REQUEST FOR PROPOSALS—

for the

BAY MILLS INDIAN COMMUNITY ECONOMIC DIVERSIFICATION STRATEGY PLAN, LAND USE PLAN, AND LAND ACQUISITION PLAN

TO
Economic and Planning Consultants; and Related Firms

DUE
November 01, 2019, by 4 p.m. EST

REQUESTED BY
Duane Bedell, Tribal Manager
Bay Mills Indian Community
12140 W. Lakeshore Drive, Brimley, Michigan 49715

PROPOSAL & SELECTION TIMELINE

- **October 18th, 2019:** RFP issued and advertised.
- **October 25th, 2019:** Pre-proposal questions (in writing) due.
- **October 29th, 2019:** Responses to pre-proposal questions issued.
- **November 1st, 2019:** Window for accepting proposals closes at 4 p.m.
- **November 18th, 2019:** Evaluation of proposals completed; firm selected and notified, and contract is negotiated.
- **November 25th, 2019:** Suggested project commencement.

THIS IS A QUALIFICATION AND PRICE BASED SELECTION PROCESS.
SUMMARY & BACKGROUND

The Bay Mills Indian Community (“BMIC” or the “Tribe”) is a federally recognized sovereign nation located in the rural eastern Upper Peninsula of Michigan on the shores of Lake Superior. The people of Bay Mills are Ojibwa (or Chippewa) and have resided in this area since time immemorial. BMIC was granted a federal Corporate Charter pursuant to Section 16 of the Indian Reorganization Act on June 18, 1934. BMIC is one of the four original reservations established in Michigan. There are currently 2,206 enrolled Tribal members, with approximately 1,388 members living within the tri-county (Chippewa, Luce, and Mackinac counties) service area.

The Bay Mills Indian Community is currently accepting proposals for the production of a strategy plan that accomplishes three goals: a plan that highlights feasible economic development possibilities for the Tribe, both on and off the Reservation (Phase I); creates a community land use plan for existing land owned by BMIC (Phase II); and, determines a land acquisition plan for BMIC (Phase III).

The purpose of this request for proposals (RFP) is to solicit proposals from multiple firms to ensure the Tribe’s limited resources will be used efficiently through a competitive and sealed bidding process that evaluates all proposals equally based upon the criteria listed in this document, and to select a firm that will be able to deliver what is needed within the specified timeframe.

Funding for this project is provided from a competitive grant award from the Economic Development Administration.

PROPOSAL GUIDELINES

This RFP represents the requirements for an open and competitive process. Proposals will be accepted until 4 p.m. on November 01, 2019. No proposals will be considered after the deadline. BMIC requires the proposals to be signed by an official agent or representative of any firm that submits a proposal.

If a firm submits a proposal, but intends to outsource or contract, this must be clearly stated in the proposal. Furthermore, all costs stated in the proposal must be all-inclusive to include all outsourced or contracted work. Any proposals that call for the outsourcing or contracting of work must include descriptions of the firms being used, and descriptions of the work they will be providing through their services.

This is a qualification and price based selection process.

Please refer to the requirements outlined in the other sections of this RFP for further clarification on what a strong proposal should include.

CONTRACT

Contract terms and conditions will be negotiated upon selection of the winning proposal. This project will be funded by federal grant dollars.

The consultant will be reimbursed at two points during this project: upon completion of Phase I of the project discussed within the Project Purpose & Description and Project Scope sections of this RFP, and upon completion and submission of the entire Strategy Plan to BMIC (to include Phases I through III). Please see timeline on page 6.

The consultant shall not be reimbursed for expenses beyond the cost figures submitted in the price proposal. The consultant shall, at no time, pursue additional compensation for work not previously agreed to in writing at the signing of the contract for this project.
PROJECT PURPOSE & DESCRIPTION

Purpose:

The primary objective of this project is to establish a diversification strategy plan for BMIC, in addition to creating a land use and land acquisition plan.

This project will help to determine and proceed with investments in small and medium sized tribally-owned enterprises, both on and off the Reservation, in the future. The project will help Bay Mills Indian Community to compete in the tri-county region with anticipated growth in its business ventures. The long-term impact of this project could be vital for BMIC and its tribal members. The principal goal of this project is to determine how and what businesses BMIC could successfully pursue in order to create more high-paying long-term jobs for tribal members, and regional community members.

Description:

This project contains three different phases. Phase I (Economic Diversification Strategy Plan) will entail an assessment of BMIC’s current assets (facilities, land/property, financial capability, workforce, equipment, current investments, etc.) and those resources that are available/present in the region by a firm to determine different viable business ventures for BMIC. The end product of this phase would be an economic diversification strategy plan for BMIC to participate in to restructure its economic fundamentals away from casino-dependent revenue streams.

Stemming from this primary phase would be Phase II – Land Use Plan. This would entail looking to BMIC’s current land/property ownership and determine usage for such. The Tribe currently does not have a land use map for its community. No land is strictly “zoned” as residential, cultural/sacred lands, commercial, etc. This phase would require a consultant to assess both what we have for land/property and BMIC’s economic diversification strategy plan (created from Phase I) to determine how each parcel should be classified for future usage.

Tying in with this phase would be Phase III – Land Acquisition Plan. This phase would look to the economic diversification strategy plan and BMIC’s current lands to determine which properties the Tribe should acquire in order to successfully participate in the broadening of its business ventures.

PROJECT DELIVERABLES

Project Beginning & Middle:

1. Work schedule/plan (December 2019).
2. Outline of the strategy (Late December 2019).
3. Monthly conference calls to update BMIC on progress.
4. A minimum of 6 on-site visits to the community.
5. A minimum of 6 activities to incorporate community involvement. This can include surveys, questionnaires, and community and key stakeholder meetings/focus groups. No more than two of these activities can be lacking face-to-face contact with members of the community; a minimum of three meetings must be open to the entire community. Contracted firm will be responsible for purchasing light snacks and refreshments from a local establishment for these activities.
6. Drafts as project sections are completed/revisions to avoid a lengthy review process at the end.
7. Complete Strategy Plan (to include Phase I by June 01, 2020 and total plan with Phases I, II, and III by September 01, 2020) for the project discussed throughout this RFP.
**Project End**

The Bay Mills Indian Community Economic Diversification Strategy Plan, Land Use Plan, and Land Acquisition Plan must be delivered in 2 stages:

1. All items under Phase I must be delivered by **June 01, 2020**.
2. The entire Strategy Plan (to include Phases I, II and III) must be delivered by **September 01, 2020**.

Upon completion, the three parts of the Bay Mills Indian Community Economic Diversification Strategy Plan, Land Use Plan, and Land Acquisition Plans must be delivered to BMIC as follows: 5 hard copies; and digital copies, using PDF or MS Word. BMIC will retain all rights to circulate, advertise, reproduce, and distribute.

**PROJECT SCOPE**

Please refer to Project Deliverables on the previous page for an explanation of how the work required of this section must be completed and by when it must be delivered.

**PHASE I: ECONOMIC DIVERSIFICATION STRATEGY PLAN**

1. Analysis of Infrastructure & Potential for Business Ventures:
   a. This will include assessment of current utilities; available lots and buildings owned by BMIC; what the zoning allows; distance to highways, commercial airports, and rail; leasing and rent costs; taxes; space for expansion; and Foreign Trade Zone status.
   b. Methodology.
   c. Sources (with hyperlink citations to data).

2. Analysis of Current Market and Organizational Conditions:
   a. Identification of needs and goals of BMIC.
   b. Overall capacity assessment of BMIC.
   c. Assessment tribal sovereignty for advantages present.
   d. Analysis of workforce capabilities and potentials.
   e. Overview of the logistics of potential industries/business.
   f. Trends in the logistics for potential industry/business sectors; projected growth in those sectors.
   g. List of growing and emerging industry/business ventures, domestic and international.
   h. Analysis of emerging trends in the industry that may be valuable to the region.
   i. Analysis of statutes concerning potential ventures.
   j. Methodology.
   k. Sources (with hyperlink citations to data).

3. Community and Organizational Involvement:
   a. A minimum of 6 on-site visits to the community to include one visit lasting 3+ days to gain better understanding of Tribe, with at least 3 meetings with Tribal leadership (Executive Council).
   b. A minimum of 6 activities to incorporate community involvement. This can include surveys, questionnaires, and community and key stakeholder meetings/focus groups. No more than two of these activities can be lacking face-to-face contact with members of the community; a minimum of three meetings must be open to the entire community. Contracted firm will be responsible for purchasing light snacks and refreshments from a local establishment for these activities.
   c. Information must be incorporated into strategy plan.

4. Conclusions and Plans on Feasibility:
Bay Mills Indian Community Economic Diversification Strategy Plan, Land Use Plan, And Land Acquisition Plan RFP

   a. Exploration and selection of targeted ventures using a scenario model process, in addition to other applicable models.
   b. Identifying feasible alternative revenue generating ventures, to include rationale describing why they were selected as a possible ventures.
   c. Explanation as to why it is to pursue particular ventures.
   d. Methodology.
   e. Sources (with hyperlink citations to data).
   f. Development of a pitch that outlines the possible business ventures for pursuit, targeting community and potential investors.
   g. Develop materials (brochure / 1-page fact sheet, PowerPoint) that can be used in meetings and presentations with community and prospective firms that concisely explain the potential benefits of ventures.

**PHASE II: LAND USE PLAN**

1. Overall Assessment and Planning for Lands:
   a. Assembling map that depicts all land owned by BMIC in order to develop effective land use plan.
   b. Analysis of lands, to include incorporating Phase I information, to determine how each parcel should be zoned for use to promote most appropriate community and environmental effect for BMIC’s land use.
   c. Incorporating most efficient use of resources.
2. Conclusions:
   a. Determinations on how best to zone land.
   b. Development of land use plan/map.

**PHASE III: LAND ACQUISITION PLAN**

1. Plan for Future Acquisition of Lands:
   a. Looking to both Phase I and Phase II, creation of a plan for future acquisition of properties.
   b. Creation of priority list for future land purchases that will align with goals of community and Phase I/II of Strategy Plan.
2. Conclusions:
   a. Development of purchasing plan as it regards to land.
REQUEST FOR PROPOSAL & PROJECT TIMELINE

Below the timeline for this project. The September 1st, 2020 deadline for the entire project must be delivered by this date due to federal grant funding requirements.

- **October 18th, 2019:** RFP issued and advertised.
- **October 25th, 2019:** Pre-proposal questions (in writing) due. These may be sent via email to dbedell@baymills.org using the subject line “ED Plan 2019 Questions.”
- **October 29th, 2019:** Responses to pre-proposal questions issued. Answers to submitted questions will be posted to Bay Mills Indian Community’s website homepage (baymills.org) for one week, beginning October 29th, 2019.
- **November 1st, 2019:** Window for accepting proposals closes at 4 p.m. EST. Submissions after this time and date will not be considered. (Additional details regarding submission are below.)
- **November 18th, 2019:** Evaluation of proposals completed; firm selected and notified, and contract is negotiated.
- **November 25th, 2019:** Suggested project commencement.
- **December 2019 – March 2020:** Meetings with firm, BMIC, community members, and stakeholders.
- **June 1st, 2020:** All deliverables for Phase I are due. Upon delivery, first payment will be processed.
- **September 1st, 2020:** All deliverables are due. Upon delivery, final payment will be processed.
- **September 30th, 2020:** Project concludes.

PRICE PROPOSAL

Proposals must contain a price proposal included with the project proposal. The price proposal shall include anticipated schedule and time/material cost estimates, which cannot occur after September 1st, 2020. Unit rates on which costs are based should be included.

BIDDER QUALIFICATIONS

Those submitting a proposal should also submit the following:

- Description of company, including relevant experience on similar projects.
- Qualifications of staff who will be working on this project.
- Examples of previously completed work—both related and unrelated.
- Testimonials from previous clients.
- Federal identification number.

DEADLINE & CONTACT INFORMATION

Those submitting a proposal must submit them by 4 p.m. EST on November 1st, 2019. Hard copy submissions only. Those mailing copies should send, at a minimum, 5 copies. This method is preferred.

Bay Mills Indian Community
Attn: Duane Bedell
12140 W. Lakeshore Drive
Brimley, Michigan 49715

Hand delivered proposals may be brought to the above address.
PROPOSAL EVALUATION CRITERIA
A committee of BMIC and local stakeholders will evaluate proposals based on the criteria in the table below.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Excellent (4)</th>
<th>Good (3)</th>
<th>Fair (2)</th>
<th>Poor (1)</th>
<th>Missing (0)</th>
<th>Score</th>
<th>Comments</th>
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<tr>
<td>Proposal will deliver on variables in Phase I of the Scope of Work</td>
<td>Proposal will deliver beyond what is asked</td>
<td>Proposal will deliver what is asked</td>
<td>Proposal will deliver most of what is asked</td>
<td>Proposal will deliver some of what is asked</td>
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<td></td>
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<tr>
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<td>Proposal will deliver beyond what is asked</td>
<td>Proposal will deliver what is asked</td>
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<tr>
<td>Proposal will deliver on variables in Phase III of the Scope of Work</td>
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<tr>
<td>Proposal has timeline that meets project timeline</td>
<td>Proposal will deliver on time</td>
<td>-</td>
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<tr>
<td>Proposal states firm will arrange and lead at least 6 meetings with community members/stakeholders</td>
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<td>Proposal will deliver most of what is asked</td>
<td>Proposal will deliver some of what is asked</td>
<td>Proposal will not deliver what is asked</td>
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<tr>
<td>Proposal explains the methodology that will be used to fulfill the project requirements</td>
<td>Proposal methodology has thorough detail</td>
<td>Proposal methodology has some detail</td>
<td>-</td>
<td>Proposal has methodology included but is vague</td>
<td>Proposal does not include any methodology</td>
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<tr>
<td>Firm has verifiable experience preparing comparable strategies</td>
<td>Firm is specialized in field and able to present multiple examples</td>
<td>Firm is specialized in field with at least one example</td>
<td>Firm is qualified with tangentially-related examples</td>
<td>Firm is qualified with no examples</td>
<td>Firm is not qualified</td>
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<tr>
<td>Firm has testimonials from previous clients</td>
<td>More than 3 testimonials are offered</td>
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<tr>
<td>Native American Preference: Firm is Native American-owned.</td>
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<td>-</td>
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