

**Request for Proposals
Construction Manager at Risk**

**Bay Mills Health Center Expansion
&
Bay Mills Long-Term Care Facility**



October 21, 2026

1. INTRODUCTION:

The Bay Mills Indian Community (BMIC) is a federally recognized tribe situated in Michigan's Upper Peninsula along the southeastern shore of Lake Superior. Known as Gnoozhekaaning, or "The Place of the Pike," BMIC encompasses roughly 4,070 acres of land across two primary reservation areas, most of which are held in trust. The Tribe's service area services members on the reservation and living adjacent within Chippewa County.

2. PURPOSE

The **Bay Mills Indian Community** (the Client) requests a statement of qualifications and proposals for Construction Manager at Risk services to construct an expansion to the current health center and new Long-Term care facility. The project will be constructed on the Bay Mills Indian Community Reservation located in the Upper Peninsula of Michigan. The Bay Mills Indian Community is located twenty-five miles west of Sault Ste. Marie in Brimley, Michigan, within the boundaries of Chippewa County.

The Tribe's intent is to have a Construction Manager selected, and a Professional Services Agreement signed in November, 2026 with firm commencing preconstruction services immediately in December 2026. The selected Construction Manager and the Tribe will then work together to establish a master schedule for the project. Upon completion of the project design, bid documents will be finalized and GMP (Guaranteed Maximum Price) established through a competitive bidding process. Services required from sub-contractors will be procured through a public advertisement and competitive bid selection process managed by the CM. The Tribe reserves the right to approve any and all sub-contractors. It is the goal of the Tribe to have construction started in late spring of 2027.

The successful bidder (Construction Manager) will provide professional project management services aligned to industry standards with respect to design, project scope, schedule and budget management, cost estimating, stakeholder management, communication, risk management and mitigation, and quality management. The Construction Manager will provide day-to-day construction oversight and will be responsible for monitoring progress on all aspects of the project in every phase to ensure that the project is completed at the lowest possible cost and highest degree of functionality and quality. The Construction Manager will also assist the Tribe in coordinating and managing a program for the direct purchase of materials by the Tribe to take advantage of the Tribe's tax-exempt status.

Proposers must be able to show that they can perform the services requested. Such evidence includes, but is not limited to, the respondent's demonstrated competency and experience in delivering services of a similar scope and type and local availability of the proposer's personnel. It is anticipated that this RFP will result in a single contract being awarded to a firm or individual insured and authorized to conduct business in the State of Michigan, with proven experience and demonstrated ability to meet the specific requirements set forth in this RFP. All work must be performed to the satisfaction of the Tribe and in compliance with the specifications, Scope of Services and conditions set forth in this RFP and the contract entered into by and between the parties. The successful submitter (Construction Manager) will be expected and required to adhere to every term of this RFP and the contract between the parties and perform the required functions with expertise, knowledge and competence with minimal monitoring by the Tribe.

This RFP does not commit the Tribe to accept any proposal submitted. The Tribe reserves without limitation the right to reject any or all proposals; the right to accept or reject any or all items in any proposal; and the right to accept or reject any or all incomplete, nonconforming, nonresponsive, unbalanced, obscure, or conditional proposals, or proposals which contain additions not called for, erasures, alterations, or irregularities of any kind, or which do not comply with the instructions to submitters set forth throughout this RFP. The lowest bidder may not be the successful bidder. The Tribe reserves the right to select the submitter whose proposal and qualifications are most advantageous to the Tribe. The Tribe reserves the right to

negotiate with any and all submitters any and all parts of the proposals received, including, but not limited to, cost, scope of services, and other relevant details and to accept the proposal most advantageous to, and in the best interest of, the Tribe. The Tribe is not responsible for any costs incurred by the respondents in the preparation of responses to this RFP. The terms “proposer,” “vendor,” “bidder,” “submitter” and “respondent” are used interchangeably throughout this RFP and are intended to refer to a person or entity submitting, or intending to submit, a proposal in response to this RFP. The term “RFP” includes any and all addenda and amendments thereto. Unless proscribed by the context, any reference in this RFP to the Bay Mills Indian Community (hereinafter referred to as “BMIC”) shall include the Bay Mills Indian Community, i.e., the “Tribe”, and any reference to the Tribe shall include the Bay Mills Health Center, i.e. “BMHC.”

- a. The Client will receive sealed proposals until **4:00 PM EST. on Monday, November 16th, 2026** for the Construction Management Services described in this Request for Proposals dated September 26th, at which time and place the acceptance of proposals will be closed, all proposals then received will be opened, and the identity of the proposers recorded. The Client will not consider proposals received after closing. The content of the proposals submitted will remain confidential in nature until an award has been made to the selection firm. Interviews with selected firms will be scheduled and held November 23rd – 25th, in person interviews will be preferred however due to travel and logistics if requested virtual options for team members unable to travel will be made available.
- b. Background
 - i. The Bay Mills Indian Community has a growing demand for increased access to primary care services and community demand for creation of a long-term care facility. The BMIC Health Center was constructed in 2018 and has been operational for approximately 8 years. The building was originally designed and constructed with consideration and provisions for this future expansion. The Long-Term Care Facility will be a free-standing structure located on the BMHC property directly to the north of the planned facility expansion. A connecting link will be developed that will allow for patient transfers from LTC to BMHC.
 - ii. Health Center Expansion:
 1. The Clients’ goal is for the facility expansion to seamlessly extend the facility and care offerings. Project is as defined in the attached reference documents. Project is approximately 14,000sf. Slab on grade construction, with steel super structure, light gauge by passing exterior walls, engineered bar joist and decking. Exterior finishes will be designed to match existing health center and will be a mix of masonry, engineered siding, prefinished cementitious panels, prefinished metal trim, and aluminum window and door openings.
 - a. Note: Existing facility design anticipated expansion to the north occurring. The building water system, sewer, and electrical will be extended from existing facility.
 - b. Note: Construction documents relating to the 2018 project will be made available to responding firms upon request.
 - c. Note: It is the expectation of the Tribe that the existing health center will remain open during the duration of construction activities. It is the responsibility of the CM to assure proper safety, ICRA, and infectious control measures are put into place.
 - iii. Long-Term Care Facility

1. The client has applied for and been award a mass timber innovations grant through the US Department of Forestry, as such the project will incorporate the use of mass timber(CLT, GLT, Glu-lam, Timber)
 - a. See Attachment A herein.
 - iv. Location: Expansion is planned to impact the north end of the existing health campus, the Long-Term care facility is to be located to the north of the health center and will be approximately 150 feet from existing facility.
 1. See Attachment B herein.
 - c. The Proposed Project Schedule
 - i. The Client's intent is to have a CM selected, and Professional Services Agreement signed by the end of November 2026. The selected CM and The Client will then work together to establish a master schedule for the project. It is the goal of The Client to have the project started in Quarter 2 of 2027.
3. SCOPE OF SERVICES:
 - a. The health care expansion will include concrete, masonry, structural steel, rough and finish carpentry, mechanical and electrical systems, utilities, sitework and landscaping. Health center expansion will utilize similar interior finish and exterior envelope materials and finishes, project intent is to complete addition with resulting final building appearing as cohesive singular design. The Long-Term care facility will include concrete, masonry, glu laminated timber, cross laminated timber, traditional wood framing, engineered roof trusses, mechanical and electrical systems, utilities, site work, and landscaping. The selected firm will act as the single provider of Construction Management at Risk services for both projects.
 - b. CMaR will assist in finalizing preliminary budgets for each project. Both projects are expected to and will be anticipated to commence and complete construction on or near similar dates, however due to funding sources each project will be required to track and submit pay applications and maintain separate documentation for all preconstruction and construction phase services. A pre-construction phase will occur during Fall 2026, with the active construction phase scheduled to commence in Q2 2027 / Q3 2027.
 - c. Contract terms will be based on AIA Document A133-2019, agreement between Owner and Construction Manager, with supplemental conditions.
 - d. The CM will be responsible for providing a monthly progress update to The Client.
4. PROPOSED BASIS OF COMPENSATION:
 - a. Preconstruction services for the duration of design production by The Clients A/E firm. For this proposal's purpose, we propose November 2026 – February 2027 for this phase working with the Architect and client during design.
 - i. What is the fee for preconstruction services, including but not limited to cost estimating and coordination assistance, during the design process?
 1. The following is a rough estimate of design production time to be confirmed with The Clients A/E firm:
 - a. Schematic Design Phase – Completed Refer to Attachments for project scoping documents.
 - b. Design Development Phase-TBD
 - c. Construction Documents Phase-TBD
 - b. Basic Construction Management Fee
 - i. What is the fee for basic construction management services?
 - ii. What services does this fee include?
 - c. Site Supervision

- i. What is the cost for site supervision and management services?
 - ii. Provide a breakdown of cost for a 18-month construction schedule.
 - 1. If you propose a different schedule, include it as an appendix item. The baseline bid should show 18 months in your main proposal, no exceptions.
- d. General Conditions
 - i. The following costs are considered general conditions, provide line-item costs:
 - 1. Field office trailer, trailer sanitation, mileage, vehicles, telephone, postage, facsimile, courier, office supplies, temp fencing, temp heat, temp water, snow removal, construction sign, dumpsters, general hauling, progress cleaning, weekly progress photos, and required equipment rentals. Estimate the amount for this project in detail, assuming a 18-month construction schedule.
 - e. Cost for Document Cloud services, (Procore, Submittal Exchange, Plan Grid or other to be approved), this online Construction Administration web software will be used during the Construction process.
- 5. SUBMITTAL REQUIREMENTS:
 The Client requests the following material for use in selecting a Construction Manager.
 - a. Format:
 - i. Submittals should not exceed 50 printed pages, excluding the front and back covers and section dividers, and be within a soft bound document using 8.5" x 11" portrait format paper. Proposers shall provide one (1) original and (4) copies of their proposal, with all attachments and original signatures. All proposals shall be sealed in an opaque envelope or package and addressed as follows:

Lucy DeWildt, Health and Human Services Director
Bay Mills Health Center
12455 W. Lakeshore Dr.
Brimley, MI 49715

Ldewildt@baymills.org
Office: 906-248-8327
 - ii. In addition, the name and address of the proposer and the RFP title (that appears on the cover of this RFP) shall be on the outside of the envelope or package.
 - b. IMPORTANT NOTICE: The Client takes the proposal process seriously, and it is intent to solicit proposals that are accurate and that each proposer intends to honor. Proposers are expected to submit proposals that are accurate, complete, and contain all terms and conditions that they feel are necessary. If after submitting a proposal, the proposer finds changes are necessary, the proposer may change or withdraw their proposal at any time up to the time of the proposal opening. However, after the opening, a proposal MAY NOT be withdrawn, changed or altered in any way. If accepted, a proposal is considered non-cancellable and the proposer will be expected to honor a binding contract. If for any reason the proposer does not perform, The Client can be expected to take whatever action it believes appropriate, including, but not limited to, the disqualification of that proposer from future public contracts.

- c. All proposals must be received by the addressee no later than the date and time specified herein. The Client WILL NOT be responsible for proposals delivered by a proposer, the U.S. Postal Service or any other means to any location other than the address listed within this RFP. Proposals may be also submitted electronically in addition to the hard copy, but the original signed copies are considered the binding submission. Facsimile transmissions of the proposal will not be accepted.
- d. The Proposal shall be signed in ink, as follows:
 - i. In the case of an individual proposer, by such individual proposed.
 - ii. In the case of a partnership or limited liability partnership, the name of the partnership or limited liability partnership must appear on such proposal, and it shall be signed in the name of such partnership or limited liability partnership by at least one partner. In addition to such signature, the names of all partners shall be stated in the proposal.
 - iii. In the case of a corporation, the corporate name must appear on such proposal and it shall be signed by the president or other authorized officer, and there shall be set forth under the signature of such officer the name of the office he or she holds or the capacity in which he or she acts for such corporation.
- e. Project Experience:
 - i. Each firm shall supply project name, size, cost, and schedule from a minimum of four comparable projects completed within the past 7 years. Reference information **MUST** also be included with each project.
 - 1. In particular:
 - a. Health Centers, Clinics, Hospitals
 - b. Long-Term Care / Skilled Nursing Facilities
 - c. Expansion / Renovation Projects
 - d. Working with Native American tribes
 - e. Construction Utilizing Mass Timber (CLT, GLT,DWT)
- f. Ability of Key Personnel:
 - i. Qualifications of principal in charge, project manager, and on-site superintendent.
 - ii. Indicate location of corporate headquarters and identify regional office or primary office out of which key personal will be working in support of the project.
- g. Current and Projected Workload:
 - i. Indicate the availability of key personnel, workforce, and consultants as it relates to project commitments and schedule.
 - ii. Does your firm possess the capacity to start immediately upon approval from The Client?
- h. Describe your cost estimating process.
- i. Describe your scheduling process.
- j. Describe your process for coordinating multiple construction activities for two unique but co-located construction projects.
- k. Sub-Contractors:
 - i. Services required from sub-contractors will be procured through a public advertisement and competitive bid selection process. The Client reserves the right to approve any and all sub-contractors.
 - ii. Experience or understanding of subcontracting and bidding conditions USDA Funding, BABBA, Tribal

- I. Bond and Insurance:
 - i. Proof of ability to provide a bond in an amount at least equal to the amount of the estimated cost of the project as well as meet necessary insurance requirements of The Client.
 - ii. Show ability to provide Comprehensive general liability of \$1.5 million
 - iii. Show ability to provide Auto liability of \$1.5 million
 - iv. Show ability provide Worker's compensation of \$1.0 million
6. SELECTION CRITERIA:
 - a. A selection committee will evaluate submittals. Formal interviews will not be held unless the Selection Committee deems it appropriate to do so after evaluation of submittals is complete. The Construction Manager will be awarded with this project based on, but not limited to, the following criteria:
 - i. Demonstration of the qualifications contained herein.
 - ii. A favorable interview with the firm that includes at a minimum the principal in charge, project manager, and on-site superintendent.
 - iii. The willingness and ability to work in the best interest of The Client by providing value engineered cost saving solutions to the project will also be a favorable consideration for selection.
 - iv. Mass timber construction experience.
7. OTHER:
 - a. All submitting firms are responsible for costs incurred in submitting their responses. The Client will not provide reimbursement for any costs associated by any and all firms in connection with this process.
 - b. The Client may elect to request qualified firms to be available for formal in-person interview. Interviews will be scheduled for the Week of November 23-25 with option for virtual interviews be provided to firms selected and requesting the accommodation.
 - c. All submitting firms are responsible for contacting The Client to understand any tribal employment programs (TERO), business license process and fees and other Tribal regulations that may affect the Scope of Work for this project.
 - d. Preference in the award of contracts and subcontracts shall be given to Indian organizations and Indian owned economic enterprises.
 - e. The Client has selected DSGW Architecture for architectural and engineering services. Contact for more information and register on the plan holder list
Dawn Rowan
drowan@dsgw.com
Office: 218-727-2626
8. CONTACT PERSON:
 - a. All requests to coordinate a visit to the project site should be directed to:
Abby Kanuisto, Assistant Health and Human Services Director
akaunisto@baymills.org
Office : 906-248-8315