



REQUEST FOR PROPOSAL
Project Management Services
Project Manager Resource

Issued August 10, 2021

Responses due via email

by 5:00pm ET on September 1, 2021

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I. Introduction

The Sleeping Bear Gateways Council (the “Council”) is requesting a combined, fixed-price proposal for the delivery of Project Management services. Specifically, we require a project manager resource to assist with the execution of a mission critical project. This includes all business requirements, gathering/scoping, task delivery oversight, meeting coordination and status reporting as required.

All forms required/documents needed for submitting a Request for Proposal (“RFP”) are available on the Council website at <https://www.sleepingbeargateways.org/swh>.

A proposer’s preparation and submittal of a proposal or subsequent participation in presentations or contract negotiations creates no obligation on the Council to award a contract or to pay any associated costs.

II. Description of SBGC

The Council is a 501(c)(3) non-profit corporation working to facilitate stakeholder collaboration to enhance sustainable gateway communities. The Council operates with no administrative staff and is led by an active and focused board consisting of experienced area residents.

Formed in 2018 as a successor to the Citizens Council of the Sleeping Bear Dunes Area, the Council initiates projects designed to evaluate current and future impacts of the significant growth of visitors to the area on businesses and on the environment. Key to this growth has been the increase in visitors to the Sleeping Bear Dunes National Lakeshore (the “Park”) that attracted record attendance exceeding 1.7 million visitors to the area in 2020, an increase of over 27% over the last ten years. At this level of visitation, it is estimated that the Park has an impact of \$250 million on the local economy, exclusive of the increases in seasonal visitors to the area for other purposes. The area most impacted by this growth are the villages and townships (the “Gateway Communities”) of southern Leelanau and northern Benzie Counties (the “Service Area”) in northwest Michigan in proximity to the Park. These Gateway Communities share many of the issues of communities outside other National Parks as we have learned from a consultant we retained in Phase I of the project to help us determine best practices and objectives from around the nation.

III. Our Work To Date

Based on discussions with local businesses, the increase in visitors to the area in the last decade has led to a consistent shortage of seasonal workers, in part due to the lack of sufficient seasonal housing. As a result, the Council initiated a project to better understand the scope of seasonal workforce housing needs (the “Project”) and opportunities to mitigate this challenge in gateway communities.

In early 2020, the Council commenced Phase I of the Project by contracting with Avenue ISR to survey the business community in the Service Area to develop a reasonable estimate of the number of seasonal beds/accommodations required across the gateway communities. Respondents representing 62 businesses in Benzie and Leelanau Counties participated.

Part of the study’s findings were that over 50% of all employers and 65% of larger employers, including the Park, have provided seasonal housing. Yet, almost half of both small and large employers stated that they could not fill

open positions due to the lack of seasonal housing. Surveyed employers estimate that about 27% of seasonal employees need to secure housing while they are doing seasonal work. This equates to 377 workers among just the 62 companies that participated in the survey.

Some larger employers have pursued a strategy of purchasing housing in smaller communities in the Service Area that can then be redeployed into seasonal housing dormitories. This solution compounds the lack of permanent workforce housing already in demand in the Service Area.

Of those employers providing housing, the average cost was estimated to be \$2,500 per employee. The study concluded that *“the lack of seasonal housing causes negative impacts on businesses and on the customer experience for visitors and other customers, including local residents.”* This is a particular problem for our two rural counties whose economies are largely dependent on tourism.

A copy of the study is included as Attachment E. The cost of Phase I was \$12,500 and was paid from Council membership funds.

Subsequent to the completion of the report, the Council developed a housing exchange (the “Exchange”) replicating an effort by the Park in Leelanau and Benzie Counties to solicit offers of accommodation from residents and other landowners in the Service Area. While the Park’s database was exclusively for its seasonal workforce, the Council’s Exchange will be available to all businesses in the gateway communities as well as the Park starting in 2021. The \$1,410 cost of developing the Exchange was also funded by the Council.

IV. Our Work Plan

Phase II of the Project consists of organizing a task force of stakeholders, as well as local work groups, from gateway communities to assess the feasibility of various solutions to seasonal workforce housing needs. The Council is seeking to engage a contractor acting as the project manager (the “Manager”) that would coordinate this phase of the Project for two years. The Manager would report directly to the Council’s Board of Directors or their designee. Specifically, the responsibilities would include the following:

- Organize and coordinate as an integral member a leadership team of area stakeholders from gateway communities and interested organizations (the “Teams”) to identify and assess potential solutions that would increase the availability of workforce housing.
- Interface with area employers to identify and quantify seasonal workforce needs (units), location and conditions for each gateway community including transportation needs.
- Promote, populate and manage the Council’s Exchange for both employers and interested property owners in the two-county area.
- Research and evaluate best practices for the provision of workforce housing, both locally and nationally.
- Interface and coordinate work with other interested organizations such as Housing North, the Leelanau Peninsula Economic Foundation and the local and regional Chambers of Commerce including the Benzie Area and Leelanau County Chambers of Commerce.
- Develop work plans with timelines for consideration and approval by the Council and Teams.
- Regularly document and report work plan and project progress to the Council’s Board of Directors.

Based upon our early discussions with stakeholders and review of best practices, we understand that the current options utilized by employers for seasonal housing include:

- purchase of existing offsite housing repurposed for seasonal workers
- use of existing structures on site, again repurposed as seasonal housing as done by the larger resorts and the Park.
- use of work campers who can provide a seasoned workforce with minimal housing costs.
- use of area homes of relatives, friends and the employers themselves.

In addition, other options that have been used in other resort communities and would be considered:

- public/private partnerships for construction and management of larger housing units in dormitory style

- repurposing of motel and hotel structures for seasonal housing as well as non-seasonal workers (federal grants may be available for this category)
- purchase of deed restrictions for all or a portion of second homes that would accommodate seasonal workers during specified periods.

From these options and others later identified, our Project will focus on the specific types of housing that would meet the requirements of area employers, together with the transportation and financing plans required. It is probable that a variety of solutions may be necessary to meet various employers' needs. Furthermore, it is also likely that the needs and solutions may vary from community to community. Depending on the timing and preconditions of each, such as land acquisition, they would likely be phased into short-term and long-term projects. While the needs will be determined locally with local input, the Project would seek to develop more economical, scaled solutions if determined both effective and feasible.

Where possible, transportation plans would use new or expanded public bus routes that could minimize or economize the need for private transportation by both seasonal workers as well as visitors to the area. The Bay Area Transportation Authority (BATA) has indicated an interest in pursuing these options. This portion of the Project would also reduce the need for additional parking and auto congestion at popular tourist destinations. Finally, our Project would seek to identify the benefits of formation of public financing authorities and other financing mechanisms that may ultimately reduce the cost of some housing options, currently financed on a business-by-business basis.

V. Minimum Qualifications

- Firms must provide a concise description of their qualifications and capabilities in delivering project management services in the non-profit sector.
- As of July 1, 2021, proposed resource has been in a project management-related role a minimum of three (3) years, is current on industry best-practices and has germane experience related to this engagement.

VI. Proposal Content

At a minimum, the proposal must include the following information to be considered for the engagement. For ease of review, each requirement should be addressed separately.

Cover Letter

A cover letter, which will be considered an integral part of the proposal package, in the form of a standard business letter, must be signed by an individual authorized to bind the proposer contractually. This cover letter must indicate the signer is so authorized and must indicate the signer's title or position. An unsigned proposal will be rejected. The cover letter must also include:

- a. A statement that the proposal meets all requirements of this RFP, and that the offer tendered by the proposal will remain in full force and effect until and may be accepted by SBGC at any time prior to 30 days beyond the deadline for submittal.
- b. A disclosure of any current business relationship or any current negotiations for prospective business with SBGC, or with any member of the Board, or any party currently rendering services to SBGC.

Statement of Minimum Qualifications

Proposers must complete and return the Minimum Qualifications Certification in the form contained in Appendix A.

Reference Checks

Reference checks will be conducted for each finalist.

Questionnaire

The questionnaire contained in Appendix B to this RFP must be completed and returned as part of the proposal

Fee Proposal

Proposers must submit a combined, fixed-cost proposal in the format prescribed in Appendix C. Any deviation from the prescribed format which in the opinion of SBGC is material may result in the rejection of the proposal. The proposed fee shall include all costs and expenses for providing the services as described in this RFP, and any agreed-upon additional services. Once finalists are selected, fees may be subject to a “best and final” offer process to be determined at the discretion of the Council.

The fee proposal must expressly state that the proposed fees are guaranteed for the term of any resulting contract.

Contract

This Request for Proposal is neither a contract nor meant to serve as a contract. It is anticipated that one or more of the proposals submitted in response to this Request for Proposal may be selected as the basis for negotiation of a contract with the proposer. Such a contract is presently contemplated to contain, at a minimum, the terms of the proposal submitted, as finally negotiated and approved by the System. SBGC reserves the right to negotiate additions, deletions, or modifications to the terms of proposals submitted. However, the terms contained in Appendix D, Addendum to Contract, must be agreed to and accepted by the candidate or organization selected to perform the work contemplated by this RFP.

Project Schedule

The submission must include a preliminary project schedule based on the number of calendar days required to perform the work following the award of the design-build contract.

VII. Submission of Proposals

All proposals must be received no later than the deadline stated in the Anticipated Timeline and Contact Information section. Submissions must be made via email to the identified contact person by the stated deadline. Only email submissions will be accepted.

The proposals become the property of SBGC upon submission. All costs for developing proposals and attending presentations and/or interviews are entirely the responsibility of the proposer and shall not be chargeable to SBGC.

Only one proposal from an individual, firm, partnership, corporation, or combination thereof, will be considered for this assignment.

VIII. Evaluation Process

Pre-Evaluation Review

All proposals will be reviewed to determine if they contain all the required submittals specified in this RFP. Those not submitting all required information in the prescribed format will be rejected.

Proposal Evaluation

All proposals received by the SBGC representative on or before the deadline listed above will be reviewed to determine whether they meet the minimum requirements of this RFP.

All proposals received by deadline and pass the pre-evaluation review will undergo an evaluation process conducted by SBGC staff. They will be reviewed to determine whether they meet the requirements of this RFP. SBGC will consider the following factors in the evaluation process, ranked in no specific order, and will render a decision based on the perceived best fit and best value for the engagement. Fees will be one of the determining factors in this decision but will not be the primary determinative. Proposals will be evaluated based on criteria including:

- Understanding of the services requested
- Timeline for recommended solution to be implemented
- Proposed methodology and work plan to be used in the process
- Proposed deliverables
- Relevant knowledge, experience and qualification of firm and team members including established record of success in similar work
- Commitment to diversity
- Willingness to negotiate contract terms
- Independence
- Cost
- Warranty of services
- References

Proposals that contain false or misleading statements or that provide references which do not support an attribute or condition claimed by the proposer will be rejected. Issuance of the Request for Proposal creates no obligation to award a contract or to pay any costs incurred in the preparation of a proposal. Nothing in this RFP or any resulting contract shall preclude SBGC from procuring services similar to those described herein from other sources.

During the evaluation process, proposers may be requested to provide additional information and/or clarify contents of their proposal. Other than information requested by SBGC, no proposer will be allowed to alter the proposal or add new information after the filing date.

IX. Anticipated Timeline and Contact Information

Schedule

RFP Issued

RFP Responses due 5:00 p.m. ET

Candidate Interviews

Dates

August 10, 2021

September 1, 2021

September 6-10, 2021

Selection	September 17, 2021
Contract Initiation	No later than October 1, 2021

Contact Information

Bill Witler	wrwitler@hotmail.com
Mike Rivard	mike@pinehavenadvisors.com

X. Submission Process

Deadline

To be considered for selection, proposals must be received via e-mail in Adobe Acrobat format at RFP@sleepingbeargateways.org no later than 5:00 p.m. ET, September 1, 2021. An email confirmation will be sent confirming receipt of the proposal.

Withdrawal

A proposal may be withdrawn any time prior to the deadline by written notification signed by the individual applicant or authorized agent of the firm and received at RFP@sleepingbeargateways.org no later than the deadline of 5:00 p.m. ET, September 1, 2021. An email confirmation will be sent confirming withdrawal of the proposal. The proposal may be resubmitted with any modifications no later than the deadline. Modifications offered in any other manner will not be considered.

Questions

To clarify any issues in this Request for Proposal, SBGC will respond only to questions that are presented in writing via e-mail to RFP@sleepingbeargateways.org. All questions should be submitted to SBGC by 5:00 p.m. ET, August 30, 2021.

XI. General Conditions

Rights Reserved

SBGC reserves the right to amend any segment of the RFP prior to the announcement of a selected vendor/contractor. In such an event, all respondents will be afforded the opportunity to revise their proposals to accommodate the RFP amendment.

SBGC reserves the right to remove any or all services from consideration for this contract. At its discretion, SBGC may issue a separate contract for any service or groups of services included in this RFP. SBGC may negotiate additional provisions to the contract awarded pursuant to this RFP.

SBGC may request additional information from any or all bidders to assist in the evaluation of proposals, and SBGC reserves the right to conduct background investigations of selected individuals or firms prior to awarding a contract under this RFP.

SBGC does not bear any obligation to complete the RFP process or to select any individual(s) or firm(s). SBGC also reserves the right without prejudice to reject any or all proposals submitted.

SBGC will NOT reimburse any expenses incurred in responding to this RFP.

Equal Opportunity

SBGC does not discriminate because of race, color, religion, creed, sex, sexual orientation, age, marital status, military status, certain unfavorable discharges from military service, political affiliation, citizenship, ancestry, national origin, physical or mental handicap or disability or any other characteristic protected by law. It is SBGC's intent to comply with all state, federal, and local equal employment and opportunity laws and public policies.

Terms and Conditions

Following a review of submitted materials, if requested, selected individuals or organizations must be prepared to make a presentation or otherwise participate in an in-person or virtual interview in Traverse City, MI with SBGC board and committee members at a date and location to be determined by SBGC. SBGC will not provide reimbursement for any costs incurred by the individuals or organizations associated with this presentation. Prior to the award of a contract pursuant to this RFP, selected individuals or firms must provide all requested documentation.

Appendix A: Statement of Minimum Qualifications

(Firm Name) _____ certifies that it meets the following minimum qualifications.

Please initial each as applicable.

1. _____ The responder's key professionals and/or organization has no material conflicts with the SBGC Board.
2. _____ As of July 1, 2018, proposed resource has been in a project management-related role a minimum of three (3) years, is current on industry best-practices and has germane experience related to this engagement.

Signed: _____ Date: _____

Title: _____

Appendix B: Questionnaire

The following questionnaire must be completed and included with your response to this RFP. Type your responses in the same order as the questionnaire, listing the question first followed by your answer.

Contact and Company Information:

Name of Individual / Organization: _____

Mailing Address: _____

City: _____ State: _____ Zip Code: _____ Phone: _____

Fax: _____

Federal Employer Identification Number: _____

Contact Person(s):

Name: _____ Phone: _____ Title: _____

Fax: _____ Email: _____

Website: _____

Organization Background:

1. Please provide a general description and history of the organization, its operations, year founded, ownership structure, biographies of the principals and percentage ownership by current employees.
2. Provide a brief, descriptive statement detailing evidence of the Respondent's ability to deliver the goods or services sought under this RFP.

Appendix C: Fee Proposal

Please include detail regarding scope of services, deliverables and timeframe of the additional services.

FIRM NAME: _____

ADDRESS: _____

TELEPHONE: _____

REPRESENTATIVE: _____

1. Project management
2. Prep of documents
3. Coordination of deliverables
4. Facilitation of project meetings with key stakeholders
5. Business requirements gathering & certification
6. Project closeout activities (sign-offs, lessons learned sessions, etc.)

TOTAL LUMP SUM: \$ _____

Lump sum cost for additional meetings, if requested by SBGC: \$ _____

I, _____, an authorized representative of the above-indicated firm, have reviewed and understand the _____ Request for Proposals, and I/we am/are prepared to provide the required services for the above costs.

(SEAL)

ATTACH A MINIMUM OF TWO PROJECT REFERENCES, SIMILAR IN SCOPE.

ATTACH LIMITS OF COVERAGE FOR PROFESSIONAL LIABILITY INSURANCE.

Appendix D: Addendum to Contract

ADDENDUM TO CONTRACT

In consideration of SBGC entering into such contract, the Vendor/Contractor also agrees to the following:

- 1) Contractor shall maintain, for a minimum of five (5) years after the completion of the contract, adequate books, records, and supporting documents to verify the amounts, recipients, and uses of all disbursements of funds passing in conjunction with the contract. Contractor shall further make all such books, records, and supporting documents related to the contract available for review and audit by the internal auditor of SBGC and shall cooperate fully with any audit conducted by the internal auditor of SBGC and will further provide the internal auditor of SBGC full access to all relevant materials.
- 2) Counterparts. This Agreement and Addendum may be executed in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement. The counterparts of this Agreement and Addendum may be executed and delivered by facsimile or other electronic signature by any of the parties to any other party and the receiving party may rely on the receipt of such document so executed and delivered by facsimile or other electronic means as if the original had been received.

Under penalties of perjury, Contractor certifies that _____ is its correct Federal Taxpayer Identification Number.

Appendix E: Seasonal Housing Needs Study

Sleeping Bear Gateways Council Seasonal Workforce Housing Study

Final Report

July 21, 2020

Project Overview

The Sleeping Bear Gateways Council works to address the infrastructure needs of the villages and businesses within 60 miles of the Sleeping Bear Dunes National Lakeshore.

One of the unique challenges facing gateway communities in Leelanau and Benzie Counties is the lack of regional housing options for workers, especially during the summer season and autumn shoulder season.

The Gateways Council is developing potential solutions to address the seasonal housing gap. In order to do this effectively, however, the Gateways Council needs a reasonably accurate estimate of the size of the need. The SBGC also needs to identify the business partners willing to work collaboratively to develop solutions.



Principal Research Questions

- What is the demand for seasonal workforce housing in gateway communities?
- Who are the employers with the greatest workforce housing needs?
- What is the response of employers to potential solutions – pros and cons, questions or concerns, overall willingness to participate, etc.?

Research Approach: Who Hires Seasonal Workers?

- According to payroll data collected from the U.S. Bureau of Labor Statistics, employers in several industries – food services and drinking places; retail trade; arts, entertainment and recreation and accommodation – account for 62.4% of the seasonal workforce hiring in Benzie and Leelanau Counties
- These industries are therefore the focus of this study

Industries Hiring At Least 100 Seasonal Workers In Either Leelanau or Benzie Counties, 2019 (March Payroll vs. June-August Average)

Industry/Employer	Seasonal Employment (Full Time Equivalent)			% Of All Seasonal Employment
	Benzie	Leelanau	Combined	
Food services and drinking places (NAISC 722)	333	718	1051	31.8%
Retail trade (NAISC 44-45)	139	222	361	10.9%
Arts, entertainment and recreation (NAISC 71)	168	172	340	10.3%
Accommodation (NAISC 721)	151	160	311	9.4%
Construction (NAISC 23)	108	34	142	4.3%
Crop Production (NAISC 111)	18	108	126	3.8%

**Industries
of
Focus**

Source: Bureau of Labor Statistics, U.S. Department of Labor, Quarterly Wage Report, Q1-Q3, 2019.

Research Approach: Respondents from 62 businesses hiring seasonal employees provided input into our survey. This is a robust sample.

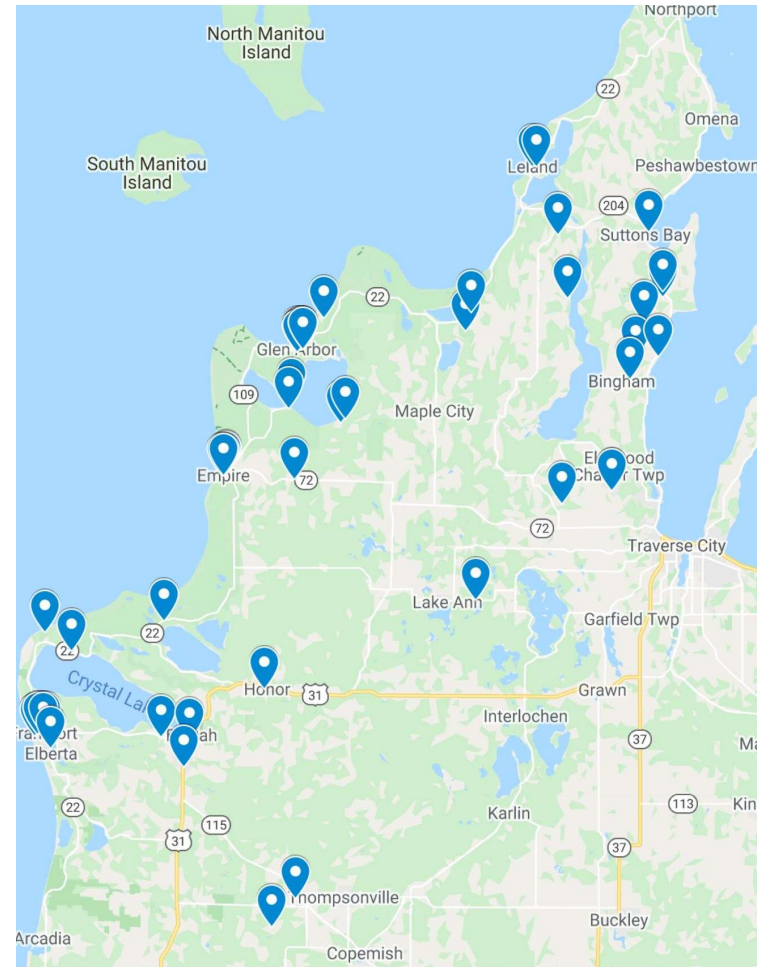
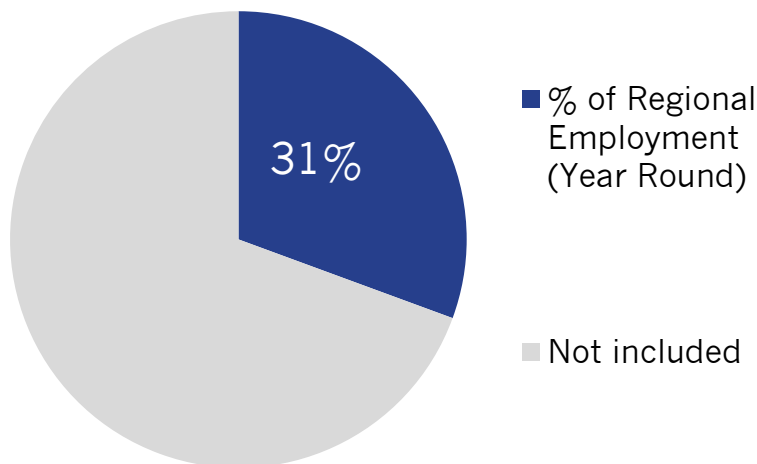
- Business decision makers (owners and managers) contributed input either via telephone interview or online survey
- These businesses are important year-round employers in the region

Study Participants



Respondents

- Respondents represent 62 businesses in Benzie and Leelanau Counties participated
- Participating businesses employ nearly a third (31%) of year-round employees in hospitality, food service, retail trade and entertainment

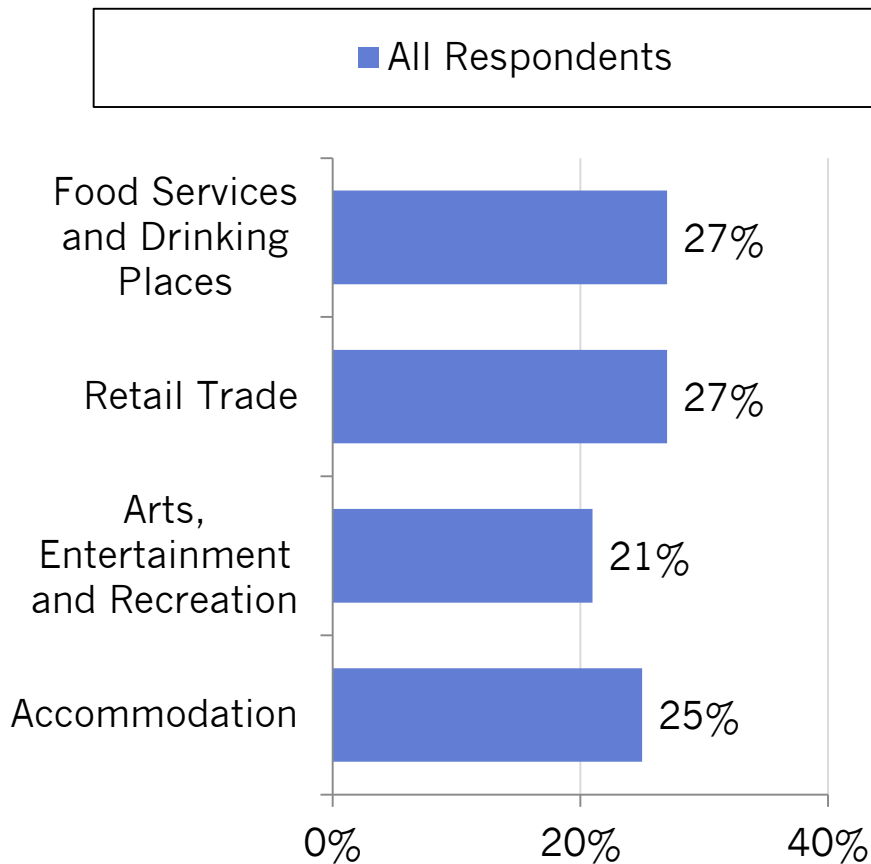


Geographic Distribution of Respondents (July 21, 2020)

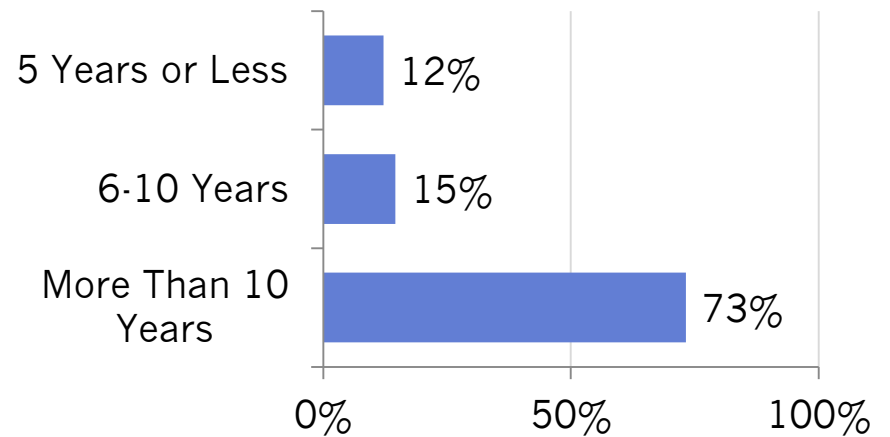
Respondent Profile

- There is a good mix of respondents from all of the business types of interest
- Generally well-established business participated
- A larger percentage of respondents are from Leelanau County

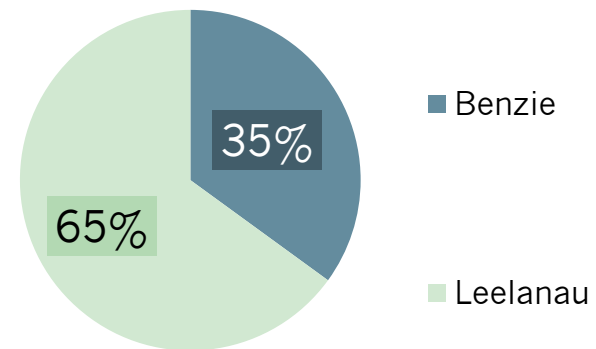
Type of Business



Years in Business



County



When do businesses need seasonal workers?

- For these respondents, the peak need for seasonal employees is between June and August, though many ramp up considerably between May and October
- Some businesses need seasonal workers leading up to Christmas and through the winter months; these are not year-round employees

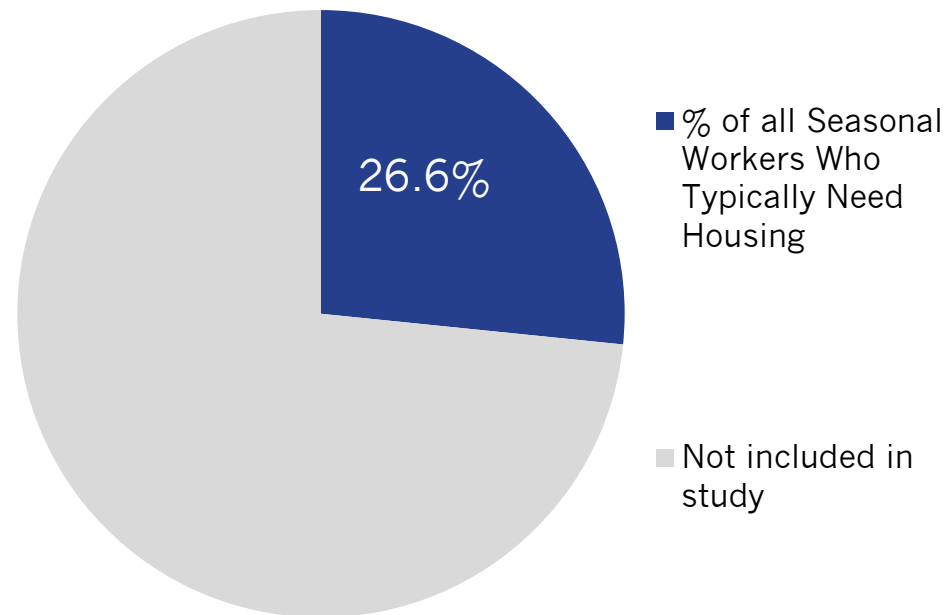
Respondents: Number of Seasonal Workers Hired



How many seasonal workers need housing?

- In response to the question - “How many of these seasonal workers might need seasonal workforce housing? (that is, don’t already have housing when they come to work for you)” – surveyed employers estimate that about 27% of seasonal employees need to secure housing while they are doing seasonal work
- This equates to 377 workers among companies surveyed
- This includes those who find housing on their own and those who end up living in employer-provided housing

Need For Housing For Seasonal Workers (Employer Estimates

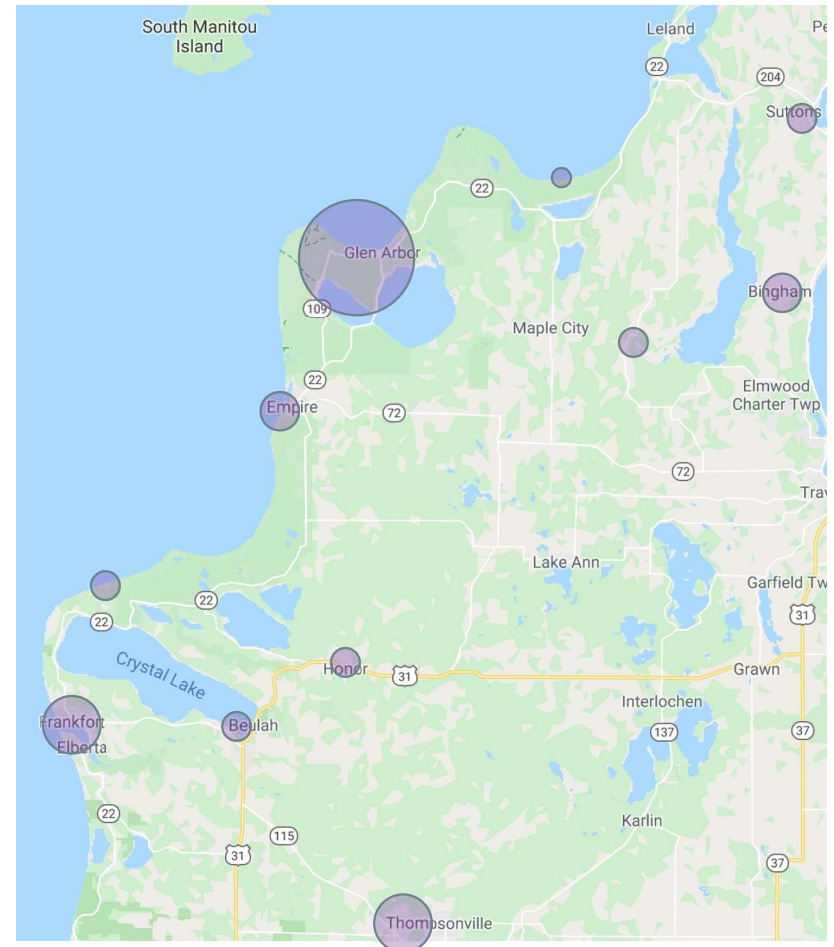


Where do seasonal workers need housing?

- Among survey participants, the 377 seasonal workers who need housing are concentrated in Glen Arbor, Thompsonville and Frankfort/Elberta

Need For Housing For Seasonal Workers

Township/Village	Seasonal Employees Needing Housing*	Extrapolating Based on 31% Share of Employment**
Glen Arbor	226	739
Thompsonville	59	193
Frankfort/Elberta	41	69
Bingham Township	17	65
Empire	11	56
Honor	7	36
Suttons Bay	5	23
Beulah	4	16
Cedar	3	13
Lake Township, Benzie	3	10
Cleveland Township	1	10



* Based on the Question: "How many of these seasonal workers might need seasonal workforce housing? (that is, don't already have housing when they come to work for you)"

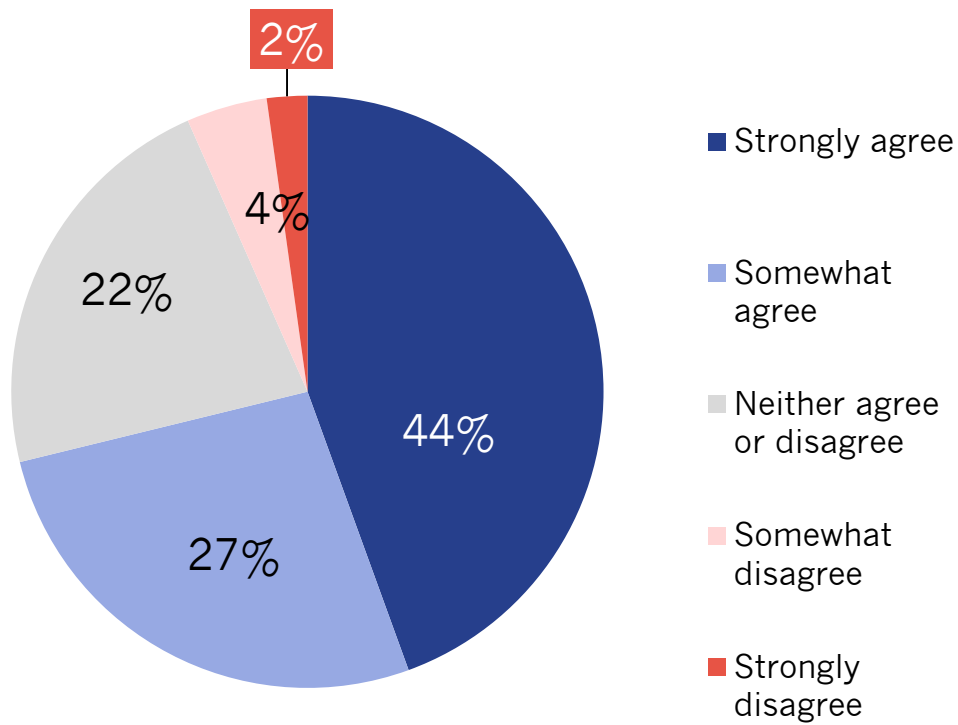
** Based on self-reported data, respondents represent 31% of all employment in the 4 business sectors of interest

Finding enough housing for seasonal workers is a widespread issue among these businesses.

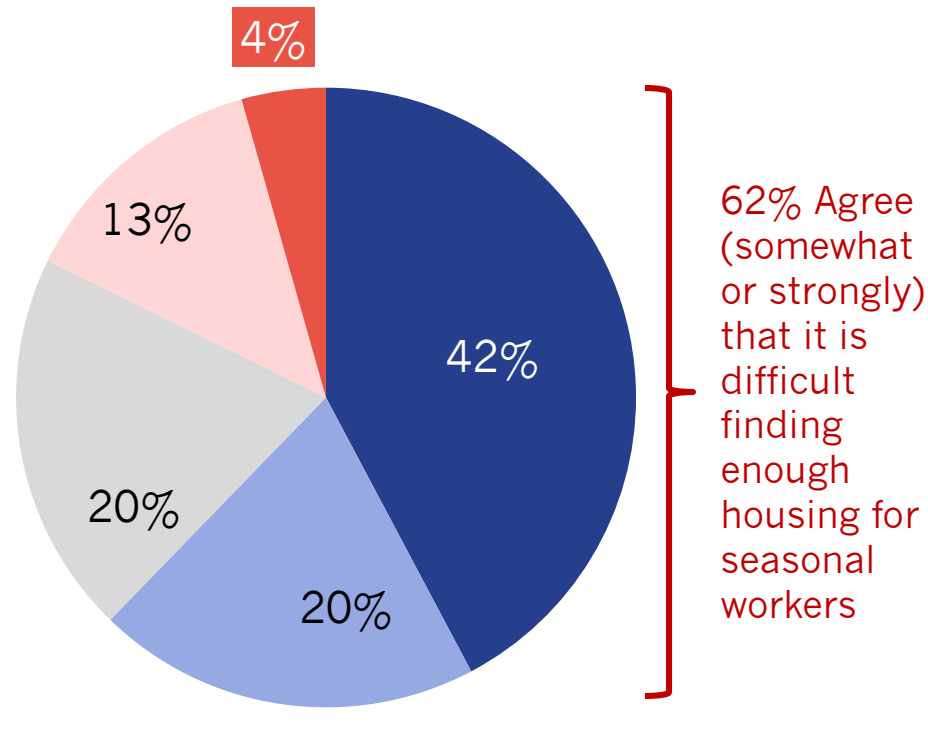
- More than 60% of respondents agree finding housing for seasonal workers that is difficult; and nearly half (42%) strongly agree this is difficult

Difficulty Re: Seasonal Workforce

It Is Difficult Finding Enough Employees To Meet Seasonal Needs



It Is Difficult Finding Enough Housing For Seasonal Workers



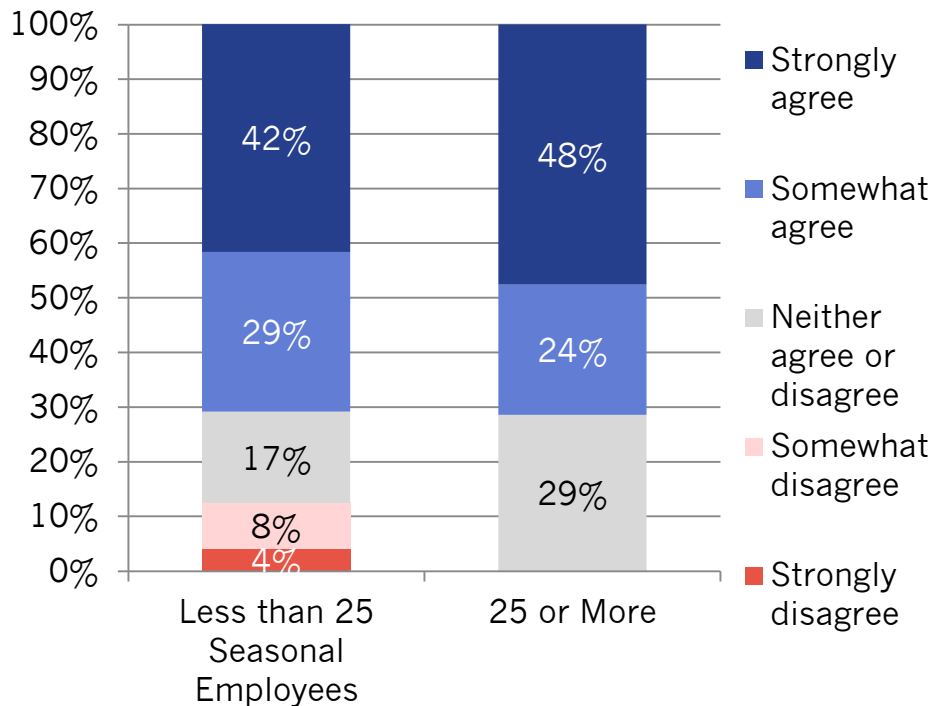
Questions: Do you agree or disagree with the following statements? It is difficult to find enough employees to meet my seasonal workforce needs. AND It is difficult to find enough housing for my seasonal workers

Both employers who hire a large number of seasonal employees (25+) and smaller seasonal employers find it equally difficult to find enough employees to meet seasonal needs.

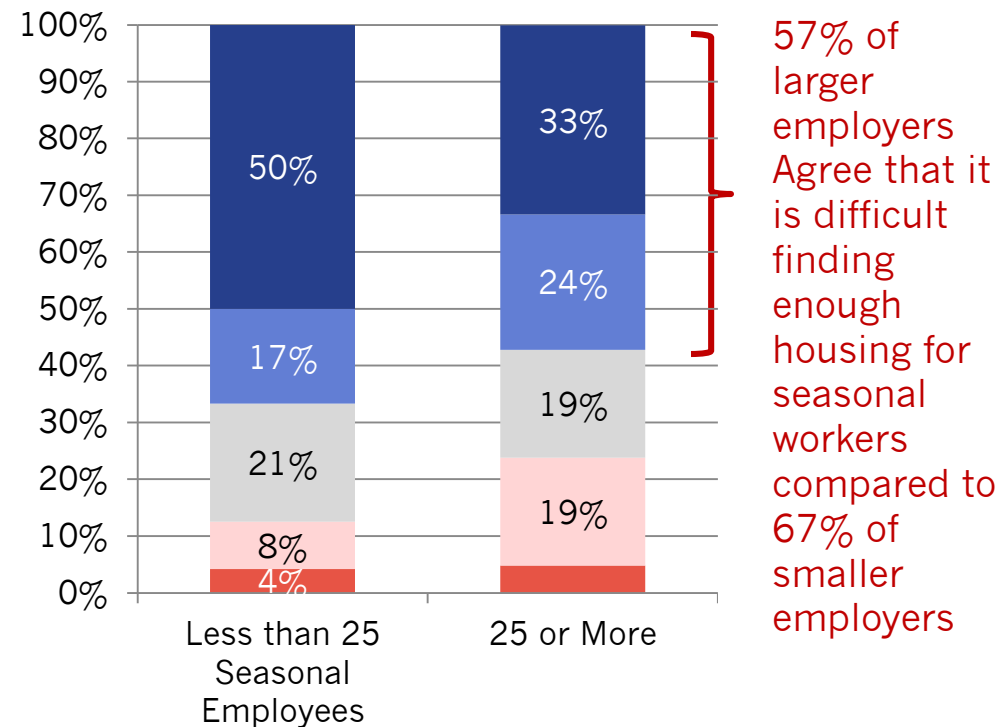
- Larger employers are marginally less likely to have difficulty finding housing for seasonal employees, in part potentially because many have already invested in solutions
- The majority, regardless of size, believe it is “difficult” finding housing for seasonal workers

Difficulty Re: Seasonal Workforce:
Larger Seasonal Employers (25+ Seasonal Workers) vs. Smaller (<25)

It Is Difficult Finding Enough Employees To Meet Seasonal Needs



It Is Difficult Finding Enough Housing For Seasonal Workers

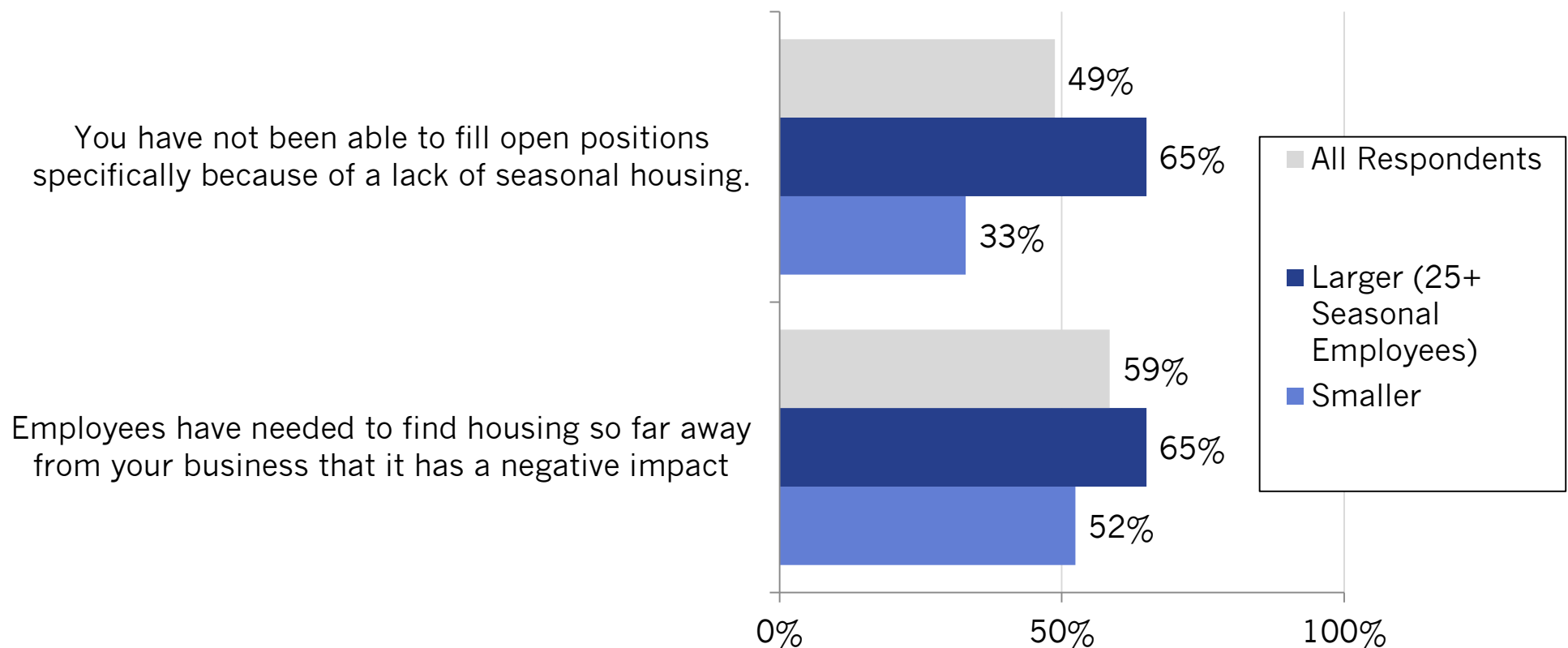


Questions: Do you agree or disagree with the following statements? It is difficult to find enough employees to meet my seasonal workforce needs. AND It is difficult to find enough housing for my seasonal workers

Many gateway communities employers face significant consequences when seasonal employees are not able to find housing.

- Larger employers in particular have challenges
 - Nearly two-thirds (65%) of large employers (25+ Seasonal Employees) have been unable to fill open positions or have seen negative business impacts from employees needing to drive from far away where housing is available

Impacts of Seasonal Housing Scarcity on Businesses



Question: Have any of the following situations applied to you in the past? Please respond with a Yes or No

Lack of seasonal housing affects prospective workers, the businesses who want to employ them and the visitor experience. But business leaders are open to solutions.

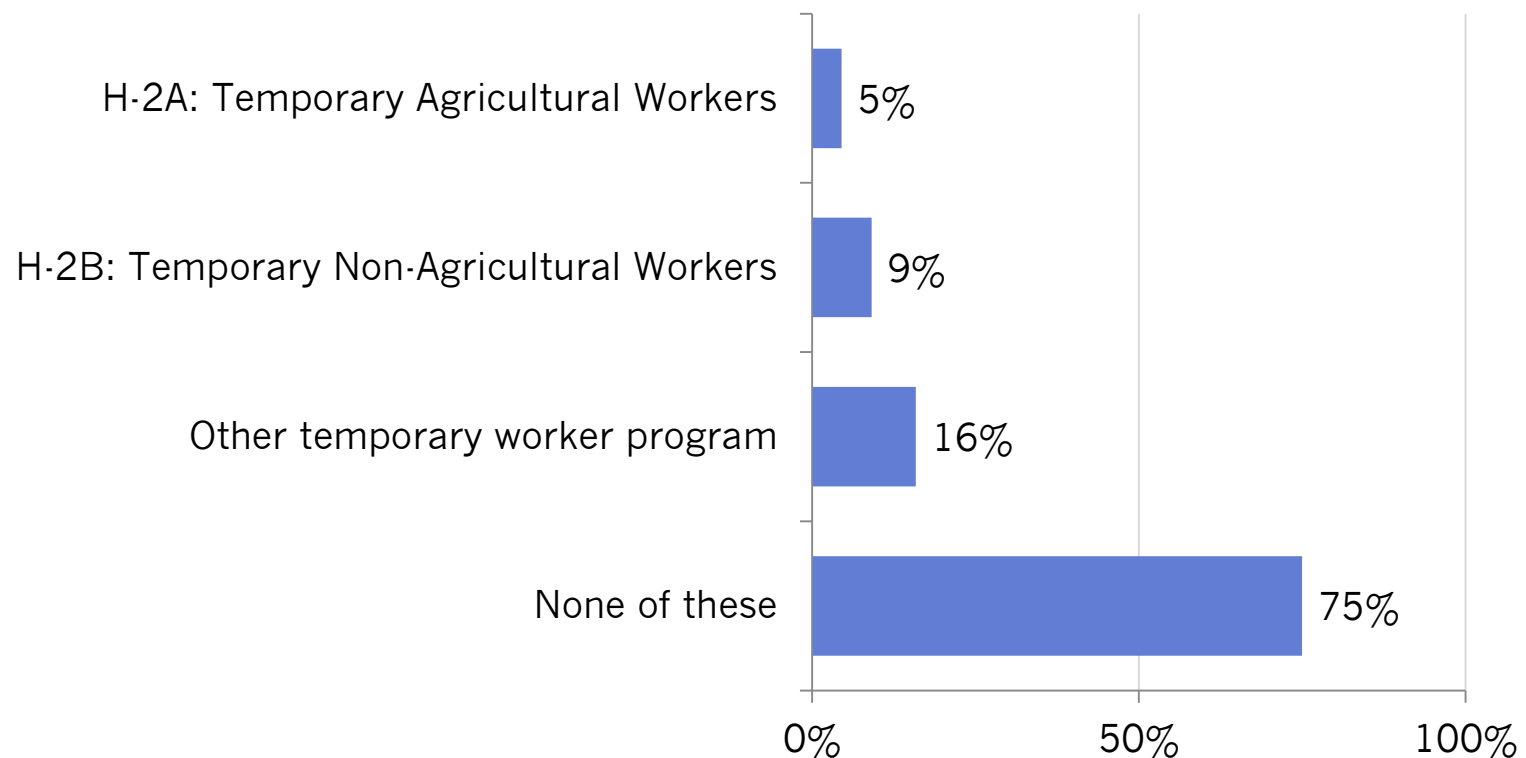
Question: (optional) Feel free to explain your answers to the previous question Why did you agree or disagree with these statements?

- **Overall scarcity of options across many types of employees**
 - *“The challenge is that unless you have a connection (family with second home, etc.) it is difficult to hire enough staff because they don't have a guaranteed place to live.”*
 - *“Due to the current way things are, I do not seek out folks unless they have a permanent residence here.”*
 - *“Even well-paid full-time workers have a difficult time finding affordable housing.”*
 - *“What housing is available is so damn expensive that I can't pay them enough! They wind up way out in the boonies, which now means they need to have transportation. Some can't afford to drive and some are legally prohibited from driving.”*
- **Lack of housing puts businesses in a crunch and impacts the visitor experience**
 - *“I aim for 80 employees and settle for 40 who then work double shifts much of the time.”*
 - *“This truly is the challenge of today. There have been past years where I've had my pick from multiple people applying and in today's world, I hire anybody that walks in the door and hope it works out.” [implication is lower quality employees with housing is a driver]*
- **Businesses see the potential to develop solutions**
 - *“Employers must get creative and work to address these issues and it is proven it can be done.”*
 - *“Seasonal help was more of a problem in the past. It's less of a problem now because it had to be addressed by those it affected. Most business owners came up with solutions at this point in time.”*
 - *“We are a small restaurant, and we struggle to find kitchen staff. I think offering a job + room could help attract people out this way.”*

Some employers have solved their seasonal workforce needs by participating in guest worker programs

- Those using H-2A workers are wineries, those using H-2B workers are hotels and resorts; the “other” temporary worker programs are the J-1 (visiting student) program, interns and workampers
- All of these (aside from workampers) typically require a housing program

Use of Guest Worker Programs

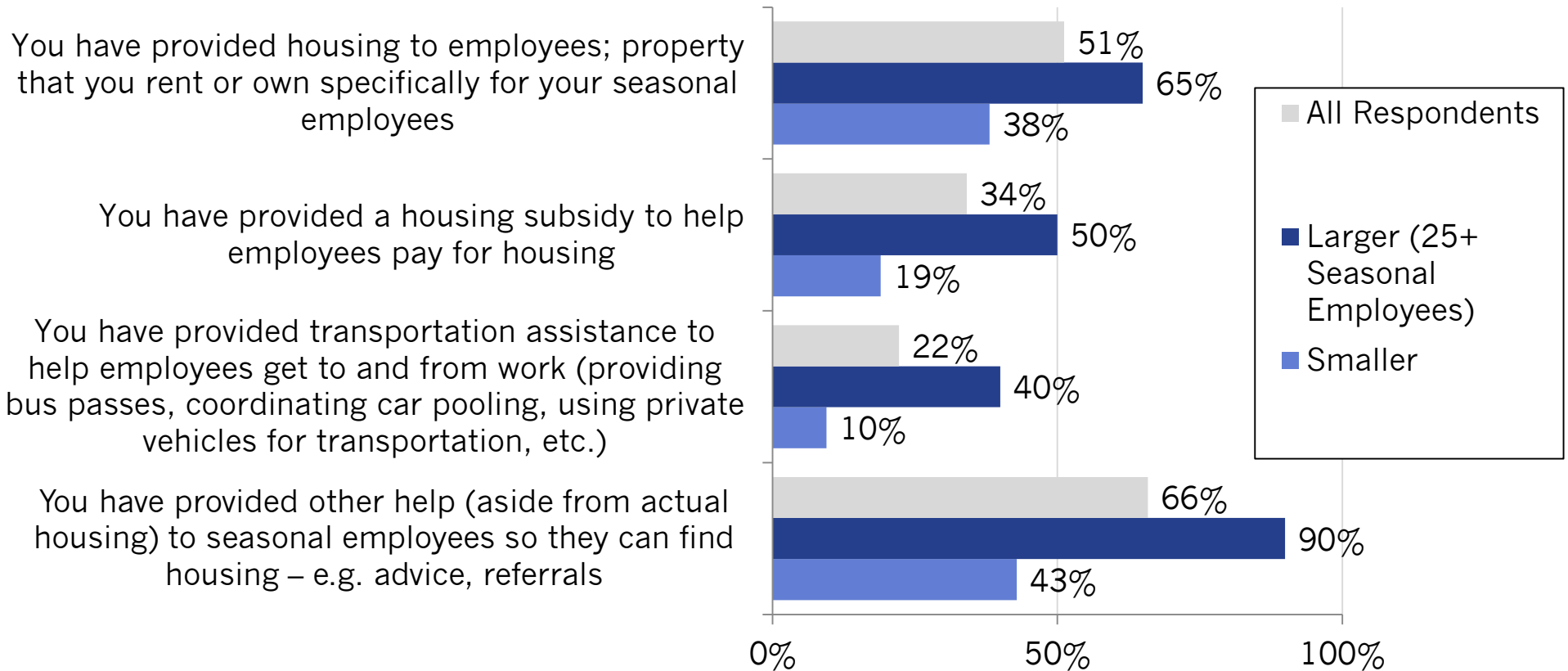


Question: In a “typical good year” are you likely to use any of these programs for THIS BUSINESS, either through direct application or through a 3rd party contractor? Please select all that apply.

These gateway community employers frequently expend time and resources to help seasonal employees with housing and related transportation needs.

- Nearly all (90%) of larger employers have provided some form of help to seasonal employees in finding housing and 65% have actually provided housing
- When employers provided information on spending, they spend an average of \$2,500 per seasonal employee for those that they house

Employer Actions Re: Seasonal Workforce Housing

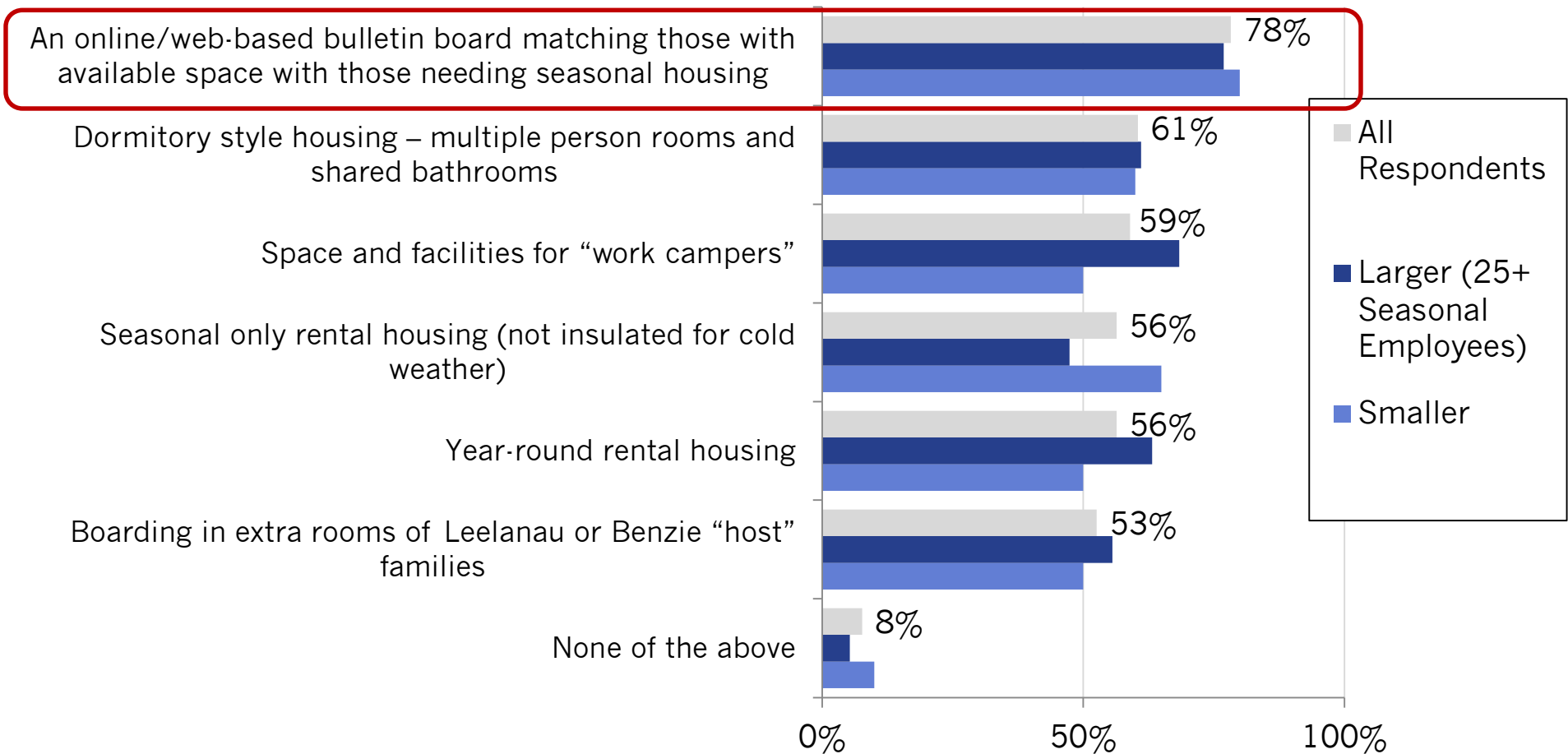


Question: Have any of the following situations applied to you in the past? Please respond with a Yes or No

There are significant numbers of respondents who think any one of these solutions might work for their employees.

- An online/web-based bulleting board is the solution that is most widely supported but many others have significant support

Reactions to Potential Solutions

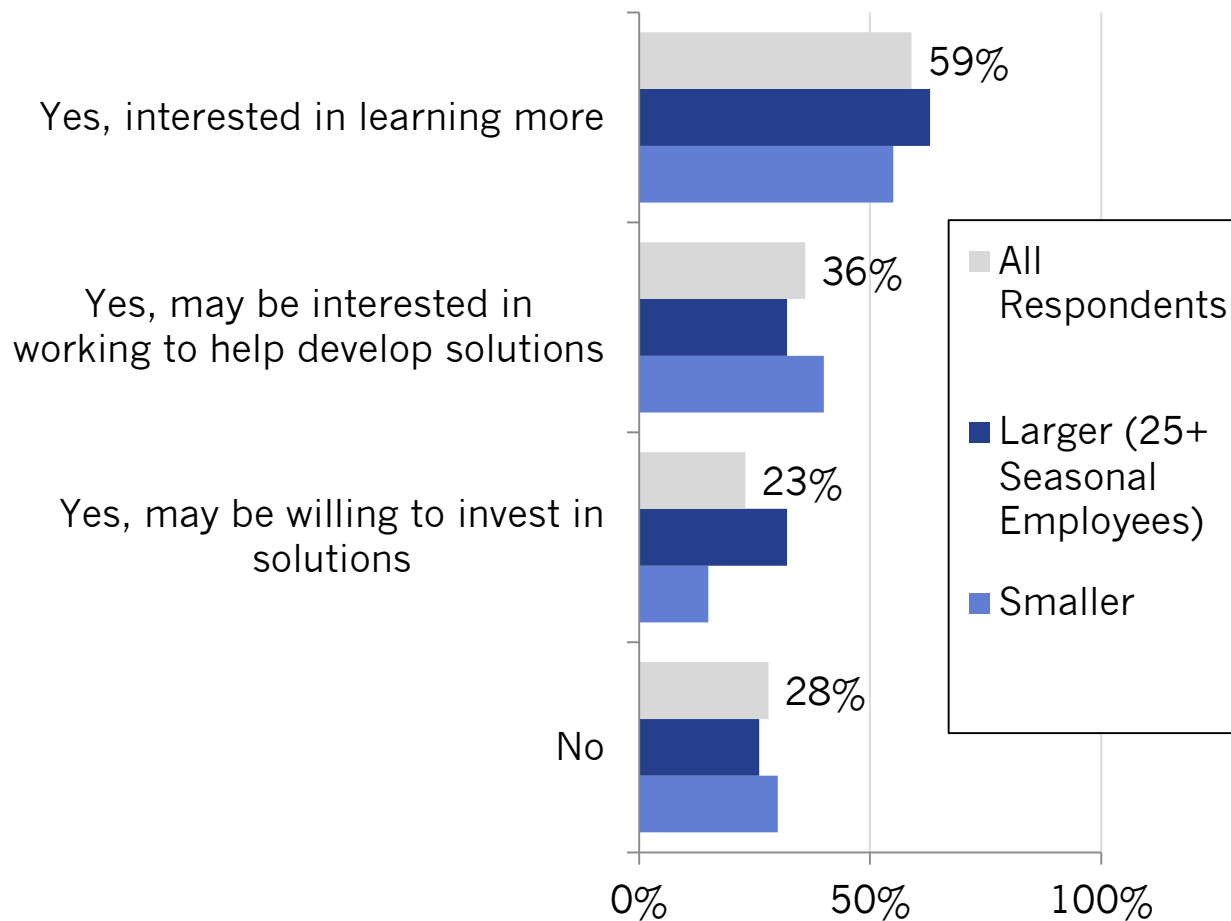


Question: Which of the following types of solutions do you think might work for your seasonal employees?

The majority of these respondents are at least interested in learning more about the efforts of the SBGC

- Many are willing to pitch in and/or invest already

Willingness to Partner



Questions: *Would your business be interested in learning more about or actively participating in these efforts? Please select all that apply*

Addressing housing gaps may require addressing regional transportation needs as well.

Question: *Do you have any additional thoughts what's needed in terms of regional transportation solutions?*

- **Regional transit operators are already providing support to businesses**
 - *“Even though our housing is fairly close and somewhat walkable, we do use Benzie Bus as a daily transportation option.”*
 - *“Internationals really don't have access to vehicles...so we have tried to find places along BATA lines.”*
- **Potential changes**
 - *“Hours of Benzie Bus could be expanded to suit our employees schedule. Could employers help subsidize a portion of that cost to attract employees who need public transportation?”*
 - *“With [our business] being on the southern edge of Leelanau County and a large proportion of the workers living in Benzie, an inter-county transportation system would be beneficial!”*
- **It may be possible to cooperate to keep cars off congested roads and streets**
 - *“I think that there are some park properties around that the park services owns that are on the outskirts of these business communities. I would look at a partnership where you could put parking close to trailheads where employees could bike into work. Or consider park and ride solution where bus drops off at a central location and employees could walk or bike to work. Having these different work pods where you could create a public-private partnership to write grants to hire busing with BATA or similar. Could be anything but cars: e-bikes, bikes, scooters, golf carts.”*
 - *“Ride share/car pooling from same locations to same job sites.”*

Key Takeaways and Implications

- The businesses who hire the most seasonal workers in the warmer months tend to be restaurants, retail stores, entertainment companies and venues (e.g. golf courses, canoe liveries) and hotels/resorts.
- There is a considerable need for seasonal workforce housing in the gateway communities of Leelanau and Benzie Counties, especially in Glen Arbor, Thompsonville and Frankfort/Elberta and especially between May and October.
- The lack of housing causes negative impacts on businesses and on the customer experience for visitors and other customers, including local residents.
- Many businesses have invested time and money trying to address the difficulty their seasonal workers have finding housing. Those who are investing business resources are spending an average of \$2,500 per employee on housing solutions.
- There is a considerable appetite to learn more and/or to actively work with the Sleeping Bear Gateways Council developing solutions – from an online message board to actively building or refurbishing new housing units.
- This is a clear opportunity for the SBGC to address a significant challenge facing these gateway communities.

Thank You!

