a. Name of Client (community, county, region, etc.)
  - b. Reference – individual’s name, with current contact information
  - c. Current status of strategy or plan (drafting in progress; drafting completed; adopted, implemented, how utilized, etc.)
  - d. Description of any unique challenges and how the team addressed them
  - e. Nature of stakeholder engagement in formulation of strategy

- f. Size and scale of the community
  - g. Major components of the strategy
- F) **SAMPLE STRATEGY OR STRATEGIC PLAN(S):** Please include hyperlinks to one or more examples of a completed strategy. PLEASE DO NOT SUBMIT HARD COPIES.
- G) **OTHER SUPPORTING DOCUMENTATION:** The successful submitter must be familiar with – or become familiar with – all of the information contained in the RFP. An optional narrative of up to one-page demonstrating the team’s understanding of Frankfort’s unique character and challenges is welcome.

**PART II - Proposal**

- A) **PROJECT APPROACH:** The KCDC is looking for a proposed project approach that will include general timelines and outline the tasks required to complete the scope of work. This scope should include the recommended frequency and length of advisory committee meetings, recommended public/private stakeholder engagement activities, public and community engagement, and major project milestones.
- B) **SCOPE OF WORK:** Provide a detailed scope which includes a brief description of each proposed task, with connected interim and final deliverables. If the scope includes any optional tasks or deliverables, please be sure those are clearly identified.
- C) **PROJECT SCHEDULE:** In graphic format, please provide a project schedule identifying major tasks and deliverables/project milestones.
- D) **COMMUNICATIONS STRATEGY:** Please describe the method and frequency your team will communicate with the KCDC’s project manager, the steering committee, stakeholder groups, and the general public. Please describe any role or how you would engage KCDC’s communication efforts regarding the plan.
- E) **FEE:** Provide an overall lump sum/not-to-exceed fee, inclusive of all labor and expenses for the scope proposed. Also, please provide a breakout of separate lump sum prices for each deliverable inclusive of all expenses and project management fees. If the proposed scope contains any optional tasks or deliverables, please list those separately with a cost for each option.

**BACKGROUND**

Frankfort, Franklin County, is the Capital of the Commonwealth of Kentucky. Nearly 50,000 residents call the community home. Many are employed in a variety of sectors including State Government and related industries, Advanced Manufacturing, and Tourism. Interstate access on the North/South I-75 runs near to the County and the East/West I-64 runs through the County. There is outstanding access to air, waterways, rail and highways.

Geographically, Frankfort is located in the Kentucky River Valley. Its hills and valleys roll and run through beautiful agricultural areas. Kentucky State University (KSU), one of the nation's oldest public historically Black colleges and universities, makes Frankfort its home. Distinctive programs include a new College of Engineering and a 2-yr program in manufacturing technology. The College of Agriculture, Health, and Natural Resources is composed of five schools, including the [School of Agriculture & Natural Resources](#), [School of Aquaculture and Aquatic Sciences](#), and the [School of Nursing](#). KSU has nationally and internationally recognized research programs in aquaculture (fish farming), organic agriculture, sustainable biofuel feedstock production, alternative fruit and nut crops, ecological entomology, alternative pesticides and water quality, global information systems, agroforestry, goat production, biotechnology, obesity and human health, and apiculture. These unique and world-class programs afford Frankfort and Franklin County the opportunity to grow the biotech and agriculture technology sectors here substantially.

Frankfort is a unique riverside, historic downtown with nearby award-winning distilleries, Buffalo Trace, Jim Beam, and Castle & Key. These three distilleries are key tourism drivers and major employers. Small businesses and the downtown thrive in the tourism economy. A recent major expansion by Buffalo Trace Distillery doubled production capacity.

Advanced manufacturing in the automotive sector is active in Frankfort with nearby Toyota in Georgetown. Suppliers and parts manufacturers such as TOPY America, HTNA, and Montaplast are the largest employers besides the State of Kentucky and the distilleries. Home grown industries such as Candleberry Candle Factory have grown and expanded their business in Franklin County.

Quality public schools, community engagement, parks, and outdoor recreation are abundant. Frankfort's geographic placement, burgeoning industry and rich history make it ideal for both start-ups and established endeavors. Regional healthcare and medical specialties are available at the Frankfort Regional Medical Center which serves multiple adjacent counties. Industrial development is somewhat constrained due to the unique topographic of the hills and valleys of the County. Three Industrial Parks serve the County and are largely occupied. A regional industrial park on the Anderson and Franklin County border is currently proposed. Real estate options exist for 350 acres of land. The Comprehensive Plan Update for 2024 (FFC) is nearing completion. The Future Land Use Map of the Proposed 2024 Update of the Comprehensive Plan does not currently designate the above proposed area for industrial growth. It is slated to remain agricultural. The Planning Commission will hear the FFC Plan on August 8. The Fiscal Court and Board of Commissioners will hear the plan in October 2024.

Electricity is widely available and 3 utilities serve various parts of the County including the municipal Frankfort Electric and Water Plant Board, Kentucky's Touchstone Energy

Cooperatives, and LG&E Kentucky Utilities. The Frankfort Sewer Department serves County Industrial Parks and NiSource Columbia Gas serves the natural gas market. Gigabyte internet service is widely available throughout the County. A recent housing study indicated the market is ripe for housing investment of all types.

Here are just a few examples of opportunities sprinkled throughout the County:

- The Holmes Street corridor will be widened and made complete providing entry into the downtown area from Owen County and the North. Holmes Street is a mixed-zone street of industrial, commercial, and residential.
- A Downtown Masterplan has encouraged adaptive reuse retail, restaurant, and lodging projects in downtown. 4 new hotels are coming to the Eastern edge of the County near distilleries. Frankfort has 40 distilleries within a 30-minute drive of the City/County.
- The state and city are planning a conversion of a historic one-truss span bridge into a walking and cycling bridge as a Western Anchor for Downtown.
- A Masterplan for Lakeview Park in the County will see the expansion of Sports Tourism in the community.
- Expansion of Industrial Park III on Duncan Road has led to the development of 100 acres of new industrially zoned land.
- Consolidation of Commonwealth of Kentucky Office properties and underutilized retail centers provides opportunities for infill development and flex space. These areas are located on US 60 near Kentucky State University, off Duncan Road, and the US 127 Corridor.

**The goal of the economic development strategy project is to answer the following questions:**

1. How should Frankfort/Franklin County leverage the energy and momentum of catalytic investment in the Region to realize development potential?
2. Who should Franklin County focus on attracting in terms of jobs and investments? (target sectors and subsectors)
3. What are the workforce characteristics required to attract target sectors? How does Franklin County's talent pool match with these characteristics and what training should be offered to enhance our competitiveness?
4. How can Frankfort/Franklin County grow the biotech and agriculture technology sectors given KSU's unique and world-class programs?
5. What tools currently in our toolbox (incentives, policies, etc.) should we use, modify or eliminate or what new tools should we create in order to attract new jobs and investment?

6. With limited resources available, how and where should we focus our time and resources to retain and assist businesses with expansion?
7. What should the relationship between the KCDC and other organizations in the region look like? (Greater Lexington/Bluegrass Region, Anderson, Shelby, Owen, Henry and Spencer Counties, Workforce Development Board, RJ Corman, CSX, Commonwealth of Kentucky, Kentucky State University, etc.)
8. What policies and procedures need to be revised to make Frankfort/Franklin County more attractive to developers?
9. The Comprehensive Land Plan Update for 2024 is nearing completion. The Future Land Use Plan of the Proposed 2024 Update of the Comprehensive Land Plan (FFC) does not currently designate the area at the Anderson/Franklin County line for industrial growth. It is designated agricultural. The Planning Commission will hear the FFC Plan in August. The Franklin County Fiscal Court and Frankfort Board of Commissioners will hear the FFC Plan in October 2024. How might your recommendations differ if the Planning Commission or the elected officials of the City and County propose 500 additional acres for industrial development on the Future Land Use Map? 1,000 additional acres? 3,000 additional acres?

## **SCOPE OF SERVICES**

**Primary Work Product:** This contract will result in a county-wide actionable economic development strategy for Frankfort and Franklin County, Kentucky. This strategy will be based in market realities, be implementable, fundable and unique to this community. All work must be original to this project. We are not interested in a plan that is duplicative of plans developed for other communities or clients.

The successful proposer will perform the tasks necessary to deliver a strategy with the following components:

1. An economic and demographic profile of Frankfort and Franklin County, Kentucky.
2. An analysis of economic development policies, incentives, funding resources, and other tools used and available to KCDC staff.
3. A target industry, sector and subsector analysis.
4. A workforce and training gap analysis based on target sectors.
5. A vision and goals appropriate and unique to Frankfort and Franklin County
6. Stakeholder engagement (including organizational partners, elected officials, regional stakeholders, developers, business leaders, other community advocates, and the public).
7. A set of data-driven recommendations with implementation steps and identified funding sources for business attraction, retention, expansion, and

entrepreneurship support based on the analysis performed in items 1-3.

8. A definition of the entities needed and what roles they will play in implementation of the tactical plan. Examples might include KCDC, City and County Government, the Chamber of Commerce, Frankfort Electric and Water Plant Board, Tourism, Downtown Frankfort Inc., area School Systems, Frankfort Regional Medical Center.

**PROPOSED PROJECT TIMELINE\***

August 5, 2024:	Request for Proposals Advertised
August 12, 2024	Deadline to RSVP for Community Tour
August 19, 2024:	Pre-submittal Meeting and Tour
August 26, 2024:	Deadline for Submitting Questions
September 6, 2024:	Responses to Questions Posted
September 16, 2024:	Proposal Deadline
Week of September 30, 2024:	Consultant Interviews with Selection Panel
Week of October 7, 2024:	Consultant Selection by Selection Panel
October 10, 2024:	Presentation of Selected Consultant and Contract to KCDC
October 11, 2024:	Notice to Proceed
October 2024:	Initial Steering Committee Meeting
March 2025:	Draft Completed for Review
April 2025:	Final Deliverable Due

\*Timeline is subject to change.

**BASIC QUALIFICATIONS AND REQUIRED COMPLIANCE**

Only firms meeting the following basic qualifications will be considered. Any submission not meeting these criteria will be deemed non-responsive and further review will end. The basic qualifications are as follows:



- 1) At least five (5) years of validated and professional experience in preparing municipal economic development strategic plans.
- 2) Demonstrated experience in stakeholder engagement.
- 3) Demonstrated understanding of the challenges facing Frankfort/Franklin County.
- 4) Demonstrated knowledge of working in cities with historic significance and a variety of development patterns and character districts.
- 5) An understanding of local and state economic development tools and policies in Kentucky.
- 6) Demonstrated capacity to complete complex initiatives on time and within budget.
- 7) Strong data collection and analysis skills.
- 8) Strong skills in written and oral communication

#### **EVALUATION CRITERIA & SELECTION PROCEDURES**

Each submittal will be evaluated by a selection committee. The selection committee will review only those qualifications of firms submitting responsive packages, as described above. The selection committee may choose to conduct interviews with proposers deemed reasonably acceptable for selection of award prior to making a recommendation to the KCDC Board for final approval.

***ONLY QUALIFICATIONS PACKAGES WHICH MEET ALL OF THE SUBMISSION REQUIREMENTS DESCRIBED ABOVE IN THIS RFP WILL BE CONSIDERED. PROPOSALS WITH INCOMPLETE OR MISSING CONTENT WILL BE REJECTED PRIOR TO EVALUATION.***

The selection committee will evaluate proposals based on the following criteria below. Although all factors are important, the list below is in order of relative weight that will be assigned during the evaluation:

- Relevant Economic Development Strategic Planning Experience
- Project Approach & Scope
- Data Analysis Experience
- Project Team
- Fee
- Overall Quality of Submission

Award shall be made to the responsible offeror whose proposal is determined in writing to be the most advantageous to KCDC based upon the evaluation factors set forth above.

## AVAILABLE RESOURCES

The following resources are available for firms to consult during the proposal phase. The resources will also be used and considered in the final deliverable:

Frankfort/Franklin County Comprehensive Plan (2024) [Distilled Together | Frankfort Franklin County Kentucky Comprehensive Plan Update](#)

Click on Franklin County, Kentucky to see demographic and census data [Statebook | Data is Power](#)

Guru Data on Franklin County [Kentucky's Touchstone Energy Cooperative - dataispower.org \(giswebtechguru.com\)](#)

KY Capital Development Corporation Frankfort Statistics [Demographics – KENTUCKY CAPITAL DEVELOPMENT CORPORATION](#)

Franklin County Existing Employers [Existing Employers – KENTUCKY CAPITAL DEVELOPMENT CORPORATION](#)

[Strategic Plan – KENTUCKY CAPITAL DEVELOPMENT CORPORATION](#)

Greater Lexington KY Regional Economic Development Plan (2023) [Regional Plan - Commerce Lexington Inc.](#)

[Greater Lexington Regional Data Home – Lexington Kentucky Economic Development \(locateinlexington.com\)](#)

Commonwealth of KY Economic Development Plan (2024) [Blueprint for the Commonwealth | Cabinet for Economic Development \(ky.gov\)](#)

<https://franklincounty.ky.gov/wp-content/uploads/2022/02/Lakeview Master Plan Final-Report.pdf>

Frankfort, KY Plans & Studies (July 2024-2018) [Plans & Studies | Frankfort, KY Housing Study Needs Forecast \(July 2023\) Title \(ky.gov\)](#)

## **GENERAL TERMS AND CONDITIONS**

- **Cost Incurred in Responding.** This RFP does not commit KCDC to pay any costs incurred in the preparation and submission of proposals or in making necessary studies or designs, nor does it commit KCDC to enter into a contract.
- **Disposition of Proposals.** All materials submitted in response to this proposal offering will become the property of KCDC. One (1) copy of each proposal shall be retained for

the official files and will become a public record after an award is made by KCDC, and thus open for public inspection. It is understood that the proposal will become a part of the official file without obligation on the part of KCDC.

- **Written Agreement.** The successful bidder upon selection, will be required to enter into a written agreement with KCDC.
- **Compliance Requirements.** The RFP, the evaluation and selection of the successful candidate, the final agreement and the performance of the contract shall all be in compliance with all state, federal, local and KCDC requirements.
- **Disclosure.** In compliance with Kentucky Open Records Act, trade secrets or proprietary information submitted by a respondent in connection with this RFP shall not be subject to public disclosure. However, the respondent must invoke this protection prior to or upon submission of the data or other materials and must clearly identify the specific area or scope of data or other materials to be protected and state the reasons why protection is necessary.