



Request for Qualifications

Garibaldi Oregon Area Small Fisheries Value Chain Coordinator/Project Manager

Columbia-Pacific Economic Development District (Col-Pac), NW Oregon's federally-designated development district, seeks qualified professional firms or individuals to submit Statements of Qualifications to guide a two-year development initiative supporting development of the small fisheries value chain in the greater Garibaldi area.

The purpose of this initiative is to increase the wealth and well-being of small commercial fishing boat owners, crews and fish processors/retailers in the Garibaldi area through enhancing sales and distribution for small North Coast fishermen. The attached North Coast Seafood Value Chain: Improving Economic Opportunities for Small Commercial Fishers provides more details.

Background:

Many rural communities are seeking opportunities to do economic development differently, to consider more asset-based, comprehensive and homegrown strategies. Communities are seeking to build wealth that builds on underutilized local assets and connects people and places to larger markets, reduces poverty, and contributes to regional growth. This initiative to build a stronger economy seeks to use demand-driven value chains and strong social capital to create positive impacts, including: increase the number of businesses and jobs in the region that pay a livable wage, keep wealth local, and foster a healthy and resilient environment.

Value chains are complex networks of individuals and organizations working together to connect local assets to markets, while meeting their individual and shared interests. With multiple players and moving parts, it is no surprise that value chains are not self-organizing. The Value Chain Coordinator maintains a “big picture” perspective on the value chain, meaning that they see the relationships between the value chain's many players and activities. They look at the whole value chain—from producer to consumer—not just one part of it. Having this perspective allows them to identify gaps in the value chain, see untapped potential partners, and co-create solutions with a range of stakeholders.

This approach to economic development is not new. In fact, many of the components already exist in the geography served by Col-Pac. What is new is weaving all of these pieces together in a way that builds on what exists, while intentionally connecting to market demand and addressing missing components that can allow for the region to capture and keep multiple benefits and prosper.

As the Coordinator and value chain stakeholders define the value chain, the geographic scope will evolve as new resources, demand partners, and other factors become clear. What is critical is that the geography is large enough to encompass the full value chain for the market opportunity, including demand, and can generate significant benefits and prosperity that stick in the region and benefit economically marginalized people. While the focus of supply is primarily the greater Garibaldi area, demand partners may be outside of this area, so that Portland, the Willamette valley, and even out-of-state and international locations should be considered when developing the approach.

Description of Role:

Col-Pac seeks a Value Chain Coordinator to perform a number of roles to guide the seafood value chain and build collaboration between multiple stakeholders. A value chain coordinator could be an individual or team. These roles include:

- 1. *Wealth-Building Value Chain Development:*** Guide stakeholders in identifying, mapping, and pursuing value chain opportunities that build prosperous communities, increase local ownership, and improve livelihoods in the region, including for low-income households and businesses. This includes continual clarification of the definition, scope and scale of the market opportunity. A Coordinator looks for creative ways to address challenges, often thinking “outside the box” and may encourage risk-taking among partners.
- 2. *Hold a Focus on Demand:*** While in collaboration with other stakeholders, the Coordinator holds a critical focus on identifying and harnessing demand – what is needed, by whom, and where. Acting as a “translator” of ideas between demand and the value chain stakeholders. The value chain coordinator will often lead the conversations with demand partners, reporting back to stakeholders. This may include assessing products or services to determine their market potential at various scales and their potential as a viable enterprise opportunity.
- 3. *Convener and Connector:*** Reach out to stakeholders and facilitate communications and cooperative partnerships that include building trust and mediating conflicts. Their work will involve the ongoing development and assessment of gaps in the value chain plus identifying and engaging missing partners. Secondly, build linkages to the region’s seafood economy as a whole, including connecting the value chain to external opportunities, such as technical assistance, investment opportunities, and policy conversations.
- 4. *Coordination:*** Overall coordination to ensure that multiple activities occur in a mutually reinforcing manner. A Coordinator understands how various activities influence the different parts of the value chain, and helps stakeholders to identify leverage points tied to demand, as well as, gaps and opportunities in the value chain. The Coordinator often plays a critical role in developing strategies, and drafting proposals, to address gaps and opportunities.
- 5. *Responsible for Evaluation:*** Work with key partners to develop shared indicators across the value chain. Facilitate value chain stakeholders to identify indicators and design measurement systems, support stakeholders as they collect data at the individual organization/business level, aggregate and analyze the data, and prepare a summary impact report in a format stakeholder groups then use to communicate with their constituents. This data is used to celebrate successes among value chain partners and to adjust processes to create greater impact, as well as to attract new partners, bring in new resources, and/or influence policy. The Value Chain Coordinator will play the role of lead reporter throughout the two year grant-funded position.

For more information on this approach, visit: WealthWorks.org

The coordinator/project manager will be working with and answering to a team that has been established over the course of the past three years, and includes, among others:

- Columbia Pacific Economic Development District, a private non-profit organization established to assist in diversifying and strengthening the economy and livability of Northwest Oregon
- Rural Development Initiatives (RDI), which provides expertise in the WealthWorks approach to economic development for the Pacific Northwest
- The Port of Garibaldi, which is invested in developing itself as a thriving hub that supports small seafood-related businesses.
- Economic Development Council of Tillamook County & Tillamook Coast Tourism, the county level economic development body promoting a thriving local economy and

- livihoods in the area.
- Locally owned small and medium sized seafood businesses that have in interest in working cooperatively to develop the region.

Core members of this team will set the direction for the coordinator, provide input into and sign off on the coordinator’s workplan, and provide guidance, and the coordinator will have access to the support and expertise of this team.

Statements of Qualifications (SOQ) shall include the following:

1. In no more than 2 pages, describe the following (if a firm is applying, please describe the following for the individual proposed for the coordinator/project manager role):
 - ✚ Abilities as an entrepreneurial problem solver with an understanding of how markets function;
 - ✚ Experience in business or with business development, and preferably the seafood industry;
 - ✚ Experience working in community and business partnership and relationship building;
 - ✚ Experience working independently, setting project priorities, meeting and measuring specific project outcomes;
 - ✚ Familiarity with the region;
 - ✚ Number of years of relevant experience (five years minimum is preferred)
 - ✚ Key personality traits, such as being outcome oriented; self-motivated; a diplomatic people person with the ability to work with diverse groups, flexible when presented with new ideas and changes, and comfortable with handling multiple tasks at one time.
2. Resumes of the professional staff/individual performing the work, including relevant qualifications, degree of understanding small business supply chain and community development, and experience specifically related to these types of projects.
3. Three (3) references from jurisdictions or organizations for which the firm or individual performed similar work to include names, titles, email addresses, and telephone numbers.
4. A description of any pending legal issues facing the company/individual.

There is no guarantee that Col-Pac officials will utilize the services of any firm or individual responding to this Request for Qualifications (RFQ). A Request for Proposals (RFP) will be offered in October to those firms/individuals that officials believe meet the majority of their needs. This RFP will include more detailed information regarding the project, including: a statement of work; the period of performance; and, expected project deliverables. In order to continue in the process for consideration, a written response to this RFQ is necessary.

Responses to this RFQ should be sent under the subject “Small Fisheries Value Chain Coordinator/Project Manager” to mbmcarthur@nworegon.org and received no later than 5 PM PDT on Friday, October 6, 2017.

If you have **questions**, please contact **Amy Hause, at ahause@rdiinc.org** .

Time Schedule/Review Process

Col-Pac intends to follow this process to determine which applicant's qualifications and experience appear to meet their needs:

1. If interested in participating in the selection process, applicants will submit a Statement of Qualifications by 5 PM EDT on Friday, Oct 6, 2017.
2. Col-Pac and partners will review the submitted Statements of Qualifications and determine applicants that will continue in the process. This review may include conference calls to solicit additional information for the decision-making process.
3. Staff will notify all applicants of their status in this review process no later than 5 PM EDT on October 18, 2017, and will provide applicants selected to move forward with a more detailed RFP that includes a date and time by which proposals must be submitted.
4. Col-Pac and partners will review the submitted proposals and determine the applicant with which Col-Pac and partners will attempt to negotiate a professional services agreement. This review may include conference calls to solicit additional information for the decision-making process.
5. Staff will negotiate a proposed contract which will need to be reviewed and approved by local officials; or negotiate with the next most qualified respondent; or cancel the request, at which Staff will provide those applicants selected to move forward in the selection process with a more detailed RFP that includes a date and time by which proposals must be submitted. Goal is to have a coordinator working on this project before the end of 2017.
6. Local officials and staff will review the submitted proposals and determine the applicant with which local officials and staff will attempt to negotiate a professional services agreement. This review may include conference calls to solicit additional information for the decision-making process.

Staff will negotiate a proposed contract which will need to be reviewed and approved by local officials; or negotiate with the next most qualified respondent; or cancel the request, at which time it may decide to restart the process.

Officials may deny any or all submitted qualifications. Those who were invited to respond to the RFP phase but not selected will be notified once an agreement is reached with the selected applicant.

North Coast Seafood Value Chain: Improving Economic Opportunities for Small Commercial Fishers

*An initiative of Columbia-Pacific Economic Development District, Rural Development Initiatives
and the Garibaldi Small Commercial Fishing Community*

Purpose

Enhance sales and distribution for small North Coast fishers by making investments, initiating projects, supporting policies, and assisting marine-related enterprises.

Our Values and Interests

1. Generate and sustain good quality local jobs
2. Strengthen shoreside marine infrastructure such as cold storage and distributed transportation
3. Preserve and add value to the locally driven seafood economy to sustain future generations
4. Improve well-being of region's lowest income / vulnerable populations

Building Garibaldi's Local Seafood Economy

Efforts are focused on the community of Garibaldi, where the Port, local entrepreneurs, and others have demonstrated a vision and initiative to build a sustainable local fishing economy that enhances the entire community's well-being.

Small scale, family owned fishing operations are a defining aspect of cultural identity for the town of Garibaldi. But in recent decades, the seafood industry has changed in ways that have served to systemically constrain small fishing enterprises and the communities they have long supported. There are very few wholesalers on the coast outside of a few larger companies, which limits market outlets for fishing operations to sell their catch and suppresses the price that fishers can get for their product. However, these businesses have recently been finding ways of meeting local and regional demand that are providing opportunities for growth within their own businesses, as well as greater opportunities for the local fishers from whom they purchase their product.

Changes in demand – including a greater desire on the part of consumers for high quality niche seafood products and the desire to know where their fish comes from – have provided opportunities for small, locally owned businesses to survive and compete alongside that larger companies that have dominated the industry in recent years. And because of their ability to purchase catch from number of small boat owners and crew in the area, these up-and-coming small businesses sit at a critical leverage point along the value chain to have a broad, positive impact.

A third essential component to developing a strong local seafood economy, in addition to having a viable and growing source of demand as well as energetic local entrepreneurs, is a conducive environment. And the Port of Garibaldi has contributed to this revival of the local economy by creating a such an environment for small businesses. Rehabilitation of the Garibaldi wharf was recently supported through multi-million dollar funding from EDA and the Oregon Department of Transportation's ConnectOregon program, and the new wharf space—which has all been leased out in under a year—has intentionally targeted local businesses.

The Port's ongoing investments in strong and healthy marine facilities is creating the foundation for a thriving local fishing value chain for the small fishing industry. As part of RDI's support to WealthWorks Exploration regions, RDI made a \$20,000 investment in one of the new businesses (Tillamook Bay Seafoods, Inc.) at the new wharf to support a local, family owned company that provides marine services to Garibaldi's small commercial fishers. This has saved these fishers costly

trips to other ports further north and south, and provides competitive market options to the one large local buyer. The investment has also motivated entrepreneurs to work together in new “co-competitive” ways to strengthen the local seafood economy.

The vision for the coming two years is to support Garibaldi to become a hub in the region to serve the needs of the local fishing community and stimulate growth in the local economy, so that the changes in Garibaldi radiate out and have positive impacts along a wider section of the North Oregon coast. Establishment of such a strong and vibrant hub will provide a model for other potential hubs in the region. The longer-term vision is for the entire North Coast to have a network of hubs supporting a robust, regional fishing economy that works for small, locally owned fishing businesses.

GOAL AND OBJECTIVES FOR THE NEXT TWO YEARS

Increase the wealth and well-being of small commercial fishing boat owners, crews and fish processors/retailers in Garibaldi and the wider region.

Work over the next two years will focus on a ‘proof of concept’ in and around Garibaldi, that can then be scaled up and implemented in a wider region along the North Coast of Oregon. The work carried out in the Exploration phase that began in 2014 has culminated in the focus on Garibaldi and the investment in the business there. A group has emerged that is eager to carry this momentum forward through deeper exploration of specific issues—infrastructure constraints and opportunities, strengthening connections to broader markets, and using collaboration between local small businesses to leverage an improved overall market position, and then to make strategic changes in business practice and targeted investments to improve the functioning of the value chain to benefit both local businesses as well as the local community more generally. WealthWorks multiple forms of wealth resonates with the group, and they are interested in using this framework as the move forward.

To meet this goal, work is focused on three objectives:

- 1. Improving efficiencies and opportunities for storage and distribution systems for seafood products:** The focus on storage will include investigating solutions that meet the long and short term cold storage needs of commercial fishermen, including staging of shipments. The focus on distribution will investigate more effective use of existing transportation systems to serve Garibaldi’s seafood businesses, such as filling trucks that make deliveries in Garibaldi for return trips back to Portland and the Willamette Valley, Lyft, and other alternative forms of transportation.
- 2. Strengthening Garibaldi Seafood Branding and Marketing:** Focus will be on building stronger branding and marketing for Garibaldi (and regional) seafood in order to reach the target markets of Garibaldi fishers (institutional buyers, Portland customers, etc.) and increase market share. This effort will explore multiple marketing opportunities such as direct sales (CSA’s and farmers markets) seafood events to promote local seafood, regional marketing efforts (including coordinated marketing with regionally produced non-seafood products), and branding identification related to geographic identity and potentially building a brand known for quality niche seafood products.
- 3. Value-added local business development:** This objective focuses on new business development opportunities (for new or existing businesses) within the seafood value chain. Opportunities to be explored may include services for both commercial and recreational fishing, such as processing, ice-making, canning, collaborative partnerships for product development, and fisher tourism. These businesses may also find opportunities to partner with other food businesses, such as from the agriculture sector.