

Comprehensive Regional Assessment Of Community Impacts Associated With Army Personnel Reductions (CIAR) From Fort Benning

“This Study Was Prepared Under Contract With The Valley Partnership Joint Development Authority, Georgia, With Financial Support From The Office Of Economic Adjustment, Department Of Defense. The Content Reflects The Views Of The Valley Partnership Joint Development Authority And Does Not Necessarily Reflect The Views Of The Office Of Economic Adjustment.”

Request for Proposals

**Proposal Due No Later Than
Monday, November 30, 2015 at 5:00 pm (E.S.T.)**

Issued By:



**Valley Partnership Joint Development Authority
1200 6th Avenue
Columbus, GA 31901**

Consulting Services for Comprehensive Regional Assessment Of Community Impacts Associated With Army Personnel Reductions (CIAR) From Fort Benning

SECTION I

Invitation to Consultants

- A. The Valley Partnership Joint Development Authority solicits Proposals from interested Consultants for the services which are described herein to be received no later than **November 30, 2015 at 5:00 pm (E.S.T.)** at:

PHYSICAL ADDRESS	OR	MAILING ADDRESS
RFP: Consulting Services for Fort Benning CIAR Valley Partnership Joint Development Authority 1200 6 th Avenue Columbus, Georgia, 31901	OR	RFP: Consulting Services for Fort Benning CIAR Valley Partnership Joint Development Authority P.O. Box 1200 Columbus, Georgia 31902-1200

- B. The Consultants' Proposal shall contain all elements described in this request. Failure to provide the requested information will result in an evaluation of "non-responsive". Consultants may submit other information deemed important in the evaluation of the Consultant's capabilities and qualifications.
- C. These instructions are an integral part of any submittal.
- D. **Questions:** Questions related to this RFP submit via email to Gary Jones: gjones@columbusgachamber.com **NLT November 10, 2015 by 5:00 pm (EST)**
- E. QUESTIONS RECEIVED AND ANSWERS TO SAME WILL BE POSTED AND COPIES OF RFP SPECIFICATIONS MAY BE OBTAINED BY DOWNLOADING FROM THE WEBSITE AT:
<http://www.columbusgachamber.com/military-ft-benning> Click **CIAR** link.
- F. Responses to questions that substantially alter this RFP will be issued in the **CIAR** page of this site. It is "responders" responsibility to check the site for any changes(s). Oral explanations or interpretations of such will not be binding.
- G. **The following described project is subject to federal funding; any contract award is contingent upon receipt of that funding.**

Thomas Weaver, Chair
Valley Partnership Joint Development Authority

Comprehensive Regional Assessment Of Community Impacts Associated With Army Personnel Reductions (CIAR) From Fort Benning

SECTION II

Project Overview

A. Location

The Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) from Fort Benning includes the general three (3) county area region with specific focus on the principal communities of Columbus, Georgia and Phenix City, Alabama which will be most impacted by installation Losses.

The focus of this assessment the bi-state region includes three (3) counties:
(See CIAR Study Area Map, Addendum 1)

<u>Georgia Counties</u>	<u>Cities</u>
1. Chattahoochee	
2. Muscogee	Columbus
<u>Alabama Counties</u>	
3. Russell	Phenix City

B. Project Summary

Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) from Fort Benning is being undertaken to help Fort Benning and impacted communities in our region prepare for the most significant Losses of military personnel in the United States.

The purpose of the CARI is to assess the challenges and opportunities facing the communities impacted by the Fort Benning Soldier Loss and to find solutions that address associated economic and community issues.

The CARI process is designed to prepare for the coming changes through a coordinated approach that involves regional, county, community and installation leaders in planning and implementing Loss management actions that address all aspects of economic and community planning.

Results or Benefits Expected

The Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) from Fort Benning will encourage local governments to work closely together with Fort Benning to preserve and protect the public health, safety and welfare of all living in the region and the viability of both the region and the military. The CIAR implementation plan will reflect an approach to capitalize on economic enrichment opportunities, leading to a sustained and vibrantly growing community.

The Fort Benning CIAR is developed through a collaborative public involvement process that results in the following four expected outcomes:

GENERAL EXPECTED OUTCOMES	
1	Identify the impact of Fort Benning personnel Loss and its associated impact to the region, Columbus and Phenix City.
3	Develop a regional and community Loss strategy focused on Columbus and Phenix City to address Fort Benning personnel Loss impacts to include an implementation strategy.
4	Follow-through by all stakeholders so that the approved VPJDA CIAR implementation strategy benefits the identified communities and bi-state region.

C: Background / Need

Based on the recent Department of Army (DA) decision Fort Benning is to lose 3,402 Soldier positions. The Loss of Soldier, and family population and reduced economic Loss in both the military and civilian sectors will have a significant impact on the region, creating a Loss to the surrounding communities resulting in reduced salaries/buying power, tax collected and sales as well as a reduced need for existing goods and services. The impact of Fort Benning personnel Losses on Columbus and Phenix City specifically and in general the region will affect a four county bi-state area.

The expected population and economic Losses will impact a broad spectrum of issues, including the following as well as the need for the development of a regional strategy and its implementation plan for mitigating regional and community impacts in areas of economic development, economy, education, housing, schools, small business

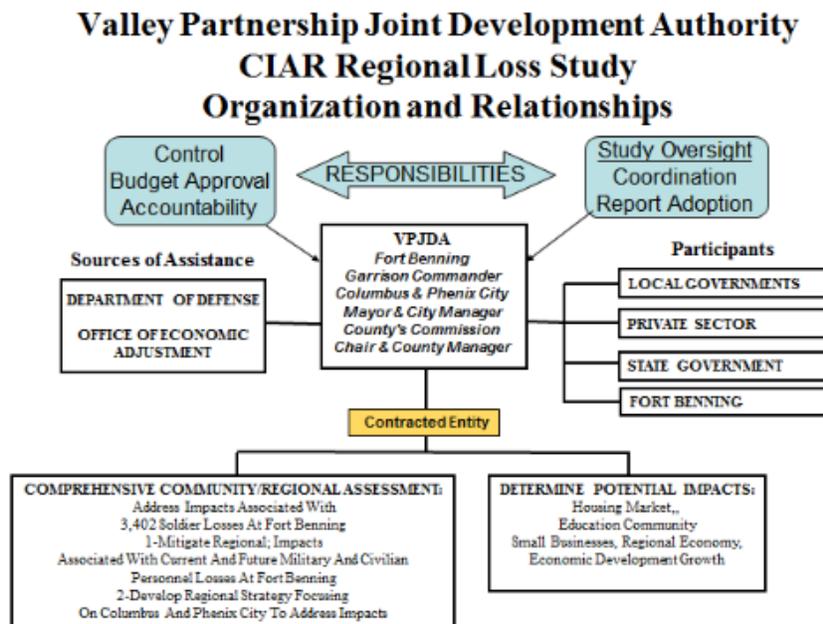
D: Approach

The region has a long history of coordinated, collaborative responses to both significant Loss or Loss impacts, and elected and community leaders are committed to supporting the Defense community and its soldiers and families. The VPJDA is a multi-governmental entity created by local governments and public-private partnerships to foster community and economic Loss and to promote the general welfare of the region. Through the VPJDA, the region has a structure and process to find joint solutions to issues impacting the region.

To ensure a focused response to the Loss of personnel transformation at Fort Benning, the VPJDA will serve as the OEA Grant Administrator for the CIAR Assessment and will provide direction, approval to the CIAR study, its implementation and in general is comprised of select City Mayors, County Managers, Chair of each County Commission and Fort Benning leadership to include the Garrison Commander of Fort Benning.

The organizational chart (Fig 1) illustrates the relationships between the VPJDA, and the Contracted Entity (Consultant) conducting a Comprehensive Regional Assessment Objectives identified in Scope of Work:

FIGURE 1



Project Consultant

The Contracted Entity from this point on referred to as “Consultant” and is accountable to the VPJDA (OEA Grant Administrator) for the timely completion of the activities and deliverables identified in the scope of work.

Consultant will provide adequate staff with expertise in following areas:

- **Strategic Communications:** Responsible for producing communications related to the CIAR, including briefings, committee notifications, print and electronic newsletters, website updates, media releases and other public relations activities.
- **Education:** Responsible for accomplishing deliverables of the CIAR related to education, to include working with school districts, public and private schools, childcare providers, after-school and youth development programs, as well as conducting research and data collection, attending meetings, and other education development activities.
- **Economic Development, Regional Economy, Small Business, Housing, Quality of Life:** Responsible for accomplishing deliverables of the CIAR related to these issues, to include research and data collection, attending meetings, and other development activities.

D: The Project Study:

The chosen consultant will be the “lead planner” in the development of the CIAR study. The Consultant will have the lead responsibility for accomplishing the following objectives of the CIAR study:

- To identify the issues and offer strategic solutions to accommodate the impacts of Fort Benning’s personnel Losses and other economic and community development in the following areas.
 1. Loss Forecasting And Modeling
 2. Economic Impact Analysis
 3. Housing Market Analysis
 4. Education and Schools
 5. Community and Regional Loss Mitigation Plans
 6. Public Engagement And Communications
 7. Implementation and Follow Up

To engage the participation of all major stakeholders to determine and assess their desires, needs, and expectations regarding Army drawdown related Loss.

- To engage the public in developing common visions for their communities by preparing public information and involving the public in the planning process.
- To identify policies and operating practices that local governments can adopt which are consistent with the needs of communities and Fort Benning operations.
- To create comprehensive and regional assessment of the potential impacts associated with the recent Army announcement to reduce the number of personnel at Fort Benning.
- This assessment will lead to the development and production of recommendations for mitigating community impacts for the Region as a whole but specifically for Columbus and Phenix City that will:
 - Assess current conditions
 - Identify, assess and prioritize additional needs that must be met in order to accommodate the anticipated Losses for the below topics in the four county study area.
 - Economic Development, Economy, Education, Schools and Housing
 - Provide guidance as to how these additional requirements can be met
- To write the draft and final VPJDA approved CIAR report.

F: The Project Scope of Work

The VPJDA, CIAR Scope of Work is described in Addendum 2 of this RFP.

G: The Project Time Period:

The final VPJDA approved CIAR Report must be provided to the VPJDA no later than 5:00 PM (EST) on Friday, July 29, 2016.

H: Payment Terms:

Funding for the proposed CIAR project is on a reimbursable basis through a pending grant from the Department of Defense's Office of Economic Adjustment (OEA). Any contract award is contingent upon receipt of that funding. All payments to the Consultant will be by reimbursement only. No advance payments will be made.

Comprehensive Regional Assessment Of Community Impacts Associated With Army Personnel Reductions At Fort Benning (CIAR)

SECTION III

Instructions and Information

A. Submission Requirements:

1. ADDRESS:

The proposal must be submitted in a sealed package and received in accordance with the Request for Proposals.

All submittals shall be delivered to either the physical or mailing address:

PHYSICAL ADDRESS	OR	MAILING ADDRESS
RFP: Consulting Services for Fort Benning CIAR Valley Partnership Joint Development Authority 1200 6 th Avenue Columbus, Georgia, 31901	OR	RFP: Consulting Services for Fort Benning CIAR Valley Partnership Joint Development Authority P.O. Box 1200 Columbus, Georgia 31902-1200

2. DUE DATE: November 30, 2015 No Later Than 5:00 pm (E.S.T.)

Proposals must be received and date/time stamped on or before the Due Date. Offerors shall file all documents necessary to support their submittal and include them with the submittal. Offerors shall be responsible for the actual delivery of submittals during business hours to the address indicated in the RFP. It shall not be sufficient to show that the submittal was mailed in time to be received before scheduled closing time.

3. PUBLIC OPENING:

No public opening will be held. No proposals shall be handled so as to permit disclosure of the identity of any offeror or the contents of any proposal to competing offerors during the process of discussion. A register of proposals shall be prepared as part of the contract file and shall contain the name of each offeror, and a description sufficient to identify the item offered. The register of proposals shall be open for public inspection only after contract award.

4. PROPOSAL FORMAT

Three (3) complete color sets of all required information shall be submitted in printed hard copy, with one (1) electronic CD copy.

Submit applications on white 8.5 x 11 inch paper only.

The standard type font Arial must be used. The font size in narratives must not be smaller than 11 point. The margins must be at least one inch on all sides. Number all application pages, including required forms sequentially. Supporting materials, including resumes, must follow the same general guidelines.

5. A statement of qualifications shall contain all elements described in this request. Failure to provide the requested information will result in an evaluation of “**non-responsive**”. Consultants may submit other information deemed important in the evaluation of the Consultant’s capabilities.

B. Submittal Conditions:

1. **Right of Rejection and Clarification:** The Valley Partnership Joint Development Authority (VPJDA) reserves the right to reject any and all submittals and to request clarification of information from any Consultant. If a submittal is rejected or not selected, the Consultant understands that the decision by the VPJDA is final and there is NO repeat NO appeal. It is understood by all when Consultant responds to this RFP they agree with this stated condition in Section III paragraph B.1.
2. **Request for Additional Information:** Prior to the final selection, Consultants may be required to submit additional information, which the VPJDA may deem necessary to further evaluate the Consultant’s qualifications.
3. **Contract:** The Scope of Work and the Consultant’s proposal will form the basis of the contract between the VPJDA and the Consultant. The Consultant will ensure that their proposed contract is included in the submittal package.
4. **Reimbursement Funding:** Funding for the Consultant is being paid from a grant from the Department of Defense, Office of Economic Adjustment. Approved invoices from the Consultant will be paid on a reimbursement basis only. Ten percent (10%) of the final contract award will be withheld until all deliverables are received and approved by the VPJDA.

Costs Incurred: The VPJDA will not reimburse Consultants for any costs associated with the preparation and submittal of any statement of qualification, or for any travel or per diem costs that are incurred.

5. **Gratuity Prohibition:** Consultants shall not offer any gratuities, favors, or anything of monetary value to any official, employee, or agent of the VPJDA for the purpose of influencing consideration of his submittal.
6. **Evaluation Criteria:** Qualifications of Consultant's requirements are provided in the Qualifications Section that follows.
7. **Rights to Submitted Material:** All submittals, responses, inquiries, or correspondence relating to or in reference to this RFP, and all reports, charts, and other documentation submitted by the Consultant shall become property of the VPJDA when received.
8. **Notification of Withdrawals/Changes to Proposal:** Proposals may be modified or withdrawn prior to the deadline for submissions by way of a formal letter from an authorized representative of the Consultant.
9. **Qualification Investigations:** The VPJDA shall be the sole judge as to the merits of qualifications submitted by Consultants. The VPJDA reserves the right to contact references in the submittal and to conduct its own investigations into the qualification and capability of the submittal.

C. **Request For Proposal (RFP) Administration:**

1. The Administrator for this Request for Proposals (RFP) shall be the **Valley Partnership Joint Development Authority (VPJDA) Executive Vice President, Military Affairs.**
The Administrator shall act as the VPJDA Representative during the review process of this RFP.
2. **Questions:** Questions related to this RFP must be submitted in writing via email to Gary Jones at: gjones@thevalleypartnership.com to be received electronically no later than **November 10, 2015 by 5:00 pm (E.S.T.)**
3. RFP Questions & Answers will be posted on the website at: <http://thevalleypartnership.com/> Click the link on the website for **CIAR.**
4. Responses to questions that substantially alter this RFP will be issued in a written addendum posted to the VPJDA website. Offerors are responsible for checking the website throughout the RFP period for updates and responses to questions. Oral explanations or interpretations will **NOT** be binding.

Comprehensive Regional Assessment Of Community Impacts Associated With Army Personnel Reductions At Fort Benning (CIAR)

SECTION IV

Qualifications

A. Information Required:

1. Consultants submitting qualifications shall provide general information requested in Section V, Submittal Forms, Representation.
2. Consultants shall include a list of all **Company Experience Addressing Strategic Planning and Regional Coordination in Communities Experiencing Military and Civilian Growth And/Or Loss** (some examples: Fort Benning, Fort Carson, Fort Stewart, etc.). Include only those projects involving four (4) or more counties and conducted from 2005 to present. Include the information requested in Section V, Form I.
3. Consultants shall include a list of **Regional Growth or Loss Management Type Plans** completed from 2005 to present. This shall include the information requested in Section V, Form II.
4. Consultants shall complete the **Project Budget Form** included in Section V, Form III.
5. Consultants shall submit a list of the top 3 individuals on the proposed project team. Specifically, the Consultant's Project Manager shall also be identified. Consultant shall include the information requested in Section V, Form V. Resumes may be attached but are limited to no more than one page per person.

B. Selection Process:

1. Consultants submitting the requested RFP information will be evaluated by The Valley Partnership Joint Development Authority (VPJDA) CIAR Selection Team.
2. All Proposals received will be scored by the VPJDA CIAR Selection Team according to the four (4) categories listed below.
3. Each category evaluated will be assigned a score from 0 through 10, with 10 being the most favorable. Each category's weighting factor will be applied to this score to obtain a weighted total.
4. The sum of all four (4) categories' weighted total will then become the Offeror's score.

C. Evaluation Criteria:

VPJDA CIAR Selection Team will rate submittal using the following criteria:

CATEGORY		WEIGHTING FACTOR
I.	Consultant's Company Experience Addressing Strategic Planning and Regional Coordination in Communities Experiencing Military and Civilian Growth And/Or Loss	3.5
II.	Regional Growth or Loss Management Plans Completed	3.0
III.	Consultant's Management and Statement of Qualifications	2.0
IV.	Project Cost	1.5
TOTAL		10.0

1. Each submittal will be judged on a point system as discussed in paragraphs B. and C. The weighting factor will be applied to that score, the product of which will be the weighted score. The weighted scores of each VPJDA CIAR Selector will then be averaged for a final total.
2. As illustrated by the Weighting Factor, Cost is a factor, but is not the sole consideration. The capability demonstrated in the proposal to accomplish the RFP requirements will weigh heavily in the final determination of the winning bid.

Example of this scoring method of 100 possible points using a hypothetical score.

EXAMPLE OF WEIGHTED SCORING FOR A POSSIBLE 100 POINTS

CATEGORY		SCORE		WEIGHT		TOTAL
I.	Consultant's Company Experience Addressing Strategic Planning and Regional Coordination in Communities Experiencing Military and Civilian Growth And/Or Loss	8	x	3.5	=	28.0
II.	Regional Growth Or Loss Management Plans Completed	9	x	3.0	=	27.0
III.	Consultant's Management and Statement of Qualifications	8	x	2.0	=	16.0
IV.	Project Cost	7	x	1.5	=	10.5
Total Weighted Score:						<u>81.5</u>

D. Presentations / Interview Process:

After the review and scoring of submittals, a shortlist of qualified Offerors may be invited to come and make presentations to the VPJDA CIAR Selection Team. The presentation must be provided by up to, but not more than, five (5) members of the proposed project team. Criteria for the evaluation of the presentations are the same as described in Section IV, paragraphs B. and C.

E. Award:

After reviewing presentations and considering all of the factors identified in the Evaluation Criteria set forth in Section IV, paragraphs B. and C. of this RFP, the VPJDA will make an Award to the Offeror determined to be the best qualified and most advantageous to the VPJDA, CIAR project.

The decision by the VPJDA is final and there is NO repeat NO appeal. It is understood by all that when the Consultant responds to this RFP they agree with this stated condition.

**Comprehensive Regional Assessment Of
Community Impacts Associated With
Army Personnel Reductions At Fort Benning
(CIAR)**

SECTION V

Submittal Forms

REPRESENTATION

Company Name: _____

Address: _____

City, State: _____

Telephone Number: _____

Fax Number: _____

Email Address: _____

Web Site: _____

Submitted By: _____

Title: _____

Date: _____

Form I

**CONSULTANT'S COMPANY EXPERIENCE ADDRESSING STRATEGIC
PLANNING AND REGIONAL COORDINATION IN COMMUNITIES
EXPERIENCING MILITARY & CIVILIAN GROWTH AND/OR LOSS
INCLUDE ONLY PROJECTS INVOLVING FOUR (4) OR MORE COUNTIES AND
CONDUCTED FROM 2005 TO PRESENT**

Consultant Name: _____

Project Name: _____

Project Sponsor Name: _____

Project Sponsor Address: _____

Project Sponsor's
Representative: _____

Phone #: _____

Type of Work: _____

Date Completed: _____ Time to Complete: _____

Estimated Cost: _____ Actual Cost: _____

Subcontractor(s)* Used: _____

Subcontractor Address: _____

Type of Work Performed: _____

Subcontractor Contact: _____

Subcontractor Phone: _____

(*Attach additional forms if more than one Subcontractor used on the project)

THIS FORM MAY BE REPRODUCED AS NECESSARY TO PROVIDE ALL INFORMATION REQUESTED

Form II

**REGIONAL GROWTH OR LOSS MANAGEMENT PLANS
COMPLETED FROM 2005 TO PRESENT**

INCLUDE ONLY PROJECTS INVOLVING FOUR (4) OR MORE COUNTIES

Consultant Name: _____

Project Manager: _____

Project Name: _____

Project Sponsor Name: _____

Project Sponsor Address: _____

Project Sponsor's
Representative: _____

Phone #: _____

Type of Work: _____

Date Completed: _____

Time to Complete: _____

Estimated Cost: _____

Actual Cost: _____

Subcontractor(s)* Used: _____

Subcontractor Address: _____

Type of Work Performed: _____

Subcontractor Contact: _____

Subcontractor Phone: _____

(*Attach additional forms if more than one Subcontractor used on the Project)

THIS FORM MAY BE REPRODUCED AS NECESSARY TO PROVIDE ALL INFORMATION REQUESTED

FORM III

PROJECT BUDGET

Based on the Scope of Work and all instructions included in this RFP, provide a detailed Project Budget and a Total Project Cost using the form below.

PROJECT BUDGET		
	OBJECT CLASS CATEGORIES	Cost Summary
a.	1. Contracted Deliverables 2. Project Research, Analysis, Management And Necessary Supportive "Working Documents" 3. One Sum	
b.	Travel Associated Costs (One Sum)	
c.	Any Other Expenses (Identify and Justify And One Sum))	
d.	TOTAL PROJECT COST:	

TOTAL PROJECT COST: \$_____

CONSULTANT'S MANAGEMENT AND STATEMENT OF QUALIFICATIONS

Firm Name: _____

Full Address: _____

Professional Organizations to which you have a current membership:

National: _____

State: _____

Local: _____

Education and Experience of the top three persons who will be assigned to the proposed project team:

Project Team Manager: _____

Degrees obtained and granting institution and Experience from other firms (list years):

Second person: _____

Degrees obtained and granting institution and Experience from other firms (list years):

Third person: _____

Degrees obtained and granting institution and Experience from other firms (list years):

Form V Page 2

How long has your firm been engaged in providing consulting services?

Would your firm's services be immediately available?

Would you give uninterrupted and continuous services until the scope of work is complete?

What other projects is the proposed project team currently engaged in or scheduled to be engaged in during the VPJDA, CIAR project period?

Describe your firm's personnel and company experience addressing strategic planning and regional coordination at Fort Benning or other defense installations.

What areas does your firm specialize in (i.e., economic development studies, work with defense industry, Loss/Loss management planning, etc.)?

What member of your firm would be responsible for the project lead and coordinating the work with the VPJDA representative?

Does your firm conduct its own research?

FORM V Page 3

On a separate page entitled EXHIBIT A, please provide an Executive Summary of the qualities of your firm that qualify the firm to participate in this project.

On a separate page entitled EXHIBIT B, please summarize the number and types of CIAR-focused studies performed.

On a separate page entitled EXHIBIT C, Attach resumes or biographical sketches for all proposed project team members. Limit response to no more than 1 page per person.

On a separate page entitled EXHIBIT D, Attach an Organizational Chart of the proposed project team, identifying each member by Name, Title, Responsibility, and Company Name.

On a separate page entitled EXHIBIT E, describe any case in which the firm entered into litigation with an owner or contractor. Please indicate the case(s), the reason for, and the results of the litigation. Limit response to no more than 1 page per case.

FORM VI

PROJECT TIMELINE

Include a proposed Project Timeline, indicating deliverables and expected results by dates and responsible party. Include the objectives, meeting schedule, etc. for the entire time period required to complete the VPJDA, CIAR effort.

NOTE: The final approved CIAR Assessment must be provided to The VPJDA no later than **5:00 PM (EST) Friday July 29, 2016 and must include.**

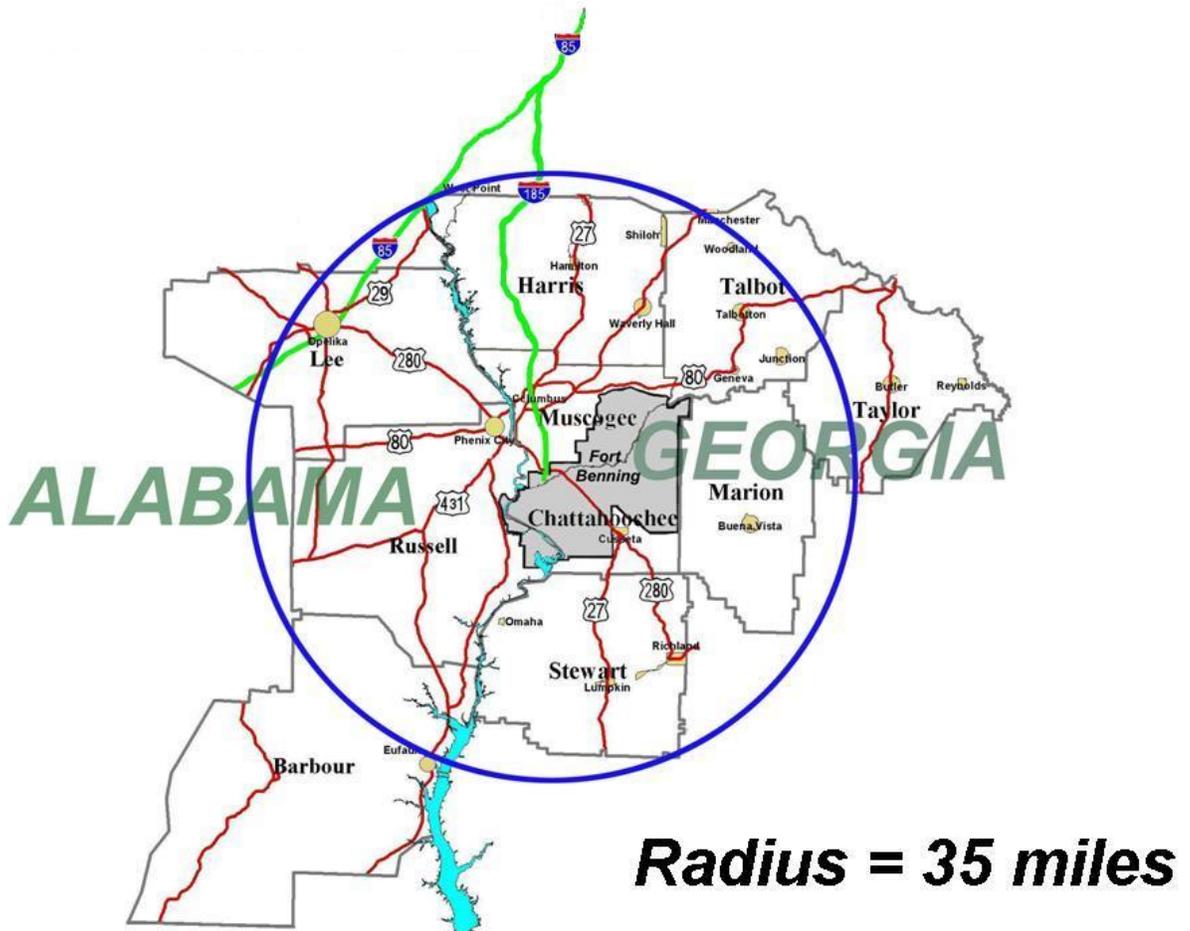
Goals and Objectives

1. A comprehensive regional assessment of the potential impacts associated with the recent Army announcement to reduce the number of personnel at Fort Benning
2. Mitigate regional impacts associated with current and future military and civilian personnel Losses at Fort Benning
3. Develop a regional strategy to address impacts.

ADDENDUM 1

STUDY GENERAL AREA MAP

VPJDA, CIAR GENERAL STUDY AREA MAP



Proposal And Final Product Will Focus On Below Entities:

- | <u>Georgia Counties</u> | <u>Cities</u> |
|-------------------------|---------------|
| 1. Chattahoochee | |
| 2. Muscogee | Columbus |
-
- | <u>Alabama Counties</u> | <u>Cities</u> |
|-------------------------|---------------|
| 3. Russell | Phenix City, |

ADDENDUM 2

SCOPE OF WORK

Purpose of the Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) of the military base at Fort Benning. The CIAR will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

The VPJDA CIAR Selection Team will select a qualified project Consultant to perform specialized elements of the work plan to develop a cooperative regional Loss management planning effort between Fort Benning and the surrounding communities in the three (3) county and two community area.

The CIAR will provide the assessment, planning, implementation, and coordination strategy documents for use by counties in the Bi-state Study Area for implementation of various planning actions, capital improvements, and program planning. The Consultant will be expected to pull together a very flexible and concise Loss management plan, and then assist local governments and business leadership in coordinating its implementation.

The Consultant will assist the Valley Partnership Joint Development Authority (the CIAR Study Sponsor) in the continued coordination of military and community partners to help them speak with one voice at state, county and local levels on issues that affect the welfare of soldiers and their families, and surrounding communities. It is expected that the project will identify common goals and strategies that can be utilized as a starting point for streamlined and strategic Loss planning at the community and county level, as well as will build partnerships, and leverage resources and creativity to promote economic development and community Loss that improves the quality of life in our communities.

In summary, CIAR is expected to generally assist the VPJDA area, but focus on the three (3) counties, with specificity for Columbus and Phenix City that abut next to Fort Benning to:

1. Speak with one voice
2. Identify impacts of Army announcement of Fort Benning losing 3,402 Soldiers
3. Reassess priorities and needs
4. Develop realistic, strategic and comprehensive plans
5. Build strong Bi-state partnerships
6. Foster public and private sector creativity
7. Develop implementation strategies
8. Multiple Phases, not limited to the following, but suggested as --- Project Startup/Stakeholder Input, Assessment, Development of Strategy (mitigating a Loss scenario) and Implementation Plan.
9. An additional phase that presents a strategy for a follow-on Implementation Program articulating assistance to the VPJDA and identified Counties and Cities for a 36 month period.

Procurement

All procurement with the OEA grant will be in accordance with 2 CFR 200, Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.

No scope of work will be approved without a written cost estimate for the contractual services and a statement, or other evidence that contractor selection criteria will be included in any RFP that is issued. Likewise, the contractor must comply with these same procurement standards.

No Duplication of Effort

Consultant must utilize, to the maximum extent possible, the existing resources available from academic research, economic and community development, as well as governmental expertise resident to the region. Three excellent examples are:

1. *The River Valley Regional Commission*
2. *Columbus State University's Economic Development Office*
3. *VPJDA Can Provide Link To Previous OEA Supported VPJDA Regional Studies*
<http://www.columbusgachamber.com/military-ft-benning/regional-growth-management>

Several studies / actions have taken place that will assist in accommodating and managing the expected Loss. For development of the CARI, the Consultant will need to review this information and build upon existing studies, avoiding any overlap or duplication of effort for which moneys have been received, are committed, or are applied for from other sources, public or private.

Studies include, but are not limited to the following:

- **Economic and Community Development:** studies and resources available from the River Valley Regional Commission and the Columbus State University's economic development office.
- **Joint Land Use Study (JLUS):** OEA funded study of compatible land use and encroachment issues related to Fort Benning. VPJDA is the Study Sponsor.
- **Regional Growth Management Plan (RGMP):** OEA funded study of management planning related to Fort Benning and for a ten (10) county region and Fort Benning responding to growth on Fort Benning and the VPJDA Region.
- **Regional Prosperity Initiative:** A VPJDA area Bi-State Regional Economic and Community Development Initiative "on-going" to address a holistic community and economic development strategy that focuses first on building a strong community, local and regional Loss and Loss concerns to enhance the VPJDA Region.
- **Fort Benning Environmental Impact Statement (EIS):** U.S. Army study of the potential environmental impacts of the proposed Transformation action at Fort Benning.
- **Housing Market Analysis:** Available from the Fort Benning Garrison office.

The purpose of this project is to develop the Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) and conduct a regional assessment of current conditions and anticipated future impacts and needs related to Losses of Fort Benning personnel. The CIAR will identify, prioritize and implement actions to accommodate the projected economic development and community impacts of the 3,402 Soldier Loss through the following objectives that are described in this Scope of Work:

#	OBJECTIVES
1	Identification and Assessment of Existing Issues and Conditions
2	Loss Forecasting and Modeling
3	Economic Impact Analysis
4	Housing Market Analysis
5	Education and Schools
6	Community and Regional Loss Mitigation Plans and Maps
7	Public Engagement and Communications

Study Area

The Study Area for this project is defined as anywhere that will be impacted by installation and economic Loss, which has been identified as the area within a 35 mile radius of Fort Benning. This includes the following 3 Counties in Georgia and Alabama, and the Cities/Towns in those counties.

<u>Georgia Counties</u>	<u>Cities/Towns</u>
1. Chattahoochee	
2. Muscogee	Columbus
<u>Alabama Counties</u>	<u>Cities/Towns</u>
3. Russell	Phenix City

The Fort Benning CIAR will provide each of these 3 counties with a generalized strategic, comprehensive, Loss mitigation plan, to include city-level data as needed by Columbus and Phenix City in the Study Area. In addition, The Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) from Fort Benning will encourage local governments to work closely together with Fort Benning to preserve and protect the public health, safety and welfare of all living in the region and the viability of both the region and the military. The CIAR implementation plan will reflect an approach to capitalize on economic enrichment opportunities, leading to a sustained and vibrantly growing community.

Timeframe of Study

The first phase of the CIAR will be conducted over a 6 month period, from July 2015 through December 2016, with implementation continuing over multiple years that follow. The Loss of the 3,402 Soldiers is expected to be complete by end of December 2015. The planning studies should look out 10 years into the future, yet be structured so after

focusing on the initial two year effort, the remainder of time broken into two 4 year increments of short-term comprehensive work programs for implementation purposes. The CIAR needs to be comprehensive, concise, flexible and usable, identifying and preparing for this dramatic Loss impact linked into on-going economic and community development efforts, for the immediate, as well as for the long-term (10 year) future. The Consultant must also establish a process for amending the CIAR and for providing future updates.

Selection of Project Consultant is anticipated to be in December 2015. CIAR program of coordination and initial implementation occurs July 29, 2016 - December 31, 2016.

	M 1 Oct	M 2 Nov	M 3 Dec	M 4 Jan	M 5 Feb	M 6 Mar	M 7 Apr	M 8 May	M 9 Jun	M 10 Jul	M 11 Aug	M 12 Sep	M 13 Oct	M 14 Nov	M 15 Dec
Advertise Regional Impact Report & Implementation Plan and Select Contractor															
Study/Plan Contracted Effort Initiated															
Steering Committee; VPJDA Provide Input To Effort															
Steering Committee; VGPJDA Review/Discuss Draft Deliverables															
Steering Committee; VPJDA Review/Discuss Final Deliverables															
CRIR Implementation Plan Strategy Finalized															
Preparation & Coordination Of Initial Implementation By Community/County															
Optional Phase Implement Sustainment Assistance To Region Months 16 - 52															

OBJECTIVES

Objective 1: Identification and Assessment of Existing Issues and Conditions

The purpose of this project is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) at Fort Benning. The CIAR will support military training and operational missions at Fort Benning and result in an improved quality of life for the Bi-state region. This will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

Consultant must utilize, to the maximum extent possible, the existing resources available from academic research, economic and community development, and governmental expertise resident to the region. Two excellent examples are the River Valley Regional Commission and Columbus State University's Economic Development Office.

Previous studies (e.g. Joint Land Use Study (JLUS), Regional Growth Management Plan (RGMP) etc.) that were done by the OEA Study Sponsor will be made available by link to the Consultant.

<http://www.columbusgachamber.com/military-ft-benning/regional-growth-management>

The Consultant must review and build upon existing studies, avoiding any overlap or duplication of effort, especially with regard to studies conducted by other Federal agencies or Fort Benning.

These Objectives will include reviewing and analyzing background data, preparing inventory of existing conditions and Loss influences, and identifying issues related to:

- 1) Demographic Analysis, Loss Forecasting and Modeling
- 2) Economic Impact Analysis
- 3) Housing Market Analysis
- 4) Education and Schools
- 5) Community and Regional Loss Mitigation Plans and Maps
- 6) Health and Social Services
- 7) Quality of Life

Preliminary Issue Identification:

The Consultant will conduct interviews and/or hold meetings with the VPJDA (Study Sponsor), elected/appointed officials, and representatives of stakeholder groups, civic organizations and Fort Benning to identify an initial set of issues resulting from the Soldier Loss of Fort Benning.

Existing Plans and Conditions:

The Consultant will review existing plans and conditions that would affect the various providers due to the expected personnel Loss at Fort Benning. This includes, at a minimum, the following items with the focus on impact of Loss in that area, **for Communities identified, the 3 Counties and for the Region as a whole:**

1. Economic and demographic conditions and trends, including socio-economic data and projections for population analysis, households, and employment. Estimate resident population and demographic profiles within the Study Area with a breakdown as to civilian and military;
2. Housing studies and real estate market analysis;
3. Education; capacity of childcare providers and schools accommodating Loss;
4. Health and Social Services, including Medical, Mental Health, Family and Children's Services; also to include opportunities for military spousal employment;
5. Quality of Life Assets (Libraries, Cultural, Parks and Recreation, Open Space, Historic Preservation), to include infrastructure or community service improvements proposed within the Study Area;
6. Identify and collect any additional data and information necessary to complete the objectives and deliverables in this program.

Deliverables:

- The information that is collected through this objectives will serve as the basis for the development of a county level and regional database of existing conditions, including approved plans and identification of data gaps where there are insufficient action plans or the issues are not being addressed.
- Provide documentation of resources used and citations in bibliography.

Objective 2: Loss Forecasting and Modeling

The purpose of this project is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) at Fort Benning. The CIAR will support military training and operational missions at Fort Benning and result in an improved quality of life for the Bi-state region. This will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

The Consultant will collect and input data to a computer-based Economic Development and Loss Forecasting and Modeling tool, the purpose of which is to enable us to simulate land-use change across space and time in order to provide a basis for planning and decision-making. Planners and stakeholders can identify the factors that drive land-use change in the Study Area to develop a county and region-specific model. In

addition, the dynamic modeling software allows us to estimate social, economic and community impacts of change.

In this Objective, the Consultant will accomplish, at a minimum but not limited to, the following activities:

- Collect and input the data to the modeling software.
- Use the modeling software to test the impact of policy and planning decisions, run alternative scenarios, and report back results and recommendations to the VPJDA (Study Sponsor) and other stakeholders.

Deliverables:

- The Consultant will supply a computer-based Loss Forecasting and Modeling Tool that will simulate change across space and time to include Housing, Economic Development Impacts, in order to provide a basis for community and Bi-state community and regional planning and decision-making.
- Provide to the VPJDA a Loss forecasting and dynamic modeling software solution populated with data specific to each Study County and Community.
- Database supporting land-use map that can be easily updated and coordinated with the GIS systems of the jurisdictions within the Study Area.
- Capabilities to estimate the impact of alternative policy and planning decisions on land-use as well as social, economic impacts, for each of the 3 Counties and for the Region as a whole.
- All data, systems and/or materials acquired, developed and/or produced to accomplish this objective will become the property of the VPJDA.
- Narrative summary and graphic representation (maps, charts, diagrams) of issues identified in the Scope of Work, including, but not limited to items 1 through 10 that follow, ***for each of the Counties and Communities, showing projected trends by year for the first two years and then in two separate four (4) year increments.***
 1. Demographic Analysis and Forecasting:
 - Inventory and assessment of population as described above:
Characteristics to include:
 - a) Total population characteristics
 - b) Households
 - c) Age distribution
 - d) Racial composition
 - e) Educational attainment
 - f) Median Household Income

2. A new inventory of existing land-use patterns and trends, and projected future patterns of Loss.
3. Identification of where development is less likely to occur based on Loss patterns and existing and anticipated infrastructure locations.
4. Identification of areas where Loss / development will be minimal.
5. Economic forecasts for each of the Study Areas.
6. Traffic patterns, with overview of impacts on local, collector, and arterial roads.
7. Impacts on school enrollments.

Objective 3: Economic Impact Analysis

The purpose of this project is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) at Fort Benning. The CIAR will support military training and operational missions at Fort Benning and result in an improved quality of life for the Bi-state region. This will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

The Valley Partnership Joint Development Authority has in the past and continues to address the expected economic impacts of the economic development Loss. However, additional information is required to better understand the impacts and to take the appropriate actions to plan for and capitalize on the anticipated Loss.

In this Objective, the Consultant will accomplish, at a minimum but not limited to, the following activities ***for each of the Study Counties and for the Region as a whole:***

- Utilize and build upon existing studies and not duplicate or overlap other federally funded efforts.
- Evaluate the fiscal impact that the region, and especially the local governments in the Study Area, can expect as a result of the associated Loss, as well as other economic development factors in the region.
- Recommend strategies and projects that promote economic development and job creation in existing and potential new businesses.
- Coordinate with Fort Benning, state and local employment organizations, and educational institutions, to identify training programs that may be required to help spouses of personnel preparing to depart the military for employment in the area.

Deliverables:

- An analysis of the economic and fiscal impacts of the Loss, and associated economic development opportunities, by Study County and for the region, including, but not limited to, a military business and workforce resource gap analysis.
- Assessment of the Loss of demand for housing, retail establishments, hospitality services, economic and recreation opportunities.
- Identification of job opportunities, strategies to create new jobs, and training requirements and resources to help assist spouses in obtaining employment.
- Development and implementation of Loss strategies to work with existing partners (state and federal agencies and non-profit agencies) to address economic opportunities and concerns.
- An inventory and assessment of the economic base, labor force characteristics and local and regional economic development resources.

Loss characteristics to include in the economic development inventory and assessment:

1. Number of employees, earnings and average weekly wages by economic sector
2. Wage and benefit levels
3. Sources of personal income
4. Major recent economic activities, by County and for the region as a whole
5. Employment by occupation, by type
6. Employment participation, by sex
7. Employment market for both soldiers and spouses of military personnel
8. Unemployment rates
9. Commuting patterns
10. Economic development agencies, programs and tools pertinent to Fort Benning and each Study City / County
11. Existing market analysis of the study communities
12. Fiscal Impact Analysis: revenue & expenditures by study city/county
13. Occupational tax base
14. Potential Loss of business tax base

Objective 4: Housing Market Analysis

The purpose of this project is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) at Fort Benning. The CIAR will support military training and operational missions

at Fort Benning and result in an improved quality of life for the Bi-state region. This will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

A current Housing Market Analysis for the Study Area is required to determine whether current supply and planned development will satisfy the housing needs after Loss of personnel, or whether additional units or different types of housing (e.g. rental vs. ownership, affordable price range, etc.) will be needed. The Consultant will address the adequacy of the existing ownership and rental stock and recommend and identify potential resources to rectify housing deficiencies.

The Consultant shall utilize, but not be limited to, the following documents:

- Utilize the latest Housing Market Analysis (HRA) available from the Fort Benning Garrison.

In this Objective, the Consultant will accomplish, at a minimum but not limited to, the following activities ***for study Communities/Counties and for the Region as a whole:***

- Conduct an inventory of existing housing (both rental and ownership, single and multi-family), including compiling data on the supply, location, age, quality, affordability, and occupancy status of current housing stock in the Study Area.
- Assess housing requirements based on numbers, timing, demographics of Loss personnel at Fort Benning, and based on 3,402 Soldier Loss created by other economic development downturns resulting from Fort Benning Soldier Losses.
- Analyze the cost-burden and affordability of housing for the workforce mix.
- Assess the adequacy of the rental housing in the Study Area and recommend strategies, programs and resources to upgrade / renovate inadequate rental housing.
- Explain what impact the Loss will have on Housing, and how that affects Public Services.
- Develop a sustainable approach toward Loss in the development of residential communities and multi-family properties.

Deliverables:

- A Housing Market Analysis that identifies housing requirements and recommended strategies to meet Losses against the projected housing needs for the time frame identified (if applicable) above including:
- Development of options and possible incentives available to developers to pursue projects that are both affordable and accessible to Fort Benning.

- Improved dialogue and understanding among stockholders of housing (Fort Benning, local, government, private sector) to best meet housing requirements.
- Recommended prioritized steps for coordination between City, County and Fort Benning officials to meet the demands of the expected Loss.

Objective 5: Education and Schools

The purpose of this project is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) at Fort Benning. The CIAR will support military training and operational missions at Fort Benning and result in an improved quality of life for the Bi-state region. This will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

Close coordination is needed among the housing developers, Fort Benning, school districts, education and childcare providers, to ensure that educational needs are met for the children within the Study Area.

In this Objective, the Consultant will accomplish, at a minimum but not limited to, the following activities ***for study area and for the Region as a whole:***

- Work with the school districts, education and childcare providers to coordinate data collection and information dissemination.
- Assess the capacity to accommodate Loss, to include:
 - Child development centers
 - Pre-K
 - K-12 educational system
 - Public and private schools
 - After-school programs
 - Youth development programs (e.g. YMCA, Boys & Girls Clubs, etc.)
- Determine if there are adequate number of childcare providers in the area to meet the anticipated demand and assess whether current services (e.g. hours, infant, Pre-K, after hours) are sufficient to meet the needs of incoming Fort Benning personnel.
- Identify additional requirements in terms of facilities, services (e.g. transportation) and operations (e.g. additional staff and teachers) to meet the needs of the incoming personnel and their families.
- Identify improvements and additions required to meet the projected needs for study timeframes.

- Identify funding shortages and strategies the schools should consider meeting expected Losses.
- Identify potential teacher shortages especially for any hard-to-fill positions.
- Identify and assess state educational policies to determine whether they support the needs of schools impacted by Loss, and determine what changes, if any, may be needed.
- Identify if Loss presents new opportunities or challenges that were unavailable before the Loss, including opportunities for different schools and levels of schools to work together.
- Recommend interim transition strategies that may be required to meet needs until permanent solutions are in place.

Deliverables:

- Examination of the Schools in the Study Area to meet the demands of the projected Loss.
- Recommended and prioritized steps to address the deficiencies.
- Improved cooperation and working relationship among the schools and the Military.
- Identification of jobs in education that may be required to support the Loss requirements of local schools.
- Increased participation in education–related issues with other Loss impacted communities.

Objective 6: Community and Regional Loss Mitigation Plans and Maps

The purpose of this project is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) at Fort Benning. The CIAR will support military training and operational missions at Fort Benning and result in an improved quality of life for the Bi-state region. This will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

In this Objectives, the Consultant will accomplish, at a minimum but not limited to, the following activities **for the study areas and for the Region as a whole**:

- Develop personnel maps identifying Loss needed for the CIAR.
- Utilize all existing data and maps to ensure no overlap or duplication of effort.

Deliverables:

- Maps for **each of the county/community study areas and for the Region as a whole**, showing, at a minimum:
 1. Loss orientation map
 2. Redevelopment area maps
 3. Undeveloped properties by zoning and land-use categories
 4. Population: current and Loss trend density maps, showing income concentrations
 5. Employment – locations of major employers and/or workplace concentrations
 6. Housing - special needs population concentrations
 7. Housing concentrations, by housing type (Single, multi-family, rental, owned.
 8. Existing historic and cultural resources
 9. Natural resources - water features, sensitive natural features, steep slopes, conservation areas
 10. Existing community facilities
 11. Transportation maps (to be determined by the Metropolitan Planning Organization)

Objective 7: Public Engagement and Communications

Objective 7 consists of sub-objectives 7A and 7B:

7A: Public Engagement

7B: Outreach and Communications

OBJECTIVES 7A: PUBLIC ENGAGEMENT

The purpose of this project is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) at Fort Benning. The CIAR will support military training and operational missions at Fort Benning and result in an improved quality of life for the Bi-state region. This will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

This Objective is essential to developing local ownership of the CIAR and setting the stage for implementation of the Loss management strategies identified through this project. While the responsibility for implementation lies with local officials, their ability to take the necessary actions depends heavily on public understanding and support.

The Consultant will incorporate public outreach and citizen participation throughout the planning process that will engage all stakeholders, build ownership of the plan, and disseminate information.

Deliverables:

- Identification of all stakeholders by position within first 30 days.
- Development and implementation of a strategy to receive public input into the CIAR to include, at a minimum, conducting quarterly Public Information meetings in each of the entities in the study area (3 Counties) to initiate the project, involve the public, present the findings and receive feedback.
- Quarterly work sessions with the VPJDA and with each county that involves community and governmental leaders, Fort Benning, and other stakeholders for information gathering and coordination.
- Intergovernmental coordination that involves political leadership at all levels of city and county.
- Quarterly briefings to governmental leaders at county, and town hall meetings, with monthly written updates.

- Development and implementation of communication plans on local, regional and state levels, using effective communication tools to keep all stakeholders informed of the process, including, for example: website, monthly e-newsletters, press releases, newspaper columns, fact sheets and brochures, by community and county.
- Website with linkages to distribute information regarding data collection and assessment.
- Presentation materials that can be used by the Consultant, VPJDA and others to keep the public informed of the CIAR planning process, activities and outcomes.

OBJECTIVE 7B: OUTREACH AND COMMUNICATIONS

The purpose of this project is to develop a Bi-state Comprehensive Regional Assessment of Community Impacts Associated With Army Personnel Reductions (CIAR) at Fort Benning. The CIAR will support military training and operational missions at Fort Benning and result in an improved quality of life for the Bi-state region. This will be accomplished by conducting a regional assessment of current conditions and anticipated future impacts and needs related to the Loss of Fort Benning personnel.

Community businesses and military readiness will be most immediately impacted by the Soldier Losses. This target population includes:

- County and Communities identified in Study area;
- Military;
- Department of Army civilians;
- Defense industry contractors' civilian employees, and;
- Spouses and children

Accomplishing this goal will depend on the development and implementation of an effective Outreach and Communications Campaign that influences the target population.

Deliverables:

- Development and implementation of a communications campaign to include conducting and coordinating a communications campaign to address the relevant questions and concerns surrounding the decision to stay or depart, such as, but not limited to, the following quality of life factors:
 - Housing, including finding a place to live
 - Advanced relocation assistance
 - Educational opportunities: Schools/Colleges/Vocational Schools

- Employment for spouses and other family members
 - Health and Social Services
 - Cost of Living
 - Cultural and entertainment opportunities
 - Parks and Recreation
 - Shopping
 - Transportation systems
 - Commuting times / distances
 - Public Safety
 - Community Services
 - Libraries
- Identification and utilization of the most effective communication channels for reaching the target population, such as, but not limited to:
 - In-person presentations to groups or individuals
 - Direct mail
 - Informational brochures
 - Print
 - Audio
 - Video
 - Internet strategies, including website, e-mail or other online communication tools.
 - Distribute information and serve as a central location and clearinghouse where people (both local citizenry and incoming personnel) can keep informed of ongoing actions associated with the Army drawdown and Loss.

ADDENDUM 3

NEWSPAPER AD

REQUEST FOR PROPOSALS

THE VALLEY PARTNERSHIP JOINT DEVELOPMENT AUTHORITY WILL RECEIVE PROPOSALS AT THE VALLEY PARTNERSHIP JOINT DEVELOPMENT AUTHORITY, 1200 6TH AVENUE, COLUMBUS, GEORGIA, 31901 UNTIL 5:00 P.M. (E.S.T.) November 30, 2015 FOR:

Consulting Services for a Comprehensive Regional Assessment Of Community Impacts Associated With Army Personnel Reductions (CIAR) From Fort Benning

SPECIFICATIONS ARE AVAILABLE FOR PUBLIC INSPECTION AT THE ABOVE ADDRESS.

COPIES OF SPECIFICATIONS MAY BE OBTAINED BY DOWNLOADING FROM THE WEBSITE AT: <http://www.columbusgachamber.com/military-ft-benning>
Click **CIAR** Site