

## **RFP-CASE-454439 International Landing Zone Q&A**

- 1) The RFQ references LEDOs as the applicant entity. Can a local economic development organization (LEDO) proposal include a designated private sector commercial partner — a firm that provides active pipeline of international companies, grant navigation, and commercial deal structuring — as part of the service delivery model? If so, what documentation or commitment is expected from that commercial partner in the proposal?

*Respondents may include partner(s) within their proposal.*

*Documentation/commitments should align with/support requirements as set forth in the RFP as well as solution(s) respondent(s) propose.*

- 2) Does ODAI intend to establish a recognized referral or certification pathway for private-sector firms that source and qualify international defense and aerospace companies for International Landing Zone (ILZ) placement?

*No.*

If not currently planned, is this a permissible structure a LEDO could propose in their application?

*Respondent(s) are encouraged to propose a solution that best addresses the needs and requirements as set forth in the RFP.*

- 3) Can International Landing Zone (ILZ) tenant companies access Michigan state business attraction incentives — such as MEDC business development programs, Make it in Michigan grants, or Centrepolis accelerator programs — while in residence?

*Generally, engagement with an ILZ should not necessarily preclude access to other programs. Eligibility for other programs/incentives would need to be approached on a case-by-case basis.*

Or does the International Landing Zone (ILZ) structure create any restrictions on parallel state program eligibility?

*Generally, engagement with an ILZ should not necessarily preclude access to other programs.*

*Eligibility for other programs/incentives would need to be approached on a case-by-case basis.*

- 4) The target companies are international defense and aerospace firms exploring U.S. market entry. Many will not have a U.S. legal entity formed at the time of initial ILZ interest. Does the RFQ permit ILZ tenants to begin the residency process prior to U.S. entity formation, with formation as a milestone within the residency period?

*Yes.*

- 5) Given that International Landing Zone success depends on attracting qualified international companies, does ODAI have a preferred or anticipated model for how LEDOs will source and vet international tenants — e.g., through government-to-government channels (international trade offices/agencies), private commercial partners, or LEDO-direct relationships?

*No. Respondent(s) are encouraged to outline in their proposals how they intend to successfully vet and qualify tenants.*

- 6) Is MEDC envisioning one centralized International Landing Zone or multiple regional hubs across Michigan?

*Regional sites.*

- 7) Are there target international markets or countries MEDC is prioritizing for attraction efforts?

*Recent and/or forthcoming markets to be engaged include the European markets, however attraction efforts are not limited to these markets and respondent is encouraged to target relevant international aerospace and/or defense markets based on respondent's current and/or prior experience with business attraction in these markets.*

- 8) Is the expectation that awarded organizations already have active international pipelines, or can partnerships under development satisfy this requirement?

*Respondents are expected to (via their proposal) demonstrate:*

*-Experience with engaging with and assisting business within the defense and/or aerospace sectors*

*-Experience with economic development activities*

*-Experience with international business attraction and current international business attraction operations and/or initiatives.*

9) How does MEDC define a “high-impact” international company for purposes of this initiative?

*Generally, a company that has confirmed plans to make significant investment and/or create a significant number of jobs within the U.S., and/or confirmed plans to, once established in the U.S., significantly grow/expand within the U.S. via job creation/investment at the site at which they choose to establish operations.*

10) Can private sponsorships, municipal support, or philanthropic funding count toward match requirements?

*Yes.*

11) Is there a preferred percentage or ratio of leveraged match funding MEDC hopes to see?

*No.*

12) Are in-kind contributions such as office space, programming, mentorship, or professional services viewed favorably as part of leverage? Can the monetary value be included as part of match funding?

*In-kind contributions are not viewed as cash match. Respondent(s) may choose to outline monetary value of in-kind contributions within the in-kind support section of their proposal; however, this value will not be viewed as cash match.*

13) For the purpose of this RFP, can “matching funds” include:

- a. Staff time
- b. Travel costs
- c. Trade shows
- d. In-kind support
- e. Lead Generation Consulting

f. Reduced rent

*No. Cash match should be direct cash/funding commitment and contribution by other party(ies) to support respondent's proposal and landing zone site, if awarded.*

14) If the LEDO was to match funding for a lead consultant and other various business attraction expenses, would that be an allowable match under your definition?

*All matches, whether in-kind or cash, will only be considered if it can be tied to direct support of and allocation to the proposed landing zone site.*

*Match funding/cash match is direct cash/funding commitment and contribution by other party(ies) to support respondent's proposal and landing zone site, if awarded.*

15) Would existing SmartZone or Local Development Finance Authority (LDFA)-funded programming be considered supplemental support, or could it create concerns around duplication of funding?

*Respondents are strongly encouraged to understand (and if needed clarify with salient program POC(s)) the rules/requirements/regulations/Scope of Work associated with existing funding/programming as to ascertain whether or not said programming may support the ILZ. On the topic of match funding, programming/program funds currently supported by MEDC may not be counted as match funding.*

16) Please elaborate on what differentiates a strong response in the "Overall Statement of Work" category.

*Respondent(s) are encouraged to provide a detailed and comprehensive narrative surrounding respondent's overall approach to meeting the needs and requirements of the RFP, if awarded.*

17) Within the "Deliverables, Metrics and Definition of Success" category, what outcomes are considered most meaningful beyond jobs created?

*Post-landing zone-residency, evidence of sustained/ongoing relationship and business development engagement with and/or commitments made by landing zone clients towards the objective of solidifying and/or growing a permanent operation in Michigan.*

18)How heavily weighted will demonstrated defense/aerospace relationships be versus economic development experience?

*Prior experience with economic development is weighted at 20 points, Prior Experience with and understanding of Defense and/or Aerospace Sectors is weighted at 10 points.*

19)Is there preference toward applicants with existing incubator or accelerator infrastructure already in operation?

*Not necessarily.*

20)Would MEDC favor proposals that include statewide collaboration among multiple ecosystem partners?

*Respondent(s) are encouraged to propose a solution that best addresses the needs and requirements of the RFP. For any region that respondents propose for a site, respondent(s) should demonstrate deep knowledge of the region(s) in which their respective site is located, as well as expertise/prior experience in serving the proposed region(s).*

21)Is there a target number of international tenants anticipated during the grant period?

*Respondent(s) are encouraged to propose a target proportional to their proposed overall level of effort, Landing Zone site accommodations, and requested funding.*

22)Beyond office space, are there specific wraparound services MEDC expects all sites to provide?

*Not specifically. Respondent(s) are encouraged to propose wraparound services that align with meeting the needs and requirements of the RFP.*

23) Does MEDC envision the International Landing Zone (ILZ) serving only early-stage companies, or also mature international firms exploring U.S. expansion?

*While a landing zone site may serve companies at various growth stages, ideal company targets are well-established, mature international companies that have both interest in U.S. expansion, and ability to expand into the U.S. via impactful investment and/or jobs created.*

24) Are there expectations around soft-landing support such as immigration guidance, site selection assistance, SBIR/STTR navigation, defense contracting support, or university partnerships?

*Not specifically. Respondent(s) are encouraged to propose wraparound services that align with meeting the needs and requirements of the RFP.*

25) Will MEDC provide standardized quarterly reporting templates?

*If awarded, the MEDC contract manager will work with awardee(s) to determine/set the quarterly reporting template.*

26) How will MEDC define and validate “tenant expansion outcomes”?

*If awarded, awardees will be required to, as a part of their reporting, provide a narrative regarding outcomes of any/all tenant engagements, which could include however is not limited to tenant(s) planned and/or committed activity post-landing zone engagement (follow-on interest/investment/growth within Michigan, etc.)*

27) Are there specific KPIs tied to defense contracting, investment attraction, or commercialization activity that applicants should include?

*Beyond what is listed in the RFP, respondent(s) are encouraged to propose KPIs associated with the proposed landing zone site and tied to attraction of internationally based aerospace and defense companies.*

28) Would MEDC consider a consortium model where multiple organizations jointly deliver programming and services?

*Regional site(s) with regional expertise and assets would be preferred.*

29) Will oral presentations/interviews be required for finalists?

*This may/may not be required, depending on contents of proposal(s) and need for discussion and/or clarification.*

30) Is there an anticipated award range or maximum funding amount per recipient?

*No.*

31) Can organizations submit proposals for more than one regional site?

*Yes, however respondents are strongly encouraged to propose a site(s) within the region where the respondent can demonstrate deep knowledge of the region(s) in which their respective site is located, as well as expertise/prior experience in serving the proposed region(s).*

32) Are letters of support from defense industry partners viewed as highly beneficial?

*Letters such as these may be provided, given they are specifically and directly tied to supporting the respondent's qualifications and capabilities per this RFP.*

*If a respondent lists one or more partners as being a part of the respondent's proposed solution and/or supportive of the respondent's proposed solution, respondents are strongly encouraged to provide letter(s) of support from said partner(s) detailing level of commitment to and/or support of respondent's proposal.*

*Note however that per the RFP, letters of support related to cash match and in-kind support are specifically requested.*

33) Is MEDC expecting the selected organization to directly recruit international companies, or primarily provide infrastructure once companies are identified?

*It is expected that respondent(s) will, via their proposal, be able to clearly articulate how they will approach their respective tenant recruitment pipeline, whether this is managed directly by the host site, operated in partnership with other salient regional ecosystem partners that actively attract international companies to Michigan, or otherwise.*

34) Does the awardee need to own the building that the landing zone will be located in? Or can it be a sub-contractor?

*If awarded, awardees do not require to own the site building, however it will be expected that the site will be able to fully function as an international landing zone site.*

35) What, if any, pre-requirements are there to establishing a mailing address for an international company outside of the existing process?

*Respondents will be expected to be able to provide a mailing address for tenant use. Respondents are expected to understand requirements and process of address provision.*

36) Are there any issues with a supporting partner/subcontractor being involved in multiple RFPs?

*All supporting partners/subcontractors should be disclosed and any involvement in other MEDC RFPs.*

37) Can several regional LEDOs partner to submit a joint proposal?

*Yes, however respondents are strongly encouraged to propose a site(s) within the region where the respondent(s) can demonstrate deep knowledge of the region(s) in which their respective site is located, as well as expertise/prior experience in serving the proposed region(s).*

38) Will there be future RFPs for LOE 2 and 3? Can this RFP include a vision for a cohesive International Landing Zone (ILZ) strategy involving all 3 LOEs?

*There is no guarantee of future RFPs. Respondents are strongly encouraged to maintain responsiveness specifically to the needs and requirements of this current RFP.*

39) How do existing MEDC-supported defense functions (e.g. APEX) fit into these RFPs and ecosystem support?

*This RFP is focused specifically on international business attraction. To the extent that existing ecosystem partners also maintain a current and core focus on international business attraction, respondent(s) are encouraged to outline any partnerships and/or wraparound services that respondent views as aligned and supportive of the proposed host site.*

40) What happens to active services/benefits that extend beyond the one-year MEDC contract? Example: A company locates in a landing zone on May 2027 (contract month 9 of 12) and starts a 6-month office lease. Would office rent support end with the MEDC contract?

*Not necessarily, however ability to accommodate a scenario such as this would be dependent on if/how much funding remains on the given landing zone grant award that could support said tenant company, and if a grant period of performance extension would be agreeable between the grantee and MEDC Contract Manager.*