



## DEPARTMENT OF FINANCE

### Procurement Division

Fauquier County Government & Public Schools  
320 Hospital Drive, Suite 23  
Warrenton, VA 20186-3037  
[procurement@fauquiercounty.gov](mailto:procurement@fauquiercounty.gov)



Phone (540) 422-8352

Fax (540) 422-8355

## FAUQUIER COUNTY GOVERNMENT PROCUREMENT DIVISION

320 Hospital Drive, Suite 23  
Warrenton, Virginia 20186  
Phone: (540) 422-8350 Fax: (540) 422-8355  
[Jeffrey.campbell@fauquiercounty.gov](mailto:Jeffrey.campbell@fauquiercounty.gov)

May 23, 2025

New Venture Advisors, LLC.  
2550 N. Lakeview Ave. Unit N1404  
Chicago, IL 60614

Attn: Kathryn Nyquist

RE: Renewal 2 **58-23jcc-Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange**

Fauquier County Government wishes to exercise its option to renew the above referenced contract for a one-year period. The renewal period will be from **August 23, 2025, through August 22, 2026.**


It is understood and agreed that all terms, conditions, and prices will remain the same during the contract renewal period indicated above. Please forward a current Certificate of Insurance, with **"Fauquier County Government endorsed as additional insured.**

If this is agreeable with your company, **please sign and return this contract renewal letter upon receipt.** If you have any questions pertaining to this renewal, please do not hesitate to contact me. A copy of the fully executed contract renewal will be returned for your files.

Sincerely,

Jeffrey Campbell  
Procurement Officer III

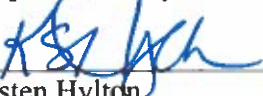
New Venture Advisors, LLC.

By: 

Title: Kathryn Nyquist, Principal

Date: May 23, 2025

Fauquier County Government

By: 

Title: Procurement Manager

Date: 5/23/2025

FAUQUIER COUNTY GOVERNMENT  
PROCUREMENT DIVISION  
320 Hospital Drive, Suite 23  
Warrenton, Virginia 20186  
Phone: (540) 422-8350 Fax: (540) 422-8355  
Jeffrey.campbell@fauquiercounty.gov

July 19, 2024

New Venture Advisors LLC.  
Attn: Kathryn Nyquist  
2550 N. Lakeview Ave. Unit N1404  
Chicago, IL 60614

RE: Renewal 1, 58-23jcc Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

Dear Ms. Nyquist:

Fauquier County Government wishes to exercise its option to renew the above referenced contract for a one-year period. The renewal period will be from **August 23, 2024, through August 22, 2025.**

It is understood and agreed that all terms, conditions, modifications, and prices will remain the same during the contract renewal period indicated above. Please forward a current Certificate of Insurance, with **"Fauquier County endorsed as additional insured.**

If this is agreeable with your firm, **please sign and return this contract renewal letter upon receipt.** If you have any questions pertaining to this renewal, please do not hesitate to contact me. A copy of the fully executed contract renewal will be returned for your files.

Sincerely,

Jeff Campbell VCA, VCO  
Procurement Officer III

New Venture Advisors LLC

By: Kathryn Nyquist

Title: Principal

Date: July 20, 2024

Fauquier County Government

By: Jeff Campbell

Jeff Campbell VCA, VCO

Title: Procurement Officer III

Date: 7/22/24

**FAUQUIER COUNTY**  
**A political subdivision of the Commonwealth of Virginia**  
**Contract # 58-23JCC**  
**Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange**

This Agreement is made and entered into this 8<sup>th</sup> day of August 2023 by Fauquier County, a political subdivision of the Commonwealth of Virginia hereinafter referred to as "Owner" and, New Venture Advisors LLC, having its principal place of business at 2550 N. Lakeview Ave. Unit N1404, Chicago, IL 60614 hereinafter referred to as "Contractor".

**WITNESSETH** that the Contractor and the Owner, in consideration of the mutual covenants, promises and agreements herein contained, agree as follows:

**SCOPE OF SERVICES:** The Contractor shall provide a study of the feasibility of an abattoir to be located at the Fauquier Livestock Exchange to the Owner, as set forth in the Contract Documents.

**COMPENSATION:** The Owner will pay and the Contractor will accept in full consideration for services rendered during the contract term as outlined in the Contract Documents. The base cost of \$69,100.00 for Core Activities shall be billed separately from any additional options selected thereafter.

**CONTRACT PERIOD:** The contractor shall perform and complete all tasks associated with this contract as determined by the Owner and The Contractor. The initial contract term is the date of the fully executed agreement for one-year, with the options to renew for (2) additional one-year periods.

The contract documents shall consist of and in the event of conflict or ambiguity, shall be interpreted in the following order of priority:

1. This signed form;
2. RFP 58-23JC dated March 31<sup>st</sup>, 2023;
3. Contractors proposal submitted Apr 24<sup>th</sup>, 2023 & Exhibit A and B dated August 3<sup>rd</sup> 2023.

IN WITNESS WHEREOF, the parties have caused this Contract to be duly executed intending to be bound thereby.

**New Venture Advisors LLC**

By: *Leif August*  
Title: Principal  
Date: August 19, 2023

**Fauquier County, a political subdivision of  
Commonwealth of Virginia**

By: *Jeffrey Campbell*  
Jeffrey Campbell  
Title: Procurement Manager  
Date: 8/23/2023



**APPROVED AS TO FORM**

*Shirley*  
**COUNTY ATTORNEY**

8/18/23  
**DATE**

# FAUQUIER COUNTY GOVERNMENT AND PUBLIC SCHOOLS

PROCUREMENT DIVISION  
320 Hospital Drive, Suite 23  
Warrenton, Virginia 20186  
Phone: 540.422.8350

**Date:** October 16, 2023  
**Contract No.:** 58-23jcc  
**Contract Title:** Abattoir Consulting  
**Contractor:** New Venture Advisor LLC  
**Term :** 1 year, August 23, 2023 through August 22, 2024  
**Modification No.:** 1  
**Effective Date:** Immediately upon signature  
**Issued by** Fauquier County Government, Procurement Division

This Supplemental Agreement is entered into pursuant to the provision of the basic contract.

- 1) **Description of Modification:** To modify the pricing schedule by adding costs of \$7,900 for Retail Demand Analysis for Processed Meat Products. The updated schedule of payments will add the \$7,900 to the totals owed to the Contractor, which is \$77,000. The \$7900 will be due upon authorization of the Retail Demand Analysis. The payment schedule shall be as follows:

- a. **\$51,812 (75% of base cost upon signing the agreement which is due 10/19/2023)**
- b. **\$7,900 upon authorization of Retail Demand Analysis for Processed Meat Products**
- c. **\$17,275 25% of base costs up completion**
- d. **\$77,000 total costs**

Except as provided herein, all terms and conditions of Contract Number 58-23jcc, as heretofore changed, remain unchanged and in full force and effect.

New Venture Advisors LLC.

By: Kathryn Nyquist

Signature

Kathryn Nyquist, Principal

Title

October 17, 2023

Date

Fauquier County Government/Public Schools

By: Jeff Campbell

Procurement Officer III

Title

10/17/2023

Date



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

### **IMPORTANT NOTICE**

**THIS IS AN ELECTRONIC PROCUREMENT**

**SUBMISSIONS WILL ONLY BE ACCEPTED  
ELECTRONICALLY VIA FAUQUIER COUNTY'S  
BONFIRE PORTAL**

**<https://fauquiercounty.bonfirehub.com>**

Fauquier County Government uses an electronic procurement portal powered by Bonfire Interactive for accepting and evaluating all proposals. To register, visit the portal at the below link: <https://fauquiercounty.bonfirehub.com>. Registration is free. Additional assistance is also available at [Support@GoBonfire.com](mailto:Support@GoBonfire.com).

Submitting proposals via the Bonfire portal is **mandatory**. Fauquier County Government **will not** accept proposals submitted by paper, delivered by courier, telephone, facsimile ("FAX") transmission, or electronic mail (e-mail) in response to any solicitations. Reference section titled "PROPOSAL PREPARATION AND SUBMISSION REQUIREMENTS" section in the solicitation for additional detailed information. Fauquier County Government strongly encourages offerors to submit proposals well in advance of the proposal submission deadline. A proposal submission is not considered successful unless all necessary files have been uploaded and the 'Submit & Finalize' step has been completed. Potential offerors can upload their proposal in stages or phases as they deem necessary however all requested documents must be uploaded and submitted by the due date and time of the respective solicitation



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

### **PROPOSAL REQUEST:**

***Topic: Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange***

**Issue Date:** Friday, March 31, 2023

**To be considered, Respond Electronically by:** Monday, April 24, 2023 Time: **5:00 pm EST.**

(Late responses cannot be accepted.)

**Submit Responses Electronically via the Instructions found in Attachment "A" Submission Instructions.**

**For Any Questions Perspective Offerors May Have, please submit via the Bonfire Portal.**

This solicitation is issued by the Fauquier County Department of Agricultural Development, on behalf of the Fauquier County Board of Supervisors, a political subdivision of the Commonwealth of Virginia, herein referred to as "Owner" or "County". Vendors responding to the solicitation are referred to as "Offeror" and post-contract award as "Consultant".

The awarded Consultant shall be expected to sign a contract with the Owner; the contract will incorporate this Informal Proposal Request, the awarded offeror(s) response and any other pertinent information by reference. The contract will be prepared, released, and executed by the County Procurement Division on behalf of Agricultural Development.

Embedded on page 5 are the General Terms and Conditions, which shall be a part of every bid submitted in response thereto and incorporated by a reference into the resulting contract. In accordance with this electronic proposal request and subject to all conditions and attachments, the undersigned offers and agrees to furnish the services as noted in their proposal response:

**OFFEROR'S FULL, LEGAL NAME (PRINT)      F.E.I.N OR S.S. NUMBER**

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
**Street Address**

\_\_\_\_\_  
**City, State, Zip Code**

\_\_\_\_\_  
**Print Name / Title**

\_\_\_\_\_  
**Telephone No.**

\_\_\_\_\_  
**Fax No.**

\_\_\_\_\_  
**E-mail Address**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

**RETURN THIS PAGE & PROPOSAL RESPONSE**



## **FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL**

**RFP 58-23jc**

### **Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange**

#### **BACKGROUND:**

Fauquier County, in partnership with the Fauquier Livestock Exchange, is seeking a consultant to conduct a market and economic study to determine the feasibility of locating an abattoir at the Fauquier Livestock Exchange located at 7404 John Marshall Hwy, Marshall, VA 20115. Fauquier Livestock Exchange is considering the potential addition of a meat processing facility at the existing location. Fauquier County is supportive of the concept of additional meat processing capacity in the County as a means of providing a positive agricultural environment and economic development in the County. This project is funded through a combination of grants from the Virginia Department of Agriculture and Consumer Services, Fauquier Farm Bureau, and the Path Foundation; with a match from Fauquier County Government.

Fauquier Livestock Exchange hosts weekly sales at its Marshall location and operates monthly sales for the Culpeper Livestock Exchange. Over the last two calendar years, the Marshall location has marketed an average of 8,052 livestock.

The most recent Census of Agriculture notes that the County has livestock and calf inventory of 43,765 as of December 31, 2017. Also, the same source cites the County's percent of share of sales by type as 60% livestock, poultry, and related products to 40% crops, of which the majority of crops are used for livestock.

#### **Statement of Needs**

Fauquier County is seeking a study of the feasibility of an abattoir to be located at the Fauquier Livestock Exchange. It is imperative that the needs of the local community are met but a successful proposal will include a regional approach as given current availability can require travel in excess of two hours from the County for processing. This would include, but is not limited to, the following components:

#### **Market Analysis**

- Outreach strategy to identify producers and various sources of data to inform the study
- Multi-media survey of County and Regional producers designed to collect feedback to expand the known data points of the producers including but not limited to location, travel distance to processing facility, whether slaughter and processing capacity is limiting a farm to grow or expand, time of year preferred for processing, etc.
- Identify the current demand met by the Fauquier Livestock Exchange (both USDA inspected, and non-USDA inspected) as well as the potential demand (total cattle that are raised and sold before finishing)
- Identify the unmet demand based on current facility capacities and the current producer timing needs
- Identify the potential demand for producer growth if additional capacity is provided, this would include components identified to help current producers to convert from raising and shipping to raising and finishing grass fed as well as other finishing methods
- Potential impacts of other regional processing facilities
- Research and recommend partnerships, training, and value-added products





## **FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL**

**RFP 58-23jc**

### **Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange**

- Identify the local and regional market for meat and its price points, including access for local restaurants
- Identify the distribution and sales solutions in place and future options for local meat products
- Examine and summarize state and federal regulations to determine steps necessary for a meat processing facility to be able to sell in-state and regionally as Fauquier's location could access markets in Maryland, West Virginia and the District of Columbia.

#### **Operational Analysis**

Identify the configuration and costs of developing an abattoir at the Fauquier Livestock Exchange including, but not limited to the following information:

- Facility construction
- Permitting and necessary requirements for construction
- Regulatory framework required
- Operating costs (labor, equipment, infrastructure, power, water, and sewer)
- Projected revenues, cash flow analysis, break even points, and minimum and maximum capacity (five - year projection as a component of this)

#### **Economic Analysis**

- Assessment of direct and indirect employment opportunities and any potential barriers
- Potential new business opportunities
- Potential educational training programs to be developed with local partners for permanent and seasonal jobs

#### **Proposal Format and Content**

The proposal should include a description that conveys the Consultant's understanding of the objectives and desired feasibility study content. There is no required format, the proposal should include the following at a minimum:

- A draft Scope of Work
- Demonstration of the consultant's unique capabilities, competencies, and experience with this request. Demonstration of recent work experience within Virginia or Washington, DC metro area is a requirement.
- A recommended approach to achieve the objectives of the feasibility study
- The approach and description of the estimated required services to be provided
- The anticipate schedule and a breakout of costs and anticipated staff time





## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

### Evaluation of Proposals

An evaluation committee will consist of Fauquier County and the Fauquier Livestock Exchange and all proposals submitted will be evaluated based on the following criteria:

- Offeror's ability to meet the Statement of Needs (30 points)
- Offeror's experience and ability to provide required services (30 points)
- Offeror's overall cost proposal (20 points)
- Past References for similar studies in Virginia (20 points)

Total 100 points

The committee will schedule interviews either in person or via teleconference as part of the evaluation process. A contract will be awarded to the successful Offeror that best meets all the requirements, once the evaluation process is complete.



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

### Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

## GENERAL TERMS, CONDITIONS, AND INSTRUCTIONS TO BIDDERS/OFFERORS

Vendor: These general rules and conditions shall apply to all purchases and be a part of each solicitation and every contract awarded by the Procurement Division, unless otherwise specified. The Procurement Division is responsible for the purchasing activity of Fauquier County, which is comprised of the Fauquier County Board of Supervisors, a body politic and political subdivision of the Commonwealth of Virginia, and the Constitutional Officers of Fauquier County, Virginia, and the Fauquier County School Board, a body corporate. The term "County" as used herein refers to the contracting entity which is the signatory on the contract and may be either Fauquier County or the Fauquier County School Board, or both. Bidder/Offeror or their authorized representatives are expected to inform themselves fully as to the conditions, requirements, and specifications before submitting bids/proposals: failure to do so will be at the bidder's/Offeror's own risk and except as provided by law, relief cannot be secured on the plea of error.

Subject to all Federal, State and local laws, policies, resolutions, regulations, rules, limitations and legislation, bids/proposals on all solicitations issued by the Procurement Division will bind bidders/Offerors to applicable conditions and requirements herein set forth unless otherwise specified in the solicitation.

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1. **AUTHORITY**-Except as delegated in the Procurement Procedures Manual, the Purchasing Agent has the sole responsibility and authority for negotiating, placing and when necessary modifying every solicitation, contract and purchase order issued by the County. In the discharge of these responsibilities, the Purchasing Agent may be assisted by assigned buyers. Unless specifically delegated by the Purchasing Agent, no other County officer or employee is authorized to order supplies or services, enter into purchase negotiations or contracts, or in any way obligate the County for an indebtedness. Any purchase order or contract made which is contrary to these provisions and authorities shall be of no effect and void and the County shall not be bound thereby.
  2. **COMPETITION INTENDED:** It is the County's intent that this solicitation permit competition. It shall be the Bidder's/Offeror's responsibility to advise the Purchasing Agent in writing if any language, requirement, specification, etc., or any combination thereof, stifles competition or inadvertently restricts or limits the requirements stated in this solicitation to a single source. The Purchasing Agent must receive such notification not later than five (5) business days prior to the deadline set for acceptance of the bids/proposals.

### CONDITIONS OF BIDDING

3. **CLARIFICATION OF TERMS:** Unless otherwise specified, if any Bidder/Offeror has questions about the specifications or other solicitation documents, the prospective Bidder/Offeror should contact the buyer whose name appears on the face of the solicitation no later than five (5) business days prior to the date set for the opening of bids or receipt of proposals. Any revisions to the solicitation will be made only by addendum issued by the Buyer. Notifications regarding specifications may not be considered if received in less than five (5) business days of the date set for opening of bids/receipt of proposals.
4. **MANDATORY USE OF COUNTY FORMS AND TERMS AND CONDITIONS:** Failure to submit a bid/proposal on the official County forms provided for that purpose shall be a cause for rejection of the bid/proposal. Unauthorized modification of or additions to any portion of the Invitation to Bid or Request for Proposal may be cause for rejection of the bid/proposal. However, the County reserves the right to decide, on a case by case basis, in its sole discretion, whether to reject any bid or proposal which has been modified.
5. **LATE BIDS/PROPOSALS & MODIFICATION OF BIDS/PROPOSALS:**



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

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### Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

Any bid/proposal/modification will not be able to be accepted in the Bonfire Portal after the exact time specified on the coversheet for electronic receipt of the bid/proposal/modification. All submission times will be Eastern Standard Time. (EST) It is the sole responsibility of the Bidder/Offeror to ensure their bid/proposal is uploaded via the Bonfire portal by the designated date and hour.

a. The official time used in the electronic receipt of bids/proposals is that time in the Bonfire Portal and the official date/time stamp for the proposal.

B. If the owner closes its office due to inclement weather or other unforeseen emergency, the scheduled bid opening or receipt of electronic proposals will still be at the designated time and date on the coversheet.

#### 6. **WITHDRAWAL OF BIDS/PROPOSALS:**

A Bidder/Offeror for a contract other than for public construction may request withdrawal of his or her bid/proposal under the following circumstances:

a. Bids/Proposals may be withdrawn on written request from the Bidder/Offeror received at the address shown in the solicitation prior to the time of acceptance.

b. Requests for withdrawal of bids/proposals after opening of such bids/proposals but prior to award shall be transmitted to the Purchasing Agent, in writing, accompanied by full documentation supporting the request. If the request is based on a claim of error, documentation must show the basis of the error. Such documentation may take the form of supplier quotations, vendor work sheets, etc. If bid bonds were tendered with the bid, the County may exercise its right of collection.

No Bid/Proposal may be withdrawn under this paragraph when the result would be the awarding of the contract on another bid/Proposal of the same bidder/Offeror or of another bidder/Offeror in which the ownership of the withdrawing bidder/Offeror is more than five percent. In the case of Invitation for Bids, if a bid is withdrawn under the authority of this paragraph, the lowest remaining bid shall be deemed to be the low bid. No bidder/Offeror that is permitted to withdraw a bid/proposal shall, for compensation, supply any material or labor to or perform any subcontract or other work agreement for the person or firm to whom the contract is awarded or otherwise benefit, directly or indirectly, from the performance of the project for which the withdrawn bid/proposal was submitted.

7. **ERRORS IN BIDS/PROPOSALS** – When an error is made in extending total prices, the unit bid price will govern. Erasures in bids/proposals must be initialed by the bidder/Offeror. Carelessness in quoting prices, or in preparation of bid/proposal otherwise, will not relieve the Bidder/Offeror. Bidders/Offeror are cautioned to recheck their bids/proposals for possible error. Errors discovered after public opening cannot be corrected and the bidder will be required to perform if his or her bid is accepted.

8. **IDENTIFICATION OF BID/PROPOSAL:** All signed bid/proposals shall be uploaded into the Bonfire Portal and will be identified by the offerors uploaded documents to include the signed covered sheet and all required Attachments.

9. **ACCEPTANCE OF BIDS/PROPOSALS:** Unless otherwise specified, all formal bids/proposals submitted shall be valid for a minimum period of one hundred twenty (120) calendar days following the date established for acceptance. At the end of the one hundred twenty (120) calendar days the bid/proposal may be withdrawn at the written request of the Bidder/Offeror. If the proposal is not withdrawn at that time it remains in effect until an award is made or the solicitation is canceled.

10. **CONDITIONAL BIDS:** Conditional bids are subject to rejection in whole or in part.

11. **BIDDERS PRESENT:** At the time fixed for the opening of responses to a bid, bid contents will be made public for the information of bidders and other interested parties who may be present either in person or by representative. All bids will be opened at the time and place specified and read publicly. Bid tabulations are posted on the Procurement Division's Bulletin Board for a minimum of 10 days from award date. At the time fixed for the receipt of responses for Request for Proposals, only the names of the Offerors will be read and made available to the public.



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

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### Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

12. **RESPONSE TO SOLICITATIONS:** In the event a vendor cannot submit a bid on a solicitation, the vendor is requested to return the solicitation cover sheet with an explanation as to why the vendor is unable to bid on these requirements. Because of the large number of firms listed on the County's Bidders List, it may be necessary to delete from this list the names of those persons, firms or corporations who fail to respond after having been invited to bid for three (3) successive solicitations. Such deletion will be made only after formal notification of the intent to remove the firm from the County's Bidders List.
13. **BIDDER INTERESTED IN MORE THAN ONE BID:** If more than one bid is offered by any one party, either directly or by or in the name of his or her clerk, partner, or other persons, all such bids may be rejected. A party who has quoted prices on work, materials, or supplies to a bidder is not thereby disqualified from quoting prices to other bidders or firms submitting a bid directly for the work, materials or supplies.
14. **TAX EXEMPTION:** The County is exempt from the payment of any federal excise or any Virginia sales tax. The price bid must be net, exclusive of taxes. Tax exemption certificates will be furnished if requested by the Bidder/Offeror.
15. **DEBARMENT STATUS:** By submitting their bids/proposals, Bidders/Offerors certify that they are not currently debarred from submitting bids/proposals on contracts by the County, nor are they an agent of any person or entity that is currently debarred from submitting bids or proposals on contracts by the County or any agency, public entity/locality or authority of the Commonwealth of Virginia.
16. **ETHICS IN PUBLIC CONTRACTING:** The provisions contained in *Code of Virginia* §§ 2.2-4367 through 2.2-4377 (the Virginia Public Procurement Act), as amended from time to time, shall be applicable to all contracts solicited or entered into by the County. By submitting their bids/proposals, all Bidders/Offerors certify that their bids/proposals are made without collusion or fraud and that they have not offered or received any kickbacks or inducements from any other Bidder, Offeror, supplier, manufacturer or subOfferor in connection with their bid/proposal, and that they have not conferred on any public employee having official responsibility for this procurement transaction any payment, loan, subscription, advance, deposit of money, services or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value was exchanged.
17. **NO CONTACT POLICY:** No Bidder/Offeror shall initiate or otherwise have contact related to the solicitation with any County representative or employee, other than the Procurement Division, after the date and time established for receipt of bids/proposals. Any contact initiated by a Bidder/Offeror with any County representative, other than the Procurement Division, concerning this solicitation is prohibited and may cause the disqualification of the Bidder/Offeror from this procurement process.
18. **VIRGINIA FREEDOM OF INFORMATION ACT:** All proceedings, records, contracts and other public records relating to procurement transactions shall be open to the inspection of any citizen, or any interested person, firm or corporation, in accordance with the Virginia Freedom of Information Act (*Code of Virginia* § 2.2-3700 *et. seq.*) and § 2.2-4342 of the Virginia Public Procurement Act except as provided below:
  - i. Cost estimates relating to a proposed procurement transaction prepared by or for a public body shall not be open to public inspection.
  - ii. Any competitive sealed bidding bidder, upon request, shall be afforded the opportunity to inspect bid records within a reasonable time after the opening of bids but prior to award, except in the event that the County decides not to accept any of the bids and to reopen the contract. Otherwise, bid records shall be open to public inspection only after award of the contract. Any competitive negotiation Offeror, upon request, shall be afforded the opportunity to inspect proposal records within a reasonable time after the evaluation and negotiations of proposals are completed but prior to award except in the event that the County decides not to



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

### Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

accept any of the proposals and to reopen the contract. Otherwise, proposal records shall be open to the public inspection only after award of the contract except as provided in paragraph "c" below. Any inspection of procurement transaction records under this section shall be subject to reasonable restrictions to ensure the security and integrity of the records.

- iii. Trade secrets or proprietary information submitted by a bidder, Offeror or Offeror in connection with a procurement transaction shall not be subject to public disclosure under the Virginia Freedom of Information and Virginia Public Procurement Acts; however, the bidder, Offeror or Offeror must invoke the protections of this section prior to or upon submission of the data or other materials, and must identify the data or other materials to be protected and state the reasons why protection is necessary.
- iv. Nothing contained in this section shall be construed to require the County, when procuring by "competitive negotiation" (Request for Proposal), to furnish a statement of reasons why a particular proposal was not deemed to be the most advantageous to the County.

19. **CONFLICT OF INTEREST:** Offeror certifies by signing bid to the County that no conflict of interest exists between Offeror and County that interferes with fair competition and no conflict of interest exists between Offeror and any other person or organization that constitutes a conflict of interest with respect to the contract with the County.

#### SPECIFICATIONS

20. **BRAND NAME OR EQUAL ITEMS:** Unless otherwise provided in the solicitation, the name of a certain brand, make or manufacturer does not restrict bidders to the specific brand, make or manufacturer named; it conveys the general style, type, character, and quality of the article desired, and any article which the County in its sole discretion determines to be the equal of that specified, considering quality, workmanship, economy of operation, and suitability for the purpose intended, shall be accepted. The Bidder is responsible to clearly and specifically indicate the product being offered and to provide sufficient descriptive literature, catalog cuts and technical detail to enable the County to determine if the product offered meets the requirements of the solicitation. This is required even if offering the exact brand, make or manufacturer specified. Normally in competitive sealed bidding, only the information furnished with the bid will be considered in the evaluation. Failure to furnish adequate data for evaluation purposes may result in declaring a bid non-responsive. Unless the Bidder clearly indicates in its bid/proposal that the product offered is "equal" product, such bid/proposal will be considered to offer the brand name product referenced in the solicitation.

21. **FORMAL SPECIFICATIONS:** When a solicitation contains a specification which states no substitutes, no deviation therefrom will be permitted and the bidder will be required to furnish articles in conformity with that specification.
22. **OMISSIONS & DISCREPANCIES:** Any items or parts of any equipment listed in this solicitation which are not fully described or are omitted from such specification, and which are clearly necessary for the completion of such equipment and its appurtenances, shall be considered a part of such equipment although not directly specified or called for in the specifications.

The Bidder/Offeror shall abide by and comply with the true intent of the specifications and not take advantage of any unintentional error or omission, but shall fully complete every part as the true intent and meaning of the specifications and drawings. Whenever the mention is made of any articles, material or workmanship to be in accordance with laws, ordinances, building codes, underwriter's codes, A.S.T.M. regulations or similar expressions, the requirements of these laws, ordinances, etc., shall be construed as to the minimum requirements of these specifications.

23. **CONDITION OF ITEMS:** Unless otherwise specified in the solicitation, all items shall be new, in first class condition.



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

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#### AWARD

24. **AWARD OR REJECTION OF BIDS:** The Purchasing Agent shall award the contract to the lowest responsive and responsible bidder complying with all provisions of the IFB, provided the bid price is reasonable and it is in the best interest of the County to accept it. Awards made in response to a RFP will be made to the highest qualified Offeror whose proposal is determined, in writing, to be the most advantageous to the County taking into consideration the evaluation factors set forth in the RFP. The Purchasing Agent reserves the right to award a contract by individual items, in the aggregate, or in combination thereof, or to reject any or all bids/proposals and to waive any informality in bids/proposals received whenever such rejection or waiver is in the best interest of the County. Award may be made to as many bidders/Offeror's as deemed necessary to fulfill the anticipated requirements of the County. The Purchasing Agent also reserves the right to reject the bid if a bidder is deemed to be a non-responsible bidder.
25. **ANNOUNCEMENT OF AWARD:** Upon the award or announcement of the decision to award a contract as a result of this solicitation, the Procurement Division will publicly post such notice on the Procurement Website at <http://www.fauquiercounty.gov/government/departments-h-z/procurement>
26. **QUALIFICATIONS OF BIDDERS OR OFFERORS:** The County may make such reasonable investigations as deemed proper and necessary to determine the ability of the Bidder/Offeror to perform the work/furnish the item(s) and the Bidder/Offeror shall furnish to the County all such information and data for this purpose as may be requested. The County reserves the right to inspect Bidder's/Offeror's physical facilities prior to award to satisfy questions regarding the Bidder's/Offeror's capabilities. The County further reserves the right to reject any bid or proposal if the evidence submitted by or investigations of, such Bidder/Offeror fails to satisfy the County that such Bidder/Offeror is properly qualified to carry out the obligations of the contract and to complete the work/furnish the item(s) contemplated therein.
27. **TIE BIDS:** In the case of a tie bid, the County may give preference to goods, services and construction produced in Fauquier County or provided by persons, firms or corporations having principal places of business in The County. If such choice is not available, preference shall then be given to goods and services produced in the Commonwealth pursuant to *Code of Virginia § 2.2-4324*. If no County or Commonwealth choice is available, the tie shall be decided by lot.

#### CONTRACT PROVISIONS

28. **APPLICABLE LAW AND COURTS:** Any contract resulting from this solicitation shall be governed and construed in all respects by the laws of Virginia, and any litigation with respect thereto shall only be brought in the appropriate General District or Circuit Court of Fauquier County, Virginia. The Offeror shall comply with all applicable federal, state, and local laws and regulations.
29. **ANTITRUST:** By entering into a contract, the Offeror conveys, sells, assigns, and transfers to the County all rights, title and interest in and to all causes of the action it may now have or hereafter acquire under the antitrust laws of the United States and the Commonwealth of Virginia, relating to the particular goods or services purchased or acquired by the County under said contract. This includes, but is not limited to, overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations that arise under United States' or the Commonwealth's antitrust laws. Consistent and continued tie bidding could cause rejection of bids by the Purchasing Agent and/or investigation for antitrust violations.
30. **INVOICING AND PAYMENT TERMS:** Unless otherwise provided in the solicitation payment will be made forty-five (45) days after receipt of a proper invoice, or forty-five (45) days after receipt of all goods or acceptance of work, whichever is the latter.



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- a. Invoices for items/services ordered, delivered/performed and accepted shall be submitted by the Offeror directly to the payment address shown on the purchase order/contract. All invoices shall show the contract number, purchase order number, and any federal employer identification number.
  - b. Any payment terms requiring payment in less than 45 days will be regarded as requiring payment 45 days after invoice or delivery, whichever occurs last. This shall not affect offers of discounts for payment in less than 45 days, however.
  - c. The date of payment shall be deemed the date of postmark in all cases where payment is made by mail.
  - d. The County's fiscal year is July 1 - June 30. Offerors must submit invoices, especially for goods and/or services provided in the month of JUNE, for the entire month i.e. June 1 - June 30, so that expenses are recognized in the appropriate fiscal year.
  - e. Any payment made by the Offeror to the County shall only be made in U.S. Dollars. If payment is received in foreign currency the County may, in its sole discretion, reject such payment and require immediate compensation in U.S. Dollars.
31. **PAYMENT TO SUBOFFERORS:** A Offeror awarded a contract under this solicitation is hereby obligated:
- a. To pay the subOfferor(s) within seven (7) days of the Offeror's receipt of payment from the County for the proportionate share of the payment received for work performed by the subOfferor(s) under the contract; or
  - b. To notify the County and the subOfferor(s), in writing, of the Offeror's intention to withhold payment and the reason. The Offeror is obligated to pay the subOfferor(s) interest at the rate of one percent per month compounded monthly (unless otherwise provided under the terms of the contract) on all amounts owed by the Offeror that remain unpaid seven (7) days following receipt of payment from the County, except for amounts withheld as stated in 2 above. The date of mailing of any payment by postage prepaid U.S. Mail is deemed to be payment to the addressee. These provisions apply to each sub-tier Offeror performing under the primary contract. A Offeror's obligation to pay an interest charge to a subOfferor may not be construed to be an obligation of the County.
32. **ASSIGNMENT OF CONTRACT:** A contract shall not be assignable by the Offeror in whole or in part without the written consent of the Purchasing Agent.
34. **DEFAULT:** In case of failure to deliver goods or services in accordance with the contract terms and conditions, the County, after due oral or written notice, may procure them from other sources and hold the Offeror responsible for any resulting additional purchase and administrative costs. This remedy shall be in addition to another remedies which the County may have.
35. **ANTI-DISCRIMINATION:** By submitting their bids/proposals, Bidders/Offeror's certify to the County that they will conform to the provisions of the Federal Civil Rights Act of 1964, as amended, as well as the Virginia Fair Employment Contracting Act of 1975, as amended, where applicable, the Virginians with Disabilities Act, the Americans with Disabilities Act, the Virginia Human Rights Act (*Code of Virginia* § 2.2-3900 *et seq.*) and § 2.2-4311 of the Virginia Public Procurement Act. If the award is made to a faith-based organization, the organization shall not discriminate against any recipient of goods, services, or disbursements made pursuant to the contract on the basis of the recipient's religion, religious belief, refusal to participate in a religious practice, or on the basis of race, age, color, gender or national origin and shall be subject to the same rules as other organizations that contract with public bodies to account for the use of the funds provided; however, if the faith-based organization segregates public funds into separate accounts, only the accounts and programs funded with public funds shall be subject to audit by the public body. (*Code of Virginia*, § 2.2-4343.1(E)).

In every contract over \$10,000 the provisions in A and B below apply:

- a. During the performance of this contract, the Offeror agrees as follows:





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- 1) The Offeror will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Offeror. The Offeror agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
    - a. The Offeror, in all solicitations or advertisements for employees placed by or on behalf of the Offeror, will state that such Offeror is an equal opportunity employer.
  - 2) Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.
    - b. The Offeror will include the provisions of a. above in every subcontract or purchase order over \$10,000, so that the provisions will be binding upon each subOfferor or vendor.
36. **CHANGES TO THE CONTRACT:** Changes can only be made to the contract in one of the following ways:
- a. The parties may agree in writing to modify the scope of the contract. An increase or decrease in the price of the contract resulting from such modification shall be agreed to by the parties as a part of their written agreement to modify the scope of the contract.
  - b. The County may order changes within the general scope of the contract at any time by written notice to the Offeror. Changes within the scope of the contract include, but are not limited to, things such as services to be performed, the method of packing or shipment, and the place of delivery or installation. The Offeror shall comply with the notice upon receipt. The Offeror shall be compensated for any additional costs incurred as the result of such order and shall give the County a credit for any savings. Said compensation shall be determined by one of the following methods.
    - 1) By mutual agreement between the parties in writing; or
    - 2) By agreeing in writing upon a unit price or using a unit price set forth in the contract, if the work to be done can be expressed in units, and the Offeror accounts for the number of units of work performed, subject to the County's right to audit the Offeror's records and/or determine the correct number of units independently; or
    - 3) By ordering the Offeror to proceed with the work and keep a record of all costs incurred and savings realized. A markup for overhead and profit may be allowed if provided by the contract. The same markup shall be used for determining a decrease in price as the result of savings realized. The Offeror shall present the County with all vouchers and records of expenses incurred and savings realized. The County shall have the right to audit the records of the Offeror as it deems necessary to determine costs or savings. Any claim for an adjustment in price under this provision must be asserted by written notice to the Procurement Division within thirty (30) days from the date of receipt of the written order from the Procurement Division. If the parties fail to agree on an amount of adjustment, the questions of an increase or decrease in the contract price or time for performance shall be resolved in accordance with the procedures for relieving disputes provided by the Disputes Clause of this contract. Neither the existence of a claim nor a dispute resolution process, litigation or any other provision of this contract shall excuse the Offeror from promptly complying with the changes ordered by the County or with the performance of the contract generally.
  - c. No modification for a fixed price contract may be increased by more than 25% or \$50,000, whichever is greater without the advanced written approval of the Board of Supervisors or the School Board, as applicable.
37. **INDEMNIFICATION:** Offeror shall indemnify, keep and save harmless the County, its agents, officials, employees and volunteers against claims of injuries, death, damage to property, patent claims, suits, liabilities, judgments, cost and expenses which may otherwise accrue against the County in consequence of the granting of a contract or which may otherwise result therefrom, if it shall be determined that the act was caused through negligence or error, or omission of the Offeror or his or her employees, or that of the subOfferor or his or her employees, if any; and the Offeror shall, at his or her own expense, appear, defend and pay all charges of attorneys and all costs and other expenses arising therefrom or incurred in connection therewith; and if any judgment shall be rendered



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against the County in any such action, the Offeror shall, at his or her own expenses, satisfy and discharge the same. Offeror expressly understands and agrees that any performance bond or insurance protection required by this contract, or otherwise provided by the Offeror, shall in no way limit the responsibility to indemnify, keep and save harmless and defend the County as herein provided.

38. **DRUG-FREE WORKPLACE:** During the performance of this contract, the Offeror agrees to (i) provide a drug-free workplace for the Offeror's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the Offeror's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the Offeror that the Offeror maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subOfferor or vendor.

For the purposes of this section, "*drug-free workplace*" means a site for the performance of work done in connection with a specific contract awarded to a Offeror in accordance with this chapter, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

39. **TERMINATION:** Subject to the provisions below, the contract may be terminated by the County upon thirty (30) days advance written notice to the other party. Any contract cancellation notice shall not relieve the Offeror of the obligation to deliver and/or perform on all outstanding orders issued prior to the effective date of cancellation.
- a. Termination for Convenience: In the event that the contract is terminated upon request and for the convenience of the County, without the required thirty (30) days advance notice, then the County shall be responsible for payment of services up to the termination date.
  - b. Termination for Cause: Termination by the County for cause, default or negligence on the part of the Offeror shall be excluded from the foregoing provision; termination costs, if any shall not apply. However, pursuant to the Default provision of these General Conditions, the County may hold the Offeror responsible for any resulting additional purchase and administrative costs. The thirty (30) days advance notice requirement is waived in the event of Termination for Cause.
  - c. Termination Due to Unavailability of Funds in Succeeding Fiscal Years: When funds are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal year, the contract shall be canceled without any liability or penalty to County.
40. **USE OF CONTRACT BY OTHER PUBLIC BODIES:** Except as prohibited by the current *Code of Virginia*, all resultant contracts will be extended, with the authorization of the Offeror, to other public bodies of the Commonwealth of Virginia and all currently active members of the Metropolitan-Washington Council of Governments (MWCOG) or, Mid-Atlantic Purchasing Team, to permit their ordering of supplies and/or services at the prices and terms of the resulting contract. If any other public body decides to use the final contract, the Offeror must deal directly with that public body concerning the placement or orders, issuance of the purchase order, contractual disputes, invoicing and payment. Fauquier County acts only as the "Contracting Agent" for these public bodies. Any resulting contract with other public bodies shall be governed by the laws of that specific entity. It is the Offeror's responsibility to notify the public bodies of the availability of the contract. Fauquier County shall not be held liable for any costs or damage incurred by another public body as a result of any award extended to that public body by the Offeror.
41. **AUDIT:** The Offeror hereby agrees to retain all books, records and other documents relative to this contract for five years after final payment, or until audited by the County, whichever is sooner. The agency, its authorized



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agents, and/or County auditors shall have full access to and right to examine any of said materials during said period.

42. **SEX OFFENDER REGISTRY NOTIFICATION:** The Offeror shall not employ on school property any employee who is a registered sex offender and shall enforce the same restriction upon all sub-Offerors and agents of Offeror. Prior to starting work and quarterly during performance of the work, the Offeror shall check the Virginia State Police Sex Offender Registry to verify sex offender status of all employees and agents of Offeror and Sub-Offerors who are employed on school property by the Offeror or Sub-Offeror. The Offeror shall furnish the County with evidence verifying compliance with the services.

Prior to starting work on-site, the Offeror shall submit a completed Fauquier County Public Schools "CERTIFICATION OF NO CRIMES AGAINST CHILDREN" form, a copy of which is included in this solicitation.

43. **COMPLIANCE WITH FEDERAL, STATE, AND LOCAL LAWS AND FEDERAL IMMIGRATION LAW:** During the term of any contract, the Offeror does not, and shall not during the performance of the contract for goods and services in the Commonwealth of Virginia, knowingly employ an unauthorized alien as defined in the Federal Immigration Reform and Control Act of 1986.
43. **ASBESTOS NOTIFICATION:** As required by the Environmental Protection Agency Asbestos Hazard Emergency Response Act 40 CFR, subpart E, 763.93, information regarding asbestos inspections, response actions, and post response activities is on file in a full asbestos report located in the main office of each school. Offerors bear full responsibility to review this material prior to commencing any activity at a school site.
44. **VIRGINIA STATE CORPORATION COMMISSION:** If required by law, the Offeror shall maintain a valid certificate of authority or registration to transact business in Virginia with the Virginia State Corporation Commission as required by Title 13.1 of the *Code of Virginia*, during the term of the Contract or any Contract renewal. The Offeror shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth to be revoked or cancelled at any time during the terms of the contract. If the Offeror fails to remain in compliance with the provisions of this section, the contract is voidable at the option of County.
45. **ADA WEBSITE-RELATED ACCESSIBILITY:** Any Offeror who performs services, designs, develops content, maintains or otherwise bears responsibility for the content and format of County's website(s) or third-party programs accessed through County's website(s), acknowledges receipt of, and responsibility to implement the accessibility standards found in the U.S. Department of Justice publication entitled "Accessibility of State and Local Government Websites to People with Disabilities," available at [www.ada.gov/websites2.htm](http://www.ada.gov/websites2.htm) or, as attached directly to the solicitation. Offeror services as noted, shall conform to § 508 of Title III of the Americans with Disabilities Act (ADA) and the World Wide Web Consortium's (W3C) Web Content Accessibility Guidelines (WCAG 2.0 AA), most current versions, in addition to the County's web accessibility policy.

#### DELIVERY PROVISION

46. **SHIPPING INSTRUCTIONS-CONSIGNMENT:** Unless otherwise specified in the solicitation each case, crate, barrel, package, etc., delivered under the contract must be plainly stenciled or securely tagged, stating the Offeror's name, purchase order number, and delivery address as indicated in the order. Where shipping containers are to be used, each container must be marked with the purchase order number, name of the Offeror, the name of the item, the item number, and the quantity contained therein. Deliveries must be made within the hours of 8:00 a.m. – 2:30 p.m. Deliveries at any other time will not be accepted unless specific arrangements have been previously made with the designated individual at the delivery point. No deliveries will be accepted on Saturdays, Sundays and holidays unless previous arrangements have been made. It shall be the responsibility of the Offeror to insure compliance with these instructions for items that are drop-shipped.



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47. **RESPONSIBILITY FOR SUPPLIES TENDERED:** The Offeror shall be responsible for the materials or supplies covered by the contract until they are delivered at the designated point, but the Offeror shall bear all risk on rejected materials or supplies after notice of rejection. Rejected materials or supplies must be removed by and at the expense of the Offeror promptly after notification of rejection, unless public health and safety require immediate destruction or other disposal of rejected delivery. If rejected materials are not removed by the Offeror within ten (10) days after date of notification, the County may return the rejected materials or supplies to the Offeror at his or her risk and expense or dispose of them as its own property.
48. **INSPECTIONS:** The County reserves the right to conduct any test/inspection it may deem advisable to assure supplies and services conform to the specification. Inspection and acceptance of materials or supplies will be made after delivery at destinations herein specified unless otherwise stated. If inspection is made after delivery at destination herein specified, the County will bear the expense of inspection except for the value of samples used in case of rejection. Final inspection shall be conclusive except in regard to latent defects, fraud or such gross mistakes as to amount to fraud. Final inspection and acceptance or rejection of the materials or supplies will be made as promptly as practicable, but failure to inspect and accept or reject materials or supplies shall not impose liability on the County for such materials or supplies as are not in accordance with the specifications.
49. **COMPLIANCE:** Delivery must be made as ordered and in accordance with the solicitation or as directed by the Procurement Division when not in conflict with the bid/contract. The decision as to reasonable compliance with delivery terms shall be final. Burden of proof of delay in receipt of goods by the purchaser shall rest with the Offeror. Any request for extension of time of delivery from that specified must be approved by the Procurement Division, such extension applying only to the particular item or shipment affected. Should the Offeror be delayed by the County, there shall be added to the time of completion a time equal to the period of such delay caused by the County. However, the Offeror shall not be entitled to claim damages of extra compensation for such delay or suspension. These conditions may vary for construction contracts.
50. **POINT OF DESTINATION:** All materials shipped to the County must be shipped F.O.B. DESTINATION unless otherwise stated in the contract. The materials must be delivered to the "Ship To" address indicated on the purchase order.
51. **REPLACEMENT:** Materials or components that have been rejected by the Procurement Division, in accordance with the terms of the contract, shall be replaced by the Offeror at no cost to the County.
52. **PACKING SLIPS OR DELIVERY TICKETS:** All shipments shall be accompanied by Packing Slips or Delivery Tickets and shall contain the following information for each item delivered:
- Purchase Order Number,
  - Name of Article and Stock Number,
  - Quantity Ordered,
  - Quantity Shipped,
  - Quantity Back Ordered,
  - The Name of the Offeror.
- Offerors are cautioned that failure to comply with these conditions shall be considered sufficient reason for refusal to accept the goods.
- BIDDER/OFFEROR REMEDIES**
53. **PROTEST OF AWARD OR DECISION TO AWARD:** Any Bidder/Offeror who desires to protest the award or decision to award a contract, by either Fauquier County or the Fauquier County School Board, shall submit such protest in writing to The County Administrator (if the award or decision to award was made by Fauquier County) or the Superintendent of Schools (if the award or decision to award was made by the Fauquier County School Board),



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no later than ten (10) days after public notice of the award or announcement of the decision to award, whichever comes first. No protest shall lie for a claim that the selected bidder/Offeror is not a responsible bidder/Offeror. The written protest shall include the basis for the protest and the relief sought. The County Administrator or the Superintendent of Schools, as the case may be, shall issue a decision in writing within ten (10) days stating the reasons for the action taken. This decision shall be final unless the bidder/Offeror appeals within ten (10) days of the written decision by instituting legal action as provided in § VIII.H.3 of The County's Procurement Policy. Nothing in this paragraph shall be construed to permit an Offeror to challenge the validity of the terms or conditions of the solicitation.

- 54.. **DISPUTES:** Contractual claims, whether for money or other relief, shall be submitted in writing to the Superintendent of Schools (if the claim is against the Fauquier County School Board) or The County Administrator (if the claim is against Fauquier County) no later than sixty (60) days after final payment; however, written notice of the Offeror's intention to file such claim shall have been given at the time of the occurrence or beginning of the work upon which the claim is based. Nothing herein shall preclude a contract from requiring submission of an invoice for final payment within a certain time after completion and acceptance of the work or acceptance of the goods. Pendency of claims shall not delay payment of amount agreed due in the final payment. A written decision upon any such claims will be made by the School Board (if the claim is against the Fauquier County School Board) or The County Board of Supervisors (if the claim is against Fauquier County) within sixty (60) days after submittal of the claim. The Offeror may not institute legal action prior to receipt of the School Board or Board of Supervisors (whichever is applicable) decision on the claim unless the applicable party fails to render such decision within sixty (60) days. The decision of the School Board or Board of Supervisors (as applicable) shall be final and conclusive unless the Offeror within six (6) months of the date of the final decision on a claim, initiates legal action as provided in *Code of Virginia* § 2.2-4364. Failure of the School Board or Board of Supervisors to render a decision within sixty (60) days shall not result in the Offeror being awarded the relief claimed nor shall it result in any other relief or penalty. Should the School Board or Board of Supervisors (as applicable) fail to render a decision within sixty (60) days after submittal of the claim, the Offeror may institute legal action within six (6) months after such 60-day period shall have expired, or the claim shall be deemed finally resolved. No administrative appeals procedure pursuant to *Code of Virginia* §2.2-4365 has been established for contractual claims under this contract.

### SPECIAL TERMS AND CONDITIONS

- S1. **CONTINGENT FEE WARRANTY:** The Offeror warrants that it has not employed or retained any person or persons not generally associated with Offeror for the purpose of soliciting or securing this agreement. The Offeror further warrants that it has not paid or agreed to pay any company or person any fee, commission, percentage, brokerage fee, gift or any other consideration contingent upon the award or making of this agreement. For breach of one or both of the foregoing warranties, the County shall have the right to terminate this agreement without liability, or in its discretion, to deduct from the agreed fee, payment or consideration, or otherwise recover, the full amount of said prohibited fee, commission, percentage, brokerage fee, gift or contingent fee.
- S2. **INSURANCE:** By signing and submitting a proposal under this solicitation, the Offeror certifies that if awarded the contract, it will have the insurance coverage specified on the Insurance Checklist at the time work commences. Additionally, the Offeror certifies that it will maintain all required insurance coverage during the entire term of the contract and that all insurance coverage will be provided by insurance companies authorized to sell insurance in Virginia by the Virginia State Corporation Commission. During the period of the contract the County reserves the right to require the Offeror to furnish the certificates of insurance for coverage required to the Procurement Division.
- S3. **AUTHORITY TO BIND OFFEROR IN CONTRACT:** Proposals must give full name and address of Offeror. Failure to manually sign proposal may disqualify it. The person signing the proposal should show title or authority to bind



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the Offeror in the contract. Offeror's full, legal company name and authorized signature must appear on the proposal in the space provided.

- S4. **SEVERABILITY:** In the event any provision shall be adjudged or decreed to be invalid, such ruling shall not invalidate the entire Agreement but shall pertain only to the provision in question and the remaining provisions shall continue to be valid, binding and in full force and effect.



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#### DIVISION OF RISK MANAGEMENT INSURANCE CHECKLIST

Items marked "X" are required to be provided if award is made to your firm.

<u>Required</u>	<u>Coverage Required</u>	<u>Limits</u> <u>(figures denotes minimum)</u>
<u>X</u>	1. <b>Workers' Compensation</b> and Employers' Liability; Admitted in Virginia Employers' Liability All States Endorsement USL & H Endorsement Voluntary Compensation Endorsement Best's Guide Rating-A-VIII or better or its equivalent	1. Statutory Limits of the Commonwealth of VA Yes \$100,000/\$500,000/\$100,000 Statutory Statutory
<u>X</u>	2. <b>Commercial General Liability</b> General Aggregate Products/Completed Operations Personal and Advertising Injury Fire Legal Liability Best's Guide Rating-A-VIII or better or its equivalent	2. \$1,000,000 (CSL) Each Occurrence \$2,000,000 \$2,000,000 \$1,000,000 \$50,000 Per Occurrence
<u>X</u>	3. <b>Automobile Liability</b> Owned, Hired, Borrowed & Non-owned Motor Carrier Act End. Best's Guide Rating-A-VIII or better, or its equivalent	3. \$1,000,000 combined Single Limit Bodily Injury and Property Damage Each Occurrence (note, symbol "1" on liability coverage)
—	4. Prof. Errors and Omissions Best's Guide Rating-A-VIII or better or its equivalent	4. \$1,000,000 (CSL) Each Claim
—	5. Garage Liability	5. \$1,000,000 CSL Each Occurrence
—	6. Garage Keeper's Legal Liability Best's Guide Rating-A-VIII or better, Or its equivalent	6. a) Maximum Value of One Vehicle b) Maximum Value of All Vehicles Held by Contractor
—	7. Umbrella Liability Best's Guide Rating-A-VIII or better, or its equivalent.	7. \$1,000,000
—	8. Other Insurance:	
<u>X</u>	9. <b>Auto and General Liability Policies shall be endorsed to name Fauquier County and/or Fauquier County Public School Board as additional insured</b>  (This coverage is primary to all other coverage The County and Schools may possess and must be shown on the certificate)	
<u>X</u>	10. The Contractor shall provide 30 days written notice of any policy cancellation for policies specified on this Checklist to Fauquier County and/or Fauquier County School Board in accordance with the timelines and stipulations in Code of Virginia Section 38.2-231.	
<u>X</u>	11. <b>The Certificate must state Bid/RFP No. and Bid/RFP Title.</b>	
<u>X</u>	12. <b>Contractor shall submit Certificate of Insurance within five (5) business days from notification of award, and shall provide updated Certificates for the duration of the contract.</b>	

#### OFFEROR STATEMENT

We understand the Insurance Requirements of these specifications and will comply in full if awarded this contract.





**FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL**  
**RFP 58-23jc**  
**Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange**

FIRM

SIGNATURE \_\_\_\_\_

Revised 4/4/13, Proc/HR

**RETURN THIS PAGE**  
**PROPRIETARY INFORMATION**

Ownership of all data, materials, and documentation originated and prepared for the Owner pursuant to the REQUEST FOR PROPOSAL shall belong exclusively to the Owner and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act, however, the Offeror must invoke the protections of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other material is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information.

**NOTICE OF PROPRIETARY INFORMATION**

**Confidentiality References Protection in Accordance with the Code of Virginia, Section 2.2-4342F**

Section Title	Page Number	Reason(s) for Withholding from Disclosure

**INSTRUCTIONS:** Identify the data or other materials to be protected and state the reasons by using the codes listed below. Indicate the specific words, figures, or paragraphs that constitute trade secrets or proprietary materials.

A- This page contains information relating to "trade secrets", and "proprietary information" including processes. Operations, style of work, or apparatus, identify confidential statistical data, amount or source of any income... of any person (or) partnership. "See Virginia Public Procurement Act. Section 2.2-4342F. Unauthorized disclosure of such information would violate the Trade Secrets Act 18 U.S.C. 1905.

B- This page contains proprietary information including confidential, commercial or financial information which was provided to the Government on a voluntary basis and is of the type that would not customarily be released to the public. See Virginia Public Procurement Act, Section 2.2-4342F; 5 U.S.C. 552 (b)(4); 12 C.F.R. 309.5(c)(4).



## **FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL**

**RFP 58-23jc**

**Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange**

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**RETURN THIS PAGE IF APPLICABLE**



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

### PROOF OF AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA

THIS FORM MUST BE SUBMITTED WITH YOUR PROPOSAL/BID. FAILURE TO INCLUDE THIS FORM MAY RESULT IN REJECTION OF YOUR PROPOSAL/BID

Pursuant to Virginia Code §2.2-4311.2, an Offeror/Bidder organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 of the Code of Virginia shall include in its proposal/bid the identification number issued to it by the State Corporation Commission ("SCC"). Any Offeror/Bidder that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law shall include in its proposal/bid a statement describing why the Offeror/Bidder is not required to be so authorized. Any Offeror/Bidder described herein that fails to provide the required information shall not receive an award unless a waiver of this requirement and the administrative policies and procedures established to implement this section is granted by the County Administrator or School Superintendent, as applicable.

If this quote for goods or services is accepted by the County of Fauquier, Virginia, the undersigned agrees that the requirements of the Code of Virginia Section 2.2-4311.2 have been met.

Please complete the following by checking the appropriate line that applies and providing the requested information.

A. \_\_\_\_\_ Offeror/Bidder is a Virginia business entity organized and authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is \_\_\_\_\_.

B. \_\_\_\_\_ Offeror/Bidder is an out-of-state (foreign) business entity that is authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is \_\_\_\_\_.

C. \_\_\_\_\_ Offeror/Bidder does not have an Identification Number issued to it by the SCC and such vendor is not required to be authorized to transact business in Virginia by the SCC for the following reason(s):

**Please attach additional sheets if you need to explain why such Offeror/Bidder is not required to be authorized to transact business in Virginia.**

\_\_\_\_\_  
Legal Name of Company (as listed on W-9)

\_\_\_\_\_  
Legal Name of Offeror/Bidder

\_\_\_\_\_  
Date

\_\_\_\_\_  
Authorized Signature

\_\_\_\_\_  
Print or Type Name and Title

**RETURN THIS PAGE**



**FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL**  
**RFP 58-23jc**  
**Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange**

**ATTACHMENT “A” SUBMISSION INSTRUCTIONS**

Please follow these instructions to submit via our Public Portal.

**1. Prepare your submission materials:**

**Requested Information**

Name	Type	# Files	Requirement
Proof of Authority To Transact Business in Virginia	File Type: PDF (.pdf)	Multiple	Required
Certificate of Insurance Checklist	File Type: PDF (.pdf)	Multiple	Required
Signed Cover Sheet	File Type: PDF (.pdf)	Multiple	Required
Proprietary Information Exception.	File Type: PDF (.pdf)	Multiple	<b>Optional</b>
Proposal	File Type: PDF (.pdf)	Multiple	Required

**Requested Documents:**

Please note the type and number of files allowed. The maximum upload file size is 1000 MB.

Please do not embed any documents within your uploaded files, as they will not be accessible or evaluated.

**2. Upload your submission at:**

**<https://fauquiercounty.bonfirehub.com/opportunities>**

You will not be able to prepare a submission unless you submit 'Yes' for your Intent to Bid by **Oct 07, 2022 5:00 PM EDT**.

The Vendor Discussion period for this opportunity starts Sep 13, 2022 4:00 PM EDT. The Vendor Discussion period for this opportunity ends Sep 23, 2022 12:00 PM EDT. You will not be able to send messages after this time.

Your submission must be uploaded, submitted, and finalized prior to the Closing Time of **Oct 07, 2022 5:00 PM EDT**. We strongly recommend that you give yourself sufficient time and **at least ONE (1) day** before Closing Time to begin the uploading process and to finalize your submission.



## **FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL**

**RFP 58-23jc**

**Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange**

### **Important Notes:**

Each item of Requested Information will only be visible after the Closing Time.

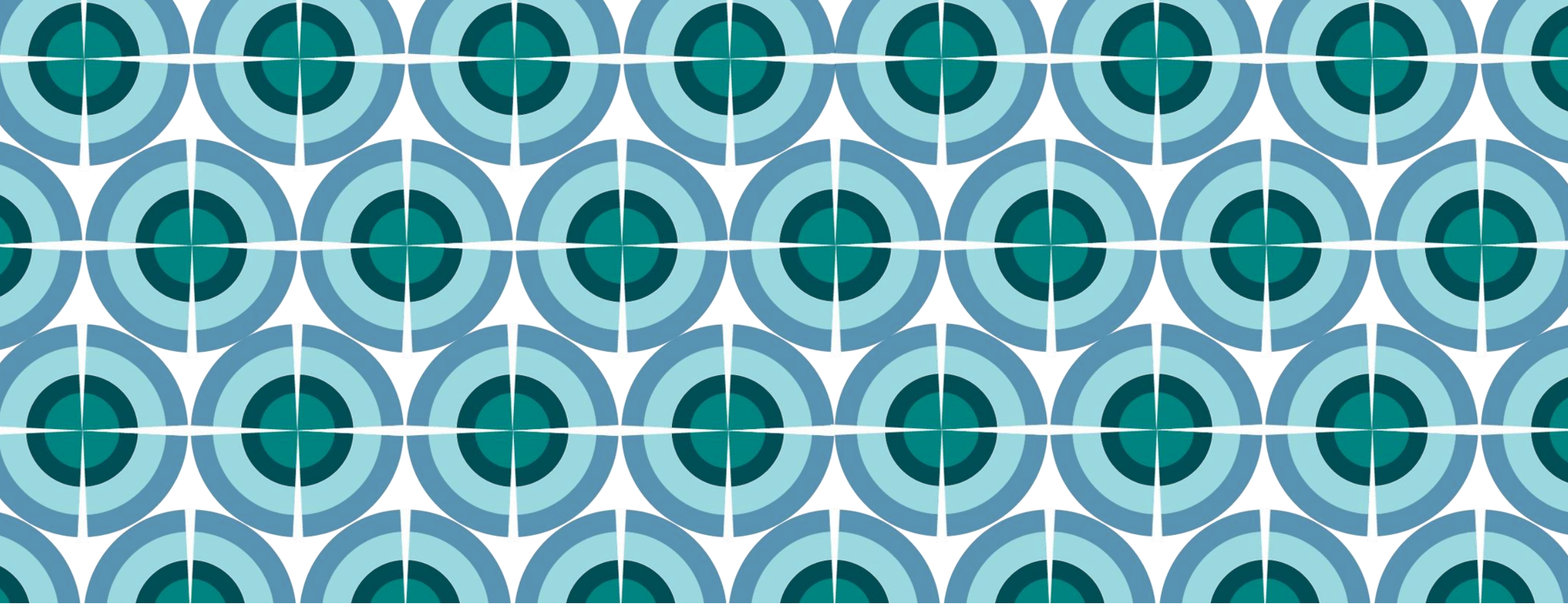
Uploading large documents may take significant time, depending on the size of the file(s) and your Internet connection speed.

You will receive an email confirmation receipt with a unique confirmation number once you finalize your submission.

Minimum system requirements: Microsoft Edge, Google Chrome, or Mozilla Firefox. Javascript must be enabled. Browser cookies must be enabled.

### **Need Help?**

Fauquier County uses a Bonfire portal for accepting and evaluating proposals digitally. Please contact Bonfire at [Support@GoBonfire.com](mailto:Support@GoBonfire.com) for technical questions related to your submission. You can also visit their help forum at <https://vendorsupport.gobonfire.com/hc/en-us>



Fauquier County RFP 58-23jc  
Feasibility Study for Abattoir at Fauquier  
Livestock Exchange  
**New Venture Advisors Proposal**  
April 24, 2023



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**Fauquier County**, in partnership with the **Fauquier Livestock Exchange**, is seeking a consultant to determine the feasibility of locating an abattoir at the Fauquier Livestock Exchange. Fauquier Livestock Exchange is considering the potential addition of a meat processing facility at the existing location. Fauquier County is supportive of the concept of additional meat processing capacity in the County as a means of providing a positive agricultural environment and economic development in the County. It is imperative to Fauquier County that the needs of the local community are met but a successful proposal will include a regional approach as given current availability can require travel in excess of two hours from the County for processing.

**New Venture Advisors** is pleased to submit a proposal to join you in evaluating this opportunity. We have assisted several clients in designing **abattoirs and meat processing facilities** including a recent project in the Shenandoah Valley that required a similar regional approach. Not only does our team have the expertise to evaluate market demand and create an operating model responsive to the needs of local stakeholders, we also can design the buildings and exterior spaces, and lead an inclusive community engagement process to inform how the facility is programmed, operated, situated and designed. We have an expert team to provide guidance and data-driven recommendations at every step toward achieving your vision.



# INTRODUCTION



New Venture Advisors is a certified woman-owned small business (WBENC, WOSB) with consultants in Georgia, Illinois, Maine, Michigan, Minnesota, Massachusetts, Missouri, New Mexico, New York, Ohio, Pennsylvania, and South Carolina.

**Kathy Nyquist, Founder and Principal**

(773) 245-3570

[knyquist@newventureadvisors.net](mailto:knyquist@newventureadvisors.net)

**New Venture Advisors LLC**

630 W. Wrightwood Ave. 5W

Chicago, IL 60614

<https://newventureadvisors.net/>



**New Venture Advisors (NVA)** is a strategy consulting firm specializing in food system planning and food infrastructure development. Our team is committed to environmental sustainability, social impact, equity, diversity, and inclusion as we help our clients realize their vision for a more just and sustainable food system.

Our clients are public agencies seeking to promote sustainable agriculture, boost economic development and address community health and hunger; organizations in the social sector seeking to generate earned income through promising social enterprises; and entrepreneurs and investors seeking to capitalize on the extraordinary growth of the good food sector.

For more than a decade we have helped to develop food system infrastructure in many forms: aggregation and distribution facilities, livestock and value-added processing centers, shared kitchens, food business incubators, retail grocery hubs, community and culinary training centers, to name a few. Early on, our clients focused on one or two of these operations. Now increasingly they are exploring the benefits of combining multiple units into mixed-use developments that house a variety of food enterprises under one roof as part of a community food center, or as a food campus or district.

As we describe in a [screencast series](#) on our blog, the benefits can be significant. Participants can buy and sell from each other, share resources and knowledge and reduce overhead and operating expenses. And they can become important assets for the community by offering space for gathering, nutrition education, workforce development and hunger relief programs.

# QUALIFICATIONS

**NVA is one of the leading advisory groups and thought leaders in food system planning and development.**

**We dig deeply into the local context** to design strategies and enterprise models that are suited to the goals of our clients and the local food system, combining best practices for organizational development with methodologies that can be applied across organization types, regions and cultures.

**The team has a track record of success** in engaging a diverse set of stakeholders to assess the internal and local food landscape, develop optimal organizational models, and establish effective implementation plans that bring enterprise strategies to fruition with strong regional support.

**Our diverse food system infrastructure work** led us to create a [suite of online tools](#) that quickly evaluate food enterprise concepts so that planning efforts are focused on the most promising opportunities.

**Our experience comes from hundreds of food system and food enterprise planning projects across the U.S.**

- ✓ 90 market assessments analyzing supply, demand, infrastructure and organizational capacity in the food system
- ✓ 18 food system assessments emphasizing [livestock](#)
- ✓ 55 food processing facilities for [livestock](#), [meat](#), produce and/or small business incubation
- ✓ 45 aggregation and distribution enterprises
- ✓ 40 innovations to address poverty, health and/or hunger
- ✓ 35 retail grocery and foodservice developments
- ✓ 25 mixed-use food center developments
- ✓ 20 plans impacting food policy including 10 food system plans
- ✓ All began with internal review and goal setting to ensure recommendations are rooted not only in the local food landscape, but also in our clients' mission and capacity

**We understand the keys to success** for these multifaceted enterprises, and the pathways to greater impact and sustainability.

**Our [blog](#) and [newsletters](#) provide in-depth analysis** of food system trends and business best practices.

# STATEMENT OF NEEDS

Fauquier County is seeking a study of the feasibility of an abattoir to be located at the Fauquier Livestock Exchange. It is imperative that the needs of the local community are met but a successful proposal will include a regional approach as given current availability can require travel in excess of two hours from the County for processing. This would include, but is not limited to, the following components:

## Market Analysis

- Outreach strategy to identify producers and various sources of data to inform the study
- Multi-media survey of County and Regional producers designed to collect feedback to expand the known data points of the producers including but not limited to location, travel distance to processing facility, whether slaughter and processing capacity is limiting a farm to grow or expand, time of year preferred for processing, etc.
- Identify the current demand met by the Fauquier Livestock Exchange (both USDA inspected, and non-USDA inspected) as well as the potential demand (total cattle that are raised and sold before finishing)
- Identify the unmet demand based on current facility capacities and the current producer timing needs
- Identify the potential demand for producer growth if additional capacity is provided, this would include components identified to help current producers to convert from raising and shipping to raising and finishing grass fed as well as other finishing methods
- Potential impacts of other regional processing facilities
- Research and recommend partnerships, training, and value-added products
- Identify the local and regional market for meat and its price points, including access for local restaurants
- Identify the distribution and sales solutions in place and future options for local meat products
- Examine and summarize state and federal regulations to determine steps necessary for a meat processing facility to be able to sell in-state and regionally as Fauquier's location could access markets in Maryland, West Virginia and the District of Columbia.

## Operational & Economic Analysis

### Operational Analysis

- Identify the configuration and costs of developing an abattoir at the Fauquier Livestock Exchange including, but not limited to the following information:
  - Facility construction
  - Permitting and necessary requirements for construction
  - Regulatory framework required
  - Operating costs (labor, equipment, infrastructure, power, water, and sewer)
  - Projected revenues, cash flow analysis, break even points, and minimum and maximum capacity (five -year projection as a component of this)

### Economic Analysis

- Assessment of direct and indirect employment opportunities and any potential barriers
- Potential new business opportunities
- Potential educational training programs to be developed with local partners for permanent and seasonal jobs

# YOUR REQUIREMENTS AND OUR EXPERIENCE

## Your Requirements

## Our Experience

### Offeror's ability to meet the Statement of Needs

- A breakdown of methodologies used to meet the Statement of Needs is presented on [page 13](#).
- We have assisted several clients in designing abattoirs and meat processing facilities including a recent project in the Shenandoah Valley that required a similar regional approach. A short case study and link to the report can be found on [page 34](#). A reference for this project is provided on [page 8](#) as well as for two recent abattoir developments for which NVA conducted feasibility analysis, designed the site and facilities, and completed business plans.

### Offeror's experience and ability to provide required services

- We have conducted more than 100 food system assessments across the U.S., many for municipal governments, to evaluate investments in food system infrastructure that provides economic opportunities for small businesses and improves the welfare of residents. These evaluations included market, operational and financial due diligence to inform decision-making. You can find many listed beginning on [page 30](#).
- Our team is composed of subject matter experts in every aspect of food system planning. This includes policy specialists who are well-versed in evaluating regulatory barriers and can recommend strategies to advocate for policy changes at the state and local level. See bios beginning on [page 15](#).

### Offeror's overall cost proposal

- Our proposal includes the activities that make up our most successful studies, with the NVA team leading each step. Activities not specifically requested in the Statement of Needs are presented as **options** in the scope of work and budget. Some could be led by local experts or eliminated from the project plan and still yield an excellent analysis for decision-making. We welcome the opportunity to refine the scope to the activities most valuable to you.

### Past References for similar studies in Virginia

- The *Shenandoah Specialty Meat and Produce Hub Feasibility Study* was completed in 2021. This market study included seven Virginia counties: Augusta, Bath, Highland, Page, Rockbridge, Rockingham, and Shenandoah. We have also led studies in Culpeper, Scott, Washington, Floyd and Fauquier counties. A list of our projects begins on [page 30](#).

# FROM OUR CLIENTS

<p><i>"New Venture Advisors has been an instrumental partner in the development of the City of Wichita/Sedgwick County Food System Master Plan. NVA's content expertise was extremely valuable at every phase. It is the best plan one of my colleagues had ever seen in his decades of work at the local government level."</i></p>	<p><i>"New Venture Advisors has exceeded our expectations. Their unique case history approach has helped us develop and refine a strategic vision for agriculture in Appalachia, pointing us in an ambitious direction we would never have conceived or considered without examples to inspire and guide us."</i></p>	<p><i>"New Venture Advisors is exceptional. The team has a rare ability grasp the vision for a project as well as the nuance. It's a pleasure to work with skilled, knowledgeable, experienced people who share a passion for rebuilding food systems that work for people and places."</i></p>	<p><i>"It was a pleasure to work with New Venture Advisors and refreshing to get practical, real-world advice from a consultant. All too often, consultants are willing to sell findings and recommendations that are convenient for the client, but that may not be in their best interest. NVA approached our project as a partner and kept us moving in the right direction."</i></p>
<p><b>Becky Tuttle, City Council Member – District II</b> City of Wichita Wichita, KS</p>	<p><b>Kathlyn Terry, Executive Director</b> Appalachian Sustainable Development Abingdon, VA</p>	<p><b>Mauri Ingram, President &amp; CEO</b> Whatcom Community Foundation Bellingham, WA</p>	<p><b>Dan Wayne, Senior Planner</b> Shasta Regional Transportation Authority Redding, CA</p>

# REFERENCES FOR FAUQUIER COUNTY



## Shenandoah Specialty Meat and Produce Hub Feasibility Study

**Bonnie Riedesel**  
*Executive Director*  
*Central Shenandoah Planning District Commission*  
Staunton, Virginia  
(540) 885-5174  
[bonnie@cspdc.org](mailto:bonnie@cspdc.org)



## Damian's Craft Meats Feasibility Study and Business Plan

**Rosemary Linares**  
*Co-Founder and Owner*  
*Damian's Craft Meats*  
Ann Arbor, Michigan  
(734) 771-4951  
[roselinares@gmail.com](mailto:roselinares@gmail.com)



## Oneida Nation Meat Processing Facility Feasibility Study and Business Plan

**Vanessa Miller**  
*Food & Agriculture Area Manager*  
*Oneida Nation of Wisconsin*  
Oneida, Wisconsin  
(920) 869-4553  
[vmiller@oneidanation.org](mailto:vmiller@oneidanation.org)

# OUR APPROACH TO FACILITY DEVELOPMENT

*Our methodology for developing a new food facility moves through progressive phases, refining the concept and assessing viability at each stage to allow a go/no-go decision prior to making further investments. The specific scope of a project varies based on the needs of our clients. For some, we focus on a single step or combination of deliverables in this process. For others, we work from idea to venture launch to ongoing business support.*

Feasibility Assessment		Planning & Development			Implementation
Operating Model Development	Facility Design & Financial Analysis	Site & Operator Search	Conceptual Design	Business Plan	Next Steps
<ul style="list-style-type: none"><li>•Market analysis and landscape assessment</li><li>•Operating model development: components, programming, etc.</li><li>•Stakeholder input meetings and site visit</li><li>•Operating model refinement</li><li>•Preliminary feasibility</li></ul>	<ul style="list-style-type: none"><li>•Facility layout &amp; design</li><li>•Financial analysis</li><li>•Recommendations, risks and impacts</li><li>•Go/no-go decision</li><li>•Feasibility study finalization</li><li>•Development milestones and roadmap</li></ul>	<ul style="list-style-type: none"><li>•RFI for site, owner / operator, anchor tenants</li><li>•Candidate screening, interviews and tours</li><li>•MOUs with selected applicants</li></ul>	<ul style="list-style-type: none"><li>•Updated operating model, building program</li><li>•Visualizations of facility, site plan</li><li>•Estimated construction costs, financing strategy</li></ul>	<ul style="list-style-type: none"><li>•Comprehensive business plan: facility, operations, staffing, marketing plans</li><li>•Pro forma financial projections through breakeven</li><li>•Implementation milestones and roadmap</li></ul>	<ul style="list-style-type: none"><li>•Design development</li><li>•Fundraising</li><li>•Anchor tenant lease agreements</li><li>•Construction</li><li>•Launch</li></ul>



# PROPOSED APPROACH FOR FAUQUIER COUNTY

## Market Analysis

- Kickoff meeting with Project Team
- Preliminary interviews (2-3) with key stakeholders
- Design research and outreach plan
- Survey producers and conduct up to 30 interviews with producers, buyers, and other food system stakeholders
- Conduct secondary research of the regional food system and create maps to show relationships among participants, product flows, competition
- Conduct regulatory and policy scan to identify operational requirements and trade restrictions
- **Option:** Retail demand analysis of household level spending for specific products – such as sausage, lunchmeat, ground beef, pet food – to identify product categories that are in greatest demand among consumers regionally
- Synthesize findings and review with Project Team

## Operating Model

- Propose range of operating models for the facility
- Develop case studies of successful analogous models
- Develop high level capacity model and financial analysis of cost to build and operate the facility at breakeven
- Review with Project Team and narrow to 1-2 to models to explore further
- **Option:** Develop concept renderings of interior floorplans and site plan
- Package research findings and concept models to workshop with key community stakeholders
- Invite community input in a stakeholder meeting and concept workshop
- Tour property and evaluate how the facility can be sited to meet operational and regulatory requirements

## Finalization

- **Option:** Refine diagrams of interiors and site layout based on community input
- Update operating model, building program, and site specifications accordingly
- Develop detailed financial model
- **Option:** Create a funding development plan and timeline with sources of capital including federal, state, and private grants and loan options
- Provide risk assessment, inputs for economic impact assessment. **Option:** perform impact assessment.
- Meet for go/no-go decision
- Provide a final report containing all inputs, analysis, decisions, designs and strategies from the study, and a development roadmap (if a go)
- Prepare executive summary and presentation to share with stakeholders

# MARKET ANALYSIS & OPERATING MODEL

The first step is to gather input from project beneficiaries to understand the issues they face, and from other food system stakeholders to understand how a new food facility might be part of a regional solution to address these challenges and other opportunities. That primary research is combined with secondary market research to inform the operating model and lay the foundation for the business case for the facility.

The operating model may include:

- Combination of components most desired by stakeholders
- Their transactional and programmatic interactions
- Probable size and scale
- Key users, suppliers, buyers
- Key collaborators and partners
- Ownership and governance structure
- Revenue model

**Initiation** Hold a kickoff call with Project Team to discuss project goals, team roles, work plan and timing. Review the issues faced by stakeholders, and the underlying hypothesis for the study. Identify 1-2 people from each stakeholder group for preliminary interviews. Refine work plan.

**Market Analysis** Perform secondary research of the regional livestock landscape including supply, demand, current infrastructure, competition, regional work force and demographics, etc. Create several maps to demonstrate the location, flows and relationships among participants. Complete preliminary interviews. Synthesize findings to identify themes and prioritize areas for exploration. Review with Project Team and finalize research plan to gain deeper insights through broad-based primary research.

Develop research instruments. These are likely to be a survey for agricultural producers and interview guides for restaurant, retail and wholesale buyers and other food system stakeholders. Develop outreach plan, beta test and field survey. Conduct up to 30 interviews with members of the local food system, including municipal agencies and other potential partners (to be identified). **Option:** Conduct local retail demand analysis to identify product categories that are in greatest demand among consumers locally and as compared to national averages.

**Operating Model Assessment** Synthesize the market research to draw implications. Recommend a range of operating models for the facility based on findings. Use case studies to illustrate options. Develop high level capacity model and financial analysis of cost to build and operate at break-even. Discuss preliminary market, financial and funding feasibility with Project Team and narrow to 1-2 models to pursue further, if indicated. **Option:** Develop preliminary concept renderings of interior floorplans and site plan. Prepare a summary to share with stakeholders and gather input.

**Community Input** Invite food system participants to a convening of stakeholders to gain their input on findings to date and to workshop recommendations as small groups. Tour property and evaluate how the facility can be sited to meet operational and regulatory requirements.

# DESIGN & FINALIZATION

Once the operating model is defined, the facility can be sized, designed and programmed accordingly. This involves a few steps.

- Quantitative capacity modeling to determine the size and scale of components to accommodate anticipated use and throughput
- Building program and site plans that define the use, square footage, adjacencies and technical considerations for each internal and external area
- Refined diagrammatic floor plan incorporating stakeholder feedback showing primary uses in the building, support spaces, and major exterior elements, color coded and notated to show people and product flows in and out of facility including major areas of production, circulation and gathering. Includes conceptual parking layout where appropriate.
- Preliminary list and budget for FF&E (furnishings, fixtures & equipment)

Once these steps are completed, it is possible to generate rough construction costs which is a key component of the financial analysis.

**Facility Design** Review the operating model and discuss space and structural requirements with Project Team and any operating partners identified. Refine assumptions based on data gathered from market research, case studies and community input. Update building program. **Option:** Update concept diagrams of the buildings and property with potential expansions in later phases of development. Review with Project Team and any potential anchor partners. Revise based on input.

**Financial Analysis** Refine financials based on updated operating model and concept diagrams. Estimate construction costs, startup expenses, operating costs and break even / steady state economics. Demonstrate the impact of various financing structures. **Option:** Create a funding development plan detailing sources of capital and fundraising strategies.

**Recommendations** Develop a complete draft of the operating model, facility design and financial analysis, with supporting findings from market research, community input and funding analysis. Provide a risk assessment and inputs for economic impact assessment for the proposed project. **Option:** Full economic and fiscal impact assessment.

**Go/No-Go Decision** Project Team determines direction based on risk and impact assessment. If decision is to proceed, prepare a roadmap for follow-on phases of development delineating milestones, timing and roles.

**Feasibility Study Finalization** Capture all inputs, analysis, decisions, designs and strategies from the study in a professional, final report. Prepare executive summary and presentation to share conclusions with stakeholders.

## Your Role

Organize project team that will engage in the study. Agree to goals and decision-making process. Provide contacts for primary research, make introductions and handle survey outreach. Attend periodic project management conference calls with NVA. Arrange, promote and host all stakeholder meetings. Provide any necessary incentives and translation services. Make go/no-go decision.

# METHODOLOGIES PROPOSED TO MEET THE STATEMENT OF NEEDS

Statement of Needs	Research Design	Producer Survey	Stakeholder Interviews	Community Meetings / Focus Groups	Secondary Market Research	Regulatory & Policy Scan	Retail Demand & Economic Impact Analysis	Capacity, Ops, Financial Modeling	Facility Design
<b>Market Analysis</b>									
Outreach strategy to identify producers and various sources of data to inform the study	•								
Multi-media survey of livestock producers to assess barriers, opportunities, preferences, requirements		•							
Identify the current demand met by the Exchange and potential demand		•	•	•	•				
Identify the unmet demand based on current facility capacities and the current producer timing needs		•		•	•			•	
Identify the potential demand for producer growth if additional capacity is provided		•	•	•				•	
Potential impacts of other regional processing facilities			•		•				
Research and recommend partnerships, training, and value-added products			•		•		•		
Identify the local and regional market for meat and its price points, including restaurants			•		•		•		
Identify the distribution and sales solutions in place and future options for local meat products		•	•		•				
Examine and summarize state and federal regulations influencing trade					•	•			
<b>Operational Analysis</b>									
Identify the configuration and costs of developing an abattoir at the Fauquier Livestock Exchange including, but not limited to the following information:									
Facility construction			•	•				•	•
Permitting and necessary requirements for construction				•				•	•
Regulatory framework required						•			
Operating costs (labor, equipment, infrastructure, power, water, and sewer)								•	•
5-year projected revenues, cash flow analysis, break even points, and minimum and maximum capacity		•	•					•	
<b>Economic Analysis</b>									
Assessment of direct and indirect employment opportunities and any potential barriers		•	•		•		•		
Potential new business opportunities		•	•	•			•		
Potential educational training programs to be developed with local partners for permanent and seasonal jobs		•	•	•					

# TIMELINE

Activities	1	2	3	4	5	6	7	8	9	10	11	12
Initiation & Project Design												
Market Analysis												
Operating Model												
Community Meeting												
Finalization												

- The study will take approximately **12 months** to complete including all options presented.
- Timeline assumes that in carrying out its role, client completes assigned tasks according to an agreed-upon schedule, generally within 2 weeks. A delay may result in an extension of the project exceeding the length of the delay.
- Timing and cost is approximate and will be finalized in a work plan developed with you at the start of the project. We will be glad to work with you on refining the scope to reduce the cost to meet your budget.

# COST ESTIMATE

## Fauquier County Abattoir Feasibility Study

Initiation & Market Analysis	\$36,700
Operating Model	\$10,800
Community Meeting	\$6,600
Finalization	\$15,000
<b>TOTAL</b>	<b>\$69,100</b>
Retail Demand Analysis for Processed Meat Products	\$7,900
Facility Design and Site Plan	\$14,800
Economic and Fiscal Impact Analysis	\$15,100
Funding Development Plan	\$2,600
<b>ALL OPTIONS INCLUDED</b>	<b>\$109,500</b>

- Includes economy class travel expenses for one team member to plan and facilitate an in-person stakeholder meeting. Two team members will attend if design is included.
- Incentives, stipends and translation services, if needed, are additional.

# TEAM

The **New Venture Advisors** team is composed of enterprise and nonprofit strategy consultants from diverse fields including management consulting, food manufacturing, food & ag policy, farming, foodservice ops and design, and architecture. The broader team hails from industry-leading firms and the nation's top universities and business schools. Many of us have owned and operated small businesses of our own.

Across the team we have subject matter experts in every aspect of food system planning: supply chains and infrastructure, urban and rural food access, grocery and restaurant retailing, food policy and municipal planning, and nonprofit development. We excel at managing complex strategic projects with diverse and numerous cross-sector stakeholders.

We bring together this experience, training and passion for good food and entrepreneurship to help our clients develop food systems, food enterprises and food policies that are good for farmers, consumers and the intermediaries that connect them.

NVA Team	Title	Role
Kathy Nyquist	Founder and Principal	Scope and oversight
Andrea Carbine	Sr. Project Manager	Project lead
Maya Atlas	Project Manager	Project co-lead, surveys
Caroline Myran	Research Lead	Market research lead
Maura Rapkin	Research Specialist	Interviews
Sheree Goertzen	Research Analyst & Funding Development Specialist	Secondary research and funding development plan
Jim Carbine	Meat Industry Liaison	Meat supply chain strategy
Sarah Lesch	Facility Design Specialist	Concept drawings for facilities
Rob Clemens	Finance Specialist	Financial model and strategy
Eileen Horn	Project Manager	Food policy scan and strategy
Christian Vetter	Economic Analyst	Retail demand and economic impact analysis
Deb Wilkinson	Operations Manager	Billing and administration



## KATHY NYQUIST

### **Founder and Principal**

*Chicago, Illinois*

Kraft Foods  
Leo Burnett  
Young & Rubicam

University of Chicago Booth School of Business  
Bradley University

Business Planning Advisor, *Good Food Accelerator*, Chicago, IL  
Advisor and Lecturer, *University of Vermont Food Hub Management Program*, Middlebury, VT

Advisory Board, *Breakthrough Enterprises*, Chicago, IL  
Board of Directors, *Garfield Produce*, Chicago, IL  
Advisory Board, *Blue Ridge Produce*, Elkwood, VA  
Board of Elders, *Grace Chicago Church*, Chicago, IL

In 2009, Kathy founded NVA to bring entrepreneurial momentum to the emerging sustainable food industry. Her work has led to numerous assessments, business launches, speaking engagements and publications focused on the rebuilding of local food systems.

Kathy has served as a board member and advisor to many organizations including the Good Food Accelerator which offers training and mentorship to emerging food entrepreneurs; Garfield Produce, a hydroponic farm producing microgreens and herbs and providing jobs for those affected by poverty in Chicago's East Garfield Park neighborhood; and the Food Hub Management Program, a certificate program offered by the University of Vermont.

Kathy has over 20 years of marketing and strategic leadership experience with Fortune 100 companies. She served on the leadership team for a \$5 billion product portfolio at Kraft Foods. She previously managed accounts at Leo Burnett and Young & Rubicam, then the nation's largest advertising agencies, developing national campaigns for clients such as Coca-Cola, Keebler, Frito-Lay and Miller Brewing.

A graduate from the University of Chicago Booth School of Business, Kathy earned an MBA with honors and the Dean's Award for Strategy for achieving the highest academic record in Strategic Management. She also holds a B.S. in economics from Bradley University.





## ANDREA CARBINE

### **Sr. Project Manager**

*Grand Rapids, Michigan*

Optimist Consulting LLC  
Front Burner Foundation  
Pilotworks  
Local Roots  
Sustainable Hospitality Consultant

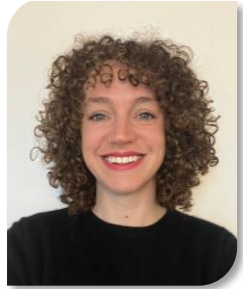
The International Culinary Center  
University of Washington  
Boston University

Andrea is a restaurateur, entrepreneur and decorated chef with a background in sustainable practices. For her work in the kitchen and in her own ventures, she has been recognized with two James Beard nominations, a Local Hero award, and a Women of Excellence Award for Entrepreneurship. During her culinary career, she has launched, operated, scaled, and sold her own entrepreneurial ventures.

She was recently General Manager at Pilotworks, a culinary co-working space that gives food makers commercial kitchen space, mentorship, and the tools needed to build, scale, and develop their businesses. There she held the operational lead role for the launch of a 40,000 square foot facility after a \$1.4+ million buildout including construction project management and budget restructure, P&L development for an aggressive 6-month ramp to utilization, and kitchen model standardization for all national units with a re-structured pricing model that was more responsive to local markets.

Andrea also co-founded the Front Burner Foundation to address systemic issues in the food and hospitality industries, tackling culinary education reform, job training and development, financial literacy, and larger food system change.

These experiences make Andrea an exceptional strategist and consultant to young food businesses and creative entrepreneurs as they scale and develop. Today she consults with New Venture Advisors in developing food resources in communities, helping to design operating models and programs that are tailored to the vision and unique needs of our clients.



## MAYA ATLAS

### **Project Manager**

*Biddeford, Maine*

Saint Joseph's College  
Woolf Lavender Farm  
Union Kitchen

Barnard College, Columbia University

Secretary, *Biddeford Conservation Commission*, Biddeford, ME  
Board Member, *Biddeford, Saco, Old Orchard Beach Transit Authority*, Biddeford, ME

Maya has spent her career working at the intersection of local food production, business development, and community engagement. After receiving her degree at Barnard College, she began her career at Union Kitchen, one of the nation's first for-profit food incubators. At Union Kitchen, Maya helped open a 50,000 square-foot production facility, grew membership, and built the systems used to train kitchen operators, launch businesses, and scale products in a large metropolitan market. You can find some of the businesses she worked with at Whole Foods nationwide and large regional grocers!

Most recently, Maya was the Program Director for the Institute for Local Food Systems Innovation at Saint Joseph's College of Maine. As the Program Director, Maya led feasibility studies and wrote business plans for enterprises across different industries and large event series. She worked with professors to implement academic and extracurricular programs, managed the agritourism event center, and led the student-run hydroponic farm on campus, tailoring the crops and programs to the educational goals of the students.

Maya lives in Southern Maine and enjoys long coastal bike rides and growing a garden many sizes too big for her family so she can share with the neighborhood. She serves on two city council advisory boards to support her town's transit system and encourage land conservation.



# CAROLINE MYRAN

## **Research Lead**

*Cobleskill, New York*

Ripe.io

Minerva Strategies

Hutchins Farm

Mercy Corps

AmeriCorps VISTA

University of Massachusetts Amherst

Barnard College, Columbia University

Caroline is a food systems analyst, a farmer, and a specialist in values-based local food procurement. Before joining New Venture Advisors, she spent eight years in non-profit communications, media relations, and fundraising for mission driven organizations and international NGOs. She also worked in rural Montana to develop a farm to school program that addressed food insecurity and food access. As a farmer, she has worked on farms in Vermont, Montana, New York, and Massachusetts. Her graduate thesis focused on connecting local producers to wholesale markets in traditionally underserved communities in Western Massachusetts.

Most recently, she was the Director of Farm to Fork initiatives at ag-tech start-up, ripe.io, a blockchain-based platform providing traceability of produce from farm to plate. Currently, Caroline leads market research, food system analyses and food center feasibility studies for NVA. Her projects have spanned across the U.S. from Texas to Virginia to the Oneida Nation in Wisconsin.

Caroline has an M.S. in Sustainability Science with a concentration in Sustainable Agriculture and Food Systems from the University of Massachusetts, Amherst and a B.A. in Environmental Policy from Barnard College, Columbia University. She lives in Upstate NY with her husband and daughters.



## MAURA RAPKIN

### **Research Specialist**

*Pittsburgh, Pennsylvania*

Napkin LLC  
Abigail Kirsch  
Breads Bakery  
Blue Hill at Stone Barns  
The Modern

Chatham University  
University of Rochester

Maura is a New York City chef, western Pennsylvania farmer, and small business owner guided by principles of community engagement and enlightened hospitality. She is passionate about conceiving solutions for a socially just, equitable, sustainable, and environmentally conscious food system.

She started her career in 2011 as a sustainability-oriented chef in New York. She worked as a chef and manager in hospitality businesses including Michelin-rated restaurants The Modern and Blue Hill at Stone Barns, internationally renowned Breads Bakery, and premier catering company Abigail Kirsch.

After receiving her Masters, Maura founded Napkin LLC, a mission-driven consulting company, when she saw a need emerge for lean, agile, and sustainable business solutions in the food and agriculture sectors. With Napkin, Maura has been able to expand her impact working with stakeholders to build a more equitable, environmentally conscious, and hospitable food and ag industry. Now consulting with New Venture Advisors, Maura applies the knowledge she has gained in the kitchen, on the farm, and advising small business owners as research specialist.

Maura received her MBA and Masters in Food Studies from Chatham University's sustainability program and a Bachelor's in Environmental Studies and Film Studies from University of Rochester.



## SHEREE GOERTZEN

### **Research Analyst and Funding Development Specialist**

*Chicago, Illinois*

AltruNext  
Rebuild Foundation  
NeighborWorks Lincoln  
University of Nebraska-Lincoln  
KVC Behavioral Healthcare  
Perinatal Treatment Services

The University of Nebraska-Omaha, School of Public Administration

Sheree conducts research and is a writer for New Venture Advisors, and she is a grant writing and development strategy specialist for nonprofits. In addition to her work with NVA, Sheree consults with AltruNext, providing strategic planning services to nonprofits with a holistic approach to growth encompassing organizational capacity, board trainings, fund development, strong operations, good governance, clear communications, and dynamic programs.

She spent over 12 years providing public social services to youth and families and coordinating community development projects. She built partnerships between government, nonprofit and private sectors to bring investment to an under-resourced neighborhood.

Sheree grew up on a large farm in Nebraska where her family are fourth generation farmers. She has an M.S. in Urban Studies from the University of Nebraska-Omaha School of Public Administration.



## JIM CARBINE

### **Meat Industry Liaison**

*Grand Rapids, Michigan*

Optimist Consulting LLC  
Front Burner Foundation  
Local Foods  
The Guardians Consulting  
Local Roots  
NEWARK Recycled Paperboard Solutions

Marquette University  
Loyola Academy

Jim Carbine is a business consultant, entrepreneur and C-Level operations & sales executive with 38 years of experience in the food and packaging industries. Currently, Jim consults in the good food space and on sustainable food system projects around the country, including as a technical expert to New Venture Advisors.

Before moving to Grand Rapids in 2020, Jim was CEO of Local Foods, a Chicago-based regional wholesale food distributor—serving restaurants, caterers, institutional clients, and food service companies in the Upper Midwest—with a retail grocery store and butcher shop. Local Foods unique business model connects local smaller-scale ranchers, growers, entrepreneurs, and makers to wholesale buyers and retail shoppers searching for clean, source-identified, sustainable food for their customers and families.

Jim's previous experience in supply chain development and design included co-founding and operating two critically-acclaimed restaurants and an urban culinary farm in New Jersey that supported the development and expansion of a locally-sourced foodservice supply network. He also co-founded the Front Burner Foundation, a non-profit focused on building a more diverse, skilled, and financially literate workforce in the restaurant, hospitality and food & beverage industries.

Jim and his wife Andrea, who also consults with New Venture Advisors, live in Grand Rapids, MI.



# SARAH LESCH

## **Facility Design Specialist**

*Great Barrington, Massachusetts*

Lawndale Christian Health Center

Green Tomato Cafe

McBride Kelley Baurer Architects

Booth Hansen Architects

U.S. Army Reserve

The University of Wisconsin-Milwaukee, School of  
Architecture and Urban Planning

Sarah found her niche at the intersection of architecture, hospitality design and non-profit organizations. Before joining New Venture Advisors, she worked at one of Chicago's largest Federally Qualified Health Centers, overseeing the design, construction and opening operations of a large community café and conference center— creating everything from lighting plans to lunch menus. She had a hand in clinic renovations, organizational rebranding, cross-campus wayfinding overhauls, interior design and cooking the daily specials. Prior professional projects include hospitality and retail work in the Chicago loop, single- and multi-family housing in skyscrapers and in the suburbs, and the endless rehab of her family's 1905 Chicago home.

While working on her Master's Degree in Architecture, Sarah enjoyed two summers of work-study in Italy. Her thesis project was the proposed design for a light-touch-on-the-earth kayaking center in the Hebrides Islands of Scotland. Ongoing passions include reading, writing (children's curriculum, recipes, very long emails) and cooking in the community.

Sarah never misses a chance to paddle board, kayak, swim or just admire water from the beach with her husband and three kids, all of whom recently relocated to the Berkshires for some fresh air.





## ROBERT CLEMENS

### **Financial Specialist**

*St. Paul, Minnesota*

Mt Curve LLC  
TripleTree  
G2 Capital Advisors  
Enlivant / TPG Capital  
Houlihan Lokey  
Lazard Ltd.  
UBS Investment Bank  
Bank of America Merrill Lynch

The University of Chicago Booth School of Business  
Indiana University

For 15 years Robert has provided M&A advisory, investment banking and restructuring services to a diversified range of firms across manufacturing and service industries.

Today Robert specializes in operational and financial improvement initiatives working directly with private equity firms, portfolio companies, and independent businesses to provide financial planning and analysis consulting, assess operational and internal efficiencies, and institute business lifecycle navigation planning.

He brings this experience to New Venture Advisors as Financial Specialist, developing financial forecasts and analytical models that provide in-depth and thoughtful decision-making solutions. Delivering these findings to our clients is a role he greatly enjoys.

Robert has an MBA from The University of Chicago Booth School of Business and a B.S. in Finance from Indiana University Kelley School of Business.



## EILEEN HORN

### **Project Manager**

*Taos, New Mexico*

State of Kansas, House of Representatives  
City of Lawrence & Douglas County, Kansas  
Climate and Energy Project

University of Vermont  
Catholic University of America

Chair, *LiveWell Lawrence Health Coalition*  
Graduate, *Leadership Lawrence*  
Healthy Food Access Fellow, *Kansas Health Foundation*  
Founding Member, *Kansas Womens Environmental Network*  
Founding Member, *Douglas County Food Policy Council*  
Board President, *Community Mercantile Cooperative*  
Advisory Board, *Kansas Healthy Food Financing Initiative*  
Board Member, *Growing Food, Growing Health*

Eileen Horn is a total food systems policy nerd. She recently served in the Kansas State Legislature, where she served on the Agriculture, Rural Revitalization, and Health committees. Today, she works with food system partners and local food policy councils to create strategic food system plans, secure funding, and implement innovative and inspiring projects.

Prior to joining the New Venture Advisors team, Eileen served for seven years as the Sustainability Director for the City of Lawrence and Douglas County, Kansas where she founded the Douglas County Food Policy Council, the first in the state. She led the Council to national recognition for its accomplishments – including an innovative urban agriculture program on city-owned property, the establishment of a regional food hub, and the first SNAP matching program in the state.

In her role as Sustainability Director, Eileen oversaw a comprehensive, nationally-recognized planning process for Lawrence and Douglas County that engaged diverse voices in developing a robust local food system.

Eileen serves as advisor in many capacities: with the Kansas Healthy Food Financing Initiative to guide food system financial investments for the state; with Growing Food, Growing Health, a youth-led school gardening initiative; and formerly with the Merc Co+op grocery store. Her husband is a chef who pioneered the use of local food in several downtown Lawrence restaurants, and her two young sons love to plant vegetable seeds in their garden and then impatiently harvest them before they are ripe.

Eileen recently relocated to New Mexico from her native state of Kansas. She holds an M.S. in Natural Resources from the University of Vermont, and a B.S. in Biology.



## CHRISTIAN VETTER

### **Principal, Vetter Consulting Enterprises**

*Chicago, Illinois*

Market and Feasibility Advisors  
Economics Research Associates  
AECOM  
BKC (Germany)  
OPLA (Germany)

University of Augsburg, Germany

Mr. Vetter's professional experience includes work in Chicago as Principal for Market and Feasibility Advisors, Economics Research Associates and AECOM as a Senior Associate, and in Germany for BKC and OPLA, consulting practices focused on community consulting, land use, downtown revitalization and redevelopment, planning and economic impact assessments.

Christian has completed assignments for public and private clients, covering market and feasibility studies, highest and best use assessments, economic and fiscal impact assessments and private-public partnerships in a variety of real estate related fields, utilizing and analyzing a broad spectrum of data sources and socio-economic, commercial and demographic indices. With more than 25 years of experience providing advanced economic consulting, Christian has a long and reliable record of positively impacting community development projects through skillful analysis and execution.

His public sector work includes waterfront, downtown, corridor, neighborhood, parks and recreation planning and facilities, and many types of economic development and urban redevelopment plans, as well as real estate and retail studies, and convention and meeting facilities. Christian teams with New Venture Advisors to provide retail demand assessments for our mixed-use food facility projects.

Mr. Vetter received undergraduate and master's degrees from the University of Augsburg, with a focus in economics.



## DEB WILKINSON

### **Operations Manager**

*Branson, Missouri*

Accenture

Mercer

Andersen Consulting

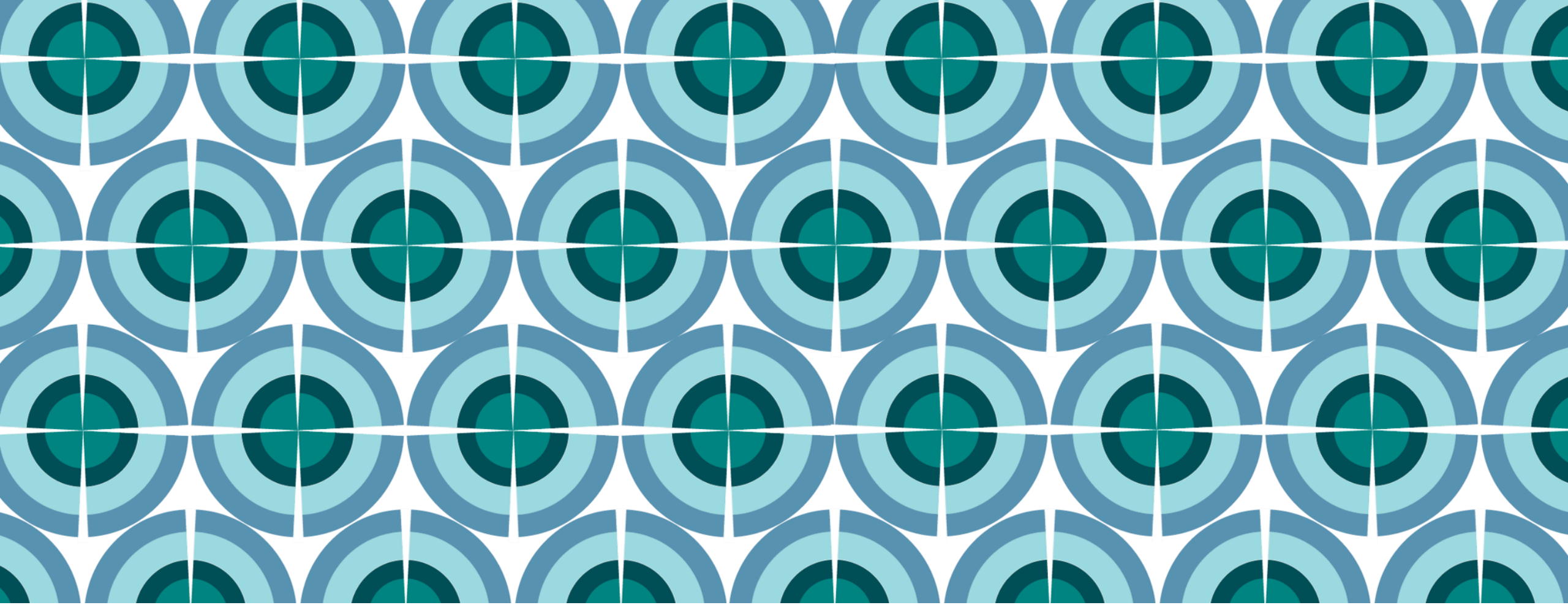
Arthur Andersen

Purdue University, Krannert School of Management  
Le Cordon Bleu College of Culinary Arts

Prior to managing internal operations with New Venture Advisors, Deb served as a recruiter for the nation's leading consulting firms. At Accenture, she focused on behavioral interviews for experienced candidates globally. She previously oversaw operations and processes for the U.S. recruiting team at Mercer and worked with all international locations to ensure global consistency in recruiting processes and systems. Prior to that, Deb was back at Accenture/Andersen Consulting in recruiting and consulting roles.

Deb graduated from Purdue University with a B.S. in Management. She later earned an Associate Degree from Le Cordon Bleu College of Culinary Arts in Chicago, IL. This experience drove her to start a personal chef delivery business in Chicago focusing on healthy foods for busy families.

Deb has since moved from the Windy City to the beautiful Ozarks, where she continues to cook for family and friends.

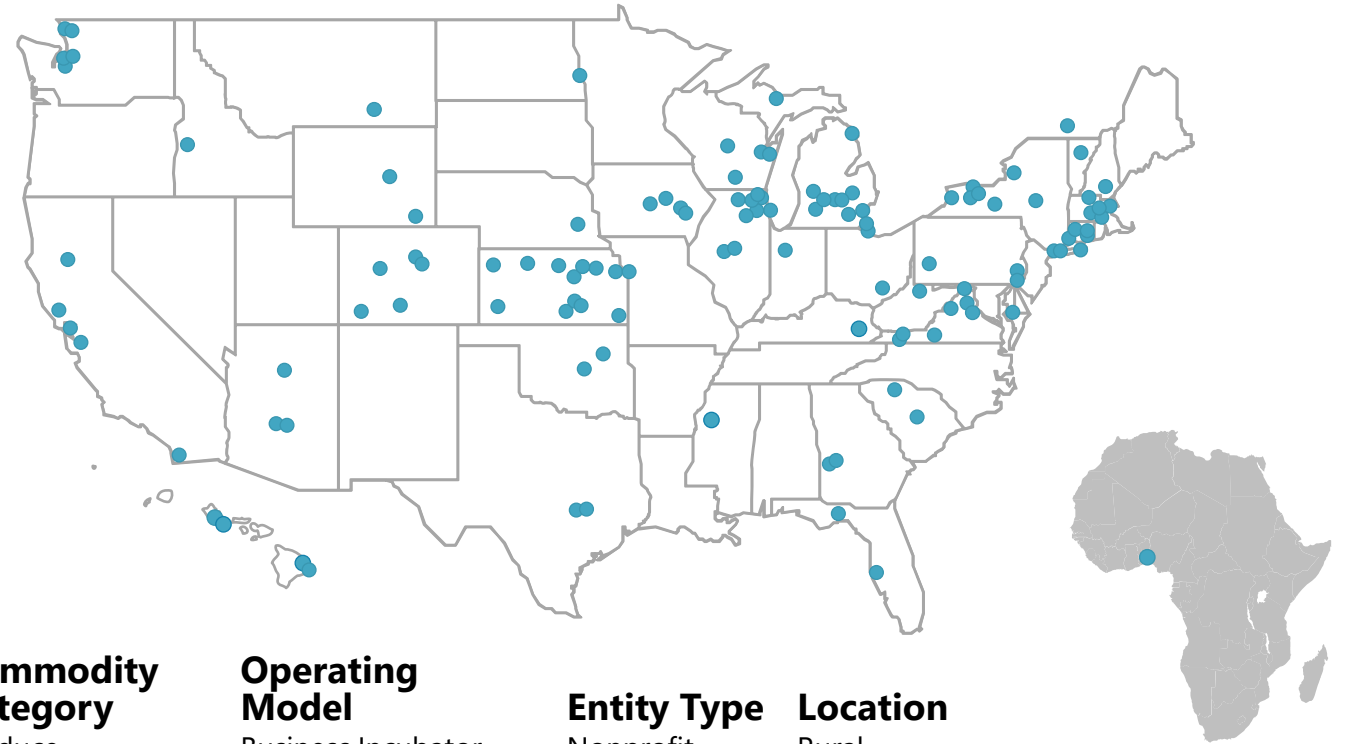


# APPENDIX

Project Map  
Project List  
Case Histories  
Publications

# PROJECT MAP

**Projects span the value chain and across commodity types, operating models, location and scale**, from a 400 square foot processing kitchen in rural Illinois to a 25-acre food campus on Hawai'i Island. Each project has been designed to suit the local landscape. While they vary considerably, they are similar in their focus on shortening supply chains, strengthening local food systems and economies, and providing community and environmental benefits.



## Project Type

Food System Assessment  
Food System Plan  
Feasibility Study  
Business Plan / Strategic Plan  
Facility Design & Development

## Stage in Value Chain

Farming & Production  
Aggregation & Distribution  
Processing & Value-Addition  
Grocery & Foodservice  
Emergency Food Distribution

## Commodity Category

Produce  
Meat  
Dairy  
Grains  
Specialty Foods

## Operating Model

Business Incubator  
Brick & Mortar  
Virtual & Networked  
Value Chain Facilitator  
Food As Medicine

## Entity Type

Nonprofit  
For-profit  
Cooperative  
Public/private

## Location

Rural  
Urban  
Peri-urban  
Emerging markets



# SELECTED PROJECTS UNDERWAY

*Our active portfolio is managed by three teams that specialize in food system infrastructure, policy and strategic planning. Projects including livestock as a key commodity category are highlighted in blue.*

International Marketplace Feasibility Study	Seattle, WA	2023	Development of an international public market serving regional food producers and entrepreneurs
Kane County Livestock Market Assessment	Geneva, IL	2023	Agricultural market assessment for livestock products produced and sold in the local market
Public Market at Las Colonias Park	Grand Junction, CO	2023	Business plan for a public market created to provide farmers and ranchers with direct market access
Windy City Harvest Produce Prescription Program	Chicago, IL	2023	Program evaluation and strategy for managing rapid growth of the VeggieRx program
Food System Assessment for Northern Arizona	Flagstaff, AZ	2023	Comprehensive regional food system assessment and social network analysis for City of Flagstaff
Veggielution Food Hub	San Jose, CA	2023	Feasibility study for a food hub serving diverse food entrepreneurs and farmers in the Santa Clara region
RG Foods Food Hub Feasibility Study	Tulsa, OK	2023	Feasibility study for a cooperatively-owned warehouse for regional food access retailers
Kent County Food System Planning	Grand Rapids, MI	2023	Food system assessment, food policy assessment and food system plan for Kent County/Grand Rapids
California Indian Museum & Cultural Center Incubator	Santa Rosa, CA	2023	Feasibility study and facility design for a kitchen incubator serving traditional foods producers
Food Bank Council of Michigan Senior Food Access	Lansing, MI	2023	Last-mile distribution model for delivering food boxes to seniors regardless of location
Community Garden Expansion Plan	Cedar Rapids, IA	2023	Site plans and management toolkit for the development of community gardens in city parks
Aspen Region Food Facilities Feasibility and Design	Basalt, CO	2023	Redevelopment of a grocery store and two historic buildings as regional food system infrastructure
Philabundance Community Food Justice & Entrepreneurial Plan	Philadelphia, PA	2023	Two neighborhoods are designing their own foodscape that brings good food to residents
King County Food Hub	Kent, WA	2023	Conceptual design for a multi-use food center serving low-income residents and entrepreneurs

DeKalb County Community Gardens Food Campus	DeKalb, IL	2023	Feasibility study for a university-based Community Health Education and Food Center
Plenty Doors Grocery Study	Crow Agency, MT	2023	Feasibility study for a community food center and grocery store on the Crow Reservation
Southwest Kansas Food System Assessment	Kansas City, KS	2023	Assess local food environments to set strong policy foundation for diverse, high-need, 9-county region
Wichita Healthy Corner Store Initiative	Wichita, KS	2023	Plan for a healthy corner store initiative stemming from the recently adopted Food System Plan
The Food Mill Community Kitchen & Mobile Market	Columbus, GA	2023	Operating plan integrating nine businesses centered on providing healthy and medically-tailored meals
Pittsburgh Food Policy Council Strategic Plan	Pittsburgh, PA	2023	Comprehensive 3-year strategic plan to catalyze and mobilize a diverse food systems network
San Luis Valley Community Food Assessment	Alamosa, CO	2023	Community food assessment and action plan for the 6-county San Luis Valley Local Foods Coalition
Whatcom County Food System Plan	Bellingham, WA	2023	County-wide food system plan for the Whatcom County Food System Committee
Bushel & Peck Food Hub	Charles Town, WV	2023	Feasibility study for expansion into local foods production and wholesaling by a rural grocery store
The Food Basket Agricultural Innovation Park	Hilo, HI	2023	Operating model and facility design for a food bank expansion into farming, production and retailing
North Central Massachusetts Local Food Campus	Winchendon, MA	2023	Plan for campus with aggregation, packaging, processing, retailing and food access programs
Adelante Food Ecosphere Development	Waukegan, IL	2023	Collective impact plan and facility design for food enterprises focused on food access, hunger relief
Barry County Community Food Center	Hastings, MI	2023	Feasibility study for the restoration of a historical building into a mixed-use food hall and food center
The Millworks Local Food Campus	Bellingham, WA	2023	Business case for a mixed-use development anchored by three hunger-relief organizations



# SELECTED PROJECTS COMPLETED

Manchester Healthy Food Access Plan	Manchester, NH	2023	Community-driven planning process for policies and programs that address food insecurity	Warehouses4Good Food Warehouse	Moorhead, MS	2022	Feasibility and design of a nonprofit warehouse serving rural farmers and food producers
Michigan Food Bank Collaboration	Flint, MI	2023	Feasibility study and project model for a warehouse jointly operated by two Michigan food banks	Central Texas Regional Food System Data Evaluation	Austin, TX	2022	Data collection and analysis to establish baseline metrics to measure food system developments
Eastern Market Expansion Plan	Detroit, MI	2023	Feasibility study for significantly expanded processing, warehousing and distribution capacity	Riley County Food System Assessment and Plan	Manhattan, KS	2022	Ten-year food system plan for the City of Manhattan and Riley County
Northern Michigan University Food Hub Feasibility Study	Marquette, MI	2023	Feasibility assessment and design of an aggregation and processing center serving the Upper Peninsula	Project EATS Urban Farm Growth Strategy	New York, NY	2022	Strategic plan focused on technology adoption, sales & marketing and new product launch
McHenry County College Food Hub	Crystal Lake, IL	2022	Feasibility study for an on-campus food hub and processing kitchen serving regional farmers	City of Wichita Healthy Food Access Assessment	Wichita, KS	2021	Strategic analysis and recommendations to provide access to fresh groceries in LI/LA neighborhoods
Shawnee Grocery Retail Strategy	Shawnee, OK	2022	Retail food access strategies for Blue Zones Project of Pottawatomie County	Oneida Community Cannery	Oneida, WI	2021	Conceptual design and business plan for Native foods processor and food business incubator
Southeast Nebraska Development District	Lincoln, NE	2022	Economic development handbook to spur food system investments in rural communities	Blue Cross of Idaho Foundation Community Health Academy	Boise, ID	2021	Workshop for mayors on their role in food system development and influence on community health
Miko Meats Food Facility	Hilo, HI	2022	Feasibility study for the adaptive re-use of a former USDA meat processing facility	Cultivate KC Strategic Plan	Kansas City, MO	2021	Three-year strategic and expansion plan for urban ag and nutrition incentive programs
CLiCK Kitchen Expansion Plan	Windham, CT	2022	Feasibility study for the expansion of an incubator kitchen serving low-income and minority residents	Spartanburg Community Food Center	Spartanburg, SC	2021	Feasibility study for a community food center led by the Spartanburg Food Policy Coalition
Oneida Nation Meat Processing Center	Oneida, WI	2022	Feasibility study for a meatpacking and processing facility serving tribal and regional livestock farmers	Oahu Fresh Food Hub	Honolulu, HI	2021	Expansion plan for a multi-use food center experiencing dramatic pandemic-related growth
Business Impact NW Kitchen Incubator	Seattle, WA	2022	Due diligence for a kitchen incubator to be acquired by a CDFI serving underbanked entrepreneurs	Damian's Craft Meats Processing Facility	Ann Arbor, MI	2021	Feasibility study and business plan for a small-scale slaughterhouse and meat processing facility
Norton County Food System Assessment and Plan	Norton, KS	2022	Assessment to explore the feasibility of developing a food system plan for Norton County	Shenandoah Valley Ag Enterprise Center	Staunton, VA	2021	Feasibility study for a multi-use facility supporting farmers and food businesses in central Virginia
Geary County Food System Assessment and Plan	Junction City, KS	2022	Food system plan to identify policies and programs to strengthen the local food system	Open Door Community House Culinary Incubator	Columbus, GA	2021	Operating model and management coaching for new incubator serving lower-income participants
Appalachian Harvest Herb Hub	Duffield, VA	2022	Business plan for a network of forest and medicinal herb farmers cultivating in-demand botanicals	Good Food Collective Fruit for Good	Durango, CO	2021	Business coaching for the launch of a consumer product through a community gleaning program
God's Pantry Food Warehouse	Hazard, KY	2022	Feasibility and design of a rural food hub providing storage for food pantries and regional producers	Shagbark Seed & Mill Growth Strategy	Athens, OH	2021	Business analysis of processing operations and strategies to support Ohio bean and grain farmers

# SELECTED PROJECTS COMPLETED

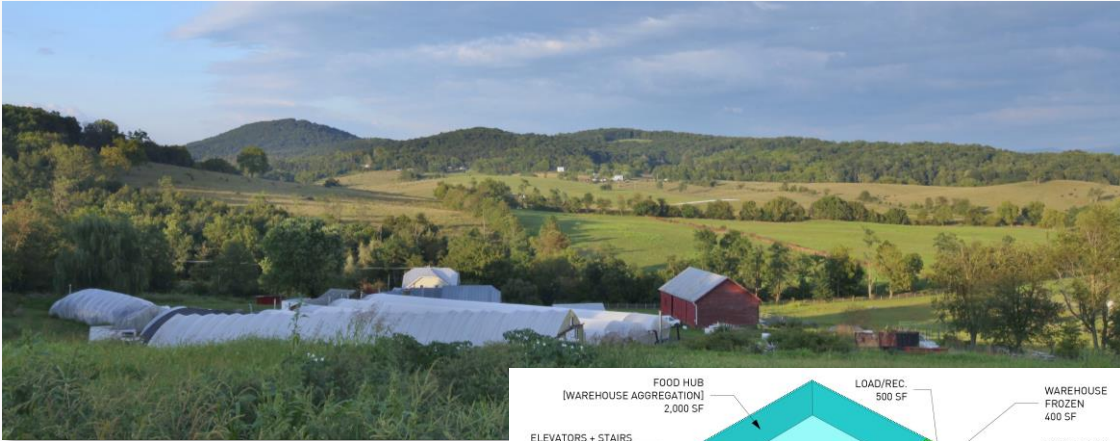
Wichita Food System Master Plan	Wichita, KS	2021	Developed a ten-year master food plan for the City of Wichita and Sedgewick County
Can-Do Kitchen	Kalamazoo, MI	2021	Expansion plan for a kitchen incubator and strategy for new microloan program
East End Food Institute Food Hub	Southampton, NY	2021	Design for a value-added processing and small-scale food production space on eastern Long Island
Faith in Place Shared Kitchen Starter Guide	Chicago, IL	2020	Self-assessment guide to enable houses of worship to convert foodservice assets into shared kitchens
Wood County Community Food Center	Wisconsin Rapids, WI	2020	Feasibility study for a food center led by the county health department and three hunger organizations
Linn County Food System Assessment	Cedar Rapids, IA	2020	Comprehensive assessment focused on production, procurement, processing, and barriers to entry
Great Plains Food Bank Mobile Market	Fargo, ND	2020	Feasibility study for turning a mobile pantry program into a mobile market social enterprise
Sustainable Food Center Visioning Project	Austin, TX	2019	Strategic vision for the Austin food system and the central role of a leading value chain organization
McHenry County Food System Vision	Woodstock, IL	2019	Facilitate a vision for the local food system and advancement of regenerative agriculture practices
Vermont Grain Industry Assessment	Montpelier, VT	2019	Demand study assessing potential markets in the Northeast for Vermont-produced grain
New York Green Bank	New York, NY	2019	Market due diligence for ag tech development efforts within the state of New York
Central Massachusetts Grocery Cooperative	Worcester, MA	2019	Market study for a grocery cooperative offering predominantly locally-produced goods
Kōkua Kalihi Valley Health Services Roots Program	Honolulu, HI	2019	Strategic plan for cultural and community-based food programs of a community health center
Cornell University Eastern Broccoli Project	Ithaca, NY	2019	Strategic plan toward trade acceptance of broccoli grown in the eastern United States
Kane County Food Hub	Geneva, IL	2019	Business plan for a food hub and processing center to improve food access and health equity
Worcester Regional Food Hub	Worcester, MA	2019	Market study, business plan and ongoing advisory for a kitchen incubator and aggregation hub

World Bank Group / IFC SME Support Services	Lagos, Nigeria	2018	Strategic services for small- to medium-sized food enterprises to promote economic development
LISC Phoenix Commercial Kitchen Strategy	Phoenix, AZ	2018	Operating model refinement and capacity building for two nonprofit commercial kitchens
Central Appalachian Food Enterprise Corridor	Abingdon, VA	2018	Business model and brand strategy for a portfolio of products grown and marketed across Appalachia
Kansas Statewide Grocery Distribution Strategy	Topeka, KS	2018	Identification of innovative strategies for distribution to rural grocery stores
The Hatchery Chicago	Chicago, IL	2017	Market study for a 70,000 ft <sup>2</sup> food business incubator and community development project
Frenchtown KitchenShare Food Business Incubator	Tallahassee, FL	2017	Business plan for an online marketplace serving farms, food entrepreneurs and wholesalers
Western New York Grain Hub	Geneseo, NY	2017	Feasibility study and business plan for grain hub supplying feed mills, maltsters and distillers
California Food Hub Network	Davis, CA	2017	Network strategy for a group of California food hubs convened by UC SAREP at UC Davis
Commonwealth Kitchen	Boston, MA	2017	Business plan for a kitchen incubator serving minority and lower income entrepreneurs
Far-Northern California Agricultural Cluster Strategy	Redding, CA	2017	Analysis of potential transportation systems for wild rice and organic vegetable farming clusters
Building Rural Grocery Store Viability through Food Hubs	Kansas, Iowa, Michigan	2017	Feasibility analysis for adapting rural grocery stores into food hubs
Northwest Connecticut Food Hub	Litchfield, CT	2017	Feasibility study and joint venture strategy for food hub and hydroponic farm collaboration
Wyoming Food System Assessment	Cheyenne, WY	2016	Statewide study for a food hub network across Wyoming and the Rocky Mountain region
Cobleskill Regional Food and Agriculture Enterprise Center	Cobleskill, NY	2016	Feasibility study for the redevelopment of a former mill into a multi-use food & ag center
Project Angel Heart Food Enterprise	Denver, CO	2016	Business plan for a private venture of a nonprofit that offers medically-modified meals
Food Safety Audit Enterprise	West Lafayette, IN	2016	Feasibility study for Purdue University for a new business providing auditing services for farms

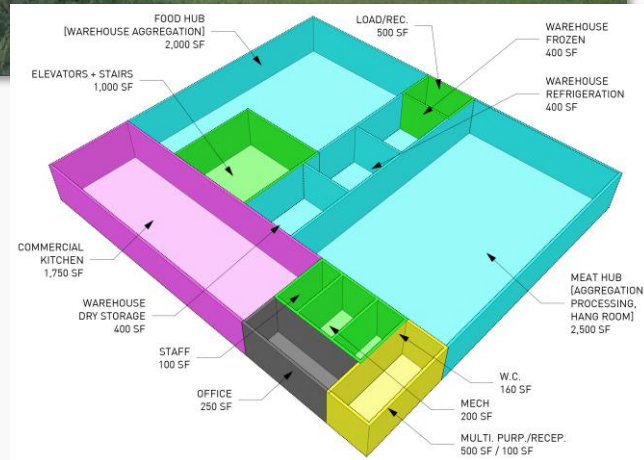
# SELECTED PROJECTS COMPLETED

The Food Trust Small Store Initiative	Philadelphia, PA	2016	Supply chain strategies to bring healthy food to small stores in rural and urban areas	Greater Kansas City Food Hub	Kansas City, KS	2014	Opportunity identification and feasibility study for a network model food hub
Eastern Market Frozen Processing Facility	Detroit, MI	2016	Business plan for a facility that flash freezes local produce for institutional markets	HOPE Collaborative Food Hub	Oakland, CA	2014	Feasibility study and business plan for food hub incubated within existing distributor
Bridgeport Community Food Assessment	Bridgeport, CT	2015	Strategic plan to revitalize the downtown district through food enterprise development	South Madison Farmer's Market Food Enterprise	Madison, WI	2014	Business plan for a retail grocery and café extension of an outdoor farmers market
Headwater Food Hub	Rochester, NY	2015	Market study for a food hub expansion into fresh cut and frozen processing services	SustainFloyd Dairy and Value-Added Processing Center	Floyd, VA	2013	Business plan for an artisanal dairy and value-added food processing center
Landmarks Illinois Chicago Public School Redevelopment	Chicago, IL	2015	Assessment of food-related reuse cases for 18 historically-significant closed CPS schools	McConnell Foundation Value Chain Network Training Program	Montreal, QC	2013	Business planning and operations training for food enterprise grant recipients
FairAcre Traders	New England	2015	Incubated business that drove sales for food hub network through large distributors	Fresh Takes Kitchen	Denver, CO	2013	Incubated a healthy meal delivery service accessible to lower-income consumers
Western New York Food Hub (Field & Fork/Eden Valley)	Buffalo, NY	2015	Feasibility study and business plan for a food hub incubated within a farmer cooperative	West Virginia University Meat Processing Enterprise Planning	Morgantown, WV	2012	Opportunity assessment of meat processing capacity and action plan for development
Angelic Organics Learning Center Roots & Wings Food Hub	Rockford, IL	2015	Feasibility study for food hub and farm serving residents in urban housing developments	FarmedHere Salad Dressing	Chicago, IL	2012	Business case for an indoor vertical farm to expand its salad dressing line
New London Food Hub	New London, CT	2015	Feasibility study for a food hub serving the mission of the United Way of Southeastern CT	Southern Wisconsin Food Hub	Madison, WI	2011	Feasibility study which led to the launch of Wisconsin Food Hub Cooperative
Casper Community Food Assessment	Casper, WY	2015	Market study for a food system serving season extension and livestock farmers	Neumann Family Services Processing Kitchen	Chicago, IL	2011	Feasibility study for food processing center serving adults with disabilities
Crawford County Community Food Assessment	Pittsburg, KS	2015	Conducted in partnership with KSU for one of the state's poorest counties	Tazewell County Resource Center Processing Kitchen	Tremont, IL	2011	Feasibility study for small-batch processing center serving adults with disabilities
Michigan Food Hub Technology Platform	Lansing, MI	2015	Assessment and plan for an IT system that facilitates trade for a network of MI food hubs	Prairie Crossing Farm Business Development Center Planning	Grayslake, IL	2011	Capacity modeling for on-farm aggregation and processing center
Chesapeake Harvest Food Hub	Easton, MD	2015	Business plan for integrated farm and food hub aggregating from hoop house producers	Blue Ridge Produce	Elkwood, VA	2011	Business plan for food hub and greenhouse on a 33-acre site of a former tropical plant facility
International Rescue Committee Project CHOP	San Diego, CA	2015	Business plan for a food processing facility serving refugee farmers	Food Systems Assessment for Northern Virginia	Washington, DC	2010	Regional food system analysis that led to the launch of Blue Ridge Produce
Fresh Access Food Hub	St. Petersburg, FL	2015	Market study for the expansion of a community farmers market into a food hub	Ready to Grow: Increasing Fruit & Vegetable Production in IL	Springfield, IL	2010	Barrier assessment and action plan which led to launch of two farm-based food hubs
Freestate Farms Greenhouse	Hume, VA	2015	Business plan coaching for an integrated anaerobic digester/ commercial greenhouse operation	Wellspring Growers Vertical Farm	Chicago, IL	2009	Business plan for indoor hydroponic farm

# SHENANDOAH VALLEY AGRICULTURAL ENTERPRISE CENTER



STAUNTON, VA



The Central Shenandoah Planning District Commission saw an opportunity to support business diversification and growth in the Shenandoah Valley of Virginia through value-added products and the delivery of agricultural goods to new markets, specifically supporting local food entrepreneurs and farmers. The vision was for an Agricultural Enterprise Center, a multi-use facility that would help local growers and producers expand their market area, bridge the market gap, and pool together products to meet market demands.

New Venture Advisors conducted a comprehensive feasibility study reaching over 100 in-region stakeholders (i.e., farmers, ranchers, food businesses, and buyers) to determine an optimal operating model for this potential facility based on their needs. The result is the Shenandoah Specialty Meat and Produce Hub, which will have three core service areas: **produce aggregation, meat processing and aggregation, and a commercial kitchen.**

The full [report](#) can be accessed on our website.



# MOHAWK VALLEY AG ENTERPRISE CENTER



COBLESKILL, NY



Cornell Cooperative Extension of Schoharie and Otsego Counties undertook a food system assessment of the Mohawk Valley region to determine if the agricultural sector could be developed similarly to nearby Hudson Valley, and to identify the types of food businesses that could occupy a former textile mill in Cobleskill, NY.

Three high priority business concepts were identified:

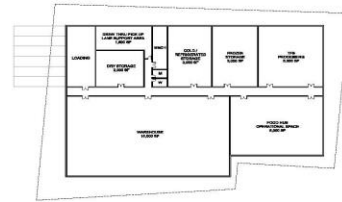
**Regional Food Hub:** Central warehouse that purchases and aggregates farm products from the region's producers and sells these products to wholesale buyers.

**Protein Processor:** A facility for butchering, meat fabrication and processing such as smoking and curing, and coordinating between producers and existing slaughter facilities.

**Small Grains Hub:** Milling and storage of local specialty grains.

New Venture Advisors developed financial models to assist CCE in evaluating these opportunities and attracting business investment. The county sold the mill to a developer later that year, and today it operates as a small business hub.

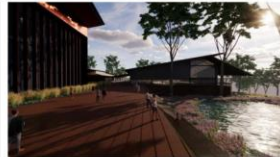
# THE FOOD BASKET AGRICULTURAL INNOVATION PARK



HAWAII ISLAND COMMUNITY FOOD CENTER & FOOD BANK 43,400 SF



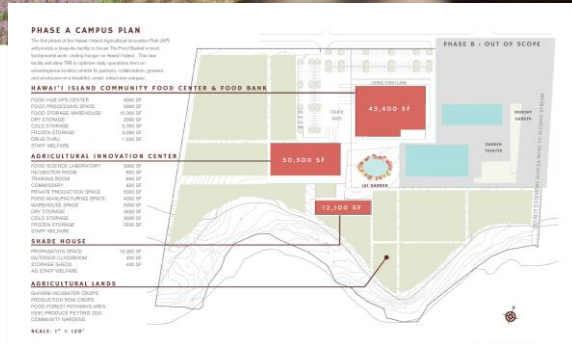
HILO, HI



EVENING ON CAMPUS



CANOE SAIL AT BIOSWALE POOL



The Food Basket (TFB) is Hawai'i Island's food bank. Demand for its services is beyond the capacity of its Hilo facility. As TFB considered expansion to meet the increased food needs for Hawai'i Island residents, a vision emerged for food campus with the potential to dramatically improve food access, increase resilience and disaster preparedness, and provide food security for Hawai'i Island. New Venture Advisors is helping TFB design this new facility with added features that will offer new programs and services to the community.

The first phase will provide a state-of-the-art facility for TFB to provide services for low-income and ethnic minority populations across the island's 4,000 square miles. This facility will allow TFB to expand their ongoing efforts to promote the purchase and consumption of locally grown foods from a collaborative campus which brings together key partners, resources and functions in the Hawai'i island food hui (network).

TFB's Agricultural Innovation Park will include **agricultural land, a shade house, ag innovation center and food lab, farmer's market pavilion, and community center**. These features are designed to benefit farmers, growers, and value-add processors across Hawai'i Island by providing shared production facilities, mechanisms for networking, collaboration and partnership, and on-site access to technical support and farmer training.

# APPALACHIAN CORRIDOR



VIRGINIA, WEST VIRGINIA, OHIO, KENTUCKY

Appalachian Sustainable Development and ACENet are two of the longest-standing nonprofit food hubs in the U.S. They recognize that between them is a corridor of farms and food businesses across VA, WV, KY and OH that may all benefit from coordinated marketing, operations, logistics and transportation services. The organizations embarked on a joint planning effort to explore models that might enable them to operate more profitably in their rural settings.

The complexity of this undertaking required a novel approach. New Venture Advisors began by highlighting examples of innovative, successful models that have been established worldwide in order to connect rural, dispersed agricultural producers to mainstream markets. NVA drew from these case studies nine objectives that were pursued by the companies profiled, leading to their success.

This sparked a vision for developing a **regional brand** not only to address goals for the Corridor, but also be the foundation of a larger regional initiative using agritourism and culinary innovation to change the stigma surrounding rural Appalachia.



# BLUE RIDGE PRODUCE



NORTHERN VIRGINIA



A team of entrepreneurs had an interest in preserving the agricultural landscape of Culpeper County in northern Virginia and believed it could be done by giving farmers an economic reason to stay in farming. In late summer 2010, New Venture Advisors completed a food system study which identified a multi-million-dollar opportunity to deliver Virginia-grown produce to Washington, DC customers.

The project took a significant step forward when the team identified a former tropical plant facility, vacant for years, where **farm products could be produced, aggregated, manufactured and distributed**. The 33-acre property had two acres of greenhouses and 70,000 ft<sup>2</sup> of warehouse and office space to house a food hub and business incubator. Blue Ridge Produce was born.

New Venture Advisors developed a comprehensive business plan that enabled the entrepreneurs to successfully raise several million dollars in social venture capital and debt to purchase the site. The business was launched in May 2011 and sells produce from area farms to many of the largest distributors in the region.

# SAN LUIS VALLEY COMMUNITY FOOD ASSESSMENT



ALAMOSA, CO

The mission of the San Luis Valley Local Foods Coalition is to foster an equitable local food system that restores the health of the people, community, economy, and ecosystem in the San Luis Valley of Colorado.

In 2022, the Coalition engaged New Venture Advisors to assist with a **Community Food and Agriculture Assessment** for the six counties that make up the San Luis Valley.

This assessment is focused on five key themes identified by food system stakeholders:

- ✓ Public Health/Healthy Food Access
- ✓ Economic Development/Producer Opportunity
- ✓ Diversity, Equity and Inclusion
- ✓ Climate Health/Water Challenges
- ✓ Emergency Food Planning

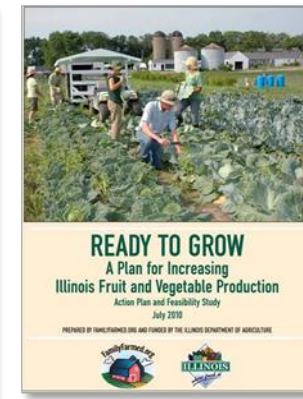
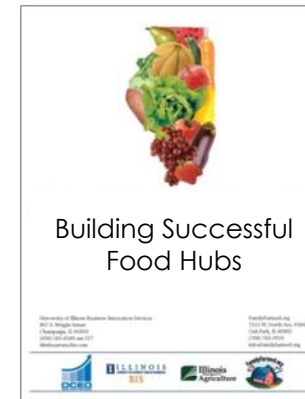
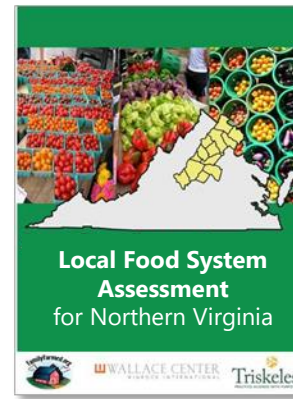
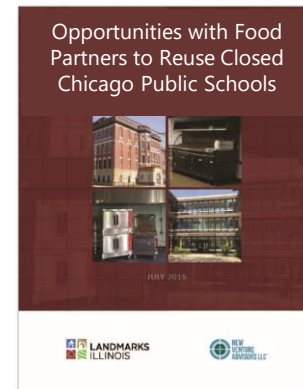
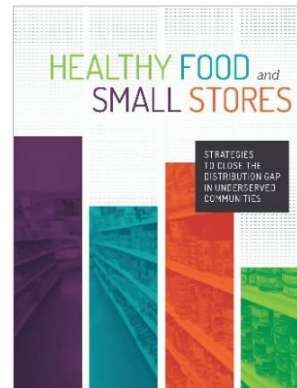
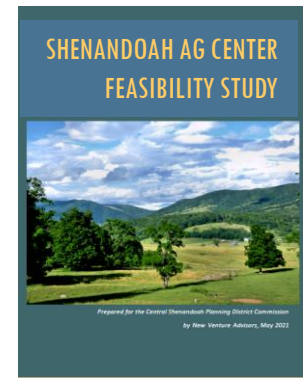
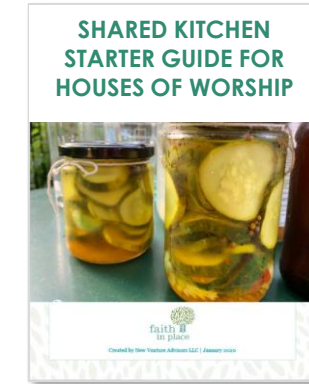
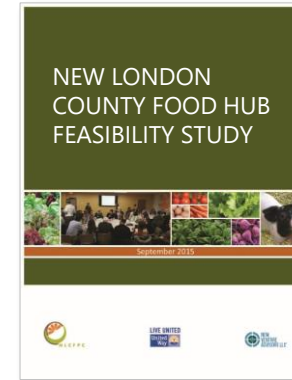
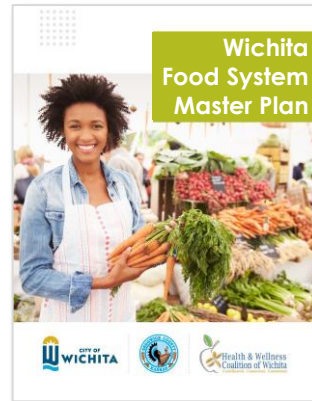
New Venture Advisors is supporting the development of sector-specific surveys for consumers, farmer/ranchers, and food entrepreneurs, and a community food summit in each of the six counties. This input from the community will inform an actionable plan to foster a thriving and resilient food and agriculture system in the San Luis Valley. The plan is expected to be completed in early 2023.

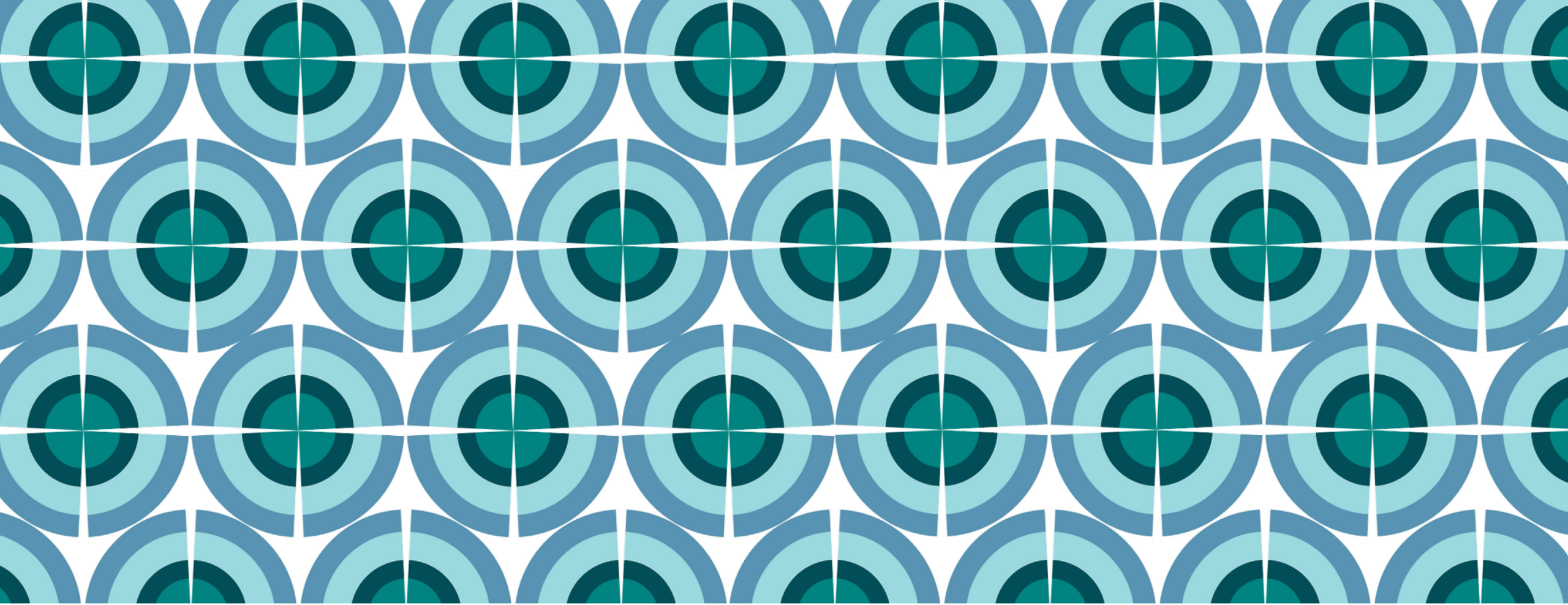


# PUBLICATIONS

**We have published dozens of reports**, many of which are available through our website, the USDA and the National Good Food Network. Ours were among the first works published in support of regional food system development. *Southern Wisconsin Food Hub Feasibility Study* is widely cited as an exemplar of feasibility analysis for food hubs.

Click on these images to view the report.





**NEW VENTURE ADVISORS LLC<sup>®</sup>**

*You make change happen. We help it flourish.<sup>®</sup>*



Items marked "X" are required to be provided if award is made to your firm.

## OFFEROR STATEMENT

Revised 4/4/13, Proc/HR

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## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

### PROOF OF AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA

THIS FORM MUST BE SUBMITTED WITH YOUR PROPOSAL/BID. FAILURE TO INCLUDE THIS FORM MAY RESULT IN REJECTION OF YOUR PROPOSAL/BID

Pursuant to Virginia Code §2.2-4311.2, an Offeror/Bidder organized or authorized to transact business in the Commonwealth pursuant to Title 13.1 or Title 50 of the Code of Virginia shall include in its proposal/bid the identification number issued to it by the State Corporation Commission ("SCC"). Any Offeror/Bidder that is not required to be authorized to transact business in the Commonwealth as a foreign business entity under Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law shall include in its proposal/bid a statement describing why the Offeror/Bidder is not required to be so authorized. Any Offeror/Bidder described herein that fails to provide the required information shall not receive an award unless a waiver of this requirement and the administrative policies and procedures established to implement this section is granted by the County Administrator or School Superintendent, as applicable.

If this quote for goods or services is accepted by the County of Fauquier, Virginia, the undersigned agrees that the requirements of the Code of Virginia Section 2.2-4311.2 have been met.

Please complete the following by checking the appropriate line that applies and providing the requested information.

A. \_\_\_\_\_ Offeror/Bidder is a Virginia business entity organized and authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is \_\_\_\_\_.

B. \_\_\_\_\_ Offeror/Bidder is an out-of-state (foreign) business entity that is authorized to transact business in Virginia by the SCC and such vendor's Identification Number issued to it by the SCC is \_\_\_\_\_.

C. ☒ Offeror/Bidder does not have an Identification Number issued to it by the SCC and such vendor is not required to be authorized to transact business in Virginia by the SCC for the following reason(s):

**Please attach additional sheets if you need to explain why such Offeror/Bidder is not required to be authorized to transact business in Virginia.**

New Venture Advisors LLC

Legal Name of Company (as listed on W-9)

New Venture Advisors LLC

Legal Name of Offeror/Bidder

April 24, 2023

Date



Authorized Signature

Kathryn Nyquist, Principal

Print or Type Name and Title

**RETURN THIS PAGE**



**NEW VENTURE ADVISORS LLC®**

*You make change happen. We help it flourish.®*

April 24, 2023

Fauquier County Administration  
Attn: Procurement  
320 Hospital Drive, Second Floor, Ste 23  
Warrenton, Virginia 20186

RE: FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL RFP 58-23jc  
Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange  
PROOF OF AUTHORITY TO TRANSACT BUSINESS IN VIRGINIA

Members of the Evaluation Committee:

New Venture Advisors LLC (NVA) does not currently transact any business in Virginia and, therefore, is not required under applicable Virginia Code to register with the State Corporation Commission (SCC).

Additionally, NVA's response to this RFP is an activity that expressly does "not constitute transacting business" because it falls within the following exception in Section 12 of the Code of Virginia, regulating Limited Liability Companies: "6. Soliciting or obtaining orders, whether by mail or through employees or agents or otherwise, if the orders require acceptance outside this Commonwealth before they become contracts."

If New Venture Advisors is selected for the contract, NVA will then register as a foreign business entity with the SCC.

Very truly yours,

Kathy Nyquist, Principal





## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

### PROPRIETARY INFORMATION

Ownership of all data, materials, and documentation originated and prepared for the Owner pursuant to the REQUEST FOR PROPOSAL shall belong exclusively to the Owner and be subject to public inspection in accordance with the Virginia Freedom of Information Act. Trade secrets or proprietary information submitted by an Offeror shall not be subject to public disclosure under the Virginia Freedom of Information Act, however, the Offeror must invoke the protections of Section 2.2-4342F of the Code of Virginia, in writing, either before or at the time the data or other material is submitted. The written notice must specifically identify the data or materials to be protected and state the reasons why protection is necessary. The proprietary or trade secret material submitted must be identified by some distinct method such as highlighting or underlining and must indicate only the specific words, figures, or paragraphs that constitute trade secret or proprietary information.

### NOTICE OF PROPRIETARY INFORMATION

#### Confidentiality References Protection in Accordance with the Code of Virginia, Section 2.2-4342F

Section Title	Page Number	Reason(s) for Withholding from Disclosure
Proposed Approach	9-12	A
Cost Proposal	14	B

**INSTRUCTIONS:** Identify the data or other materials to be protected and state the reasons by using the codes listed below. Indicate the specific words, figures, or paragraphs that constitute trade secrets or proprietary materials.

A- This page contains information relating to "trade secrets", and "proprietary information" including processes. Operations, style of work, or apparatus, identify confidential statistical data, amount or source of any income... of any person (or) partnership. "See Virginia Public Procurement Act. Section 2.2-4342F. Unauthorized disclosure of such information would violate the Trade Secrets Act 18 U.S.C. 1905.

B- This page contains proprietary information including confidential, commercial or financial information which was provided to the Government on a voluntary basis and is of the type that would not customarily be released to the public. See Virginia Public Procurement Act, Section 2.2-4342F; 5 U.S.C. 552 (b)(4); 12 C.F.R. 309.5(c)(4).

C- This page contains proprietary information including confidential, commercial or financial information. This disclosure of such information would cause substantial harm to competitive position and impair the Government's ability to obtain necessary information from contractors in the future. 5 U.S.C. See Virginia Public Procurement Act. Section 2.2-4342F; 552 (b)(4); 12 C. F. R 309.5(c)(4).

**RETURN THIS PAGE IF APPLICABLE**



## FAUQUIER COUNTY GOVERNMENT INFORMAL REQUEST FOR PROPOSAL

RFP 58-23jc

Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange

### **PROPOSAL REQUEST:**

***Topic: Consultant for Feasibility Study for Abattoir at Fauquier Livestock Exchange***

**Issue Date:** Friday, March 31, 2023

**To be considered, Respond Electronically by:** Monday, April 24, 2023 Time: **5:00 pm EST.**

(Late responses cannot be accepted.)

**Submit Responses Electronically via the Instructions found in Attachment "A" Submission Instructions.**

**For Any Questions Perspective Offerors May Have, please submit via the Bonfire Portal.**

This solicitation is issued by the Fauquier County Department of Agricultural Development, on behalf of the Fauquier County Board of Supervisors, a political subdivision of the Commonwealth of Virginia, herein referred to as "Owner" or "County". Vendors responding to the solicitation are referred to as "Offeror" and post-contract award as "Consultant".

The awarded Consultant shall be expected to sign a contract with the Owner; the contract will incorporate this Informal Proposal Request, the awarded offeror(s) response and any other pertinent information by reference. The contract will be prepared, released, and executed by the County Procurement Division on behalf of Agricultural Development.

Embedded on page 5 are the General Terms and Conditions, which shall be a part of every bid submitted in response thereto and incorporated by a reference into the resulting contract. In accordance with this electronic proposal request and subject to all conditions and attachments, the undersigned offers and agrees to furnish the services as noted in their proposal response:

<b>OFFEROR'S FULL, LEGAL NAME (PRINT)</b>	<b>F.E.I.N OR S.S. NUMBER</b>
---	-------------------------------

New Venture Advisors LLC

27-1433311

630 W. Wrightwood Ave. #5W

Chicago, IL 60614

**Street Address**

**City, State, Zip Code**

Kathryn Nyquist / Principal

(773) 245-3570

**Print Name / Title**

**Telephone No.**

**Fax No.**

knyquist@newventureadvisors.net

**E-mail Address**

*K Nyquist*

**Signature**

April 24, 2023

**Date**

**RETURN THIS PAGE & PROPOSAL RESPONSE**