I. Introduction

The Seneca Nation has felt the economic impact of the COVID 19 Pandemic. This disruption has been particularly damaging since we have lost income from many venues, including investments, gaming ventures, and workforce resulting in an overall downturn to our Nation’s economy impacting members the hardest.

The Seneca Nation of Indians (SNI or Nation) and Community Planning & Development Department (CPDD or Planning) is seeking proposals from qualified consultants to obtain an Economic Resiliency Plan to fulfill CARES Act Supplement ED19PHI3020054 Partnership Planning Award. This RFP is consistent with SNI’s competitive bidding requirements and policies. In addition, this is funded with grant funding awarded as stated previously CARES Act Supplemental EDA Award for Indian Tribe Partnership Planning Grant Recipients EDA Award, Partnership Planning.

The Seneca Economic Resilience Plan must address the dimensions of economic/community antifragility, strength, robustness, improvement, and dislocations caused by the pandemic.

II. Submission Instructions

Emailed proposals must be received by the Seneca Nation no later than October 30, 2020, by 1:00pm

1. **Email submissions are required to be sent to:**
   - Lucille White at l.white@sni.org
   - and Paula Pichon at paula.pichon@sni.org

2. **Hard Copies are required to be sent to:**
   - Seneca Nation
   - Community Planning & Development Department
   - **ATTN: Lucille G. White, Director of Planning**
   - 12837 Route 438
   - Irving, NY 14081

SNI representatives will be available to discuss this RFP with interested Respondents on **October 7 and 8 at 2:00pm** Respondents may obtain a copy of the current SNI Comprehensive Economic Development Plan (CEDS) before these dates. Please contact Paula Pichon via email if respondents would like to schedule an appointment to discuss the RFP and/or obtain a copy of the CEDS. Also, any written questions and/or clarifications should be addressed to SNI Planning Director Lucille White with a cc: to Paula Pichon at the email address noted above. Please note that the SNI may elect to circulate such inquires and the respective responses to other possible Respondents.
The contract will be awarded to the consultant offering the most advantageous proposal, considering responsiveness to requirements, other comparative evaluation criteria outlined in this RFP, and price. Proposals that are incomplete, not properly endorsed or signed, or otherwise contrary to instructions may be rejected by Seneca and deemed non-responsive.

The Seneca Nation will award the contract on recommendation from the Community Planning and Development Department. The Seneca Nation reserves the right to reject any proposals in whole or in part and waive irregularities and informalities, at its sole discretion and to the extent permitted by law, if and when it is deemed to be in the best interest of the Seneca Nation.

All documents, pictures, and data, including GIS data, created through this project shall become the property of the Seneca Nation at no additional cost.

**Project budget = $80,000 proposals over this amount will not be considered.**

### III. Overview

The successful candidate will utilize the current CEDS document as the foundation to develop and tailor future plans for COVID 19 pandemic recovery, resiliency, and the workforce of the Seneca Nation. This plan will create a guide that will provide the Seneca Nation with feasible and practical short-term/long-term economic recovery and resiliency solutions. The plan should include analysis of the following economic resilience pillars: Research and Knowledge-Building • Planning • Governance • Financing • Infrastructure • Procurement Strategies • Business Continuity and Risk Management • Workforce Support • Economic Diversification • Counseling and Technical Assistance • Communications Systems. The plan must include necessary technical assistance to the Seneca Nation government, business, and other stakeholder organizations.

The specifics of an Economic Recovery and Resilience Plan shall emphasize and recommend implementation strategies in the following domains:

- **a. Fiscal:** budgeting, funding, saving, and implementation of policies and procedures that allocate revenues, build emergency funds, diversify risk, and otherwise protect the operating cashflows of government business.
- **b. Enterprise:** revisit the policies and by-laws that govern Nation-owned enterprises, ranging from retained earnings policies, employment, and unemployment practices to enterprise growth strategies and operations planning.
- **c. Private:** the policies and institutions that help the distinctive private sector develop, capitalize, and maintain build businesses.

The following must also be included:

**Review of Current SNI Enterprises**

Analyze the current SNI businesses and enterprises to look for areas of opportunity within the current infrastructure.
Workforce Review
The plan is expected to provide a thorough analysis of the labor market, including supply and demand. The analysis should include identifying how the existing workforce could currently support new industries or enterprises. Training for new opportunities and create/promote a program where specialty professions are a priority.

Small Business and Local Economy Review
Review of the Seneca Nation small businesses (entrepreneurs) economy and discuss how new partnerships can be developed so that each can prosper through challenging times.

Incentive Analysis
The Seneca Nation is a sovereign entity within New York State. As a result, the Nation has certain inherent advantages that could be of benefit to attract potential businesses and industries. The analysis should review the currently published advantages as well as identifying other potential incentives.

Grants and Cooperative Agreements
Review grant and cooperative agreement funding/income that supports Seneca government programs and employment.

Food Supply
Where to access local foods, gardening/agriculture opportunities, Seneca Farms.

Housing
Assess current housing conditions and provide a method, whereas residents can improve their housing stock through different kinds of mechanisms, i.e., matching funds. Investigate other types of affordable housing that is unconventional. Provide recommendations for locations and existing rehabilitation.

Education
Provide sources of availability to approve attainment levels, which can include adult, alternative, trade schools, and on-line education. Identify areas of study that would be most beneficial to the future development of the Nation. As best as possible, provide statistics on the status of education on the territory, graduation rates, college admission, and specialty of study.

Economic/Community Land use Plan. Create a web-based land use plan to address development on Seneca Nation territories, including the City of Salamanca. The land-use plan with a web portal will connect businesses to Seneca Nation resources include other planning agencies and other business assistance agencies. Connecting all potential resources will provide a “one-stop-shop” for people interested in going into business. Additionally, linking to local colleges and universities will increase the economic potential for the region.