REQUEST FOR PROPOSAL (RFP)

Montana Meat Processing Feasibility Study—Conceptual Design

One Montana
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1. Summary and Background

One Montana is currently accepting proposals to conduct research related to conceptual design for a meat processing plant to be located in Montana. This work will be part of a larger feasibility study that One Montana is conducting. This study is examining the potential to significantly expand the meat processing capacity in Montana through the construction of a meat processing plant in the state. As part of this study, it is important to understand the challenges that might be faced in designing a meat processing plant in Montana.

The purpose of this RFP is to solicit proposals from various candidate organizations, conduct a fair and extensive evaluation based on criteria listed herein, and select the candidate who best represents the direction One Montana wishes to go.

One Montana is a non-partisan, nonprofit organization dedicated to moving Montana forward through rural-urban partnerships. We do this by the collaboration of likely and unlikely partners to build large-scale initiatives to solve our state’s challenges. It can serve as a national model for collaboration and community development. One Montana’s mission is to create a vibrant Montana by connecting rural and urban communities.

One Montana is based in Bozeman, Montana, but our various programs reach across the state.

Our projects are diverse and include:
- Rural Urban Exchanges between high schools and local business leaders and entrepreneurs
- Facilitation between groups struggling with divisive issues driven by disparities between rural and urban viewpoints
- Statewide Conferences on topics that impact rural-urban connections
- The One Montana Collaboration Center which will serve as a resource for community building by helping communities and organizations connect with one another

2. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals sent electronically will be accepted until 5p.m. Mountain Time November 11, 2013. Proposals sent through the mail must be postmarked no later than November 11, 2013. Any proposals received after this will be returned to the sender.
All proposals must be signed by an official agent or representative of the company submitting the proposal.

If the organization submitting the proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in the proposal must be all inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organizations being contracted.

All costs must be itemized to include an explanation of all fees and costs.

While One Montana is the organization conducting the feasibility study, funds for a portion of the work to be conducted will be administered to the winning candidate by the Prospera Business Network (based in Bozeman), on behalf of the Montana Department of Commerce Big Sky Economic Development Trust Fund. One Montana is also the recipient of a Local Technical Assistance award from the US Department of Commerce Economic Development Administration. Therefore, contract terms and conditions will be negotiated between the contractor, One Montana, and Prospera upon selection of the winning RFP.

Payment under any such contract will be split between the funding sources of One Montana and Prospera, and will require separate invoicing. The contractor will be responsible for a statement of complete billing and copies of invoices for each billing party for the billing period covered.

Furthermore, the consultant who is selected will have to satisfy the requirements of both the Big Sky Economic Development Trust Fund and the Economic Development Administration in order for any funds to be released.

This RFP does not form or constitute a contractual document. One Montana and/or Prospera shall not be liable for any loss, expense, damage or claim arising out of the advice given or not given or statements made or omitted to be made in connection with this RFP. Also, One Montana and or Prospera will not be responsible for any expenses which may be incurred in the preparation of this RFP.

A professional consulting contract will be required of the selected consultant and if the contract fails to be negotiated, One Montana and Prospera reserve the right to contract with another consultant.

Proposers may withdraw their proposal either personally or by written request at any time prior to the due date set for receiving proposals. No proposal may be withdrawn or modified after the due date and time, unless and until the award of the contract is delayed for a period exceeding ninety (90) days.
The proposer must honor its quote for a period of ninety (90) days after the RFP due date.

The contractor will need to satisfy all requirements for insurance coverage as required by Prospera and One Montana.

3. Project Purpose and Description

The purpose of this project is as follows:

The scope outlined in this RFP is part of a larger feasibility study around meat processing in Montana. The purpose of the feasibility study is to determine if it is possible to build a meat processing facility in Montana that will significantly increase the processing capacity in the state. Montana has long been known as a producer of quality beef, and to a lesser extent, a producer of lamb and bison. However, most of the meat processing plants in the state are small, and the majority of the livestock in the state that are raised for meat are shipped elsewhere for finishing, slaughter, and fabrication. Because Montana producers are essentially exporters of raw materials, and the animals they raise are largely processed and sold under large meatpacking labels, most Montana producers are unable to capture added value from their products.

Meanwhile, consumer demand for meat products raised and processed outside the Midwest-based, commodity-driven market is increasing. Demand for “local”, “organic”, “natural”, “grass-fed”, “humanely-processed”, (among others) products grows every year. In many cases, these products come from small producers who have found a way to market their animals outside of the larger meat processing industry, often through the creation of a “ranch-branded” product, the use of marketing strategies associated with the above terms, and by utilizing local meat processors. All of these strategies allow them to capture added value from their animals, value that allows them to recoup the higher production costs associated with small-scale production.

While Montana has seen the introduction of some-ranch branded meat products that have met with success, others have started and failed. The reasons most commonly identified are low processing capacity, which creates a bottleneck on supply while also forcing processing costs up due to a lack of economies of scale, and insufficiently developed marketing strategies for these niche products.

This feasibility study aims to thoroughly examine all the moving parts that comprise the puzzle of meat processing in Montana. The basic assumption is that if a larger meat processing plant were constructed in the state, such a plant would be a net gain for producers. It would allow them to process their animals locally, and provide them with the option of developing their own ranch-branded product or with selling their
livestock to a branded meat program operated by the owners of the processing plant, thus removing the startup risks of building their own brand.

For those who have already established a branded product, it would allow them to greatly expand their business. The scope of work dealt within this RFP is designed to answer questions related to producing conceptual designs for a meat processing plant in Montana. The overall goal of the feasibility study is to determine whether or not it is possible to build a meat processing plant in Montana that can process between 250-500 head of livestock a day, and do so in a manner that makes it possible to capture added value from the animal. This will need to be taken into account when producing conceptual designs of a processing plant.

Project Description:

One Montana is seeking a firm to provide conceptual design of a meat processing plant as a component of a larger feasibility study. While the conceptual design is an important component of the study, there are other topics that will be covered. These include:

- Marketing research and analysis
- Wastewater, byproduct disposal, site requirements
- Economic analysis
- Analysis of regulatory processes
- Labor related issues
- Research of producer and processor practices

The final report delivered to One Montana will need to provide a thoroughly researched estimate of the cost to build a meat processing plant in the state that meets the requirements laid out in the scope of work.

4. Project Scope

The scope of this project is comprised of the following:

1. Conduct charrette process with appropriate experts on facility design to identify program, infrastructure needs, and site requirements.
2. Determine most cost efficient design for best workflow and throughput.
3. Research meat processing technologies that provide optimal food safety, maximize profit, maintain workplace safety, and allow for complete pasture to plate traceability.
4. Examine the potential for multispecies processing.
5. Visit at least one meat processing plant in the U.S. to understand workflow and plant design.
6. Conduct interviews with experts to provide information on meat processing industries in New Zealand and Uruguay. Conduct an analysis of how Montana can benefit from similar methodologies.

7. Identify methods of capturing value from byproducts—rendering, hides, offal, and pet food.

8. Conduct research into potential plant locations for a meat processing plant in MT. Identify and analyze 3 potential sites.

9. Reconvene appropriate experts in a charette to produce conceptual designs for a meat processing facility.

10. Provide preliminary cost estimates for a facility to include: the 16 divisions of construction, as defined by the Construction Specifications Institute.

11. Research food safety requirements for Asian markets and how this might impact facility design.

12. Research technologies used to process meat for long shipping times such as Asian markets.

13. Determine the appropriate guidelines for producers selling to a Montana-branded meat processing venture.

14. Determine the practices a meat processing facility would set in place for processing meat. These might include traceability, humane slaughter, producer relations, etc.

15. Examine relevant state, federal, and product-related regulatory processes to determine what steps would need to be taken for a meat processing facility in Montana to be able to sell, in-state, out of state, and internationally.

One Montana elements to be included in report:

1. Document how the four meat processing plants that were visited were chosen and complete summary overviews for each visit regarding the facilities and information obtained.

2. Conduct some investigation into the possibility of upgrading a few current facilities in Montana to work in conjunction with larger, new facility.

One Montana will be responsible for providing research on the above two items. However, it will be necessary for the successful contractor to incorporate the information from those two items into their report.

5. Request for Proposal and Project Timeline

Request for Proposal Timeline:
All proposals sent electronically in response to this RFP are due no later than 5p.m. Mountain Time, November 11, 2013. All proposals sent through the mail must be postmarked no later than November 11, 2013.

Evaluation of proposals will be conducted from November 12, 2013, until November 15, 2013. If additional information or discussions are needed with any applicants during this window, the applicant(s) will be notified.

The selection decision for the winning applicant will be made no later than November 15, 2013.

Upon notification, the contract with the winning applicant will begin immediately. Contract negotiations will be completed by November 21, 2013.

Notification will be made to unsuccessful candidates by November 21, 2013.

**Project Timeline**

A mid-point progress report will be delivered to One Montana by February 14, 2014. This report will detail work done on the project and provide a preliminary finding.

Provide a Draft Final Report to One Montana, the oversight committee, and EDA that follows the Final Report guidelines.

A final report that fully addresses each of the points listed in Section 4 under Project Scope will be delivered to One Montana by April 30, 2014. The contractor will be required to provide 10 paper copies of the final report as well as 10 copies on CD or USB drives.

In addition, to meet the reporting requirements for Prospera Business Network, it will be necessary to submit quarterly progress reports to Prospera.

**6. Budget**

All proposals must include proposed costs to complete the tasks described in the project scope. Costs should be stated as one-time or non-recurring costs (NRC) or monthly recurring costs (MRC). Total costs for the project are not to exceed $29,000.00. Proposals that exceed this amount will not be considered.

All costs and fees must be clearly described in each proposal, with itemized costs shown. Bidders that do not satisfactorily explain costs will be asked to resubmit their proposals.
7. Applicant Qualifications

Applicants should provide the following items as part of their proposal for consideration:

- Description of experience designing meat processing plants
- Description of experience with charrette process
- Description of familiarity with Montana’s meat processing market
- Description of experience and familiarity with the meat processing industry
- At least one (no more than three) examples of similar design work conducted by your organization
- Anticipated resources you will assign to this project (total number, role, title, experience)
- Your organizations anticipated timeline for completion of the project
- Your project management methodology

8. Proposal Evaluation Criteria

One Montana will evaluate all proposals based on the following criteria. To ensure consideration for this Request for Proposal, your proposal should complete and include all of the following criteria:

- Overall proposal suitability: proposed solution(s) must meet the scope and needs included herein and be presented in a clear and organized manner.
- Organizational Experience: Applicants will be evaluated on their experience as it pertains to the scope of this project
- Previous work: Applicants will be evaluated on examples of their work that demonstrate relevancy and applicability to the project
- Value and cost: Applicants will be evaluated on the cost of their solution(s) based on the work to be performed in accordance with the scope of this project
- Technical expertise and experience: Applicants must provide descriptions and documentation of staff expertise and experience

All applicants must submit a copy of the proposal electronically. Submissions should be sent to: info@onemontana.org. All submissions should be formatted as a .pdf file. All electronic submissions must be made no later than 5p.m. Mountain Time, November 11, 2013. If applicants choose to send additional, physical copies of the proposal, they should send 5 copies to the address below, postmarked no later than November 11, 2013:

One Montana
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