Feasibility Study and Market Analysis

Kiowa Tribe
Request for Proposals
Indian City Revitalization
Anadarko, OK

RFP Issue Date: March 14, 2022
Proposal Submission Date: May 16, 2022
SECTION A: KIOWA TRIBE/INDIAN CITY BACKGROUND

SECTION B: SCOPE OF WORK REQUIRED

SECTION C: SUBMISSION REQUIREMENTS AND EVALUATION CRITERIA

1. DESCRIPTION OF EACH SUBMISSION REQUIREMENT
   A. Letter of Interest
   B. Team Experience and Qualifications
   C. Community, Resident and Minority Participation
   D. Certifications and Assurances
   E. Other Attachments

2. EVALUATION CRITERIA

SECTION D: SELECTION PROCESS AND SCHEDULE

1. SELECTION PROCESS
2. PROCUREMENT SCHEDULE
3. RESPONSE DATE AND PLACE
4. KIOWA TRIBE PROCUREMENT POLICY

SECTION E: GENERAL INFORMATION

1. INTERPRETATION
2. KIOWA TRIBE OPTIONS
3. NO CLAIM AGAINST KIOWA TRIBE
4. PERSONNEL & RESOURCES
5. CONTACT WITH KIOWA TRIBE
6. RULES, REGULATIONS AND LICENSING REQUIREMENTS
7. EQUAL OPPORTUNITY EMPLOYMENT
SECTION A –BACKGROUND

The Kiowa Tribe is a federally recognized tribe whose tribal offices are located in Carnegie, Oklahoma. The Kiowa Tribe currently holds the deed to the Indian City property, located in Anadarko, Oklahoma. The Indian City property has approximately 197.35 acres. The buildings and property have fallen into a state of disrepair and will need to be remodeled and/or rebuilt.

Indian City, USA was an outdoor museum, created by the residents of Anadarko, Oklahoma, and in partnership with The University of Oklahoma’s Anthropology Department, in 1954. Indian City included reconstructions of American Indian houses and life-ways, a museum, outdoor displays, American Indian dancing and American Indian arts and crafts. Guided tours occurred on a seasonal/daily basis and the cultural attraction drew visitors from the surrounding region. Indian City included housing displays of southwest and southern plains tribes, including the Caddo, Southern Cheyenne, Wichita, Pawnee, Navajo, and Apache.

The Kiowa Tribe is interested in revitalizing Indian City with the original offerings:

- Museum
- Southwest and Southern Plains Tribe’s Housing/Village settings
- Art and Craft Displays
- American Indian Dance Displays
- Guided Tours

and possibly adding the following amenities:

- Hotel/Meeting Space
- Language Center
- Archival Space
- Gift Shop
- Self-Guided Tours
- F&B Offering(s)
- Hiking and Mountain Biking Trails
- Agro-tourism – buffalo, etc.
- Camping/RV Camping
- Mixed Use

The revitalization would need to be phased and a comprehensive master plan created to achieve the optimal, final product.

The Kiowa Tribe seeks to enhance the following areas via the Indian City project:

- Cultural Preservation
- Language Preservation
- Economic Development
- Small Business Incubator
- Eco and Agro-Toursim

The Kiowa Tribe will partner with the University of Oklahoma’s Anthropology Department, local and regional economic development authorities and member tribes.
According to the Oklahoma Museums Association, there are currently 513 museum offerings in the state of Oklahoma. See appendix I for photos of the original Indian City.

Respondents to the RFP will be asked to provide methodology on how their proposal can assist The Kiowa Tribe to meet this need.

SECTION B – SCOPE OF WORK REQUIRED

The Kiowa Tribe (Tribe) invites written professional services proposals to provide a market analysis and feasibility study to determine the highest and best use of the Indian City property located in Anadarko, Oklahoma. This is part of a significant undertaking by the Tribe to return the area to economic prosperity. The successful consultant will have the unique opportunity to assist the Tribe in identifying the highest and best use of the property including various types of mixed-uses including, but not limited to, commercial, retail, residential, and non-residential uses which the market will support in each component of this Request for Proposals (RFP), as it relates to this 197.35 +/- acres property. The RFP and all related materials are available electronically via the Kiowa Tribe website. The Tribe is not responsible for any expenses or costs associated with this RFP; proposers responding do so solely at their own expense.

Market Area Analysis

The Tribe desires a thorough and specific market analysis of primary and secondary market areas including key economic and demographic trends, an assessment of recent developments in cultural and leisure traveler markets, a review of recent retail sales, and the identification and assessment of key regional industries. While the Tribe recognizes the Consultant’s desired approach may not include each of these areas, or may include areas not listed here, the Tribe will choose the consultant who best comprehensively addresses the desired areas. The goal of this project is to determine the highest and best use of the property for the benefit of the Tribe and its businesses and stakeholders.

The study should also consider the impacted area greater than the 197.35 -acre parcel.

Project Orientation

The selected consultant shall meet with the Tribe to negotiate the terms of the contract for services provided pursuant to the RFP. At that time, the Executive Review Team will coordinate to: 1. Clarify the scope of the market study and roles and expectations of the consultant; 2. Review work plan and timeline for completion of the market study; and 3. Outline the framework for communication regarding the findings and recommendations of the market study to stakeholders and the public.

Stakeholder Interviews. After the execution of the contract, the Consultant shall interview area businesses, institutions, property owners as deemed necessary to gain an understanding of the current market. The list of specific entities and individuals to be interviewed, the number of interviews, along with the questions to be asked, shall be developed jointly by Tribal staff and the consultant.

Definition of Market Areas. The selected Consultant shall clearly define the primary and secondary market areas, especially as they relate to regional cultural and leisure tourism. Additionally, the Tribe is interested in workforce availability within the region.

Definition of Competitive Market Areas. The Consultant shall identify those areas of the region and neighboring communities which are most likely to compete with the primary and secondary market areas.

Inventory of Current and Projected Socio-Economic Conditions. The following information will be collected and analyzed by the Consultant in preparation for development of the Market Study: 1. Consultant shall collect, analyze and present a socio-economic profile of the primary and secondary market areas based upon U.S. Census data and/or other appropriate data sources. The consultant will look for information such as household composition, age and gender mix,
2. Consultant shall provide socio-economic information for competitive market areas; however, the Tribe recognizes this may not be as in depth as for the primary and secondary market areas. Consultant shall provide a clear and concise summary of current socio-economic conditions of the primary and secondary market area.

**Deliverables**

Following are the anticipated deliverables for this project:

1. **Market Area Analysis**: The analysis should quantify the potential demand for a cultural, eco- and agro-tourism development within the former Indian City site. Please include any projected seasonality issues discovered.

2. **Fiscal Impact Analysis**: The analysis should estimate the costs and revenues associated with land use decisions, infrastructure needs, improvements costs, and project future budget requirements to provide the Tribe’s decision makers with a better understanding of the financial impacts of land use decisions and development options for the site.

3. **Site Marketing Recommendations**: The analysis should include site marketing recommendations to attract local, regional and national cultural and leisure travelers.

4. **Final Report**: Utilize the market research conducted to determine the overall feasibility of the findings and define steps necessary to accomplish and address the needs of the study area. The report shall summarize all findings, including background review, assessment of existing conditions, economic and land-use development profiles, residential and commercial development projections, residential and commercial development opportunities and targets, and final conclusions. Include all necessary charts, tables, and figures to justify the conclusions and recommendations outlined in the report. Include a two-page Executive Summary, providing the primary conclusions of the study in a brief format.

Drafts of the report shall be provided to Executive Review Team for comment/feedback as often as staff deems necessary. Upon acceptance of the report, the Consultant may be required to present findings to Tribal staff, elected officials, and other interested individuals. The Tribe will own the final documents and all associated materials.

**Costs**. The Consultant’s proposed budget and cost for completing the work outlined in this RFP must include a task breakdown of project cost by each staff/team member and hours assigned to each staff/team member. As part of the cost proposal, the consultant shall also provide hourly rates, by personnel, for any additional services.

**SECTION C - SUBMISSION REQUIREMENTS AND EVALUATION CRITERIA**

**Description of Each Submission Requirement**

The instructions below provide guidance on what the qualification-based proposal should contain and how it should be organized. Offerors must assemble submissions in the order described below and provide five (5) hard copies plus an electronic copy with sections clearly identified. Proposals must be organized in the order described in the Request for Proposals.

- **Letter of Interest**: At the beginning of each proposal, the Firm and/or individual must provide a letter of interest listing the Firm and/or individual team members and identifying the primary contact person. The letter must be signed by an authorized principal of the Firm and/or individual’s firm and include a statement that the proposal will remain valid for not less than one hundred eighty (180) days from the due date. The letter of interest must also contain information about the Firm and/or individual’s proposal to work with The Tribe on this revitalization effort, specifically, including a cost proposal detailing the fees that the firm and/or individual will provide.
Team Experience and Qualifications: Provide general information on the Firm and/or individual including the following information:
   a. Name of Firm and/or individual and proposed role.
   b. Main address, telephone/fax numbers and email address of Firm and/or individual firm.
   c. Address and telephone number of the office from which services will be provided to the development (if different from above).
   d. Contact person, title, telephone/fax numbers and email address.
   e. Description of the size, number of employees and the current workload of the Firm and/or individual.
   f. Identify the individual who will serve as Project Manager for the Firm and/or individual and who will direct and coordinate the development effort to completion.
   g. Provide a brief narrative description of previous collaboration among some or all members of the Firm and/or individual.

Profile of the Firm and/or Individual: Provide an overview of the Firm and/or individual’s experience in market and feasibility study services provided to cultural and leisure travel destinations. Include the following information:
   a. Identify all market analysis and feasibility study efforts in which the Firm and/or individual has been, or is currently involved.
   b. Provide three examples of previous projects evidencing the Firm and/or individual’s experience with successful market analysis and feasibility study services for cultural/leisure attractions.
   c. Provide a narrative description of the Firm and/or individual’s previous expertise integrating community and resident ideas into the overall development of similar projects.
   d. Provide profiles of key staff, including the Project Manager, who will be involved in the market analysis and feasibility study effort. Specify the roles of key staff in carrying out these services and their previous experience with similar development and redevelopment efforts. For the Project Manager, and other key staff, identify what commitment of his/her time will be devoted to The Tribe’s redevelopment project per week; identify the nature and extent of his/her involvement in other current projects and what adjustments would be made, if necessary, to these assignments, if selected.

Equal Opportunity and Non-Discrimination: Offeror must include a discussion of the approach and methods your team will utilize to encourage strong participation by minority/women owned businesses. To the extent such businesses are included in the team or committed to be part of the master planning team, they should be identified. Prior team experience utilizing minority/women owned businesses should be described in sufficient detail to permit the selection panel to determine the team’s track record and likely success. Offeror should also describe its commitment to equal employment under Executive Order 11246, the Vietnam Veterans’ Readjustment Act and Rehabilitation Act of 1973.

Certifications and Assurances: Offeror may be subsequently required to furnish certifications regarding debarment and suspension, as well as other standard certifications and reference release forms. The successful Firm and/or individual must be willing to comply with all terms and conditions of the RFP. As a general requirement, the RFP specifies that all work is to be performed in accordance with professional standards, federal grant regulations, requirements and criteria and Tribal codes, regulations, ordinances and statutes. Offeror will be required to provide certification of Commercial General Liability Insurance in the amount of one million dollars each occurrence and two million dollars aggregate. It will be The Tribe’s full expectation and a contractual requirement that the successful Firm and/or individual fully and routinely meet the above requirements.

Other Attachments: Offerors may attach, at the end of their submission, other promotional materials or work products that would demonstrate their experience and qualifications.

Evaluation Criteria: The following evaluation factors will be used in determining the Firm and/or individual who are deemed within a competitive range for further consideration. Each proposal has a total possible score of 100 points.
Points Available Criteria Description of Criteria

Experience - 40 points
- Demonstrated experience providing market and feasibility studies for cultural/leisure travel and mixed-use development, as shown by work samples and the qualifications and range of experience of project staff.
- Experience in dealing with cultural and leisure travel destination and redevelopment initiatives.
  - Proven ability to identify trends and markets which optimize job creation.

Experience with Native American and/or Alaskan Native Communities – 5 points

Capacity - 25 points
- Cohesion of the team (including Firm and/or individual), as demonstrated by experience working together, and coherence of their technical responses.
- Degree to which members of team (other than the Firm and/or individual) demonstrate successful experience in their respective disciplines as required for the market and feasibility studies services for developments of comparable size and complexity in rural areas.
- Service timeframes and ability to complete the work within the time frame established by The Tribe.

Price – 15 points
- The firm and/or individual providing reasonable cost for the requested services.

Equal Opportunity (MBE/WBE) and Nondiscrimination - 10 points
- The degree to which the firm provides for minority and women owned business participation reflective of the local community and demonstrates compliance with equal opportunity and non-discrimination requirements.

Stakeholder (Tribal/Local) Participation - 5 points
The degree to which the Firm demonstrates experience in, and an effective approach to inclusion of stakeholder opinion and participation in project goals.

100 points Total

SECTION D – SELECTION PROCESS AND SCHEDULE

Selection Process. The purpose of this RFP is to solicit meaningful proposals so The Tribe may select submissions from a range of proposals which best meet its needs and requirements. The Tribe urges all interested Consultants or Consulting Firms to carefully review the requirements of this RFP. Written proposals containing the requested information will serve as the sole basis for final selection. The Tribe reserves the right to conduct negotiations with one or more Offerors, if in the sole opinion of The Tribe, that method will provide the greatest benefit to The Tribe. All Submissions will be initially reviewed to determine compliance with the submission requirements specified in this RFP. Submissions which do not comply with these requirements will be rejected without further review. The Tribe may consider unacceptable any submission for which critical information is lacking or any submission which represents a major deviation from the requirements of the RFP.

Procurement Schedule. Dates are approximate and dependent upon response received to RFP and subject to approvals and final negotiations.

Issue RFP: Monday, March 14, 2022
Final Day to Receive Written Questions: Tuesday, April 12, 2022

Submission Due Date: Monday, May 16, 2022 by 4:30 PM Central Time

Review Submissions: TBD by Executive Review Team

Response Date and Place. Proposals submitted in response to this solicitation will be accepted until Monday, May 16, 2022 at 4:30 PM Central Time. Offerors must provide one (1) original clearly marked “ORIGINALE” and five (5) copies, each of which should be clearly marked “COPY”. The required submission must be mailed or hand-delivered to ATNN: Procurement Department, Joanne Belgarde, PO Box 369 or 100 Kiowa Way/Hwy 9 West, Carnegie, OK 73015, jbelgarde@kiowatribe.org. The submission deadline is firm as to date and hour. An Offeror may select any mode of delivery. However, the risk of non-delivery shall remain with the Offeror. The Tribe will treat as ineligible for consideration any submission that is received after the deadline. Upon receipt of each proposal, The Tribe will date stamp it to evidence timely or late receipt and, upon request, provide the Offeror with an acknowledgement of receipt. Emailed submissions of the required electronic copy will be accepted. All timely submissions become the property of The Tribe and will not be returned. Proposals will be held in confidence and provided only to those involved in the procurement process. All information from non-successful Offerors, which is clearly identified as confidential, will be returned to the Offeror after the date the agreement is executed with the selected Offeror.

The Tribe’s Procurement Policy. All submissions become the property of The Tribe and will not be returned. Submissions will be held in confidence and provided only to those involved in the procurement process. The Tribe may reject any or all proposals that are determined not to be in the best interests of The Tribe. The Tribe will select Offerors based on qualifications, subject to fair and reasonable compensation.

SECTION E – GENERAL INFORMATION

Interpretation. The intent of this RFP is to provide prospective Offerors with sufficient information to enable them to provide an acceptable response to this RFP. Every effort has been made to outline requirements and to provide information in a clear and concise format. Questions and inquiries regarding this RFP may be submitted in writing by post or email only and must refer to the specific section and paragraph in question or by reference as ‘general’ if the question does not apply to a specific Section and Paragraph. All inquiries must be submitted as described in the attached advertisement. Responses to inquiries will be provided as written Addenda to this RFP and will be on file at The Tribal offices and made available to all potential Offerors to whom this RFP has been issued. The Addenda will become an integral part of the requirements of this RFP and all Offerors will be obligated by the addenda. All Offerors must comply with the conditions, requirements and specifications contained herein. Any departure shall constitute sufficient cause for rejection of the proposal at The Tribe.
Appendix

Settled on the western plains of Oklahoma, Anadarko has a rich Native American history. It is the self-proclaimed “Indian Capital of the Nation” and Native Americans make up the near-majority of the population.

The Southern Plains Indian Museum celebrates the arts, crafts, clothes and weaponry of several tribes including the Kiowa, Comanche, Kiowa-Apache, Southern Cheyenne, Southern Arapaho, Wichita, Caddo and Delaware tribes. Find cultural treasures to take home with you at the Oklahoma Indian Arts & Crafts Cooperative located in the museum, and the annual Kiowa Black Leggings Warrior Society Ceremonial occurs in the summer.

Museums - Oklahoma Museums Association (okmuseums.org)