

Girl Scouts of Southeastern Michigan
Request for Proposals: Needs Assessment and Feasibility Study
June 1, 2024

Girl Scouts of Southeastern Michigan (GSSEM) is seeking a qualified professional consulting firm to complete a feasibility study and needs assessment regarding GSSEM Community Hubs.

Organization

Juliette Gordon Low founded Girl Scouts of the USA (GSUSA) on March 12, 1912, at a time when women in the USA could not yet vote. The first Girl Scout troop comprised of 18 girls gathered in her hometown of Savannah, Georgia with a focus on helping girls to learn leadership skills. Juliette recognized that developing girls' leadership abilities was critical to ensuring they could take their rightful place in society. She expected that through caring women serving as mentors for girls, these girls would grow up to be the change-makers of the future. Today, nearly 2.6 million girls and adult members are active in Girl Scouts.

In 1915, the first Girl Scout troop in the Metro Detroit area was established. In 1980, Girl Scouts of Southern Oakland County and Girl Scouts of Metropolitan Detroit consolidated into Girl Scouts of Metro Detroit (GSMD) – the largest mentoring organization for girls in the Metro Detroit area, serving Wayne and Oakland Counties. As part of a national realignment movement mandated by Girl Scouts of the USA, on January 1, 2009, GSMD merged with three sister Girl Scout councils (Girl Scouts Fair Winds Council, Girl Scouts Macomb – Otsikita Council and Girl Scouts Michigan Waterways Council, Inc.) to form Girl Scouts of Southeastern Michigan (GSSEM). Today, GSSEM serves 22,000 girls and adult members in eight counties across Southeastern Michigan (Wayne, Oakland, Macomb, Monroe, Lapeer, Genesee, St. Clair, and Sanilac). GSSEM is the largest mentoring organization for girls in Southeastern Michigan.

The mission of Girl Scouts of Southeastern Michigan is “Girl Scouting builds girls of courage, confidence and character, who make the world a better place.” Through Girl Scouts’ more than 100 years of serving Southeastern Michigan girls, GSSEM’s focus has always been to provide girls with leadership experiences that will help them become leaders in the community and the world. A special focus of our mission is to ensure girls from underserved communities can participate in a full Girl Scout experience.

GSSEM, in conjunction with Girl Scouts of the USA, has a proven record of accomplishment of delivering a state-of-the-art leadership experience for girls that focuses on our four pillars: Outdoor Education, Life Skills, STEAM (Science, Technology, Engineering, Arts and Math) and Entrepreneurship. These pillars guide the badges that girls earn while they advance through the program. GSUSA correlated the content of all Girl Scout national proficiency badges to support national Common Core Standards and 21st Century Skills standards.

Community Hub Concept

Original Concept: In 2023 Girl Scouts of Southeastern Michigan (GSSEM) began planning to create the L.E.A.D. Institute. This Institute was designed to be an education and experience destination in Detroit. Girl Scouts L.E.A.D. Institute would welcome Girl Scout members, other youths, families, and community groups to actively engage in tried-and-true Girl Scout leadership development programming. As many Detroit and other regional school districts have limited or cut academic and extra-curricular programming, Girl Scouts has opportunities to provide programming and experiences that help young people build life-skills, prepare for bright futures, and become positive contributors to their communities. After speaking with membership and evaluating location options in Detroit, GSSEM realized that a decentralized version of this institute would be the most appropriate way to spread this programming. Below is an explanation of the Community Hub concept.

Overview: Many communities in our council's jurisdiction lack access to Girl Scouts programming and resources. By creating Community Hubs in four strategic locations throughout GSSEM's territory, we can bring the Girl Scouts experience to underserved groups, eliminating barriers to participation. This new, decentralized approach was born of a realization that building one large campus in the metro Detroit area would result in most attendees coming from metro Detroit residents and would not allow for full inclusion throughout our region. GSSEM is committed to an equitable distribution of programming across the four corners of our region, hence the revamped approach.

Purpose: The Girl Scout Community Hubs will serve as a community partner and resource, filling the gaps in educational and recreational opportunities for southeast Michigan's young people. Girl Scouts program pillars (science, technology, engineering, art, and math (STEAM); entrepreneurship, outdoors and life skills) will serve as the guide for developing Girl Scout Community Hub initiatives and program experiences that will help to build southeastern Michigan's young leaders of today and tomorrow. Girl Scouts research has found that compared to non-Girl Scouts, Girl Scout alums report more positive life outcomes including higher education and career achievement, higher

household incomes, more civic engagement, and greater overall life satisfaction. Girl Scouts of Southeastern Michigan, through the Girl Scout Community Hubs, wants to bring the benefits of Girl Scout programming to the southeast Michigan region's girls and youth by providing an education and experience destination where they can learn, experience adventure, and discover.

Goals:

- Increase Girl Scouts membership and opportunities for girls in marginalized communities.
- Expose young people to a variety of career paths in STEAM, Financial Literacy/Entrepreneurship, Life Skills, and Outdoor Education.
- Build relationships and trust with underserved populations.
- Tailor programming to resonate with specific cultural communities.
- Address barriers like transportation, cost, language, cultural relevance.
- Communicate the value of the Girl Scouts brand beyond what is traditionally associated with Girl Scouts (e.g., cookies) to targeted audiences within the Community Hub service area by introducing the full range of programming GSSEM offers.
- Provide additional spaces for GSSEM troops to meet and hold events.

Proposed Model:

- Explore partnership opportunities to co-locate with community centers, places of worship, schools, etc.
- Assess community needs regarding program format, language needs, scheduling, etc.
- Hire hub coordinators from within the community.
- Provide on-site programming and services for: troop meetings, program/career exploration, workshops, badge activities.
- Incorporate local cultural elements into programming where appropriate.
- Organize transportation assistance if needed and remove other barriers to access.
- Ensure materials are language and culturally aware.
- Tailor marketing approaches to connect with specific communities.

Potential Hub Communities:

GSSEM's goal is to open Community Hubs in the four corners of Southeastern Michigan. As part of a GSSEM Impact and Growth Evaluation completed in April 2024, Girl Scouts, volunteers, and their families in southeastern Michigan have expressed the desire to have more opportunities closer to their home and programs nearer to their community.

Measuring Impact:

- Track participation rates and membership growth by community, grade level, ethnicity, etc.
- Conduct annual surveys of families, schools, and hub partners.
- Assess ongoing community needs and adjust programming accordingly.
- Capture success stories and feedback.

With intentional development of Community Hubs, we can successfully reduce barriers and provide inclusive Girl Scout opportunities that meet our council's goals for engagement and impact.

Submitting Proposals

Consultants wishing to be considered for this project should submit an electronic PDF of their proposal to both:

Monica Woodson
GSSEM Chief Executive Officer
mwoodson@gssem.org

Katrina Palmer
GSSEM Chief of Staff
kpalmer@gssem.org

Questions about the project should be directed to Katrina Palmer at the above email address or (313) 870-2527. Please submit questions by June 21, 2024 by close of business (5:00pm EST). Responses will be provided by July 1, 2024.

All proposals must be submitted by July 31, 2024, at 5:00pm EST. Proposals and/or modifications received after this time will not be accepted or reviewed. No fax machine submissions will be accepted.

All proposals become the property of GSSEM upon submission. The expense of preparing and submitting proposals is the sole responsibility of the consultant. GSSEM reserves the right to reject any proposals received, negotiate with any qualified source, or cancel this RFP. This solicitation in no way obliges GSSEM to award a contract.

Proposal Timeline

Submission of proposals	Date: July 31, 2024
Consultant approved by GSSEM	Date: August 5, 2024
Final report and project completion	Date: February 5, 2025.

Project Overview

The intent of this request is to obtain the services of a firm, hereinafter referred to as the “Consultant” to perform professional services for Girl Scouts of Southeastern Michigan, hereinafter referred to as the “GSSEM.” GSSEM is looking for the services of a multi-disciplinary team with the recreation facility design and construction plan experience required to assist staff prepare for the elements outlined in this proposal.

GSSEM is seeking a qualified Consultant to provide conceptual design, site assessment, cost estimation, and community engagement facilitation services for the development of several community centers designed to bring GSSEM programming to youth in Southeastern Michigan. These spaces will include areas to hold GSSEM Pillar Programming (Science, Technology, Engineering, Arts, and Math, Outdoor Education, Entrepreneurship, Life Skills), with the equipment and set up necessary to offer the areas of programming deemed most appropriate for each specific community hub. The space will also be utilized for recruitment of new Girl Scouts and volunteers, retention of existing Girl Scouts and volunteers, and GSSEM member and volunteer support services. The feasibility study shall explain the type, size, programs, costs, and strategic relationships required to potentially construct the community centers.

GSSEM is interested in partnering with other organizations and resources within the community to provide these services, including opening any of the Community Hubs within cooperative spaces already operated by partner organizations.

The Consultant shall have a proven track record of developing successful feasibility studies, market assessments, and program development documents to influence the design and construction of these multi-purpose programming centers.

GSSEM requires the skills and competencies of a professional planning and design team to include the following expertise:

- Community Center Design: The team must include an individual(s) and/or firm with expertise in the planning, program development, design, needs assessments, and feasibility studies associated with community centers.
- Project Business and Financial Analysis: The team must include individual(s) and/or firm with expertise in construction cost estimating, forecasting of

operating and maintenance expenses, marketing analysis, and an understanding of government general fund and enterprise government funding.

General Scope of Services

1. Project review, SWOT analysis, identify parameters of project.
 - a. Meet with GSSEM Executive Team and develop an outline of critical issues, concerns, and objectives for the project.
 - b. Review objectives of community hubs and financial opportunities and limitations.
 - c. Review existing data of GSSEM membership and program utilization.
 - d. Review existing facilities, programs, and services.
2. Demographics and Market Analysis
 - a. Identify service areas.
 - b. Complete a competitive market analysis including rates, demographics and geographic location of population served, attendance numbers, services offered, and cost of current services offered.
 - c. Consider not only historical and current demographic data, but also long-range projection data considering any potential population shifts in proposed Community Hub locations.
 - d. Identification of potential community partners to collaborate with on Community Hub model and analysis of best approaches to partnerships.
3. Community Engagement
 - a. Develop and conduct a community wide online survey of potential users. Evaluate and interpret survey results.
 - b. Conduct stakeholder interviews in each potential community hub area (3 per area). Current facility users, potential users, potential partners, etc.
 - c. Conduct focus group sessions (4). Identify key interest groups.
 - d. Compile and interpret all information received.
4. Programming
 - a. Develop project component recommendation/prioritization/space needs.
 - b. Work with GSSEM Chief Program Officer to outline potential programming within GSSEM pillars, amenities, facilities, and other desired considerations.
 - c. Work with GSSEM Deputy Chief Membership Office to develop an outline of potential amenities, facilities, and resources needed for recruitment, retention, and member support activities within the Community Hubs.
 - d. Develop operating structure and parameters.

5. Site Analysis and Concept solutions
 - a. Identify all possible sites, analyze each, recommend site preferences.
 - b. Must consider modifications to existing facilities, collaboration within partner facilities, or potential new facilities.
 - c. Develop site plan, spatial relation of components, phasing plan, conceptual plans.
6. Operations Analysis
 - a. Analyze the feasibility of the proposed concept(s) through the lens of long-term facilities operations and programming. Prepare an operating pro forma estimating the likely operating costs and revenues of facilities.
 - b. Identify significant differences in cost between alternative concepts. Prepare an analysis of the relative strengths and weaknesses for each alternative.
 - c. Develop reports addressing each: Attendance estimates, fee/rate structure, sources of income, operating cost projections, staffing levels/requirements, revenue generation projections, cost recovery level
7. Project Capital Cost Estimate
 - a. Site limitations/opportunities
 - b. Site prep/infrastructure costs
 - c. Building construction costs
 - d. Equipment costs
 - e. Soft Costs, furniture, fixtures, and equipment cost.
 - f. Total project cost estimate
8. Funding Analysis
 - a. Identify possible funding sources
 - i. Fundraising, donations, grants, sponsorships
 - ii. Identify partnerships and their ability to obtain funds based on type of institution
 - iii. Identify potential economic impact of project to the community
 - b. Determine the potential economic impact of the project to the community
9. Final Report
 - a. Written final report
 - b. Conceptual drawings
 - c. Presentation of report to GSSEM Executive Leadership (1) and the GSSEM Board (1).

Project Oversight and Communication

GSSEM's Chief Executive Office will be responsible for managing the project, including providing direction and assistance to the consultant. They will also provide general

oversight on the administration for the contract, invoicing, and reporting. The GSSEM Chief of Staff and Deputy Chief of Research and Evaluation will assist throughout the project.

Proposals

The proposal shall contain the type of information summarized below. Additional information is allowable, providing it is directly relevant to the proposed project.

Proposal Format

The submittal should follow the Table of Contents listed below:

1. General Firm Introduction (include your firm's expertise in relation to the project)
2. Project Understanding
3. Project Approach
4. Proposed Project Team and Experience
5. Proposed Timeline
6. Statement of why your firm should be selected
7. Any Additional Information as Needed
8. Consultant Cost
9. Insurance Certificate

A brief description of each section is as follows:

1. **Give general information and a brief history of the consulting firm.**
Include similar information on key sub consultants, if any, proposed for the project.
2. **Project Understanding**
Include a summary of the Consultant's understanding of this project.
3. **Project Approach**
Provide specific approaches, methods, and assumptions that will be utilized to accomplish each work item.
4. **Proposed Project Team and Experience**
 - Identify the key project team members and describe their specific roles on the project. Include key team members from sub consultant firms, if any.

- Describe relevant experience and provide information on at least three (3) reference projects completed in the last six (6) years. Provide references and contact information.
- Include one-page resumes only for key members of the project team, including field personnel.

5. Proposed Timeline

The project will begin as soon as a consultant is selected. The consultant is to propose a timeline that shows how this project will be delivered. The timeline should include a list of key tasks within each phase, key milestones, approximate dates, and deliverables.

6. Statement Explaining Why Your Firm Should be Selected to Perform Services for This Project

Several firms have been asked to respond to this Request for Proposal. Explain why your firm is the best qualified for this project.

7. Additional Information

Include any other information believed to be pertinent but not specifically requested elsewhere in this RFP.

8. Total Consultant Cost

The Consultant cost should be separated as follows:

- a. Not to exceed total cost.
- b. Hourly rates for all Consultant employees expected to work on this project. These rates shall be the agreed upon costs for any additional services requested by the City, above what has been detailed in the RFP.
- c. Reimbursable costs including detail of service or item and applicable charge per unit.
- d. The proposal must include a statement as to the period during which the proposal remains valid. This period must be at least ninety (90) days from the date of the submittal.

**Proposals that do not include a 'Not to Exceed' cost will be disregarded without further consideration. The proposing firm is responsible for accurately predicting the amount of time they require for services.

9. Insurance Certificate

Indicate ability to provide all necessary insurance certificates.

Consultant Selection

Proposals will be reviewed and evaluated by GSSEM staff and based on the following criteria:

1. Consulting firm and key project staff experience.
2. Proven track record in successfully completing similar projects on time and within budget (successful experience of both the firm and the team members will be considered).
3. Proposed approach to completing the project.
4. Consultant's familiarity with recreation facility and youth development programming and architecture.
5. Proposed project schedule.
6. Proposed Consultant cost.

Following review of the proposals by GSSEM, only selected Consultants may be asked to make oral presentations of their proposals to GSSEM representatives. Upon conclusion of the presentations, if requested, staff will select a Consultant to negotiate a contract as follows:

1. If a firm cannot commence the services in that firm's proposal within thirty (30) days of the award, GSSEM reserves the right to contract with another qualified firm.
2. GSSEM shall not be liable for any expenses incurred by the Consultant prior to signing a contract including the proposal preparation, attendance at interviews, and/or final contract negotiations.
3. The Proposal must be signed by an official authorized to bind the Consultant to its provisions included in an eventual contract. The Proposal must include a statement as to the period during which the proposal remains valid. This period must be at least 90 days (about 3 months) from the date of the submittal.
4. GSSEM the right to reject all proposals or to request additional information from any or all of the proposing firms.¹

¹ We extend our thanks to the City of Hibbing for their Multi-purpose Community Center Feasibility Study RFP, which served as the foundation for this proposal.