



**JULY 11, 2016
REQUEST FOR PROPOSALS**

**FORT JACKSON/MCENTIRE JOINT LAND USE STUDY (JLUS)
IMPLEMENTATION:
WORKING LANDS, CONSERVATION, AND MILITARY READINESS
PLANNING AND FEASIBILITY STUDY**

**Due Date:
August 10, 2016 by 2:00 p.m.**

**Receipt Location:
Central Midland Council of Governments
236 Stoneridge Drive
Columbia, SC 29210**

**Official Contact:
Gregory Sprouse
Director of Research, Planning, and Development
(803)744-5158
gsprouse@centralmidlands.org**

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1. INTRODUCTION

Central Midlands Council of Governments (CMCOG) is issuing this Request for Proposals (RFP) to identify a qualified consultant team to assist with developing a ***Working Lands, Conservation, and Military Readiness Planning and Feasibility Study*** for the Fort Jackson/McEntire Joint Land Use Study (JLUS) Area. This study is an implementation project of the 2009 Fort Jackson/McEntire JLUS Plan which can be downloaded from the following link: www.centralmidlands.org/fort-jacksonmcentire-joint-land-use-study.html.

The selected consultant team will be one that has demonstrated understanding, familiarity, and experience with the different components of the scope of services outlined in this RFP inclusive of but not limited to: food system planning, “working land” preservation principles, community and economic development theory, practice, and research methods, land use and military compatibility planning, as well as extensive experience with facilitating community consensus, institutional capacity building, and financial planning and management.

This study will be prepared under contract with the Central Midlands council of Governments, South Carolina, with financial support from the Office of Economic Adjustment (OEA), Department of Defense.

1.1. Project Summary

CMCOG is seeking assistance to conduct a food system planning and feasibility study to identify opportunities to guide compatible development, particularly south and southeast of Fort Jackson and around McEntire JNGB, by directly connecting compatible conservation and “working” land uses with military readiness priorities. Increased development near the bases could limit the ability to conduct military training activities and encroach on critical environmental resources. The planning process will focus on examining the feasibility of implementing market-based incentives and strategies to help establish and maintain compatible conservation and “working” land uses in these high priority encroachment areas subject to urban development pressures between the two military installations. This project is based on two priority action strategies identified in the 2009 Fort Jackson-McEntire JLUS plan: 1) Conservation Partnering and economic incentives and 2) Sustainability Partnerships that focus on strategies to improve public infrastructure capacity, protect the environment, and promote economic activity. This work will complement the regulatory approach to encroachment mitigation used in the 2012 JLUS implementation project which consisted of developing zoning ordinance and comprehensive plan language for two priority sub-areas near the military installations.

The planning assessment will include a “working” land suitability analysis, a peer community/case study review, a comprehensive supply and demand based market analysis of agriculture, forestry, conservation, eco and agri-tourism related industries, and an assessment of institutional demand for regionally produced agricultural and forestry goods with a focus on leveraging the purchasing power of large local anchor institutions with

captive consumer markets, such as military installations (Fort Jackson, McEntire, the SC National Guard), hospitals, universities and other large related entities. The study will also contain an assessment of industry related facility, infrastructure, and organizational needs, as well as provide a messaging and outreach strategy for supporting locally produced goods. Finally, the food systems planning process will be conducted within a comprehensive stakeholder and community outreach program that will involve local land owners, farmers, foresters, business leaders, military personnel, non-profit organizations, various state and federal agencies, and the general public.

In order to leverage existing resources for this project, CMCOG will engage a number of strategic partners and stakeholders already working in this area with similar goals in mind. Some of these strategic partners and stakeholders will include the Richland County Conservation Commission, Richland County Planning and Development, the SC Farm to Institution Program, the MAJIC Consortium, and the Midlands Local Food Collaborative whose mission is to cultivate a sustainable local food system, foster land stewardship, and increase equitable food access in the Midlands through education, infrastructure improvements, policy development, community organization, and technical assistance. This group is especially valuable to this project proposal because their membership consists of representatives from a variety of local, state, and federal agriculture and conservation organizations (e.g., USDA, NRCS, and Clemson Extension) who work directly with local farmers by providing technical assistance and support for agriculture and rural economic development activities. As a part of the planning process we will also engage with representatives from Fort Jackson, McEntire JNGB, and SC National Guard as stakeholders and through our JLUS Technical and Policy advisory committees. Richland County and Fort Jackson will be essential in the planning process as the goals and objectives of the proposed study are closely aligned with recent efforts by Richland County to promote environmental conservation, agricultural preservation, and heritage tourism, and ongoing efforts by the Department of Defense (DOD) and Fort Jackson to implement sustainability and healthy living measures (e.g., conservation of energy and water, reduced waste, watershed protection, development of a green procurement initiative, and the DOD Fresh Fruit and Vegetable Program).

1.2. Background and Statement of Need

In November of 2009, the Central Midlands Council of Governments (CMCOG) Board of Directors adopted the Fort Jackson/McEntire Joint Land Use Study (JLUS). This JLUS plan was the culmination of a cooperative planning process that brought together a diverse set of public and private stakeholders interested in promoting compatible community development to support continued military operations in the Columbia area. As stated in the plan, the long term goal of the JLUS is to reduce potential encroachment while accommodating growth and sustaining the regional economy. To achieve this goal, the plan examined the potential impacts of community growth on the installations and recommended a series of action strategies designed to reduce encroachment and facilitate

future collaboration among study partners. Some of the priority encroachment mitigation measures identified in the plan include:

- Initiating comprehensive plan and zoning ordinance revisions;
- Establishing a regional JLUS partnership organization;
- Conducting corridor and neighborhood sub-area plans;
- Promoting intergovernmental coordination;
- Facilitating conservation partnering and economic incentives;
- Facilitating sustainability partnerships.

In 2012, OEA provided funding support to carry out the first of these four action strategies. The intent was to provide local governments with turn-key comprehensive plan and zoning ordinance language to help protect the most vulnerable and mission critical sub-areas between Fort Jackson and McEntire. Upon completion this document was turned over to Richland County to use as a resource for updates to their comprehensive plan, zoning ordinance, and land development regulations.

In an effort to complement and build on the success of the 2012 JLUS project, CMCOG is now working to initiate the “conservation and sustainability partnership” action strategies listed above. The project will bring together a diverse cross-section of conservation-based stakeholders to examine the feasibility of implementing various market-based initiatives to help establish and maintain compatible conservation and “working” land uses (e.g., outdoor recreation, natural resource protection, and farm and forest land preservation) adjacent to and around the military installations.

This approach is especially important in the priority encroachment areas between Fort Jackson and McEntire JNGB because of its existing natural and cultural heritage and vulnerability to residential and commercial development. Because working lands are an economically and culturally important part of the Lower Richland landscape they have the potential to support ecologically and culturally based economic development opportunities. This type of development is further supported by a recent surge in consumer demand for organically, locally produced food and agriculture products as well as for outdoor recreational opportunities, which taken together create a valuable incentive for farmers, foresters, and rural land owners to maintain land uses that support these enterprises, and which are compatible with the missions of the nearby military installations.

1.3. Project Goals and Objectives

As stated in the 2009 plan, the purpose of the Joint Land Use Study (JLUS) is to ensure the communities surrounding military installations can sustain economic activity and growth without degrading the military missions of the bases. One of the best ways to mitigate encroachment is by promoting compatible land uses in areas vulnerable to growth and development pressure. This planning effort hopes to accomplish this goal by undertaking a market feasibility study to support development of realistic and implementable policy and program related actions strategies for reinvigorating and sustaining the rural working land

economy that maintains mission compatible land uses in the agriculture, forestry, conservation, and tourism industries. This will be accomplished by facilitating the long-term development of a multi-sector, military and community based, conservation partnership consistent with the land use, public policy, sustainability, coordination and regional strategy recommendations outlined in the 2009 JLUS plan. Specific objectives of this grant are designed to achieve the overall JLUS goal of mitigating encroachment by including the following:

- Maintain and enhance the economic viability of privately owned, mission compatible working lands in proximity to Fort Jackson and McEntire JNGB;
- Enhance regulation based encroachment mitigation strategies with market-based economic development incentives;
- Build and sustain collaborative partnerships between land owners, public agencies, non-governmental organizations, and private sector businesses to support working land conservation and protection in the JLUS study area;
- Leverage the purchasing power of large local anchor institutions to help grow and sustain regional agriculture, forestry, and conservation related industries;
- Better understand the necessary balance between market demand and supply chains for regional agricultural and forestry products and its relationship to the promotion of mission compatible land uses;
- Introduce strategies for meeting industry specific organizational, infrastructure, and facility needs with a focus on small, sustainable farm and forestry best management practices.

By working towards these goals and objectives we anticipate the end product will serve as a policy and program management tool the project partners can use for planning, prioritization, and implementation purposes within the JLUS study area. Through the development of a broad-based and inclusive conservation and sustainability partnership we expect to build a strong and lasting foundation for protecting the missions of the military installations by stimulating local economic development opportunities based on the study area's unique natural, cultural, and working land resources. This approach will support and enhance ongoing conservation easement efforts by stimulating market demand for military compatible land uses such as agriculture and forestry. Land owners will have more incentive to enter into easement agreements if they know they will still be able to maintain current activities on the land they are protecting by having more direct, stable, and long term access to regional consumer markets. It is also our hope that the study will have many policy and program related recommendations that are transferrable to areas around other military installations both within SC and across the country.

2. REQUEST FOR PROPOSAL (RFP) PROCESS AND POLICIES

2.1. Submittal of Proposals

Central Midlands Council of Governments (CMCOG) is hereby issuing this Request for Proposals (RFP) to firms that have the capability and interest in undertaking and performing the scope of work described in this RFP. The RFP will be publicly advertised and released in accordance with the CMCOG procurement policy. The official contact for this solicitation is:

Gregory Sprouse
Director of Research, Planning, and Development
Central Midlands Council of Governments
236 Stoneridge Drive
Columbia, SC 29210
Phone: (803) 744-5158
gsprouse@cmcog.org

Each firm responding to this solicitation is officially a RESPONDENT. Each RESPONDENT must submit a sealed proposal package containing an original and eight (8) copies plus one (1) digital copy of its proposal to Gregory Sprouse at the address above no later than **2:00 p.m. on August 10, 2016**. Proposals may be submitted in person, by messenger, or by regular mail. All proposals will be logged in and date and time stamped. **Any proposal package that is received after the date and time specified will be logged and date and time stamped as "late" and returned unopened to the RESPONDENT.**

2.2. Proposed Procurement Timeline

Release date for RFP	July 11, 2016
Final Date to Receive Written Questions/Clarifications	July 22, 2016 at 5:00 p.m. ET
RFP Closing Date	August 10, 2016 at 2:00 p.m. ET
Evaluation Committee Review and Recommendation	August 15 – August 25, 2016
Intent to Award Released	August 25, 2015

2.3. Labeling of Proposals

All proposals must be submitted in a sealed envelope or package plainly marked "Fort Jackson/McEntire JLUS Implementation Grant," ATTN: Gregory Sprouse, and name and address of the RESPONDENT in the upper left hand corner. No responsibility will attach to

CMCOG or any official or employee thereof, for the pre-opening, post-opening, or failure to open a proposal not properly addressed and identified.

2.4. Questions/Requests for Clarification

All questions and/or requests for clarification regarding this RFP should be provided in writing to Gregory Sprouse no later than July 22, 2016 at 5:00 p.m. ET. All questions submitted and their answers will be posted on the CMCOG website at www.centralmidlands.org as an addendum to this RFP. No telephone inquiries will be accepted.

2.5. Addenda

If it becomes necessary to revise any part of this RFP, a written addendum will be issued. All addenda issued by CMCOG will become part of the official RFP and will be posted on the CMCOG website.

2.6. Contact Policy

No direct or indirect contact regarding this solicitation may be made with any representatives of the CMCOG Board of Directors and staff other than the OFFICIAL CONTACT identified in this RFP. If such contact is made, CMCOG reserves the right to reject a proposal submitted by that RESPONDENT. All questions and/or requests for clarification must be provided in accordance with Section 2.4 of the RFP.

2.7. Acceptance and Rejection of Proposals

Any proposals that do not conform to the essential requirements of the RFP shall be rejected. CMCOG reserves the right to waive informalities and minor irregularities in submittals and reserves the sole right to determine what constitutes informalities and minor irregularities. CMCOG also reserves the right to accept or reject any or all proposals received in response to this RFP and to negotiate separately with competing RESPONDENTS. CMCOG is not obligated to enter into any contract on the basis of any submittal in response to this RFP. The CMCOG reserves the right to request additional information from any firm submitting under this RFP if such information is necessary to further evaluate the firm's qualifications.

2.8. Cancellation/Rejection

CMCOG may cancel this RFP in whole or in part at any time if it is determined to be in the best interest of CMCOG. CMCOG may reject any or all proposals in whole or in part if it is determined to be in the best interest of CMCOG.

2.9. Conflict of Interest

RESPONDENTS shall promptly notify CMCOG in writing of all potential conflicts of interest for any prospective business association, interest, or other circumstance, which may influence or appear to influence the RESPONDENT'S judgment or quality of services being provided hereunder. Such written notification shall identify the prospective business association, interest, or circumstance, the nature of work that such a person may undertake, and request an opinion of CMCOG as to whether the association, interest, or circumstance would, in the opinion of CMCOG, constitute a conflict of interest. By submitting this proposal, the respondent certifies that it has no conflict of interest with any employee, agent, elected official or officer of the city or any other conflict as may be set forth herein.

2.10. Collusion

More than one proposal from an individual, firm partnership, corporation, association or related parties under the same or different names will not be considered. If CMCOG believes that collusion exists among RESPONDENTS, all proposals from the suspected firms will be rejected. "Related parties" means RESPONDENTS or the principals thereof, which have a direct or indirect ownership or profit sharing interest in another RESPONDENT.

RESPONDENTS shall comply with all local, state, and federal directives, orders, and laws as applicable to this RFP and any resulting contract.

By responding to this RFP, RESPONDENTS certify that the response is made without previous understanding, agreement, or connection with any person, firm or corporation making a proposal for the same item, and they certify the knowledge that this would constitute an illegal action.

2.11. Proprietary/Confidential Information

Trade secrets or proprietary information submitted by a CONSULTANT in connection with a procurement transaction shall not be subject to public disclosure under the Freedom of Information Act; however, the CONSULTANT must invoke the protections of this section prior to or upon submission of the data or other materials, and must identify the data or other materials to be protected and state reasons why protection is necessary. Disposition of material after award is made should be stated by the CONSULTANT. No information, materials or other documents relating to this procurement will be presented or made otherwise available to any other person, agency, or organization until after award.

All CONSULTANTS must visibly mark as "Confidential" each part of their proposal that they consider to contain proprietary information. All unmarked pages will be subject to release in accordance with the guidelines set forth under Chapter 4 of Title 30 (The Freedom of Information Act) South Carolina Code of Laws and Section 11-35-410 of the South Carolina Consolidated Procurement Code. Privileged and confidential information is defined as "information in specific detail not customarily released to the general public, the release of

which might cause harm to the competitive position of the part supplying the information." The examples of such information provided in the statute includes: customer lists, design recommendations and identification of prospective problem areas under an RFP, design concepts to include methods and procedures, and biographical data on key employees of the CONSULTANT.

Evaluative documents pre-decisional in nature such as inter or intra-agency memoranda containing technical evaluations and recommendations are exempted so long as the contract award does not expressly adopt or incorporate the inter- or intra-agency memoranda reflecting the pre-decisional deliberations.

Marking the entire proposal confidential/proprietary is not in conformance with the South Carolina Freedom of Information Act.

2.12. Disadvantaged Business Enterprise

It is the policy of the CMCOG to ensure nondiscrimination in the award and administration of contracts and to use Disadvantaged Business Enterprises (DBEs) in all types of contracting and procurement activities according to State and Federal laws. To that end the CMCOG has established a DBE program in accordance with regulations of the United States Department of Transportation found in 49 CFR Part 26. Each CONSULTANT is encouraged to use certified DBEs to meet the tasks and milestones of this request. To ensure compliance with the CMCOG DBE goals, CMCOG requests that RESPONDENTS make all reasonable efforts to meet the minimum participation goal of 16% for DBEs for this project.

2.13. Competition

CMCOG conducts all procurement transactions in a manner providing full and open competition. Nothing contained herein is intended to, nor should it be construed to, limit competition, but instead is intended to provide fair, impartial, and free competition among all offerors. It is the intent and purpose of CMCOG that this RFP permit and encourage open competition. This RFP identifies all evaluation factors that will be used in the selection process and their relative importance. Selection of the most qualified and responsible RESPONDENT will be based on the technical merits of their proposal and their ability to perform successfully under the terms outlined in this RFP.

3. PROPOSAL CONTENTS

RESPONDENTS interested in providing the services outlined in this RFP must prepare and submit a proposal that adheres to the following requirements:

3.1. Number of Pages

Proposals must not be more than the equivalent of 50 single sided 8 ½ by 11 inch pages in length (not counting the front and back covers of the proposal, section dividers that contain no information, and all required forms).

3.2. Cover Letter

The response should contain a cover letter signed by a person who is authorized to commit the RESPONDENT to perform the work included in the proposal and should identify all sub-contractors, materials, and enclosures being forwarded in response to the RFP.

3.3. Consultant Qualifications

Provide relevant information about the consultant team to include the following:

- Name and contact information for the proposed project manager who will be the sole point of contact for CMCOG during day to day operations
- Organization/company overview as it relates to the requirements of the RFP
- Organization/company overview of all sub-contractors as it relates to the requirements of the RFP
- Number of years the organization has been providing the requested services with a brief description of recently performed projects that indicate the past performance and abilities of the proposed team. More detail on specific projects should be included in the references section.

3.4. Key Personnel

Provide a proposed project management structure that identifies the project manager and all personnel who will be assigned to work on this project, including a description of their abilities, qualifications, and experience. Include resumes and contact information for all key individuals (including sub-consultants) who will be completing a portion of the scope of work. **This section must also include an organizational chart that depicts the proposed project management, personnel, and sub-consultant organizational structure.**

3.5. Project Proposal

Provide a description of the project understanding and a detailed methodology and work plan to include a proposed list of required tasks and milestones to address the provided scope of work as well as any additional recommendations, options, or alternatives that should be taken into consideration by CMCOG.

3.6. Project Schedule

Provide a proposed project schedule that includes the key task activities, duration, milestones and deliverables that will complete the scope of work within the timeframe outlined in this RFP. This section must include a flow chart depicting key task activities and the sequence of their completion within the proposed timeframe.

3.7. References

Provide three (3) client references for recently performed, relevant projects within the last 5 years that indicate the past performances and abilities of the proposed team. Include a key client contact person for each project with their current daytime phone number and email address.

4. EVALUATION AND AWARD PROCESS

4.1. Selection Committee

CMCOG will conduct a formal selection process to determine the best qualified RESPONDENT. This process will include the formation of a selection committee and the appointment of other technical advisors as needed, to review all of the proposals and score them based on the established selection criteria outlined herein. This process may include two steps. The first step will involve an evaluation of the Respondent's technical proposal using the selection criteria outlined in Section 5 below. Second, the highest scoring technical proposals, up to three, may be invited to oral interviews. The selection of the RESPONDENT will be determined by the highest total technical and interview score from these two steps.

CMCOG reserves the right to contact a firm to obtain written clarification of information submitted in their proposal and to contact references to obtain information regarding performance reliability and integrity.

4.2. Notice of Award

Once the evaluation committee has made a recommendation to CMCOG, and CMCOG has approved such recommendation, a notice of "Intent to Award" will be posted on the CMCOG website. A notice will also be emailed to all RESPONDENTS informing them of the success, or lack thereof, of their proposal to receive an award.

4.3. Appeal Policy

RESPONDENTS dissatisfied with the decisions regarding contract award can appeal to CMCOG. The protest must be filed in writing by the authorized signatory official for the RESPONDENT addressed to Ben Mauldin, Executive Director, CMCOG within ten working days of the announcement of the "Intent to Award." Announcement of our "Intent to Award" will be posted on the CMCOG web site. The ten working days to file appeals will begin on the date the "Intent to Award" is posted on the web site. All RESPONDENTS are encouraged to review CMCOG'S website (www.centralmidlands.org) daily during the RFP evaluation period. CMCOG will not consider appeals from individuals or organizations that do not have standing to appeal nor from sub-contractors of RESPONDENTS. The signature of a party on an appeal document constitutes a certification by the signer that the signer has read the document and to the best of their knowledge, information, and belief and, after reasonable inquiry, it is well grounded in fact. It must be warranted by existing law or by a

good faith argument, and that it is not submitted for any improper purpose such as to harass, limit competition, or cause unnecessary delay or needless increase in the cost of the procurement or the appeal. The cost of the appeal will be borne solely by the appealing organization or individual. CMCOG will issue a written decision in accordance with its contract appeals procedures. Frivolous appeals will not be addressed by CMCOG. The decision of CMCOG is final. There will be no formal debriefing on CMCOG decisions on the appeal.

4.4. Contract Negotiations

After the close of the appeal period, if no appeals were received or successfully granted, the highest rated respondent identified in the “Intent to Award” will be invited to enter into contract negotiations with CMCOG to finalize the scope of work, personnel, hours, hourly rates, use of sub-consultants, and other direct costs that will be required to complete the agreement between CMCOG and the selected RESPONDENT. If an agreement cannot be reached with the top ranked firm, CMCOG will select the next most responsive and qualified firm and the negotiation phase will be repeated. This process will continue until an agreement is reached with a qualified firm that can provide the required scope of services. Any contracts awarded as a result of this procurement process will be between the RESPONDENT and CMCOG.

5. SELECTION CRITERIA

The selection criteria and the percentage of their importance in making the selection are:

STEP ONE:

5.1. Understanding the Purpose and Method of Approach (30%)

A determination will be made of the RESPONDENT’S understanding of the project purpose and goals as presented in the RFP. Evaluation will be based on the information presented in the RESPONDENT’S proposal, and the approach and allocation of time on specific tasks. The technical soundness of the RESPONDENT’S stated approach to the project, the comprehensiveness of the proposed approach, and the techniques to be used will also be evaluated.

5.2. Originality and Innovativeness (10%)

This RFP generally outlines the key outcomes and products expected by the contract administrator. A key factor in the selection of the firm is any innovative approach to the study that goes beyond the suggested Scope of Work, either in data gathering, data analysis, public participation, etc. It must be shown how this will be accomplished within the time limits.

5.3. Experience, Qualifications, and Cooperative Work Experience (20%)

The ability of a prospective RESPONDENT will be evaluated under the terms of the RFP relative to the experience, qualifications, technical competence, and capacity to successfully complete the required work. RESPONDENTS will also be evaluated under the terms of the RFP relative to having staff with the qualifications needed to successfully complete the project. Qualifications of professional personnel assigned to the project, as specified in the proposal including Sub-consultants, will be measured by both education and experience, and with particular reference to experience on similar projects. The RESPONDENT'S professional and project staff that work on the project must be the same staff that is identified in the proposal. This criteria also covers the RESPONDENT'S experience working as a cooperative team with other consultants and public agencies. Qualifications of professionals assigned will be measured by past experience on past projects within a cooperative team environment.

5.4. Past Performance on Projects of a Comparable Nature (20%)

RESPONDENTS should clearly demonstrate through their proposals their past performance and quality of work on projects of a similar nature in whole or in part. Per Section 3.7 of the RFP, RESPONDENTS must also provide three (3) client references for recently performed, relevant projects within the last 5 years that indicate the past performances and abilities of the proposed team. These references must include a key client contact person for each project with their current daytime phone number and email address.

STEP TWO (CMCOG reserves the right not to include this activity)

5.5. Oral Presentations (20%)

RESPONDENTS who submit a proposal may be requested to make an oral presentation of their proposal. The highest scoring technical proposals, up to three, may be invited to oral interviews. This presentation, if held, will provide an opportunity for the RESPONDENT to clarify their proposal. Notice for oral presentations, if held, will be provided by CMCOG.

6. SCOPE OF SERVICES

Task 1: Project Initiation/Kick Off

Upon notice to proceed CMCOG staff will hold a kick-off meeting with the selected consultant team to review the project scope, budget, schedule, and deliverable expectations. This task will also include holding meetings with the Project Planning Advisory Committee (PAC) and JLUS Policy/Technical Committee to introduce the consultant team and solicit input on their planning approach.

Task 1 Key Activities:

- Hold project kick-off meeting
- Schedule, prepare for, and hold PAC and JLUS Policy/Technical Committee Meetings

- Prepare meeting minutes and incorporate committee input

Task 2: Stakeholder/Community Outreach

The consultant team, in coordination with CMCOG, the PAC, other project partners, will develop a community outreach plan (COP) that will lay out an approach for citizen and stakeholder engagement in the planning process. The COP will include a comprehensive stakeholder database of private landowners, practicing farmers and foresters, associated industry professionals, non-governmental entities, civic/community organizations, church groups, retail and other business leaders, education and workforce representatives, utility providers, and other interested parties. From this database the COP will lay out a comprehensive strategy for engagement which will include a series of facilitated public meetings, focus group meetings, individual stakeholder interviews, and participation in various community events as needed. The public involvement strategy will be ongoing and continuously implemented at various stages throughout the planning process in order to keep citizens and stakeholders actively engaged. The total number of focus group interviews, public meetings, and community events will be determined by CMCOG and the consultant team as a part of the project initiation process described in Task 1.

Task 2 Key Activities:

- Develop Community Outreach Plan
- Develop Stakeholder Database
- Hold Focus Group Meetings and Individual Stakeholder Interviews
- Hold Public Meetings and Participate in Community Events
- Incorporate Stakeholder Input into the Planning Process

Task 3: Peer Community/Case Study Review

CMCOG in coordination with the consultant/contractor will conduct a peer community review to better understand how other communities are protecting nearby working lands and assess which programs and policies have been successfully implemented and which ones have presented challenges and concerns. A case study analysis of these efforts will yield valuable information about the strengths and weaknesses of various policy proposals. Two to three peer communities will be selected for study. This process will include background research and interviews with local officials and/or planning experts associated with these efforts. Findings will be presented as a technical memorandum to the JLUS Committee and other partners as an educational and outreach component of this project.

Task 3 Key Activities:

- Select two to three peer communities for review
- Conduct program and policy research
- Conduct interviews
- Prepare technical memorandum

Task 4: Existing Conditions and Land Suitability Analysis

The consultant will be responsible for collecting and reviewing all relevant existing planning documents, programs, ordinances, and regulations (e.g., JLUS Plans, Richland County Comprehensive Plan and Zoning Ordinance, and Right to Farm Ordinances). The consultant team will also be responsible for collecting and reviewing all readily available GIS, tabular, and other data sources as needed. The consultant/contractor will then conduct an existing conditions, resource inventory, and land suitability analysis for agriculture, forestry, and conservation related resources in the JLUS study area inclusive of but not limited to socio-economic trends, land use, land cover, soil suitability, and other resource related metrics. This analysis will then provide a base mapping and narrative framework for the study and will inform the market research to be accomplished in Task 5. The consultant team will prepare a technical memorandum summarizing their initial findings from this task.

Task 4 Key Activities:

- Review existing literature
- Collect GIS and other data
- Conduct existing conditions, resource inventory, and land suitability analysis
- Prepare base maps
- Summarize findings in a technical memorandum

Task 5: Market Analysis of Local Working Land Industries

The purpose of the market analysis is to provide a comprehensive assessment of the local supply and demand for the various compatible working land uses under investigation to include but not limited to an assessment of existing farms, forestry operations, conservation programs, and eco/agri-tourism opportunities. This assessment will examine existing local, state, and national supply chains for these industries as well as existing local, state, and national consumer markets for their goods. The analysis will also include an assessment of new local market opportunities as well as challenges, needs, and obstacles for future growth and development. This needs assessment will explicitly identify opportunities and recommendations for addressing these challenges with a focus on promoting small business incubation and development of cooperative use facilities within the study area, such as processing, distribution, and aggregation centers. The supply side analysis will focus specifically on benefits to suppliers located within the JLUS study area, but will also allow for analysis of larger consumer market linkages as needed to strengthen the long term viability of regional food distribution systems. Finally this market analysis will provide a list of recommendations on how to grow and sustain these economic relationships over the short and long term planning horizon.

Task 5 Key Activities:

- Conduct supply side market analysis for compatible working land uses

- Conduct demand side market analysis for compatible working land uses
- Conduct organization, infrastructure, and facility needs assessment
- Provide recommendations for growing and sustaining the local rural economy

Task 6: Assessment of Institutional Demand

A separate but related piece of the market analysis will be to conduct an assessment of the anchor institutional demand for locally produced products. Institutional anchors such as Fort Jackson can have a huge economic influence in their surrounding community and as a result can play a significant part in community revitalization efforts by adjusting their purchasing practices to include a larger share of locally produced goods. Fort Jackson alone generates upwards of \$2 billion in economic activity each year across the state of South Carolina. This includes a significant investment in food service and retail related goods. Changing the procurement practices of a large federal, state or local institution, however, can be daunting and in some cases impossible, so the purpose of this task is to examine the feasibility of leveraging some of the purchasing power of the various major institutions anchored in the area. This task will entail inventorying the different military and non-military institutional anchors (e.g., VA Hospital, International Paper, SCE&G, and USC) and then picking 2-3 unrelated institutions to build relationships with and examine their purchasing practices. This task may include an analysis of Fort Jackson's procurement policies with the intent of identifying opportunities to leverage their enormous purchasing power to stimulate demand for locally produced goods. The key to successful anchor-community partnerships lies in creating shared value between the institution and the community. This concept underscores the importance of this planning effort because if large anchor institutions such as Fort Jackson could help to strengthen the Lower Richland economy by purchasing more locally produced goods, there would be greater economic incentive for local land owners to maintain compatible working land uses.

Task 6 Key Activities:

- Inventory institutional anchors
- Assess potential institutional demand for locally produced products
- Assess purchasing practices and procurement policies for 2-3 of these institutions to include Fort Jackson
- Identify barriers to leveraging institutional purchasing power
- Provide recommendations for institutional engagement

Task 7: Consumer Outreach and Awareness Strategy

The consumer outreach and awareness strategy is intended as a follow up or next step from the market analysis and assessment of institutional demand. This task will entail taking the recommendations from the previous two tasks and developing a list of consumer outreach actions strategies that will help connect locally produced goods to area anchor institutions. This strategy could entail, but is not limited to, messaging that would not only identify the

product as being locally produced, but also as a product that supports the missions of our military installations by supporting compatible land uses.

Task 7 Key Activities:

- Develop consumer outreach and awareness strategy for locally produced goods
- Provide a detailed work program for implementing the strategy

Task 8: Final Report and Action Plan

All analysis, results and recommendations from the previous tasks will be compiled and summarized into a final report to document the overall study effort and present a finalized list of implementable strategies. The action plan component of the final report will include a summary matrix that combines all policy, project, and program recommendations in terms of priority and implementation responsibilities. CMCOG, the PAC, the JLUS Policy/Technical Advisory Committee, along with all other project stakeholders, and the general public will be provided with ample opportunity to provide input as outlined in the COP prior to the report being finalized and adopted by the CMCOG Board.

Task 8 Key Activities:

- Prepare Draft Report and Action Strategy Matrix
- Submit Draft Report for Review as required by the COP
- Incorporate Input and Final Report
- Submit Final Report for Adoption to CMCOG Board

Deliverables

The resulting products of this JLUS implementation grant will include the following components:

- Community Outreach Plan
- Peer Community Analysis Technical Memorandum
- GIS Base Maps/Land Suitability Maps/Technical Memorandum
- Market Analysis and Institutional Demand Report
- Consumer Outreach and Awareness Strategy Report
- Final Report and Action Plan

7. TERMS AND CONDITIONS

7.1. Work Schedule

The RESPONDENT must agree to begin work upon issuance of a notice to proceed and to complete this work within nine (9) months of the date of notice to proceed. The work shall be guided by a detailed flow diagram prepared by the RESPONDENT and furnished to CMCOG within one week of receipt of notice to proceed, and approved by CMCOG. The

project shall be considered complete only after action has been taken by CMCOG and OEA to approve the final deliverables. Periodic payments for the work shall be made in accordance with a schedule proposed by the RESPONDENT and approved by CMCOG.

7.2. Deliverables

The RESPONDENT shall provide copies of all draft documents, copies of an Executive Summary of the Final Report in an 11 x 17 Brochure format, PowerPoint presentations, and copies of the final report. The number of copies shall be determined between the RESPONDENT and the CMCOG. These documents shall also be provided in electronic format.

7.3. Briefings

A series of formal briefings shall be held by the RESPONDENT for CMCOG. These meetings shall be held at least once every month at an agreed upon location during the course of the project. The purpose of the briefings will be to apprise CMCOG and Fairfield County of the activities of the RESPONDENT, to schedule future activities and to ensure that the project is on schedule. Minutes for these meetings shall be the responsibility of the RESPONDENT.

7.4. Meetings

Public meetings shall be conducted by the RESPONDENT during the course of this project. The RESPONDENT shall be responsible for the logistics for these meetings in coordination with CMCOG and project partners and will implement the COP as identified in Task 2 of the scope of work.

7.5. Presentations

A number of public presentations will be made by the selected consultant team at various stages during the planning process and after completion of the final report. The total number of presentations required will be agreed upon as a part of contract negotiations. All presentations will include an electronic copy of slides in PowerPoint format to be provided to CMCOG as a deliverable.

7.6. Insurance Requirements

The RESPONDENT shall effect and maintain insurance at its own cost and expense to protect itself and CMCOG from claims under Workers' Compensation Acts; from claims for damages because of bodily injury including sickness, disease, or death of any of its employees or other parties; from claims for damages because of injury to or destruction of tangible property; and from claims arising out of the performance of professional services caused by errors, omissions, or negligent acts for which it is legally liable, each in the amount of \$1,000,000 or statutory amount as applicable.

7.7. Equal Opportunity/Non-Discrimination Compliance

The successful RESPONDENT will take affirmative action in complying with all federal, state and local requirements concerning fair employment and employment of the handicapped, and concerning the treatment of all employees, without regard or discrimination by reason of race, color, religion, sex, sexual orientation, national origin or physical handicap.

7.8. Funding

Funding for this project will be provided under contract with CMCOG with financial support from the Office of Economic Adjustment (OEA), Department of Defense. Costs incurred prior to notice-to-proceed will be the responsibility of the RESPONDENT and will not be reimbursed. All travel expenses prior to notice to proceed shall be at the RESPONDENTS expense.