



# Lower Sioux Indian Community in the State of Minnesota

P.O. Box 308 • 39527 Reservation Highway 1

Morton, MN 56270

*Cansayapi Otunwe*

**Request for Qualifications (RFQ) for**

**Architectural and Engineering Design Services for the**

**Lower Sioux Intergenerational Cultural Incubator (LSICI)**

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## **PURPOSE**

The purpose of this Request for Qualifications (RFQ) is to further the Community's search for an independent contractor, or team of contractors led by a lead contractor, to provide architectural and engineering services for the Lower Sioux Indian Community ("Lower Sioux" or "Community") Intergenerational Cultural Incubator ("LSICI") in accordance with the requirements of 2 C.F.R. 200.318 through 200.326. The project period is expected to run from December 15, 2018 – September 30, 2020. Interested contractors should submit a Letter of Intent to Nora Murphy, Tribal Planner/Grant Writer, no later than November 15, 2018. The Community expects to select up to three top candidates to participate in an interview process. After the interviews are complete, the Community will select the finalist. The Community and the finalist will then negotiate with the intent to enter into a design services agreement to finalize scope of work for the LSICI design and discuss related design projects within the overall footprint of the structure.

**This RFQ is a request for the submission of a Letter of Intent by interested parties and is not an offer to enter into a design services or other contract.**

## **BACKGROUND FOR THE LOWER SIOUX INTERGENERATIONAL CULTURAL INCUBATOR (LSICI)**

With 1,147 enrolled members today, Lower Sioux has seen a 70% increase in population since 2000 and a recent decrease in gaming revenue. Today 32% of the Community lives at or below 100% of the Federal Poverty Line and the annual median household income is declining, according to the 2017 and 2018 Annual Lower Sioux Community Surveys. Recognizing the need to strengthen the well-being of the Community, Lower Sioux has undertaken intensive planning for meaningful change. In Fall 2016, Lower Sioux adopted a Strategic Plan, with a ten-year strategic goal for economic opportunity: "To enhance our economic longevity and stability by utilizing our natural resources and Community assets to improve the quality of life for the Dakota Oyate" as well as a strategic goal to strengthen cultural well-being. In Fall 2017, the Community completed a long-range Economic Development Strategic Plan, which includes a call for increased training and job opportunities at Lower Sioux. The proposed Lower Sioux Intergenerational Cultural Incubator (LSICI) seeks to help achieve these long-range strategic economic and cultural goals.

The purpose of the LSICI is to strategically promote intergenerational engagement, cultural transmission, and

economic well-being at the Lower Sioux Indian Community by expanding community gathering spaces designed to promote cultural arts learning and production. By 2030, the Incubator projects training over 140 active arts entrepreneurs who generate over \$3.5 million in combined net sales. The Community's Incubator model also intentionally integrates community wellness and relationship-building opportunities, which are considered best practices for tribal economic and community development.

To prepare for the LSICI, the Community contracted with a team of consultants who gathered research and community input to write a comprehensive Feasibility Study in May 2018. In July 2018, a second team of consultants completed a Preliminary Engineering Report and Environmental Review for the proposed Intergenerational Cultural Incubator and expanded Community Center. These reports were made possible thanks to funding from the Economic Development Administration, the Blandin Foundation, and the Southwest Initiative Foundation. Funding from the Economic Development Administration and the Shakopee Mdewakanton Sioux Community, among others, has been secured to design and build the LSICI and expanded Community Center.

The Feasibility Study, completed by Sweetgrass Consulting, Kim Pate, and Kim Tilsen-Brave Heart, demonstrated that:

**There is both high artistic skill at Lower Sioux as well as strong market potential for Native arts locally, regionally, and even around the world.** For instance, the study demonstrated that Lower Sioux has a very strong tradition of arts and cultural traditions that connect, nourish, and promote well-being within the community. With 72% of members identified as artists practicing nearly 30 distinct art forms, Lower Sioux has potters, painters, bead artists, quill artists, wood carvers, musicians, dancers, sculptors, film makers, graphic artists, quilters, regalia makers, writers, and more. Not only is the membership very talented in the arts, they are also willing to share their craft. In the 2017 Lower Sioux Community Survey, over 100 members stated they would be willing to share their artistic skills, particularly in the areas of beading, sewing/quilting, cooking, other arts/crafts, and dance. They are also optimistic about the state of the arts at Lower Sioux. When asked in the 2018 Community Survey about the state of the arts, 91% stated they are noticing more cultural and language programs for community members in the past year.

**There is also strong interest in further growing arts opportunities at Lower Sioux.** In the March 2018 focus groups conducted for the proposed arts incubator with 13 Lower Sioux artists, the artists reported that 64% of them sell their work. Four in five (80%) of the artists are interested in arts as a business and 88% are interested in mentoring other artists. Yet they face challenges growing their arts businesses. Only 50% are satisfied with access to markets with no artists reporting being very satisfied with their market access. Only 8% of artists are very satisfied with access to supplies or very satisfied with interaction with other artists. Moreover, only 18% of Lower Sioux artists are very satisfied with their overall livelihood from their art. Of the artists who do earn income from their art, 43% made 1-10% of their income from art and 14% make 40-55% of their income from art. Although there is clear interest in arts as a business, the Feasibility Study reported that there is a need for access to business knowledge (with 31% of artists very dissatisfied or dissatisfied with access). Furthermore, no artists are very satisfied with access to credit and capital.

**The talent and needs of Lower Sioux artists are well-suited to the market.** The Feasibility Study for the Lower Sioux Arts Incubator found that "there is a strong market locally, regionally, and globally for Lower Sioux art, but it has yet to be taken advantage of by the Lower Sioux. The market research suggests that Lower Sioux should consider individual studios for incubator participants and multiple shared rooms for larger arts equipment, trainings, and group art creation. There should be a public space for tourists visiting the area and an online presence for the arts incubator to connect Lower Sioux artists with a larger online audience...Lower Sioux clearly

supports artists and there are many artists in the community. Currently though, there are not many artists who are ready to start their arts business, but many artists are interested in learning more about what an arts business could look like. Space is a clear need, as is entrepreneurial development, and technology.”

**However, current production space at Lower Sioux is not sufficient, nor is there adequate training and support in place to help the next generation of artists and entrepreneurs thrive. Furthermore, the study and the Community uniquely called for a different model of arts community development.** Rather than use a mainstream model, the plan calls for integrating community and the generations and a broad definition of community wellness into the Incubator. For this reason, the proposed Intergenerational Incubator includes more than just arts studios. It includes: classrooms, generational gathering spaces, a shared eating space, two community exercise rooms, and an elders kitchen so that our elders can, for the first time, have a dedicated space to gather and cook and share a meal together. We also learned that once we move to the final project design, we will need to identify a Dakota-specific name and design for the Incubator.

The Community contemplates a design that leverages the artistic and community strengths and needs of the Lower Sioux Community. The conceptual 17,000 square-foot expansion design includes: dedicated gathering spaces for elders, youth, and adults; arts learning and production spaces including three large shared arts room, three independent artist studios, a gallery, and a trading post; two kitchens (a training kitchen for the community and a commercial kitchen); a fitness center and exercise room; and learning spaces including three classrooms, a media lab, and a library.

The Intergenerational Cultural Incubator, and related Community Center expansion elements, is expected to lead to multiple new resources and improvements for the community, including.

- **Increased youth programming by increasing dedicated youth gathering spaces from 0 to 2 spaces.**
- **Increased adult programming by increasing dedicated adult gathering spaces from 0 to 1 space.**
- **Increased elders programming by increasing dedicated elders gathering spaces from 0 to 1 space.**
- **Increased community fitness and physical well-being by increasing fitness spaces from 1 to 2 spaces.**
- **Increased community nutrition and wellness by increasing cooking spaces from 1 to 4 spaces, including a commercial kitchen, a training kitchen, and a gathering space for meals.**
- **Increased educational and training by increasing educational spaces from 1 to 4 spaces, including a library and three dedicated classrooms.**
- **Increased artistic production and intergenerational transmission by increasing dedicated arts production spaces from 1 to 8 spaces, including: a large pottery studio, a large quilting/sewing studio, a large multi-media studio, a multi-media studio, three rentable arts studios, a trading post, and an arts gallery.**

As a result, between 2020 and 2030, the Community anticipates training a total of 1,260 entry-level entrepreneurs, 260 mid-level entrepreneurs, and 148 productive entrepreneurs in the new Incubator. Their cumulative net earnings is projected at over \$3.5 million between 2020 and 2030. As a result, the Community will ensure that entrepreneurs will continue these cultural businesses and art forms long into the future.

## **OVERVIEW OF THE LOWER SIOUX INDIAN COMMUNITY**

Lower Sioux is the most populous of the four Dakota tribes in Minnesota and the Dakota are the oldest community in the state. Indeed, the word ‘Minnesota’ itself is a transliteration of the Dakota name for our homelands—‘Mni Sota Makoce,’ which means, “the lands where the water reflects the sky.” While ‘Lower Sioux’ was the name given to the band by the United States in treaties signed in 1851, members of LSIC are part of the Bdewakantunwan (‘Spirit Lake Dwellers’) Band of Dakota. The ‘Dakota,’ (which translates closely to ‘friend’ or ‘ally’) identify our traditional Minnesota River Valley homeland as ‘Cansa’yapi’ (‘where they marked the trees

red'). Pride in tribal history and culture are the heart and spirit of everything we do and believe.

Today, the Community has 1,147 enrolled members and 84% live on the reservation and/or within the federally designated 10-mile service area that spans the three rural counties of Redwood, Renville and Brown. Lower Sioux's Enrollment Department reports that the tribe has a 1.1% five-year annual population growth rate—much higher than the surrounding rural region. Lower Sioux is administered by the Tribal Council, which is composed of a President, Vice-President, Treasurer, Secretary, and Assistant Treasurer/Secretary who are elected to staggered terms to ensure continuity in leadership.

The vision for the Lower Sioux Indian Community is a healthy, safe, and happy community – grounded and guided by Dakota culture, traditions, and language – where every person contributes to a diversified social and economic life. The people grow, adapt, and innovate together, through opportunities that span the generations and seek continuous success. The mission of the Lower Sioux Indian Community is to strive to make reservation lands livable permanent homelands for tribal citizens through programs and services that promote the general welfare of tribal community including economic and social programs which are necessary to raise the standard of living and the social well-being of its membership.

To fulfill our mission, the Community manages a diverse range of public departments and programs that enhance the well-being of the community, including: a newly built comprehensive health clinic, a recreation center, a historic site interpretive center, a tribal court and police department, social/mental health services, and a housing authority. The proposed expansion to our community center will support and enhance the work of each of these departments, their services and their programs – both directly and indirectly.

In addition to completing a community-wide long-range strategic plan for Lower Sioux in Fall 2016, with three key priorities identified for 2017-2019 (Culture, Economics, and Space), recent examples of the vibrancy and sovereignty of Lower Sioux include:

- Launching a new comprehensive community health clinic in 2016;
- Building new residential subdivision and offering new housing loans for members;
- Creating a first-ever Dakota language program at Lower Sioux, which now provides for-credit Dakota language courses for area high school youth in a historic partnership with two area school districts;
- Implementing a new food sovereignty resolution to increase community access to healthy foods;
- Strengthening Dakota sovereignty through multi-tribal collaborations with the three other Dakota tribes, such as planning a joint Healing Center for Dakota community members needing substance abuse treatment;
- Opening, in August 2018, a Dakota immersion Birth to 5 Years School, thanks to first-ever funding for a Dakota tribe in Minnesota from the Office of Head Start/Early Head Start;
- Developing and adopting an Economic Strategic Plan, which includes a call for increased entrepreneurial and job training supports for members through the proposed Incubator; and
- Completing a Tribal Justice Strategic Plan, which calls for renovating existing space within the tribe's Recreation Center to establish dedicated space for the Lower Sioux Police & Tribal Courts. (Note, this renovation will be completed after the Incubator expansion build, thanks to additional federal funds.)

#### **PROJECTED SCOPE OF WORK FOR THE ARCHITECTURAL AND ENGINEERING DESIGN OF THE LSICI**

Lower Sioux seeks to partner with an architectural/engineering contractor or team of contractors to develop a

design consistent with the Community's culture, history, and goals, and to produce the final architectural drawings and engineering plans for the Lower Sioux Intergenerational Cultural Incubator (LSICI). The scope of work for the finalist selected by the Community, in accordance with the Community's goals and regulations, and the funding regulations of the Economic Development Agency (EDA), includes the following:

- a) Review the Community's Feasibility Study and Preliminary Engineering Report (to be shared after the selection of the finalist).
- b) Meet with several artists, youth, staff, elders, and other key stakeholders to review input for final space and programmatic design and to share potential ideas for creating spaces that promote intergenerational gathering, wellness, and cultural transmission and production that meets the twinned needs of community wellness and increased entrepreneurship.
- c) Present design concepts and recommendations to the Tribe and the Community for comment and approval. Cost estimating will be necessary to ensure that design will produce a Project within budget.
- d) Work with Planning Department to obtain Tribal Council approval for the final design.
- e) Integrate Dakota and sustainable building concepts, methods, and materials into the design as practical.
- f) Provide all necessary design and engineering services including architectural, civil, structural, mechanical, electrical, landscape, and interior design services for a project of this size, type, and scope for a project to be competitively bid;
- g) Provide input and assistance concerning environmental, site survey, or other services required to move the project forward. (Note: A NEPA report has been completed and is also available for review.);
- h) Prepare and present drawings, models, and exhibits as necessary at all design project or Council meetings.
- i) Provide meeting minutes and documentation of all design meetings until construction begins.
- j) Assist in the establishment of the overall master budget and overall project schedule.
- k) Provide cost-benefit analysis, life cycle analysis, building system analysis, alternative materials, equipment and methods to provide the most economical, high-quality, sustainable facility possible within the Community's budget.
- l) Provide documents, drawings, schedules, and specifications necessary for estimating purposes at the various stages of design and engineering including schematic, design development, and construction documents.
- m) Provide/present material selections and finishes to the work group and Planning Department.
- n) Provide documents and drawings as necessary for permits, reviews, government reviews, etc. at the appropriate stages of the design process.
- o) Collaboratively work with the Community to provide coordination with all utility companies for utility relocations, disconnects, and connections.

- p) Work with the Community to develop a construction competitive bidding strategy that is both economically advantageous and provides for timely completion of the project within the Community's budget.
- q) Provide all necessary construction administration including shop drawing/submittal review and comments, RFI, ASI, and RFP response, regular construction inspection/observation reports, change order cost review, pay application review, substantial completion inspection, preparation and inspection of punch lists, final inspection, etc. until the project is completed.
- r) Provide verification of punch list completion, review as-builts and operation and maintenance manuals, and coordinate with the test/balance and commissioning service for a complete close-out process, review and approve all product warranties.
- s) Work with the Community to identify and purchase furniture and equipment to store and install to complete the build for use by the Community.

**LETTER OF INTENT CONTENTS**

Please submit your Letter of Intent with the following components:

**Title Page**

Show request for qualifications (RFQ) subject, name of proposer's firm, address, telephone and fax numbers, name of contact person, and date of submission.

**Transmittal Letter**

A one- or two-page summary stating the proposer's understanding of the work to be done and the Community's goals for the Project, and making a positive commitment to perform the work within the time period required.

**Table of Contents**

A clear identification of the contents of your submission by section and page number.

**Approach and Scope of Work**

A clear description of the approach and methodology for implementing the scope of work, including approach to economic development within the context of Native nation building and tribal sovereignty. Include in this section how you propose to develop a design consistent with Community needs, goals, and purposes. Also explain how you will integrate the Community's history and culture in your design.

**Workplan and Schedule**

This subsection shall include the period of performance, proposed duration of the project and a milestone chart, beginning at the time of designer selection and ending with final completion of construction.

**Qualifications and Experience of Contractor**

Include a list of lead contractor and any additional personnel to be used on this project and their qualifications, including but not limited to all license and registration information. Describe contractor's experience that is relevant to the proposed services, such as recent experience with other tribes, Native communities, arts or cultural projects, and/or incubators. Brief resumes or CVs, including education, experience, type of clients served,

and any other pertinent information must be included for each of the key personnel to be assigned for direct work on the Project. Please provide this information for any subconsultants or subcontractors you propose to utilize on this Project. Proof of insurance for you and your proposed subconsultants should be included. List any awards you have received. Also indicate if you or your subconsultants have been the subject of any discipline or complaints with the applicable state professional board.

**References**

Include three relevant references for whom you have provided similar services. The information should include the key contact at the tribe or enterprise for whom you worked, including name, title, and contact information.

**Submission and Deadline**

Please submit two copies of your proposal by **Thursday, November 15, 2018** to: Nora Murphy, Tribal Planner & Grant Writer at [nora.murphy@lowersioux.com](mailto:nora.murphy@lowersioux.com) or PO Box 308, 39527 Reservation Highway 1, Morton MN 56270.

**EVALUATION CRITERIA**

**The Letters of Intent will be evaluated by a committee composed of representatives from the Tribal Council (Community Council), staff, artists, and elders. Letters and proposers will be evaluated based on the basis of the following criteria:**

**Approach**

Approach to design within a tribal community (including consideration of Community history, culture, needs and goals)	30
Reasonableness of Workplan and Schedule (including realistic expectations and the needs of the Community)	20
<b>Subtotal (maximum allowable points):</b>	<b>50</b>

**Qualifications and Experience**

Capacity, resources, and qualifications to complete the project	20
Recent experience in developing architectural/engineering designs for incubators and/or other community-based economic development projects	10
Experience working with and in Native tribes, communities, and/or organizations	20
<b>Subtotal (maximum allowable points):</b>	<b>50</b>

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<b>TOTAL POINT</b>	<b>100</b>
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Note: Up to three top-scoring finalists will be invited for in-person interviews between November 15 and December 14th. The Community anticipates selecting the final design team by December 15, 2018, as shown in the projected timeline below. Nothing herein requires the Community to select or consider any proposer

or Letter or to select at least three proposers for interview. The Community reserves the right to conduct multiple interviews with any or all proposers.

**ANTICIPATED PROJECT TIMELINE**

RFQ Call for Letters of Intent:	November 1, 2018
Letters of Intent Due:	November 15, 2018
Interviews & Selection of Designer:	November 15 – December 15 2018
Architectural/Engineering Design:	December 15 – April 31, 2019
Construction Bidding RFP & Selection:	May 1 – June 30, 2019
Furnishings & Equipment Purchasing:	August 30, 2019
Construction:	July 1 – December 2019
Finishing:	January – March 30, 2020
Project Close Out:	September 2020

**OTHER**

For questions on this RFQ, please contact Nora Murphy at [nora.murphy@lowersioux.com](mailto:nora.murphy@lowersioux.com) or (507) 697-8638.

**The Community reserves the right to accept or reject any and all proposals for any reason whatsoever as the Community sees in its own best interest.**

**Pidaunyayapi! Thank you for considering working with Lower Sioux!**