



MILWAUKEE COUNTY COMPTROLLER

REQUEST FOR PROPOSALS

Municipal Advisor

Issued: August 21, 2025

Response Due Date: October 2, 2025, at 5:00 p.m.

RFP-2025-027

INFORMATION SUMMARY SHEET

Request For Proposal Title:	Municipal Advisor
Request For Proposal Number:	RFP-2025-027
RFP Issuing Office:	Milwaukee County Office of the Comptroller
RFP Issue Date:	August 21, 2025
Deadline for Receipt of Questions:	September 11, 2025 at 5:00 PM Central Time
RFP Proposal Receipt Deadline:	October 2, 2025 at 5:00 PM Central Time
RFP Upload Submission Location:	https://countymilwaukee.bonfirehub.com/opportunities/195454
RFP Administrator:	Marina Litvinets Department of Administrative Services Procurement Division 600 N. Plankinton Ave., Suite 600 Milwaukee, WI 53203 Phone: 414-223-8106 Marina.Litvinets@milwaukeecountywi.gov

Except as otherwise set forth in this RFP, no one may contact any person at Milwaukee County or working with Milwaukee County regarding this RFP, except the RFP Administrator, without the RFP Administrator's written consent. Any such unauthorized contact can be grounds for disqualification from consideration under this RFP.

GENERAL INFORMATION 1.0

INTRODUCTION AND AUTHORITY

The Milwaukee County Office of the Comptroller (Comptroller or Department) is seeking proposals for Municipal Advisory Services. The Department anticipates entering into a three-year professional services agreement from 2026 through 2028 for services related to the issuing of bonds and other requested financial matters. The Department also anticipates including options for three one-year extensions. This agreement will require review by the County Board Finance Committee and approval by the full County Board.

The selected Municipal Advisor will work as part of a financing team with Milwaukee County's co-bond counsels (Quarles & Brady, LLP and Emile Banks & Associates, LLC).

DESCRIPTION OF MILWAUKEE COUNTY GOVERNMENT

Milwaukee County is governed by an elected County Executive and an 18-member elected County Board of Supervisors. Other County elected officials include a Register of Deeds, Treasurer, Comptroller, County Clerk, and Sheriff, who in conjunction with administration provide a full range of associated governmental services, including but not limited to law enforcement, highways, courts, corrections, official record keeping, parks and recreation, airport operations, jail and juvenile detention, public assistance programs, and a zoo. Milwaukee County serves a constituent population of approximately 940,000 residents with an annual budget of \$1.4 billion.

THE OFFICE OF THE COMPTROLLER

The Office of the Comptroller was created through State Statute in November 2011, and in April 2012, the County elected the first County Comptroller. The Comptroller is required to monitor and report on the County's current fiscal health, to act as the County auditor, and to provide an independent fiscal review on any proposed spending at the request of the County Board or County Executive. The Comptroller also acts under authority vested in the office by the Wisconsin Statutes. The Office of the Comptroller consists of Administration, Financial Services, Accounting, Accounts Payable, Payroll, Capital Finance, Research and Policy, and Audit Services.

The Capital Finance Section, under the Office of the Comptroller, manages day-to-day responsibility for the issuance and administration of County debt. The staff of this section will work closely with the selected Municipal Advisor to accomplish the services sought in this Request for Proposals (RFP). Currently, the staff, with assistance from the co-bond counsels, is responsible for preparing each Official Statement.

For public bond sales, the Office of the Comptroller works with the financial advisors and bond counsels to prepare bond resolutions that authorize that issuance of the bonds, provides parameters for the issuance and delegates approval of the sale of the bonds to the Comptroller. The Comptroller's approval is limited to results of the sale that fall within the parameters outlined in the resolution. For negotiated bond sales, the Office of the Comptroller also works with selected underwriter(s).

RFP DESCRIPTION

The Municipal Advisor will be required to perform the following duties:

1. Provide recommendations to the Office of the Comptroller on financing structures, including amortization, maturity, discounts, and call features. Evaluate alternatives in the context of the County's existing debt and five-year capital plan. Advise on strategies to improve bond administration, enhance disclosure, reduce issuance costs, and address industry trends impacting tax-exempt debt issuance.
2. Prepare and coordinate the review by others of the Official Statement, Official Terms of Offering, and related documents as requested by County staff. Provide input on tasks within the municipal advisor's scope of expertise and distribute the Official Statement.
3. Collaborate with the County's legal counsel and capital finance team to recommend the size, structure, and terms of each debt issuance. Assist County officials in evaluating alternative financing proposals as needed.
4. Provide all computations for work performed to County.
5. Provide real-time, independent market data, pricing analytics, and yield curve analysis to support municipal bond pricing, with a focus on negotiated sales.
6. If applicable, coordinate the selection of the verification agent, escrow agent, and bidding agent. Pay the costs of issuance-related expenses, excluding bond counsel and rating agency fees, to be reimbursed by the County following issuance.
7. Annually compile and submit continuing disclosure information to the appropriate entities, including the EMMA website. Assist the County's capital finance team in monitoring for potential material events and filing required notices.
8. Review County policies relating to bond issuance and continuing disclosure.
9. Advise County with respect to primary and secondary market disclosure.
10. Assist County staff in rating agency presentations or investor meetings related to a particular financing.
11. Recommend debt management strategies to maintain or enhance the County's credit ratings. Assist in preparing and delivering rating agency presentations, including providing relevant economic data.
12. Act as the County's agent for accepting bids on competitive financings. Evaluate, verify, and recommend the best bid based on true interest cost.
13. Assist County staff on negotiations with bond insurers and/or letter of credit providers.
14. Assess bond market conditions at the time of sale. Provide information on major national, state, and local debt issuances that may coincide or compete with County sales. Offer input on the

County's bond sale calendar.

15. Provide input on how to market the bonds to retail and institutional investors.
16. Remain available to address questions from the Committee on Finance or other County officials regarding bond sales or outstanding debt.
17. Analyze any proposals for new products as they pertain to a particular financing.
18. Prepare a comparative post sale analysis of similar financing transactions and maintain separate accounting and billing for each financing transaction.
19. Participate in due diligence meetings.
20. Provide an annual report to the County regarding debt management status and options for improvement, potential refundings, and future offerings.
21. Promptly notify the County of any litigation, threatened litigation, customer complaints, regulatory investigations, or actions related to the services outlined in this RFP.
22. Assist in reconciling payment discrepancies between the County and the Depository Trust Company.
23. Assist with request for proposals for underwriters.
24. Perform other services as may be requested by the County.

RFP ADMINISTRATOR

The RFP Administrator is:

Marina Litvinets
Department of Administrative Services
Procurement Division
600 N. Plankinton Ave., Suite 600
Milwaukee, WI 53203

Phone: 414-223-8106
Marina.Litvinets@milwaukeecountywi.gov

QUESTIONS

Proposers may submit questions and requests for clarification regarding this RFP. All questions regarding this RFP shall be made in writing, citing the RFP title, RFP number, and section, and shall be submitted via e-mail to the RFP Administrator or via the RFP's Project Board on the Bonfire website.

Questions sent to anyone other than the RFP Administrator will not be considered.

All questions must be submitted by the specified deadline as identified on the Information Summary Sheet. Milwaukee County will not respond to any questions received after this date and time. Responses to all

questions and inquiries received by Milwaukee County will be posted on the RFP's Project Board on the Bonfire website as identified in the Information Summary Sheet. It is the responsibility of Proposers to check this website for any and all information such as questions and answers or addenda or related documents posted during the RFP process.

Communication initiated by the Proposer to any County official, employee or representative, whether or not such person is evaluating or considering the proposals, prior to the time of any award is prohibited unless at the explicit direction of the RFP Administrator and any such unauthorized communication may constitute grounds for rejection or elimination of a proposal from further consideration, in the sole discretion of the County.

All respondents should use this written document, its attachments and any amendments as the sole basis for responding.

PROPOSER NOTIFICATION REQUIREMENT AND AMENDMENT ACKNOWLEDGEMENT

Should any Proposer discover any significant ambiguity, error, omission or other deficiency in the RFP document, they must immediately notify the RFP Administrator in writing, via email, prior to the submission of the proposal. The failure of a Proposer to notify the RFP Administrator of any such matter prior to submission of its proposal constitutes a waiver of appeal or administrative review rights based upon any such ambiguity, error, omission or other deficiency in the RFP document.

If it becomes necessary to clarify or revise any part of this RFP, amendments will be posted to the RFP's Project Board on the Bonfire website. It is the responsibility of prospective vendors to check the website for any amendments prior to the RFP submission date. All amendments are acknowledged by your submission of Sworn Statement of Proposer form.

If the Proposer fails to monitor the web site for any changes or modifications to the RFP, such failure will not relieve the Proposer of its obligation to fulfill the requirements as posted.

FIRM COMMITMENT, AVAILABILITY, PROPOSAL VALIDITY

Proposers shall maintain their availability of service and proposed price as set forth in their proposals. Proposers are expected to perform planning and implementation activities prior to commencement of a contract. The County will not reimburse for these costs.

NON-INTEREST OF COUNTY EMPLOYEES AND OFFICIALS

No County official, employee or representative on the evaluation committee shall have any financial interest, either direct or indirect, in the proposal or contract or shall exercise any undue influence in the awarding of the contract.

No Milwaukee County employee, officer or agent shall participate in the selection, award or administration of a contract if a conflict of interest, real or apparent, would be involved.

Milwaukee County Specific Requirements: No person(s) with a personal financial interest in the approval or denial of a contract or proposal being considered by a County department or with an agency funded and regulated by a County department, shall make a campaign contribution to any County elected official who has approval authority over that contract or proposal during its consideration. Contract or proposal consideration shall begin when a contract or proposal is submitted directly to a County department or to an agency funded or regulated by a County department until the contract or proposal has reached final disposition, including adoption, County executive action, proceedings on veto (if necessary) or departmental approval.

CODE OF ETHICS

Proposers shall strictly adhere to Chapter 9 of the Milwaukee County Code of General Ordinances Code of Ethics, with particular attention to Subsection 9.05(2)(k):

“No campaign contributions to county officials with approval authority: No person(s) with a personal financial interest in the approval or denial of a contract or proposal being considered by a county department or with an agency funded and regulated by a county department, shall make a campaign contribution to any county elected official who has approval authority over that contract or proposal during its consideration. Contract or proposal consideration shall begin when a contract or proposal is submitted directly to a county department or to an agency funded or regulated by a county department until the contract or proposal has reached final disposition, including adoption, county executive action, proceedings on veto (if necessary) or departmental approval. This provision does not apply to those items covered by section 9.14 unless an acceptance by an elected official would conflict with this section. The language in subsection 9.05(2)(k) shall be included in all Requests for Proposals and bid documents.”

ERRORS, OMISSIONS, MINOR IRREGULARITIES AND RETAINED RIGHTS

All information in this RFP, including any addenda, has been developed from the best available sources; however, Milwaukee County makes no representation, warranty or guarantee as to its accuracy. Should the Proposer discover any significant ambiguity, error, omission or other deficiency in the RFP document, they must immediately notify the RFP Administrator in writing, via email, prior to the submission of the proposal. The failure of the Proposer to notify the RFP Administrator of any such matter prior to submission of its proposal constitutes a waiver of appeal or administrative review rights based upon any such ambiguity, error, omission or other deficiency in the RFP document. Milwaukee County reserves the right to waive minor irregularities in proposals. Minor irregularities are defined as those that have no adverse effect on the outcome of the selection process by giving a Proposer an advantage or benefit not afforded by other Proposers. Milwaukee County may waive any requirements that are not material. Milwaukee County may make an award under the RFP in whole or in part and change any scheduled dates. Milwaukee County reserves the right to use ideas presented in reply to this RFP notwithstanding selection or rejection of proposals. Milwaukee County reserves the right to make changes to and/or withdraw this RFP at any time.

MULTIPLE PROPOSALS

Multiple proposals from a single Proposer will not be permitted.

PROPOSAL ACCEPTANCE, REJECTION, CANCELLATION AND WITHDRAWAL

Each proposal is submitted with the understanding that it is subject to negotiation at the option of Milwaukee County. However, Milwaukee County reserves the right to make an award on the basis of the original proposal, without negotiation with any proposer.

Milwaukee County reserves the right to negotiate with the Proposer within the scope of the RFP in the best interests of Milwaukee County. Milwaukee County may request and require clarification at any time during the procurement process and/or require correction of arithmetic or other apparent errors for the purpose of assuring a full and complete understanding of a proposal and/or to determine a proposer's compliance with the requirements of the solicitation. Milwaukee County may use information obtained through site visits, management interviews and the county's investigation of a proposer's qualifications, experience, ability or financial standing, and any material or information submitted by the Proposer in response to the County's request for clarifying information in the course of evaluation and/or selection under this RFP.

Milwaukee County reserves the right to accept or reject any and all proposals submitted or cancel this RFP in whole or in part if such cancellation is in the best interest of Milwaukee County. Prior to the date and time set forth as the Proposal Receipt Deadline, proposals may be modified or withdrawn by the Proposer's authorized representative. After the proposal deadline, proposals may not be modified or withdrawn without the consent of Milwaukee County.

All proposers are notified that Milwaukee County reserves the right to delete or modify any task from the Scope of Services at any time during the course of the RFP process. All proposers are notified that contracts are contingent upon Federal, State, and local appropriations.

FEE ADJUSTMENT; AVAILABLE FUNDING

Proposed hourly rates will remain the same for the duration of the contract period.

TARGETED BUSINESS ENTERPRISE (TBE) UTILIZATION

The award of this contract is conditioned upon your good faith efforts in achieving this project's TBE goal of ten percent (10%), and you must document those efforts. Your proposal must state how you will meet the goal, including identifying the TBE firm(s) by name, the scope(s) of work/service(s) to be provided, the dollar amount(s) of such work, and the percentage of the TBE goal to be met. Failure to do this will result in a determination of non-responsiveness, and rejection of your proposal will occur. During the contract, the successful Proposer will use the County's online reporting system to document TBE participation. The TBE Requirements and forms to be used are attached to this RFP as Attachment J.

A necessary step in the good faith efforts process is contacting the Office of Economic Inclusion (OEI) at 414-278-4851 or OEIcompliance@milwaukeecountywi.gov for assistance in identifying TBEs and understanding the County's TBE Program procedures. The official directory of eligible TBE firms can be accessed by the following link: [Diversity Management and Compliance System for Milwaukee County](#)

EEOC COMPLIANCE

All proposers shall complete and submit Equal Employment Opportunity Commission (EEOC) Compliance Certificate (Attachment E).

INSURANCE AND INDEMNITY REQUIREMENTS

All proposers must agree to the terms set forth on the "Insurance and Indemnity Acknowledgement Form" (Attachment C). This form outlines required insurance requirements for contractor related to this acquisition and the Proposer's ability and commitment to provide.

AUDIT

The Contractor, its officers, directors, agents, partners and employees shall allow the County Audit Services Division and department contract administrators (collectively, "Designated Personnel") and any other party the Designated Personnel may name, with or without notice, to audit, examine and make copies of any and all records of the Contractor related to the performance of the contract for a period of up to three (3) years following the date of last payment. Any subcontractors or other parties performing work on this contract will be bound by the same terms and responsibilities as the Contractor. All subcontracts or other agreements for work performed on this contract will include written notice that the subcontractors or other parties understand and will comply with the terms and responsibilities.

Any bidder, proposer, contractor and their officers, directors, agents, partners and employees understand and will abide by all provisions of Chapter 34 of the Milwaukee County Code of General Ordinances. The Contractor agrees to prominently post in locations accessible to its employees County-provided bulletins concerning the County Fraud Hotline. Any subcontractors or other parties performing work on this contract will be bound by the same terms and responsibilities as the Contractor. All subcontracts or other agreements for work performed on this Contract will include written notice that the subcontractors or other parties understand and will comply with the terms and responsibilities.

FALSE INFORMATION

If the County determines that the Proposer purposefully or willfully submitted false information in response to this RFP, the Proposer will not be considered for an award and any resulting agreement that may have been executed may be immediately terminated.

PREPARING AND SUBMITTING A PROPOSAL 2.0

INCURRED EXPENSES

Milwaukee County shall not be responsible for any cost or expense incurred by the proposers preparing and submitting a proposal or cost associated with meetings and evaluations of proposals prior to execution of an agreement.

SUBMITTING A PROPOSAL

Please follow these instructions to submit via our Public Portal.

1. Prepare your submission materials:

Requested Information

Name	Type	# Files	Requirement
RFP-2025-027 Questionnaire (Q-26DW)	N/A	1	Required
Attachment A - Cost Proposal Response Form	File Type: PDF (.pdf)	1	Required
Attachment B - Vendor Information Sheet	File Type: PDF (.pdf)	1	Required
Attachment C - Insurance and Indemnity Acknowledgement	File Type: PDF (.pdf)	1	Required
Attachment D - Proprietary Information Disclosure Form	File Type: PDF (.pdf)	1	Required
Attachment D-1 - Redacted Copy of Proposal (REQUIRED to be submitted if confidential or	File Type: PDF (.pdf)	Multiple	Optional

Name	Type	# Files	Requirement
proprietary information is set forth on Attachment D)			
Attachment E - EEOC Compliance Form	File Type: PDF (.pdf)	1	Required
Attachment F - Conflict of Interest Form	File Type: PDF (.pdf)	1	Required
Attachment G - Certification re Debarment Suspension	File Type: PDF (.pdf)	1	Required
Attachment H - Sworn Statement of Proposer	File Type: PDF (.pdf)	1	Required
Attachment I - Exceptions	File Type: PDF (.pdf)	1	Required
Attachment J. TBE-14 Commitment Form	File Type: PDF (.pdf)	1	Required
Additional Information	File Type: PDF (.pdf)	Multiple	Optional

Commodity Codes

Commodity Set	Commodity Code	Title	Description
UNSPSC	64	Financial Instruments, Products, Contracts and Agreements	This segment includes financial instruments and products arising from contractual agreements of a financial nature.
UNSPSC	9315	Public administration and finance services	

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

<https://countymilwaukee.bonfirehub.com/opportunities/195454>

The Vendor Discussion period for this opportunity starts August 21, 2025, at 11:00 AM CT. The Vendor Discussion period for this opportunity ends September 11, 2025, at 5:00 PM CT. 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 **October 02, 2025 at 5:00 PM CST**. 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.

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?

Milwaukee County uses a Bonfire portal for accepting and evaluating proposals digitally. Please contact Bonfire at 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>

PROPOSAL AND AWARD PROCESS 3.0

PRELIMINARY EVALUATION

The proposals will be reviewed to determine if mandatory submission requirements are met. Failure to meet mandatory submission requirements may result in rejection of the proposal. Proposals that do not comply with submittal instructions established in this document may be rejected as non-responsive. The Proposer assumes responsibility for meeting submission requirements and addressing all necessary technical and operational issues to meet the objectives of the RFP.

PROPOSAL SCORING

An Evaluation Committee will be established by Milwaukee County to evaluate all responsive proposals and to make a recommendation. A proposer may not contact any member of an evaluation committee except at the RFP Administrator's direction. Reference the "Questions" section for additional information.

These proposals will be reviewed by an evaluation committee and scored against the criteria outlined in this RFP.

Technical Proposal Scoring: The Evaluation Committee shall conduct its evaluation of the technical merit of all responsive proposals. The process involves applying the evaluation criteria and the associated weighting as outlined in the RFP to assess each vendor’s proposal.

Cost Proposal Scoring: Cost is one of the evaluation categories listed below and will be a defined percentage of the total RFP evaluation. Calculation of points to be awarded to the proposer that submits the lowest cost proposed in the cost section of the RFP, and each subsequent proposal will use the lowest cost proposed in the cost section of the RFP as a constant numerator and the percentage proposed of the Proposer scored as the denominator. The result then is multiplied by the total number of points assigned to that item type. The other cost proposals will receive prorated scores based on the proportion that the costs of the proposals that vary from the highest cost proposal.

The evaluation committee's scoring will be tabulated and proposals ranked based on the total numerical scores, comprising the sum of both technical and cost scoring. The County reserves the right to determine that one or more proposals are outside of any competitive range in comparison to other proposals.

Oral presentations may be requested by Milwaukee County of the highest scoring proposer(s). If oral presentations are requested, proposers will be notified of when the presentations are to take place and what information should be provided. Milwaukee County reserves the right to adjust scoring based on such oral presentations.

Following final evaluation, the Committee will make a recommendation to the Milwaukee County Comptroller as to whose proposal(s) is or are determined to provide the best value to Milwaukee County. Award may be made to the proposer or proposers with higher technical rankings even if the price proposals are not the lowest.

Milwaukee County reserves the right to reject any and all proposals received if it deems appropriate and may modify, cancel or re-publish the RFP at any time prior to a contract being executed.

EVALUATION CRITERIA

The evaluation panel will use the following criteria to evaluate each RFP response. The weights specify the percentage value for each criterion. The criteria will be applied to the technical and cost information submitted by each Proposer.

RFP EVALUATION CRITERIA

Responsiveness	Pass/Fail
Targeted Business Enterprise 10% goal	Pass/Fail
Cost Proposal Response	20%
Technical Proposal Response	80%
Interviews (Optional)	TBD

RIGHT TO REJECT PROPOSALS

The County reserves the right to reject any and all proposals.

EXCEPTIONS

Exceptions must be explicitly noted in the proposal using the form provided in Attachment I of the RFP. The County may not accept any or all Proposer exceptions.

INTENT TO AWARD

An Intent to Award will be issued and all proposers will be notified. Milwaukee County reserves the right to negotiate with each selected Proposer, at its option.

A Professional Services Agreement will only be fully executed following final approval by appropriate County authorities, as and if required.

INFORMATION RELEASE

All materials submitted become the property of Milwaukee County. Any restriction on the use of data contained within a request must be clearly stated in the bid itself. Proprietary information submitted in response to a request will be handled in accordance with applicable Milwaukee County Ordinances, State of Wisconsin procurement regulations, and the Wisconsin public records law. Proprietary restrictions normally are not accepted. However, when accepted, it is the Proposer's responsibility to defend the determination in the event of an appeal or litigation.

Data contained in a Request for Proposal and all documentation provided therein cannot be copyrighted or patented. All data, documentation and innovations become the property of Milwaukee County.

Milwaukee County may, at any time during the procurement process, request and/or require additional disclosures, acknowledgments, and/or warranties, relating to, without limitation, confidentiality, EEOC compliance, collusion, disbarment, and/or conflict of interest.

Any materials submitted by the applicant in response to this Request for Proposal that the applicant considers confidential and proprietary information and which Proposer believes qualifies as a trade secret, as provided in s. 19.36(5), Wis. Stats, or material which can be kept confidential under the Wisconsin public record law, must be identified on the Designation of Confidential and Proprietary Information form (Attachment D – Proprietary Information Disclosure). If the proposer so designates any such information as confidential, it must upload a version of its proposal with all such identified information redacted (Attachment D-1). Confidential information must be labeled as such. Costs (pricing) always become public information and therefore cannot be kept confidential. Any other requests for confidentiality MUST be justified in writing on the form provided and included in the bid submitted. Milwaukee County has the sole right to determine whether designations made by a proposer qualify as trade secrets under the Wisconsin public records law.

APPEAL

Protests and appeals related to this RFP after issuance of an "Intent to Award" are subject to the provisions of the Milwaukee County Code of General Ordinances, Chapter 110. Appeal process information is available at http://www.municode.com/Library/WI/Milwaukee_County.

TECHNICAL PROPOSAL RESPONSE

Guidelines

- Responses should be brief and direct and address all subset questions. Please do not reference any pre-printed materials.
- Where required or desired, proposers may upload responses in the “Additional Information” tab on the Bonfire Project Board.
- Responses should be completed in the “Comments” column in the Bonfire Questionnaire, rather than the “Responses” column. The “Responses” column will still record the Proposer’s responses, but it provides you with less space.

Proposers must not reference Cost Proposal data in the Technical Proposal Response

Proposers should respond to the following questions in their Technical Proposal. The description of the proposer’s qualifications will be used in the evaluation of the municipal advisor proposal. Proposals should describe the experience and qualifications.

1. Provide the names, office locations, phone numbers, and email addresses of the individuals who will serve as the primary contacts and be responsible for delivering the requested services. Include resumes detailing their qualifications, background, and relevant experience. Additionally, list the names and provide brief resumes of supporting associates who will assist the primary advisors. Describe the division of responsibilities and how work will be allocated between principal advisors and associates.
2. Describe the firm’s procedures for ensuring the continuous and uninterrupted delivery of services in the event of staffing changes. Additionally, explain how the firm will effectively scale resources and personnel to accommodate a significant increase in the scope of services, while maintaining quality and responsiveness.
3. Summarize the firm’s policies and procedures for identifying, addressing, and mitigating actual or perceived conflicts of interest. Disclose any current client relationships that are directly adverse to Milwaukee County and could be material to the County’s financial position. Include the steps the firm takes to ensure transparency and maintain ethical standards in such situations.
4. Provide your firm’s strategic recommendations for how Milwaukee County should approach its financings. Address proposed structures for upcoming offerings, optimal configuration of the County’s overall debt portfolio, credit rating strategies to strengthen or maintain favorable ratings, and approaches to investor outreach and marketing to ensure broad market access and competitive pricing.
5. Describe the analytical tools, market data, and other resources your firm uses to support bond pricing, particularly in negotiated transactions. Explain how these resources are applied to assess market conditions, guide pricing decisions, and evaluate underwriter proposals. Provide a specific example where these tools contributed to achieving improved pricing for a client, including the estimated amount of savings realized.
6. List current on-going relationships with governmental units having populations of 500,000 or above.

7. List current on-going relationships with governmental units in Wisconsin.
8. Provide a specific example where a client implemented your firm's advice, initiative, or program development, resulting in both near-term and long-term benefits. Describe the nature of the recommendation, the rationale behind it, and the measurable or observed outcomes that demonstrated its value to the client over time.
9. Describe your firm's experience providing dissemination agent services, including your process for collecting required information from clients, preparing disclosure documents, and ensuring timely submission in compliance with continuing disclosure requirements. Highlight any systems, tools, or protocols your firm uses to monitor deadlines and maintain ongoing compliance.
10. Detail your firm's experience advising on the issuance of airport revenue bonds. If applicable, list three representative transactions, including the year, issuer, and size of each deal. Describe your firm's specific role in each financing and highlight any unique challenges addressed or value-added contributions made throughout the transaction process.
11. Discuss your firm's advisory experience in the defeasance and/or refunding of tax-exempt debt for the purposes of complying with Internal Revenue Service regulations.

References (Only for the primary advisor that will have most of the billable hours)

Please include contact information for three (3) references that you worked with as Municipal Advisor. References must be from municipalities/counties or airports. Milwaukee County may contact references for finalists and consider input from references during any consensus scoring conducted of the finalists' proposals.

Cost Proposal response.

The County will pay municipal advisor service fees on an hourly basis. Proposers must complete all of Attachment A, Cost Proposal Response. Fee information must be sufficiently detailed to allow evaluators to calculate the overall cost of services to the County.