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# Request for Proposal

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## Comprehensive Economic Development Strategy

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Request by

Memphis Area Association of  
Governments

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Due Date: **By the EOB - April 16, 2021**

All responses addressed in the following manner:

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CEDS Proposal - MAAG

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## Study Objectives:

The Memphis Area Association of Governments (MAAG) under its direction is seeking a consultant for the purpose of reexamining and updating the current Comprehensive Development Strategy (CEDS) prepared in March 2017 for the region. The required CEDS is partial fulfillment of economic development planning program, Partnership Planning Investments, funded by the United States Department of Commerce’s Economic Development Administration (EDA).

### Partnership Planning Investment and CEDS Purpose and Objectives:

The Partnership Planning investments support a nationwide network of Planning Organizations to provide comprehensive economic development planning services to distressed Regions. EDA makes Partnership Planning Investments to enable Planning Organizations to manage and coordinate the development and implementation of the CEDS to address the unique needs of their respective Regions.<sup>1</sup>

The required CEDS standards are set forth in **13 CFR §303.6 Partnership Planning and the EDA funded CEDS Process and § 303.7 Requirements for Comprehensive Economic Development Strategies.**

## Study Planning Area:

The study planning area comprises of four (4) Tennessee counties (Fayette, Lauderdale, Shelby, and Tipton). Additionally, by way of intergovernmental agreement Crittenden County (AR) became part of the MAAG region and is not considered by EDA as an official member of the MAAG region for the purpose of this study. Crittenden County and cities may only receive study mention by way of its demographic and economic data.

Counties	Cities/Towns	Population Estimate 2019
Crittenden		49,090
	Crawfordville	457
	Earle	2,277
	Edmondson	417
	Gilmore	276
	Horseshoe Lake	288
	Jeanette	113
	Jericho	114
	Marion	12,582
	Sunset	176
	Turrell	591
	West Memphis	24,607
Fayette		42,773
	Braden	300
	Gallaway	724
	Grand Junction	327
	LaGrange	147

<sup>1</sup> “Economic Development Administration Regulatory Revision: Final Rule” 13 CFR Parts 300, 301, 302

Counties	Cities/Towns	Population Estimate 2019
Fayette (continued)		42,773
	Moscow	582
	Oakland	8,250
	Piperton	1,809
	Rossville	938
	Somerville	3,154
	Williston	427
Lauderdale		25,352
	Halls	2,191
	Henning	1,003
	Ripley	8,092
Tipton		62,536
	Atoka	9,402
	Brighton	2,902
	Burlison	434
	Covington	8,768
	Garland	215
	Gilt Edge	484
	Mason	1,615
	Munford	6,134
Shelby		945,094
	Arlington	13,485
	Bartlett	59,360
	Collierville	48,819
	Germantown	38,836
	Lakeland	13,360
	Memphis	655,061
	Millington	10,469

Source: Environmental Research Institute (ESRI)

## MAAG Mission and History:

The Memphis Area Association of Governments' primary mission for its membership offers assistance and support in matters of regional planning, economic development and intergovernmental matters.

In 1968, local governments from Crittenden, DeSoto, and Shelby Counties incorporated under the organization name of Mississippi, Arkansas, and Tennessee Council of Governments (MATCOG). The council's purpose oversaw regional planning activities, function as a metropolitan clearinghouse for federal programs and provide technical assistance to its membership.

In 1972, the Memphis Delta Development District (MDDD) organized to include Fayette, Lauderdale, Shelby, and Tipton counties in Tennessee. The district organization received its sanction through

Tennessee legislation enacted to promote regional economic development and allow local governments to utilize federal resources.

Both MATCOG and MDDD realized they promoted similar objective goals due to common issues and challenges. As a result, in 1974 it was decided the avoidance of duplication is better achieved by merging both organizations. The two organizations merged under the name of MATCOG/MDDD and established a single mission and goal for the combined organizations.

In 1994, the members approved the name change to Memphis Area Association of Governments or commonly known as MAAG. Although the name changed, MAAG's purpose of service to its members remains.

## **MAAG Programs/Services:**

MAAG facilitates programs and provides services for our member governments and region in the areas of economic development, housing, community development and intergovernmental relations. The following programs represent the immediate services rendered to MAAG membership:

**Regional Economic Development and Planning Advisory Services:** As an Economic Development Administration (EDA) designated Economic Development District for Tennessee members, MAAG prepares and updates the federal Comprehensive Economic Development Strategy (CEDS). Our member governments are eligible for EDA funding for various grants primarily due to the identification of need within the CEDS.

**Grant Writing and Grant Administration:** Working closely with local and regional officials, MAAG prepares and submit grant applications for projects, secures funding for project implementation and provides administrative services throughout the process.

**Housing Programs:** MAAG works to promote programs and services within the authority of the Tennessee Housing Development Agency. Activities include local oversight of the public funded Emergency Repair Program (ERP) for seniors (65+) helping many residents with much needed repairs to their houses resulting in an improved standard of living.

**Regional Tourism:** MAAG's designation as a Regional Tourism Organization by the Tennessee Department of Tourist Development for rural Fayette, Lauderdale, Shelby and Tipton counties. The MAAG Regional Tourism Advisory Board (TAB) works to effectively market the regions to visitors and educate the public regarding the value of tourism while encouraging respect for our outstanding natural environment and quality of life.

**Historic Preservation Services:** Securing our heritage for future generations through the preservation of important architecture and historical sites is another important service of MAAG. Our staff provides historic preservation services throughout our region as a contract partner to the Tennessee Historical Commission to preserve, protect and promote the unique cultural and natural features of the region. MAAG provides technical assistance with historic preservation projects, preparation for the National Register of Historic Places nomination, historic resource surveying and historic preservation grant opportunities.

**Rural Transportation Planning Organization:** Tennessee Department of Transportation (TDOT) established the Rural Planning Organizations (RPOs) to enhance service and development of rural

transportation projects across the State. MAAG serves as the Rural Planning Organization to assist our four-county region in transportation matters; and affords our local rural officials and the general public the opportunity to provide timely input to the State of Tennessee's multi-modal transportation planning process and Long-Range Transportation Plan to address economic development and transportation concerns.

**Tennessee Advisory Commission of Intergovernmental Relations (TACIR):** MAAG serves as the regional advocate for its members' economic and infrastructure concerns. The goal is to build alliances among member governments and local, State and federal organizations that promote cooperation and coordination.

**Local Urban and Rural Planning Services:** MAAG has entered into an agreement with a multi-discipline planning consortium. These firms represent expertise in general planning, design transportation and market economics. Along with MAAG, the consortium will assist local governments with their planning and development needs.

**Public Finance:** MAAG has entered into an agreement with Stephens, Inc. to provide MAAG membership with fiscal analysis and impact of major capital projects or economic development incentive packages.

## Scope of Services:

The scope of services prepared by the consultant should address the minimum standards as established in the Study Objective section of this document. The consultant will work with an in-house staff team from MAAG, local government, workforce agencies and associated organizations identified as having a critical interest in economic development. Additional services included and not limited to the following tasks:

- **Economic Base Assessment:** The consultant prepares an assessment of the regional economic base, including but not limited to economic trends, economic development infrastructure, opportunities and assets;
- **Stakeholder Engagement:** The consultant will assist MAAG staff with the identification of stakeholder groups and/or individuals for the purpose of input and discussion. In addition, the consultant will develop and facilitate, in coordination with MAAG, a public input strategy (number, frequency, time, location, etc.) to insure the greatest level of public interest and participation. As required by CEDS planning process, the consultant will utilize the CEDS Strategy Committee (appointed by MAAG Board) to seek and disseminate information regarding the entire plan development process;
- **Workforce Skills Assessment:** The consultant prepares an assessment of existing worker education and skills and identifies gaps or opportunities for workforce training linked to the region's economic growth opportunities;
- **Development Policy Assessment:** The consultant prepares an analysis of development policies of local governments to determine the level of industry acceptance/impediment (zoning, building codes/permits, review process, etc.) within the identified growth potential sectors;
- **Development of Strengths, Weaknesses, Opportunities, and Threats (SWOT):** List strategic issues based on the aforementioned analyses and developed in coordination

with business, government and community leaders that can serve as the basis for formulating goals, objectives and strategies;

- Workforce Development Delivery Assessment: The consultant prepares an assessment of existing training programs, and recommends strategies for the successful delivery of workforce training;
- Target industry Analysis: The consultant prepares an analysis to identify industries with growth potential meeting existing and recommended workforce and development policy objectives and, including specific company contract within targeted sectors;
- Recovery and Resilience Plan: The consultant will work with CARES personnel toward the development of a strategy to guide the business community toward a path of recovery in the event of a natural or manmade disaster event restricting normal commerce and business activities;
- Strategic Implementation Plan: The consultant prepares and implementation plan incorporating recommended target industrial marketing objectives and strategies, workforce development and training strategies, and other strategies as relevant to leverage economic growth and to meet other economic development goals and objectives identified for the region.

## Consultant Qualifications:

The consultant shall represent a firm or team of national caliber with experience in and understanding of economic development in the Southeastern United States and have exceptional knowledge and experience in the following areas:

- Economic development planning
- Workforce development

The lead firm is not required office location in the Southeastern portion of the United States, but such location could reduce cost by eliminating distance travel, promote immediate access and assist in on-site data collection.

## Deliverables:

The consultant must meet the minimum requirement as set forth in 13 CFR § 303.6 (2) Public notice and comment. The consultant will provide a completed draft of the Comprehensive Economic Development Strategy to the CEDS (CARES) Strategy Committee for review, comment and recommendation to the MAAG Board of Directors. The draft plan will include goals, objectives and strategies that assist stakeholders in diversifying and expanding the economic base of the region. Included with the draft report is a Power Point presentation explaining in narration the findings of the CEDS.

## Request for Proposed Response:

In the response to this RFP, the consultant shall provide a detailed description of the tasks involved in the execution of the aforementioned Scope of Services and the related costs for each task. Each task shall be assigned a length of time schedule necessary to complete the study. Should the consultant use sub-consultants to assist in the preparation of the study, provide details to their involvement.