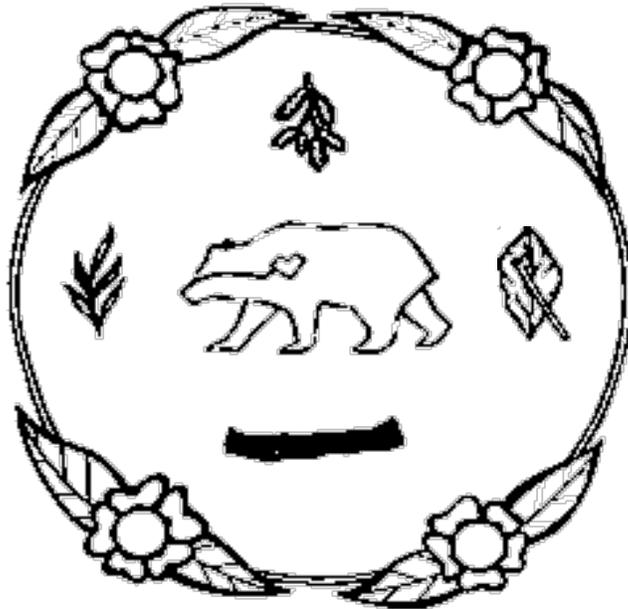


**Request for Proposal  
Red Cliff Community Health Center  
Red Cliff, WI**

**March 14, 2016**



## Red Cliff Band of Lake Superior Chippewa Indians

### Request for Proposals

#### I. Brief Project Overview

##### Purpose

The Red Cliff Band of Lake Superior Chippewa intends to investigate acquiring a pharmacy to be owned and operated by the Tribe. To that end, Red Cliff Tribe is seeking a thorough independent evaluation of the potential business and surrounding area, the needs and opportunities of the market, the range and scale of facilities best suited to meeting those needs within the Band's unique context and the likely performance potential for such facilities.

##### Organizational Background

The Red Cliff Band of Lake Superior Indians is a federally recognized, sovereign Native American tribe located in the Red Cliff Reservation in Bayfield County, WI. The Red Cliff Band of Lake Superior Chippewa owns and operates a variety of businesses including the new Red Cliff Community Health Center, a full service clinic.

#### II. Scope of Work and Deliverables

We are seeking quotes for each of two phases of work described below:

##### Phase I Analysis

###### Flash Report

1. Review historic operating data provided to us for the subject business, as well as any other relevant information.
2. Analyze pertinent economic and demographic data for the immediate and broader market areas for the proposed project, by both linear radii and actual drive time.
3. Prepare an opportunity gap/surplus analysis examining both the local and regional markets.
4. Prepare preliminary estimates of the range of revenues that will be generated by the subject pharmacy on a stabilized base.
5. Prepare a brief letter summarizing preliminary recommendations and conclusions.

##### Phase II Analysis:

###### Preliminary Market Analysis

1. Evaluate current site suitability for the type of business proposed. Site will not be evaluated from an engineering, structural, environmental or geological perspective.
2. Analyze the competitive environment within which the proposed enterprise will operate, including existing and potential competitors for the local and regional.
3. Prepare preliminary estimates of revenue and expenses to the level of cash flow available for debt service for the initial five years of operation.

4. Prepare a brief summary letter describing conclusions and recommendations regarding the project and preliminary utilization estimates and financial projections.

### Phase III Analysis

#### Full Feasibility Study

Provide Red Cliff and potential lenders with a debt coverage and sensitivity analyses required to meet underwriting criteria.

1. Expand economic and demographic analysis and provide projections of demographic trends for the next five years of operation.
2. Expand discussion of the competitive environment with detailed information on individual competitors including:
  - a. Name
  - b. Location
  - c. Square footage
  - d. Services and Amenities
  - e. Published information on competitive properties
  - f. Discussion of Location, Market Position and relevant Competitive Issues
3. Revise business assumptions and financial projections to reflect any changes in the final business plan from the recommendations in Phase II analysis.
4. Review project cost/purchase price estimates and assumed financing terms with members of the project team, or provide reasonable assumptions if necessary.
5. Prepare estimates of return on investment (ROI) for the first five years of operation of the recommended development.
6. Analyze the impact of changes in sensitive assumptions on projected cash flow and ROI
7. Prepare full report of findings

#### III. Proposal Requirements and Schedule

Address the following topics in a 15-page (or less) proposal. Please submit additional information or sample materials where relevant.

- Project Understanding.
- Project Approach for phases and deliverables. (i.e, describe your process. Include the duties you perform and those you expect to be done by the client staff or leadership. What information and recommendations will be included in the deliverables for each phase?)
- Project timeline.
- Estimate of fees and expenses for each of the three Phases.

Firm capabilities:

- experience with Native American Tribes and projects
- experience with feasibility studies and market analyses

Project team. (Biographies or resumes detailing experience with similar projects, raising private funds, working in AEC community)

References: Complete contact information of three references from the past 3-5 years.

**Expected Timeline:**

RFP is issued by the Tribe		March 14, 2016
<b>Proposals due</b>	<b>12:00 Noon</b>	<b>March 28, 2016</b>
Selection of vendor		April 4, 2016
Contract development & approval		April 8, 2016
Service Start Date		Day after signed contract

IV. Point of Contact-  
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