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Northeast Michigan Council of Governments

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**REQUEST FOR PROPOSALS**

**CAMP GRAYLING JOINT MILITARY TRAINING CENTER (JMTc)  
&  
ALPENA JOINT TRAINING CENTER  
JOINT LAND USE STUDY (JLUS)**

Date of Issuance: January 4, 2017

Proposal **Due Date** and Time: **4:00pm; Thursday, February 16, 2017**

Pre-Proposal Written Questions Due: January 18, 2017

Response to Pre-Proposal Questions: January 23, 2017

Oral Presentations, If Held: 1<sup>st</sup> week of March, 2017

**Issuing Agency:** Northeast Michigan Council of Governments (NEMCOG)  
80 Livingston Blvd., Suite 108  
PO Box 457  
Gaylord, MI 49734  
[www.discovernortheastmichigan.org](http://www.discovernortheastmichigan.org)

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## **I. GENERAL TERMS AND CONDITIONS**

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### **A. Purpose**

The purpose of this project is to prepare a Joint Land Use Study (JLUS) for Camp Grayling Joint Military Training Center (JMTC) located in Crawford County and the Alpena Joint Training Center (JTC) located in Alpena County and the specified communities surrounding the Military Bases.

### **B. Type of Contract**

The contract will be for a 21 month period **and must be completed by November 31, 2018**. If a contract is entered into as a result of this RFP, the contract will include all necessary information/work items, as required in the Scope of Work to produce all deliverables. The contract will be funded with the Department of Defense, Office of Economic Adjustment and State of MI funds and must comply with federal-aid and state-aid project requirements.

### **C. Issuing Office**

This RFP is issued by the Northeast Michigan Council of Governments (NEMCOG). All inquiries and requests for information from NEMCOG related to this RFP must be submitted in writing in accordance with the *Written Questions Due Date-January 18, 2017* to:

Northeast MI Council of Governments  
80 Livingston Blvd., Suite 108  
PO Box 457  
Gaylord, MI 49734  
Attn: Denise Cline, Deputy Director, Chief Planner

Verbal inquiries or requests for information shall not be made of NEMCOG staff. Any attempt on the part of a consultant or any of its employees, agents or representatives to contact NEMCOG staff with respect to this RFP, other than as described above, may lead to disqualification.

### **D. Deadline**

Responses/Proposals must be received no later than **4:00pm; Thursday, February 16, 2017**.

### **E. Submission of Proposals**

Submittals will be prepared in accordance with the following (also see VI. B Application Package: Format and Contents).

1. Send **one original (unbound) and ten copies (bound) of the Technical Proposal** by the specified deadline to the issuing office by the proposal due date and time, as indicated on Page 1 of this RFP. The pages must be numbered consecutively, e.g., 1, 2, 3, etc.
2. Send one original and one copy (both unbound) of the **Price Proposal**, separate from the technical proposal, in a **sealed envelope** clearly marked, "Price Proposal", with the

consultant's name identified on the front of the envelope. The instructions and format for the price proposal can be found in Section VIC of this document.

3. Responses shall be sent to the following:

**Sent by Courier:** Northeast MI Council of Governments  
80 Livingston Blvd., Suite 108  
**Sent by US Postal Service:** PO Box 457  
Gaylord, MI 49734  
Attn: Denise Cline, Deputy Director, Chief Planner  
[dmcline@nemcog.org](mailto:dmcline@nemcog.org)

4. Responses must be signed by an authorized agent to bind the consultant to its provisions.
5. Responses cannot be altered or amended after the submission deadline. Any interlineation, alteration or erasure made before opening by NEMCOG must be initialed by the signer of the submission, guaranteeing authenticity.
6. NEMCOG is exempt by law from payment of Michigan Sales Tax and Federal Excise Tax. Taxes normally levied on the purchase, rental and lease of materials, supplies and equipment used or consumed in performance of the Contract may be exempted by issuing to suppliers an exemption certificate in lieu of tax. Exemption certificates shall comply with Public Act 167 of 1933; 205.54, Section 41 of the Michigan Statutes. Any such exemption certificate issued in lieu of tax shall be subject to Michigan Tax Commission. Failure by the respondent or the respondent's subcontractors to take advantage of NEMCOG's exemption and to obtain such exemption certificate shall make the respondent responsible for paying taxes incurred on materials furnished on the project without additional cost to or reimbursement by NEMCOG.

#### **F. Addenda to the RFP**

Any changes to the RFP, if made, will be made only by an addendum duly issued. A copy of such addendum will be posted on NEMCOG's website: [www.discovernortheastmichigan.org](http://www.discovernortheastmichigan.org). NEMCOG will not be responsible for any other explanation or interpretation of the proposed RFP made or given prior to the award of the contract. Sole issuing authority of addenda shall be vested in NEMCOG. Respondents shall acknowledge receipt of all addenda on the sealed envelope or package containing their proposal.

#### **G. Pre-Proposal Questions**

All questions related to the meaning or interpretation of this RFP shall be submitted in writing only by the date and time specified on page 1 of this RFP. NEMCOG shall provide a copy of all the questions and answers on January 23, 2017 and will be posted on NEMCOG's website.

## **H. Oral Presentations**

Consultants who submit a proposal may be requested to make an oral presentation of their proposal. This presentation will provide an opportunity for the consultant to clarify his/her proposal.

## **I. Cost Liability**

NEMCOG assumes no responsibility or liability for costs incurred by any prospective consultant prior to the signing of a contract by all parties.

## **J. News Releases**

Any news release(s) pertaining to this RFP or the services, study, data or project, to which it relates, will not be made without prior written NEMCOG approval, and then only in accordance with the explicit written instructions from NEMCOG.

## **K. Disclosure**

All information in a consultant's proposal and any contract resulting from this RFP are subject to disclosure under the provisions of the "Freedom of Information Act," 1976 Public Act No. 442, as amended, MCL 15.231, et seq.

## **L. Acceptance of Proposal Content**

The contents of the proposal by the successful consultant shall become contractual obligations if a contract ensues. Failure of the successful consultant to accept these obligations may result in cancellation of the award.

## **M. Independent Price Determination**

A proposal will not be considered for award if the price in the proposal was not arrived at independently without collusion, consultation, communication, or agreement as to any matter relating to such prices with any other bidder or with any other competitor.

The consultant must include a certified statement in the proposal certifying that the price was arrived at without any conflict of interest as described in the paragraph above. Should a conflict of interest be detected any time during the contract, the contract shall be null and void and the consultant shall assume all costs of this project until such time as a new consultant is selected.

## **N. Rejection of Submittal**

NEMCOG reserves the right to reject any, all or part(s) of responses and to waive defects in responses. Responses received after the deadline and/or received unsigned will not be considered for award and shall be considered void and unacceptable. NEMCOG is not responsible for lateness or non-delivery of mail, carrier, etc. The responses will be date/time stamped when received, and this will be considered to be the official time of receipt. **No electronic or faxed versions will be accepted.**

## **O. Award of Contract Based on Best Value**

Receipt of any response to this RFP shall under no circumstances obligate NEMCOG to accept the lowest dollar proposal. The award of this Contract shall be made to the respondent whose response will provide the goods or services sought at the **best value** for the participants identified as stakeholders in this RFP, taking into consideration the relative importance of price and the other evaluation factors set forth in this Request for Proposal.

## **P. Response Withdrawal**

A response may not be withdrawn or canceled by the Respondent for up to sixty (60) days after the time set for the RFP opening date.

## **Q. Consideration of Response**

All responses meeting the intent of this RFP will be considered for award. Respondents taking exception to the specifications, or offering substitutions, shall state these exceptions by attachment as part of the proposal. The absence of such a list shall indicate that the respondent has not taken exceptions, and shall bind the Respondent to perform in strict accordance with the specifications in this RFP. NEMCOG reserves the right to accept any, all or none of the exception(s) / substitution(s) deemed to be in the best interest of NEMCOG.

## **R. Assurance of Compliance**

For Equal Employment Opportunity and Small and/or Minority Business Enterprise Requirements, the respondent agrees that if this submittal is accepted, he/she will not engage in employment practices which have the effect of discriminating against employees or prospective employees because of race, color, religion, national origin, sex, age, handicap, or political belief or affiliation.

## **S. Minimum Requirements**

A prospective respondent must affirmatively demonstrate that the respondent will provide goods or services at the **best value for the stakeholders**, based on the criteria provided herein. A prospective respondent must meet the following minimum requirements:

1. Have adequate financial resources, or the ability to obtain such resources as required;
2. Demonstrate the ability to deliver the specified services / products / deliverables;
3. Be able to comply with the required or proposed delivery schedule;
4. Have a satisfactory record of performance;
5. Have a satisfactory record of integrity and ethics; and

6. Be otherwise qualified and eligible to receive an award.

**T. Other Information**

NEMCOG may request representation and other information sufficient to determine respondent's ability to meet these minimum standards.

**U. Conflict of Interest**

Respondents must comply with the provisions of PA 318 of 1968 of the Michigan Compiled Laws Statute regarding conflict of interest issues.

## **II. PURPOSE OF STUDY**

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- A Joint Land Use Study (JLUS) is a community-driven, cooperative, strategic planning process among Camp Grayling JMTc and surrounding local jurisdictions within a 20 mile radius and Alpena JTC and surrounding jurisdictions within a 15 mile radius (see Figure 1 and 2) and the State of Michigan to:
  - 1) promote community development that is compatible with military training, testing, and operational missions; and
  - 2) seek ways to manage operational impacts on adjacent lands.
- The goal of the JLUS is to encourage local governments, together with the State, to work closely with the military installation to implement measures that prevent the introduction of incompatible civilian development that may impair the continued operational utility of the military installation and to preserve and manage the public health, safety, and welfare of those living near an active military installation, and associated ranges, Military Training Routes, Special Use Airspace, and Military Operating Areas.
- The JLUS planning process is intended to increase public awareness of the military missions and contribution to the regional economy.
- The JLUS planning process is intended to manage and preserve military readiness and defense capabilities while supporting continued community economic development.
- The JLUS planning process, including data collection and analysis, shall consider, but not be limited to, the following military mission compatible use factors, as applicable:

### **Camp Grayling JMTc**

- Wildfire Management
- Water Resource Impacts
- Recreational use of lands
- Forestry/Timber Management
- Endangered Species/wildlife protection/critical habitat
- Urban development/aircraft systems
- Impacts of climate on land use and natural resource management

### **Airspace**

- Airspace and Land Restrictions
  - Noise Concerns
  - Light Issues
  - Wind Energy Developments, Cell Towers & Frequency Spectrum Issues



## **Alpena JTC**

- Endangered Species/wildlife protection/critical habitat
- Urban development/Infrastructure
- Need for liaison between communities and military installations

### **Airspace (in conjunction with MOAs/VRs)**

- Airspace and Land Restrictions
  - Noise Concerns
  - Light Issues
  - Wind Energy Developments, Cell Towers & Frequency Spectrum Issues
- Commercial unmanned aircraft systems
- NOAA Thunder Bay Marine Sanctuary expansion
- Marine use of Lake Huron

## **III. BACKGROUND**

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### **CAMP GRAYLING JMTC JOINT MANEUVER TRAINING CENTER (JMTC)**

Camp Grayling JMTC Joint Maneuver Training Center (CJMTC) is located in the north central Lower Peninsula of Michigan. The Camp is primarily in Crawford County and within close proximity (entrance 6 miles) to the City of Grayling. The majority of the military land is within the townships of Grayling, Lovells and Maple Forest, with small portions in the adjacent counties of Kalkaska and Otsego.

Crawford County is 50 miles from Lake Michigan and approximately 55 miles from Lake Huron. The area of influence includes Crawford County's border counties: on the east by Oscoda County, South by Roscommon County, west by Kalkaska County and the north by Otsego County. Also included in the study areas are the southeast portions of Antrim County, and the southwest portion of Montmorency County; 6 counties and 36 municipalities.

The region in which Camp Grayling JMTC resides is highly renowned for its high quality natural resources and tourism-based economy. Outdoor recreational opportunities abound which in turn attracts thousands of tourists and seasonal homeowners to the area each year. The headwaters of the Au Sable River's (a national and international blue-ribbon trout stream and state-designated Natural River) West and Main Branches originates and flows through a significant portion of the military land. In addition the military base is located on the south side of Lake Margarethe, a 1,928 acre lake popular for swimming, fishing, and boating for both seasonal and year-round residents and tourists.

Camp Grayling JMTC is a year-round Military training facility for Active and Reserve components of the Army, Navy, Marine and Air Force and Guard units of the Army and Air Force. Camp Grayling JMTC encompasses 148,465 acres of land along with a 962-acre army airfield to conduct its training, firing and maneuvering exercises.

In 1948, over 53,000 acres of land were acquired for the Michigan National Guard from the Michigan Conservation Department (now the MDNR) on a long-term (in perpetuity) lease and military tanks were

first brought to Camp Grayling JMTc. Tracked vehicles now make up a large portion of the vehicles used for training at the camp.

Range upgrades have been performed in the past 15 years to provide a variety of automated record fire and field fire ranges. The tank range (Range 30) and the impact areas of ranges 13 and 40 were fenced in the mid-1980s. In 1997 a Multipurpose Range Complex was built, in Range 30, to replace the World War II-era armor training range.

Camp Grayling JMTc is a year-round training facility which is operational 343 days a year. Thru-put for DOD personnel in fiscal year 2011 was 163,935. This included Active and Reserve components of the Army, Navy, Marine and Air Force and Guard units of the Army and Air Force.

Camp Grayling JMTc is divided into two different geographical areas with different training objectives and uses for each area. These training/firing/maneuver areas are North Camp covering 67,528 acres and South Camp covering 80,112 acres. There are also three main support bases, the (1) cantonment area (800 acres), (2) Grayling Army Airfield (962 acres), and (3) Maneuver Area Training Equipment Site (MATES) (25 acres).

### *North Camp*

The North Camp contains the majority of the firing/maneuvering acreage and provides space for large unit training. Because of the dangers involved in the military operations at North Camp it is divided into very specific training areas and ranges.

The northern portion of North Camp (27,300 acres) is known as the Range 40 Complex. This area includes a 7,390-acre fenced impact area used for air to ground training, helicopter gunnery, artillery and mortars. The complex also includes maneuver and bivouac areas outside the fence.

Range 30, the southern part of North Camp, includes a fenced area of 5,261 acres that contains the Multipurpose Range Complex (MPRC). The MPRC covers 900 acres and is a computerized range for tanks, machine guns, rocket launchers, infantry direct fire systems, TOW and helicopter gunnery. Travel is restricted to roads in this range. MATES is located outside the fence at the southwest end of Range 30.

### *South Camp*

South Camp covers 80,112 acres and includes the cantonment area, which can house over 10,000 soldiers at a time. South Camp also has an extensive array of small arms ranges, from pistol to 1,000 meter to computerized target and scoring ranges as well as a fenced mortar range (Range 13), explosive demolition ranges and a hand grenade range.

South Camp consists of primarily closed-canopy forests and has historically been used for infantry training. As these units have become more mechanized, this area has seen an increase in M113 type tracked vehicles. Under a management agreement with the MDNR, roughly 47,200 acres are closed to tracked vehicles because of MDNR's concern with the numerous oil wells, sensitive habitats and potential conflicts with recreational users. The Grayling Army Airfield is also considered part of South Camp for mapping purposes. It includes the only federally owned land on Camp Grayling JMTc.

### *Grayling Army Airfield*

Grayling Army Airfield has two 5,000' x 150' runways. Runway 14 has three instrument approaches to it: GPS, NDB, and VOR, however the FAA is currently building GPS approaches to all runways. The airfield possesses Class D airspace when the Grayling Air Traffic Control Tower is open, uncontrolled airspace when the tower is closed.

Grayling Army Airfield currently possesses a Certificate of Authorization from the FAA to fly the RQ7B Shadow on the Airfield and in the Class D airspace. The Class D airspace overlaps R4201B providing a clear corridor from Grayling AAF to the restricted airspaces to the northwest of the airfield.

The General Aviation area is north of Grayling Army Air Field. There is ample parking on the GA ramp, an eight-bay T hangar building, a terminal building. The self-serve fuel farm boasts a 10,000 gallon 100LL (AVGAS) tank and a 12,000 gallon JetA with Prist tank.

### *Non Military Uses*

The majority of Camp Grayling JMTC lands are open to the same recreational opportunities as are other state lands and are managed for recreation by the Department of Natural Resources. These opportunities include hunting, fishing, camping, hiking, skiing, snowmobiling, etc.

### **ALPENA JOINT TRAINING CENTER (JTC)**

Alpena JTC is located in the northeast portion of the Lower Peninsula of Michigan in the County of Alpena, 7.3 miles west of downtown Alpena in Maple Ridge Township. The Alpena JTC is just off of Michigan State Highway 32 (M-32), the principal east-west roadway that provides access to the city of Alpena from the west. Interstate 75 (I-75) is approximately 65 miles west. U.S. Highway 23 passes through downtown Alpena and provides north-south access along the coast of Lake Huron between Mackinaw City and Standish. The area of influence includes Alpena County and a small portion of Presque Isle County as well as 13 municipalities.

The base is collocated on the Alpena County Regional Airport, a joint-use civil/public-military airport owned and operated by Alpena County. The 3,000 acres owned by the airport is mostly undeveloped, although portions of the property have been designated as Renaissance Zones for commercial/industrial development.

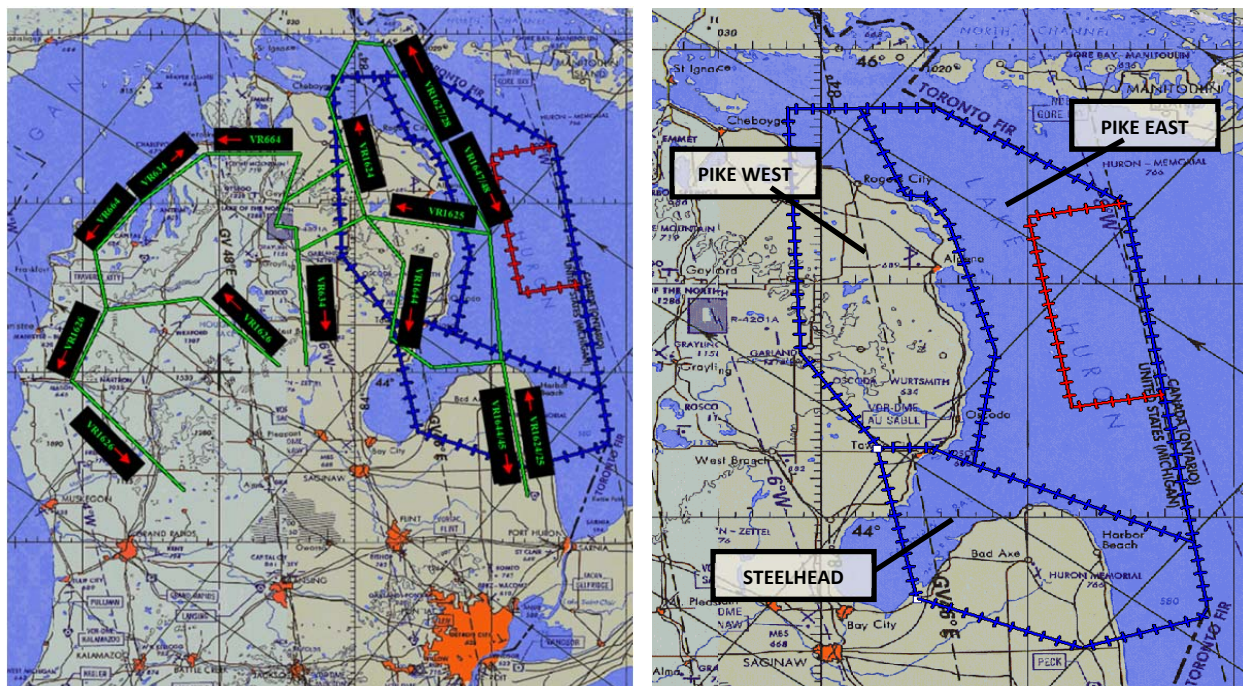
This regional airport serves the greater northeast part of Michigan's Lower Peninsula and provides facilities for private and commercial freight and passenger traffic. It is served by one domestic airline offering daily service to Detroit. The primary runway (RW 01/19) is approximately 9,000 feet in length, and the crosswind runway (RW 07/25) is approximately 5,030 feet long. The Alpena JTC provides fire/crash/rescue and air traffic control/radar approach control (RAPCON) for the entire airfield.

The Alpena JTC is a Michigan Air National Guard (MIANG) training installation which partners with Camp Grayling JMTC to share impact and training areas for USAF and other DoD aircraft training. Alpena operates a 13,000 nm<sup>2</sup> Special Use Airspace (SUA) complex which covers the entire northeast portion of Lower Michigan, including Lake Huron and portions of Ontario, Canada – the largest non-ocean SUA complex east of the Mississippi (SEE Figure 1). The complex also includes 14 military training routes (MTR) spanning more than 1,100 nm over NE/NW lower and upper Michigan. Alpena is one of four ANG joint training centers charged to provide realistic air combat training that replicates a deployed

environment for all ANG flying units. No units are assigned to Alpena but forces deploy for training periods and fly daily from Selfridge (A-10) and Toledo (F-16) ANG bases. Alpena and Camp Grayling JMTTC host Exercise Northern Strike, a JNTTC-accredited, combined arms live-fire Large Force Exercise (LFE), which includes several exercise periods annually.

Similar to Camp Grayling JMTTC, the region in which the Alpena JTC resides is also highly renowned for its high quality natural resources and tourism-based economy. The Lake Huron coastal counties are popular destinations for tourists seeking out maritime experiences and the cultural assets that the coastline boasts. The 4,300 square mile Thunder Bay National Marine Sanctuary boasts over 200 well preserved shipwrecks and tourists come from around the world to tour the wrecks both above and below the water. Farther inland, the region is a popular destination for its inland lakes and forests – with hundreds of miles of trails, thousands of acres of public forest land, and numerous inland and Lake Huron access points, the region is a significant outdoor tourism destination.

**Figure 1 Military Operating Areas**



## IV. PROPOSED STUDY AREA

The proposed study area for the JLUS includes:

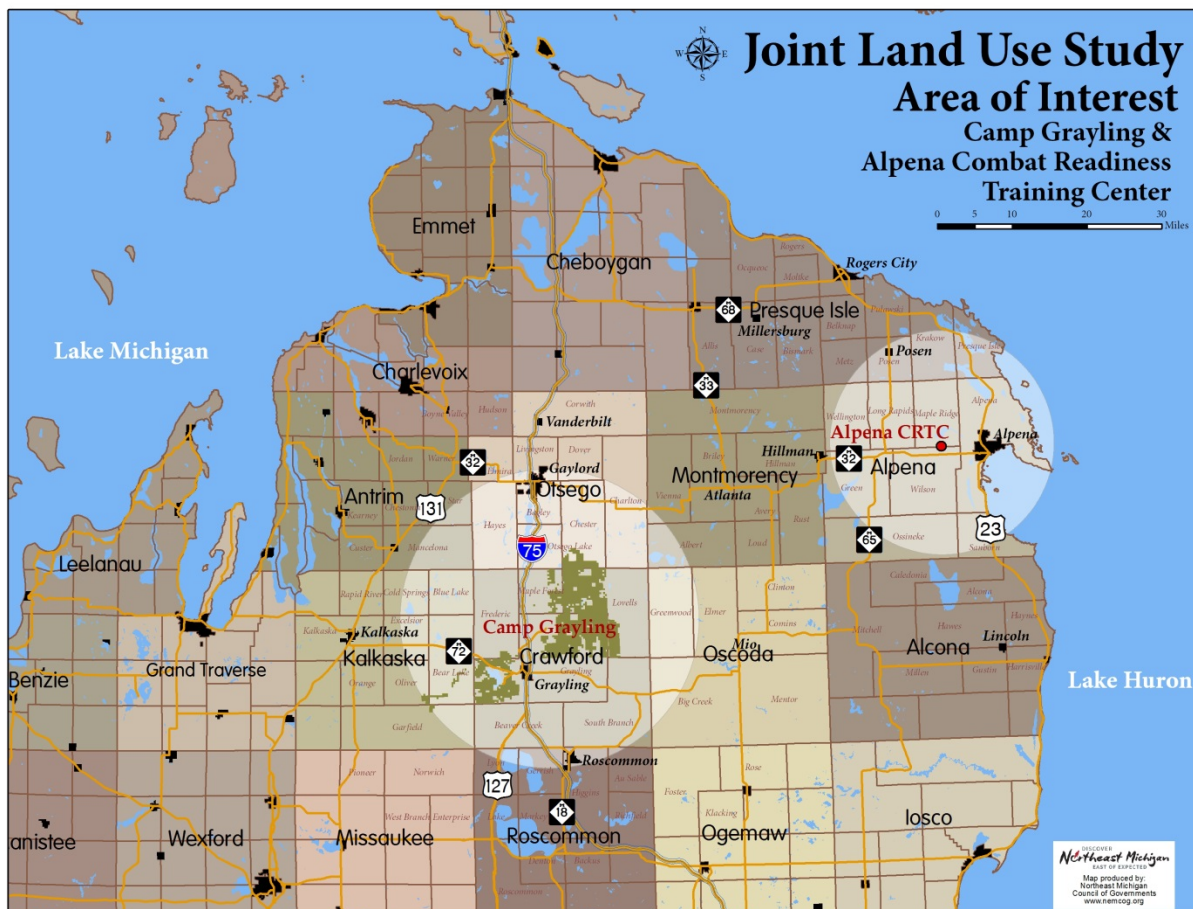
### Camp Grayling JMTC

The area of influence (Figure 2) includes the whole of Crawford County; Crawford County's border counties: on the east portions of Oscoda County, South, small portions of Roscommon County, west, portions of Kalkaska County and the north by Otsego County. Also included in the study areas are the southeast portions of Antrim County, and the southwest portion of Montmorency County; total of 7 counties and 33 municipalities.

### Alpena JTC

The area of influence (Figure 2) includes Alpena County and a small portion of Presque Isle County as well as 13 municipalities.

**Figure 2 Area of Influence**



## **V. COMMUNITY ORGANIZATIONAL STRUCTURE FOR JLUS PROJECT**

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The Northeast MI Council of Governments (NEMCOG) is the project sponsor and has as its core mission the purpose of intergovernmental cooperation and collaboration. NEMCOG will establish a JLUS Policy Committee comprised of representation from the municipalities in the project area and the counties as well as applicable state representatives. This group will provide direction to the Technical Working Group. A Technical Working Group will be established comprised of representation from the County planning offices, the Plans, Analysis, and Integration Office, and other identified local organizations with relevant technical expertise such as utility companies, Northern MI Unmanned Aerial Systems Coalition (NMUASC), housing associations, emergency services, watershed (lake/river) associations, and economic development organizations. This group will be responsible for reviewing data collected, evaluating issues and identifying alternatives and developing recommendations for consideration by the Policy Committee.

All JLUS Policy Committee meetings are open to the public. The JLUS Technical Working Group, may choose to hold closed meetings, as required.

## **VI. PROJECT CONTENT**

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### **A. Scope of Work**

#### **Task #1: Overall Project Initiation and Administration**

Task includes any necessary refinements to the JLUS Work Plan and administration of the study to ensure coordination with the JLUS project sponsor and committees.

##### ***Subtask 1.1 Work Plan Refinement***

The Consultant will meet with NEMCOG to review and refine, as needed, the JLUS Work Plan and make any necessary adjustments that will not impact the overall budget and scope of the project. The Consultant will present the final Work Plan before the JLUS Policy and Technical Committees for approval.

##### ***Subtask 1.2 Administration and Management***

The Consultant will work with the NEMCOG staff to provide administrative support to the JLUS Policy Committee and Technical Working Group to accomplish the following activities:

- Assist in coordination and content of meeting notices, agendas, and minutes; provide handout materials, maps, presentation and any other items to accomplish the study objectives.
- Provide written monthly status reports that detail work in progress, work accomplished, and funds expended. Progress reports are due the 15<sup>th</sup> of the month following the reporting period for NEMCOG staff review and distribution to study participants.
- Provide written work products and verbal JLUS committee briefings at the conclusion of each major phase of the study.
- If necessary, update the Work Plan and JLUS milestone completion dates.



### ***Subtask 1.3 Project Coordination***

The Chief NEMCOG Planner will review and coordinate with consultant all communication with Federal, state and local agencies and municipal officials. All information concerning the JLUS, including progress reports, meeting agendas and materials, presentations, and draft and final reports will be provided to NEMCOG staff prior to JLUS committee review and prior to public release. Upon the completion of the JLUS project, all maps (including GIS shape files), data, and report shall be the property of NEMCOG, as the project sponsor, and provided to NEMCOG in both paper and electronic formats.

***Deliverable (s): Refined Work Plan.***

## **Task 2 – Stakeholder and Public Involvement**

Public participation is an integral part of the JLUS planning process to help ensure decisions are made in consideration of and to benefit public needs and preferences. Early and continuous public involvement brings diverse viewpoints and values into the decision-making process. This process enables the participants to make better informed decisions through collaborative efforts and builds mutual understanding and trust among stakeholders and the general public. Successful public participation is a continuous process, consisting of a series of activities and actions to both inform the public and stakeholders and to obtain input from them which influence decisions that affect their lives.

### ***Subtask 2.1 Public Involvement Plan***

Consultant shall prepare a public involvement plan that covers the key phases during the JLUS planning process. The Consultant will present the strategy before the JLUS Policy Committee for input and final approval. The public involvement strategy will include the refinement of the identification of key stakeholders, specific schedule, and methods of communication tools to provide key project planning information to the following groups:

- Elected Officials and Municipal Staff
- JLUS Project Stakeholders
- General Public
- Target Groups (such as major landowners, employers, homebuilders, real estate industry, etc.)
- Media

The public involvement strategy will include a variety of communication tools to facilitate early and continuing outreach to the above groups, such as: periodic newsletters, JLUS project website, media releases/media kits, periodic fact sheets, etc. The Consultant shall maintain a shared contact list with NEMCOG, throughout the study process, to mail/e-mail project information materials to interested parties.

### ***Subtask 2.2 Installation Tour***

The Consultant, will coordinate an installation tour, at both facilities including outlying facilities as appropriate. The purpose of the installation-led tour is for the JLUS Policy Committee and JLUS Technical

Working Group members to gain a more comprehensive understanding of the military missions, issues, and constraints imposed through incompatible development.

### ***Subtask 2.3 Public Meetings***

The Consultant will coordinate with NEMCOG to hold public meetings throughout the study to educate the public about the purpose of the JLUS, the JLUS planning process, JLUS recommendations, and to seek input from the public during key phases of the study. Public meetings will be held at the following key intervals:

#### ***i. Project Initiation***

Consultant is to hold a meeting before the JLUS Policy Committee at the beginning of the study to explain the JLUS project, goals and objectives. Public comments will be sought, including any conflicts with the installation or military operations, and recommendations for analysis.

#### ***ii. Interim Findings and Preliminary Recommendations***

Consultant will present the results of data collection and analysis, information about existing and anticipated future conflicts between community development and military operations, proposed strategies to mitigate and/or eliminate identified conflicts, and other preliminary recommendations. Public comments will again be solicited with emphasis on the implementation strategies.

#### ***iii. Final Recommendations***

Prior to the JLUS Policy Committee and participating jurisdictions taking any formal actions, the Consultant will present the final JLUS report, including recommendations, and an Implementation Plan.

The Consultant will review all materials relating to the public meetings with NEMCOG prior to releasing any information. Consultant responsibilities related to the public meetings include:

- Coordinate dates and times, in consultation with NEMCOG Chief Planner and JLUS Policy Committee.
- Draft public notification of meetings to affected citizens, businesses, elected officials and other interested parties.
- Prepare press releases and media kits that highlight purpose and desired outcomes of the public meetings.
- Arrange for any special accommodations to ensure compliance with the Americans with Disabilities Act and/or non-English speaking participants, as needed.
- Present key study findings, which may include draft reports, maps and other materials, to the public, elected officials, and other interested parties in attendance, and solicit public comments and feedback both during and after the meeting.
- Prepare agendas, handouts, presentations, maps, comment forms and other materials to effectively inform the public about the study and solicit their comments.
- Maintain a record of all public comments received (verbal and written), including a summary or meeting minutes.



***Deliverable (s):*** *Completed Public Involvement Plan; Installation Tours held; Public Meetings Held (minimum of 3).*

### **Task 3 – Data Collection, Inventory Mapping**

This task includes the collection of all relevant data from the installation and participating jurisdictions and other entities or sources in order to conduct the analysis phase of the JLUS planning process.

#### ***Subtask 3.1 GIS Internet-Based Mapping Portal.***

The Consultant will develop an Internet-Based Mapping Portal for the JLUS project area that will incorporate existing publically available GIS layers depicting the following information:

- Imagery
- Topography
- County and town municipal boundaries
- County tax parcel information
- Oil and gas wells
- Land Cover Type
- Water Bodies
- Federal and State lands including wetlands, critical habitat areas, timber
- Flood Zones
- Municipal Infrastructure data such as public water, sewer, and electric districts
- Census Block Data
- Streets and Roads
- Other publically available data that are identified by the communities and Camp Grayling JMTc and Alpena JTC as having a benefit to display in the GIS Internet Mapping Application

#### ***Subtask 3.2 New GIS Data Layers***

The Consultant will develop new GIS data layers (not already existing at NEMCOG) or acquire existing GIS data layers from federal, state, or local agencies as determined necessary by the stakeholders to support the objectives of the project. Potential data layers for development and inclusion in the JLUS and Internet-Based mapping portal may include:

- Local land use plan and/or zoning designations
- Non-conforming land uses
- Proposed development

- Proposed capital improvement plan/projects,
- Sensitive biological and/or cultural resource areas,
- Forestry Management
- Special resources areas, i.e. aquifer recharge zones, wetlands, wellhead protection zones, FEMA Flood Zones, Army Compatible Use Buffer (ACUB) priority areas and protected ACUB lands, etc.,
- Noise contours for military operations
- Military Training Routes (MTR)
- Military Operating Areas (MOA)
- Military blast arcs
- Visual Routes
- Commercial airport flight paths in study area
- Land as well as Lake Huron mobility corridors and the regional transportation system including but not limited to municipal separate storm sewer systems
- Population forecasts for participating jurisdictions
- Projected growth trends related to population forecasts
- Other GIS data layers as determined to be beneficial to support the goals and objectives of the JLUS

### ***Subtask 3.3    Compile and Review Existing Documentation***

The Consultant will be required to compile and review existing documentation and reports in order to complete this Scope of Work. NEMCOG staff will assist and provide all relevant information.

1. Compile and review local, State and Federal regulatory framework for community development including such documents as, but not limited to, Camp Grayling JMTc/ Alpena JTC, County/municipal Comprehensive Economic Development Strategies, Master plans, etc.
2. Compile and review military documents to map footprint for military operations, and any other pertinent documents.
3. Identify policies and regulations that govern off-shore development, such as energy production, natural gas storage, oil drilling, or commercial fishing ventures.
4. Identify policies and regulations that govern siting of on-shore alternative energy projects, transmission lines, natural gas storage and pipelines, and oil drilling.
5. Present collected data and mapping to the Technical Working Group(s), JLUS Policy Committee, and public.

***Deliverable(s):*** Internet Based Mapping portal established; GIS Data layers completed; existing documents reviewed; presented to committee and public.

#### **Task 4 – Survey/Interview Key Stakeholders**

##### ***Subtask 4.1 Interview Key Stakeholders***

1. Interview participating local government staff and elected officials
2. Interview State government staff and elected officials, as applicable.
3. Interview Agency/Institution management, as applicable.
4. Interview Military Department personnel, as applicable.

##### ***Subtask 4.2 Compile interview results to define opportunities and constraints.***

##### ***Subtask 4.3 Present collected data to the Technical Working Group(s), JLUS Policy Committee, and public***

##### ***Subtask 4.4 Publish findings on JLUS project website***

***Deliverable (s):*** Survey is completed; Findings are published.

#### **Task 5 – Conflict/Compatibility Analysis**

##### ***Subtask 5.1 Identify and map areas of current and future conflict.***

1. Identify areas of current land use conflict, type of conflict and impact.
2. Identify areas of future potential conflict, type of conflict and impact.
3. Identify areas where land use is compatible, test sustainability, assess risk.
4. Identify land, air water mobility corridor conflicts, type of conflict and impact.
5. Identify conflicts relating to potential on- and off-shore development such as energy production, natural gas storage, or others as applicable.
6. Map conflict areas.

##### ***Subtask 5.2 Present data and mapping to the Technical Working Group(s) and JLUS Policy Committee for comments***

##### ***Subtask 5.3 Publish findings on JLUS project website***

***Deliverable(s):*** Conflict areas are identified and mapped; data and mapping presented to technical working Group and Policy Committee for input; Findings are published.

#### **Task 6 – Conflict Resolution Strategies**

##### ***Subtask 6.1 Develop Resolution Strategies***

1. Develop resolution strategies for current conflict areas.
2. Develop resolution strategies and timeline for future conflict areas.
3. Develop resolution strategies to support compatible land uses.

### ***Subtask 6.2 Identify Model Planning Tools & Techniques/Toolbox***

1. Identify model planning tools and techniques to guide compatible development.
2. Identify model land use regulations – local, State and Federal.
3. Since Michigan is a “Home Rule” state when it comes to planning and zoning of projects, including energy, the Consultant will develop a process at the local or municipal level to support compatibility between **selected/targeted types of urban** and industrial development and military operations, including test and training activities. The Department of Defense Siting Clearinghouse requirements and standards published in Title 32, Code of Federal Regulations, Part 211 shall advise and guide the process to facilitate the early submission of selected type project proposals to the Clearinghouse for military mission compatibility review; however this task requires the development of a local process.
4. Develop a tool box of policies, regulations, ordinances, agreements, etc. to address existing incompatibility issues and guide future compatible development to protect and preserve military readiness and defense capabilities while supporting continued community economic development.

### ***Subtask 6.3 Develop Transportation Recommendations***

1. Develop recommendations on transportation infrastructure resulting from future military mission needs and relate to transportation requirements for future development. Ensure these recommendations are coordinated with appropriate local and/or State transportation organizations responsible for transportation planning and funding.

### ***Subtask 6.4 Involve stakeholders and public to evaluate potential solutions***

1. Involve Municipalities/Agency/Institution review of potential solutions.
2. Present potential solutions to JLUS Policy Committee for review and comment.
3. Solicit public input to potential solutions.

***Deliverable(s):*** Recommendations on transportation are developed; Tool box of policies, etc. is developed; Potential Solutions are developed; input is obtained from local municipalities, agencies, institutions, Policy Committee, and public.

## **Task 7 – Prepare Study Report**

### ***Subtask 7.1 Draft Plan***

1. Compile resolution strategies.
2. Develop short-, mid-, and long-term priorities.
3. Develop an appropriate implementation strategy for JLUS recommendations. The strategy is anticipated to recommend actions for Federal, state, local, non-governmental agencies. The Consultant will identify appropriate responsible parties, timelines, estimated costs, and appropriate financing mechanisms to implement the recommendations.

4. Develop a monitoring plan utilizing the NEMCOG Planner and partners that promotes JLUS participants to continue working together on compatibility and viability issues beyond completion of the JLUS project.
5. Develop metrics for measuring plan effectiveness.
6. Release Draft Plan for public presentation and comment.
7. Compile responses to Draft Plan and update as required.

### ***Subtask 7.2 Final Plan***

1. Present Final JLUS to JLUS Policy Committee for final approval.
2. Present Final JLUS to participating local jurisdiction legislative bodies for formal adoption.
3. Deliver completed JLUS document to NEMCOG.

The Consultant will provide 30 printed copies of the final report to NEMCOG staff for distribution to the study participants, as well as an electronic copy of the final report for future reproduction and distribution, as needed.

### ***Subtask 7.3 Project Overview***

JLUS project deliverable shall include a four-page maximum Executive Summary. Project Overview shall include description of military operations, graphic display of study area and military operations footprint, identify community organization structure and participants for both planning and implementation, summary of compatible use issues, and primary JLUS recommendation highlights.

***Deliverable(s):*** Final Plan with Executive Summary is completed and Approval obtained.

## **B. Application Package: Format and Content For Response Submittal**

### **1. Term of Contract**

The term of this contract will be for 21 months.

### **2. Submittal Requirements**

Please provide the following:

#### **a. Cover Page and Summary**

- Name of Applicant
- Mailing Address
- Authorized Representative Contact Person: Name, Title
- Contact information: email address, telephone number, fax number
- Prefacing the response, include a summary of your response in brief, concise terms and expected benefits of the response to NEMCOG.

#### **b. Technical Proposal**

Provide a description of the methodology, work product, and schedule for completing each element of the scope of work. A proposal should be prepared simply and economically, providing a straightforward, concise description of the consultant's ability to meet the requirements of the

RFP. Fancy bindings, colored displays, promotional material, and similar ornamental features should not be included. Emphasis should be on completeness and clarity of content.

### *1. Business Organization*

- a. State the full name and address of the Respondents organization and, if applicable, the branch office or subordinate element that will perform or assist in performing the work. Indicate whether you operate as an individual, partnership or corporation. If as a corporation, include the state in which you are incorporated.
- b. Provide financial statements for the prior year.
- c. Provide samples of management reports to be provided to NEMCOG.

### *2. Consultant Qualifications and Prior Experience*

Provide a listing of the principal officers of the organization including name, title, and length of experience with the Respondent organization.

Include as a part of your proposal a brief statement concerning the recent experience of the persons from your firm who will be actively engaged in the JLUS project tasks. Do not include firm experience unless persons who will work on this project participated in that experience, and clearly state his/her role.

In addition to specific technical capabilities required of the consultant to perform this project, it is desired that the consultant project manager have detailed knowledge and experience that can be applied to an overall understanding of military training installations and operations.

### *3. References*

NEMCOG requests respondents to supply, with its RFP, a list of at least three (3) references where their firm supplied like services within the last five years. It is preferred that the list identify municipalities that are customers of respondent. For each reference include the name of the firm/entity; address, contact employee of firm/entity, with telephone number and email address; what services were or are provided to this reference; and how long your firm has provided this service to the reference entity.

### *4. Key Personnel*

*Respondent:* Include specific background information on key individuals who will be assigned to the project from your firm. In addition, include roles and responsibilities. The background information on these individuals should emphasize their experience relative to project requirements. The proposed key personnel must be the personnel assigned to the project. Key people are defined as those people whose qualifications and experience are essential to providing quality services. The project team means the personnel assigned by the consultant and the subconsultant(s) who are responsible for the completion of the services.

Please provide resumes for key project personnel.

The contract for this project will contain a provision that the consultant may not replace key people without prior written approval from NEMCOG. A violation of this provision will be considered a breach of the contract, and NEMCOG may terminate the contract.

*Sub-consultants:* All sub-consultants must be identified and are subject to approval by NEMCOG. Qualifications and background information is required as specified in the “Key Personnel “– Respondent section (see above).

## *5. Project Management*

The consultant’s Project Manager must be readily accessible to NEMCOG personnel. Response to this RFP should include a proposal to address and clarify all aspects of project administration, quality assurance, variation and change control, contract deliverables, budget and cost control, schedule control, and internal/external coordination.

- a. The NEMCOG Project Manager shall be the official NEMCOG contact person for the consultant. The consultant must either address or send a copy of all project correspondence to the NEMCOG Project Manager. This includes all verbal contact records. The NEMCOG Project Manager shall be made aware of all communications regarding this project.
- b. The consultant will update NEMCOG Project Manager on a monthly basis with a progress report that clearly reflects progress, timeliness and budget.
- c. The consultant will attend any project-related meetings as directed by the NEMCOG Project Manager.
- d. The consultant will maintain a project record which includes a history of significant events (changes, comments, etc.) which influenced the development of the JLUS report and receipt of information.

## *6. Notification of Changes*

The consultant shall notify the NEMCOG Project Manager whenever discoveries or new information has the potential to require changes in the scope, limits, quantities, or costs of the project.

## *7. Project Schedule and Staff Allocation*

Provide a detailed project plan that shows the **milestones or tasks** deliverables and timeline. Include the number of hours allocated for each staff person for each task for the duration of the contract.

## *8. Concluding Remarks*

This section shall contain any elaboration regarding the requested service or the items of information that the proposing party feels important to a clear understanding of the proposed service and/or capabilities.

### 9. *Authorized Negotiators*

Include the names and telephone numbers of your organization's personnel authorized to negotiate the proposed contract with NEMCOG.

### **C. Price Proposal Instructions**

1. Please submit the Price Proposal in a separate envelope clearly marked **"PRICE PROPOSAL"**.

**The consultant's name should be identified on the front of the envelope.**

2. Price proposal shall contain the following:
  - a. Breakdown of the following per Task:
    1. Name, Title and Hours of each Staff involved in Task
    2. Total Labor Costs
    3. Total Direct Costs
    4. Total Task Cost
    5. Percent of Budget
  - b. Combined Costs of all Tasks
    1. Total Hours
    2. Corresponding Rate per Staff
    3. Subtotal per Task
    4. Total Combined Labor Costs
    5. Total Combined Direct Costs
    6. Total Budget
3. Example Format (see Attachment A)
4. Sub Consultants:

**If Sub Consultants are contained in the Response please provide the following:**

Provide all in c. 2: a & b.



## **VII. PROJECT TIMELINE**

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The following is the anticipated timeline for the JLUS Study.

December 12, 2016	Receive Grant Award.
January 4, 2017	Publish RFP.
February 16, 2017	RFP responses due. Conduct interviews and select consultant. Begin contract negotiations.
March 16, 2017	Finalize contract negotiations. Contract approval by JLUS Sponsor
April 3, 2017	Conduct JLUS Kickoff Meeting. Task 1: Project Initiation and Task 2: Stakeholder & Public Involvement
April 3, 2017	Task 3: Data Collection, Inventory Mapping
April 3, 2017	Task 4: Survey and interview Stakeholders
September 1, 2017	Task 5: Conflict Compatibility Analysis
January 3, 2017	Task 6: Conflict Resolution Strategies
April 2, 2018	Task 7: Draft and Final JLUS Study Report.

### **Products**

- Project deliverables will include the JLUS Final Report and Implementation Plan
- Public Participation Plan
- JLUS Overview for OEA Website

## **VIII. SELECTION PROCESS**

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NEMCOG will request proposals from qualified consultants to complete the Joint Land Use Study. The consultant selection process will comply with the procurement standards in 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, Subpart A, and Section 200.318 General Procurement Standards. NEMCOG will target consultants that have provided similar services to other military installations across the country. Best value will be a factor in the consultant selection process. NEMCOG will manage the consultant contract(s).

### **A. Selection of Award**

Proposals will be evaluated by NEMCOG and the JLUS Policy Committee. NEMCOG will recommend a short list of the most qualified consulting teams or firms to the JLUS Policy Committee. Once the consultant is chosen and authorized to proceed, it will be expected to immediately assist in developing a final scope of service and contractual agreement.

The JLUS Policy Committee reserves the right to waive any irregularity in any submittal or reject any or all proposals. Any cost incurred by candidate firm(s) or consulting team(s) in preparing submitted proposals is the sole responsibility of the respondent(s). All work is subject to funds appropriation. Submittals will be reviewed and respondents will be evaluated according to the following evaluation criteria:

- Consultant qualifications, references and experience on similar projects;
- Consultant's ability to accomplish study tasks in a timely manner;
- Consultant's proposed project methodology, organization, management and milestones;
- Consultant's familiarity with relevant state, regional and local planning and development laws, policies, regulations, plans and procedures;
- Consultant's familiarity with relevant military plans, policies, regulations, studies, and documents and military operations and missions; and,
- Estimated project cost.

FACTOR	WEIGHT
Qualifications/Experience	30%
Ability to complete work on time	15%
Plan to accomplish the project	20%
Familiarity with state, regional and local laws, policies, regulations, and procedures	15%
Familiarity with military plans, policies, regulations, studies, and documents and military operations and missions	15%
Estimated project cost	5%

The JLUS Policy Review Committee will select the top three written proposals for interviews with travel costs incurred by interviewees (respondents).

## **B. Notification Of Award**

Anticipated Contract Award will be March 16, 2017.

## ATTACHMENT A: Sample Price Proposal

	TASK 1: PROJECT INITIATION	TASK 2: STAKEHOLDER & PUBLIC	TASK 3: DATA COLLECTION, INVENTORY MAPPING	TASK 4: SURVEY AND INTERVIEW STAKEHOLDERS	TASK 5: CONFLICT COMPATIBILITY ANALYSIS	TASK 6: CONFLICT RESOLUTION STRATEGIES	TASK 7: DRAFT AND FINAL JILUS STUDY REPORT	TOTAL HOURS	CORRESPONDING RATE	SUBTOTAL
<b>STAFF NAME &amp; TITLE</b>		-	-	-	-	-	-			\$ -
John Doe, Project Manager	2							2	\$125	\$ 250
										\$ -
										\$ -
										\$ -
										\$ -
Total Hours	2	-	-	-	-	-	-	2		
Total Labor Costs								-	-	
Total Direct Costs								-	-	
Total Task Cost								-	-	
Percent of Total Budget	%	%	%	%	%	%	%	-	-	100%
<b>TOTAL</b>									\$	