

RFP-CASE-454439 International Landing Zone Q&A (UPDATED)

- 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.

41) Please define a LEDO?

Local Economic Development Organizations (LEDOs) for the purposes of this RFP shall be defined as any Michigan-based non-profit entity or Michigan-based governmental entity that is currently engaged in and has prior experience with economic development activities, to include (but not limited to) cities, townships, counties, communities, chambers of commerce or other regional economic development entities.

42) Can a non-profit or regional organization submit a proposal?

Yes, so long as it meets the definition of a LEDO as noted in the prior question.

43) What is the total award ceiling available for the proposal submission?

An award ceiling has not been pre-determined; respondent(s) are encouraged to propose a budget which is commensurate to their overall proposal and technical work plans.

44) Is there a threshold on pre-development and administrative costs?

A threshold has not been pre-determined.

45) Can we propose lab/fabrication space instead of office space?

Office space is required. If lab/fabrication space is able to be provided in addition to office space, respondent(s) are welcome to propose this as well.

46) Period of performance Aug 26-27 – what about year 2 and 3?

While option year(s)/period of performance extension may be possible, there is no guarantee that this will occur. Respondents are encouraged to provide a proposal that spans the base 2026-2027 year.

47) Perimeters of in-kind match and match ratio?

A ratio has not been pre-determined. Respondent(s) are encouraged to propose both in-kind and cash match amounts that best support respondent(s) proposed scope of work and ability to deliver based on the needs and requirements as set forth in the RFP.

48) Can you break down or provide an example of in-kind services?

In-kind services would be those that augment/support the landing zone program however are not direct cash provided to support said program and/or services provided by the landing zone program.

49) Are there specific priorities that ODAI would like to see (technical assistance, access to capital, etc)?

Respondent(s) are encouraged to detail within their proposal the various tools and resources that they feel best address the priorities, needs, and requirements as set forth in the RFP.

50) What are the ratios for both matching and in-kind funds?

Ratios have not been pre-determined; respondent(s) are encouraged to propose both in-kind and cash match amounts that best support respondent(s) proposed scope of work and ability to deliver based on the needs and requirements as set forth in the RFP.

51) With regard to funding, can you include pre-development and administrative service fees?

Administrative costs required to operate the landing zone site may be included and should be outlined within the respondent(s) price proposal. It is unclear what “pre-development” fees are and/or would be.

52) Per RFP, how detailed should the research outline be? For example, bullets, for bullet with description?

Respondents are encouraged to provide a detailed, clear, and complete narrative that is responsive to all required sections within the RFP.

53) What happens to the ILZ after year one, does it renew, do you apply again, will there be continuity?

The MEDC, in its sole discretion, may extend the Term and allocate additional resources, subject to available funding.

54) Can the ILZ be a non-profit?

Yes.

55) Is there a certain business structure required for the ILZ?

Eligible respondents include Local Economic Development Organization (LEDO) which for the purposes of this RFP shall be defined as any Michigan-based non-profit entity or Michigan-based governmental entity that is currently engaged in and has prior experience with economic development activities, to include (but not limited to) cities, townships, counties, communities, chambers of commerce or other regional economic development entities.

56) What other criteria and requirements are necessary for the ILZ?

Please refer to the RFP for eligibility criteria and requirements.

57) Could MEDC clarify the anticipated total budget available for the International Landing Zone program, and where applicable the per-site or per-award range MEDC anticipates?

Total budget/award budgets have not been pre-determined; respondent(s) are encouraged to propose a budget which is commensurate to their overall proposal and technical work plans.

58) Does MEDC/ODAI have a preferred geographic distribution for International Landing Zone sites? E.g. a single statewide hub, regional concentration near established defense and aerospace clusters or installations, or geographically complementary sites under multiple awards.

Geographically complementary and distributed sites, which could fall under multiple awards.

59) Could MEDC provide more specific requirements for what constitutes a “tenant-ready” International Landing Zone site beyond mailing address, internet, and office space? In particular, are there minimum expectations regarding square footage per tenant, private versus shared configurations, secure meeting space, SCIF or other controlled-access facilities, or lab and prototyping space for tenants developing physical products?

There are no set minimum square footage expectations, and SCIF or other controlled-access facilities, lab, and/or prototyping space are not required for the purposes of this RFP. These may, however, be proposed as a component of Respondent(s) solution at the Respondent’s discretion. Standard office/workplace security measures (eg locking doors etc.) should be available at the landing zone site. Furthermore, Respondent’s, based on their general knowledge of and experience with international defense and aerospace companies, are encouraged to propose solution(s) regarding use configurations that would best address the needs and requirements of prospective tenants, as well as this RFP.

60) Does ODAI have target countries of origin, company profiles (e.g., primes, Tier 1/2 suppliers, dual-use technology startups), or technology priority areas it intends to prioritize for the International Landing Zone program? Relatedly, will MEDC or ODAI exercise approval authority over individual tenant admissions, or is admissions discretion delegated to the LEDO awardee subject to MEDC-approved criteria?

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 (and/or applicable technologies) based on respondent's current and/or prior experience with business attraction in these markets.

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.

Regarding tenant admissions, discretion will be delegated to the LEDO awardee(s) subject to MEDC-approved process & criteria that address the needs and requirements as set forth in the RFP. Respondent(s) should clearly detail within their proposal how they intend to operate these functions and what their proposed application process would be.

61) Hosting internationally-based defense and aerospace companies will, depending on the tenant, implicate trafficking, export control, and critical technology review considerations. Could MEDC clarify the LEDO's expected role with respect to (a) screening prospective tenants for export-controlled technology exposure and foreign person/U.S. person interactions on site, (b) coordinating with relevant federal agencies, and (c) any minimum compliance protocols MEDC expects LEDOs to maintain?

Respondent(s) are expected to within their proposal clearly demonstrate salient knowledge and understanding of these topics as well as experience with these topics as it relates specifically to international business attraction of defense and aerospace companies. While the MEDC may be able to act as a resource in some cases regarding these topics, Respondent(s) if awarded will be responsible for any screening, coordination, and/or compliance activities as necessary and/or required in operating the landing zone site.

62) What role does ODAI anticipate playing in tenant pipeline development (e.g. generating leads through international trade missions, MEDC's overseas

offices, or federal–state engagement) versus relying on the LEDO's own international business development capacity? Will ODAI participate in joint international marketing, vetting, and outreach in support of awarded LEDOs?

During normal MEDC/ODAI operations, if/as salient attraction leads are identified, MEDC/ODAI may make referrals to one or more international landing zone sites as a resource for international aerospace and defense companies that signal interest in establishing a U.S. presence. That said, Respondent(s) if awarded are ultimately responsible for success of the landing zone site, and as such, should within their proposal clearly outline how they intend to successfully develop site pipeline, market the site, vet prospective tenants, etc.

63) Criteria 4 and 5 of the Step II scoring rubric (Section III-D) reference "the Michigan Space Innovation Hub" and "the space sector," which appear inconsistent with the International Landing Zone program scope described elsewhere in the RFP. Could MEDC confirm whether this is a drafting error, and if so, issue revised scoring criteria reflecting the International Landing Zone program and the defense and aerospace sectors?

This was an error, please see correct scoring rubric as provided below:

		Weight
1.	Applicant Information	5
2.	Staffing/Team	5
3.	Ability to Leverage Match Funding	10
4.	Ability to Demonstrate Understanding of International Landing Zone Vision and Intent	10
5.	Prior Experience with Economic Development, International Business Attraction, and Program Administration	20
6.	Prior Experience with and understanding of Defense and/or Aerospace Sectors	10
6.	Overall Statement of Work	20
7.	Deliverables, Metrics and Definition of Success	20
	TOTAL	100

64) Does MEDC have internal benchmarks (e.g., target number of international companies onboarded per site per year) it would like bidders to meet or exceed?

No. Respondent(s) are encouraged to propose targets/benchmarks that are commensurate with their overall proposal/technical work plans and that also address the needs and requirements as set forth in the RFP.