

**Request for Proposals
Off-Installation Housing Study
To Be Conducted for the Fort Leonard Wood Region
In Support of Fort Leonard Wood
Located in Pulaski County, MO**

Proposals must be received by: Monday, February 10, 2025

Introduction

The Meramec Regional Planning Commission (MRPC) is issuing this Request for Proposals (RFP) for experienced and qualified contractors to provide professional services to conduct and develop the Fort Leonard Off-Installation Housing Study, funded through a grant award by the Department of Defense (DOD) Office of Local Defense Community Cooperation (OLDCC). The selected consultant will assess the Fort Leonard Wood (FLW) Region's housing market, highlighting opportunities for collaboration and potential barriers to Active-Duty Service Members' access to adequate, affordable housing near FLW.

The outcomes of this housing study should facilitate the region's further support of FLW's mission and preserve the operational utility of the installation while meeting community needs for economic development and a high quality of life. This study will record relevant decisions, processes, policies and regulations impacting housing in the FLW Region. The housing study will include a focus on enlisted service members and will include an action plan with specific implementation tasks to ensure military installation resilience is compatible with, and supportive of FLW military missions. Tentative timeframe of work is March 1, 2025, through August 31, 2025.

Background

Fort Leonard Wood, located in Pulaski County, Missouri, is home to the U.S. Army's Engineer School, Military Police School and Chemical School along with other advanced technical training. The base is located just south of Interstate 44, about 120 miles southwest of St. Louis and 85 miles northeast of Springfield, Missouri. The installation occupies roughly 62,911 acres of land in the Ozark Plateau region in Pulaski County. Fort Leonard Wood also borders Texas and Laclede counties. The installation is defined by the Big Piney River on its eastern boundary and Roubidoux Creek on the western edge. Much of the land surrounding FLW is part of the Houston-Rolla Ranger District, which contains Mark Twain National Forest lands scattered with privately owned lands. The closest municipalities, Waynesville and St. Robert, are just north of the installation.

The base population includes 5,400 active duty, 12,183 family members, 3,825 DOA civilians, 5,702 other civilians, and 12,322 troops in training (Source: 2023 Fort Leonard Wood In-depth Overview, Military One Source). FLW is a top five employer in the state of Missouri, supporting 36,400 direct and indirect jobs.

About MRPC

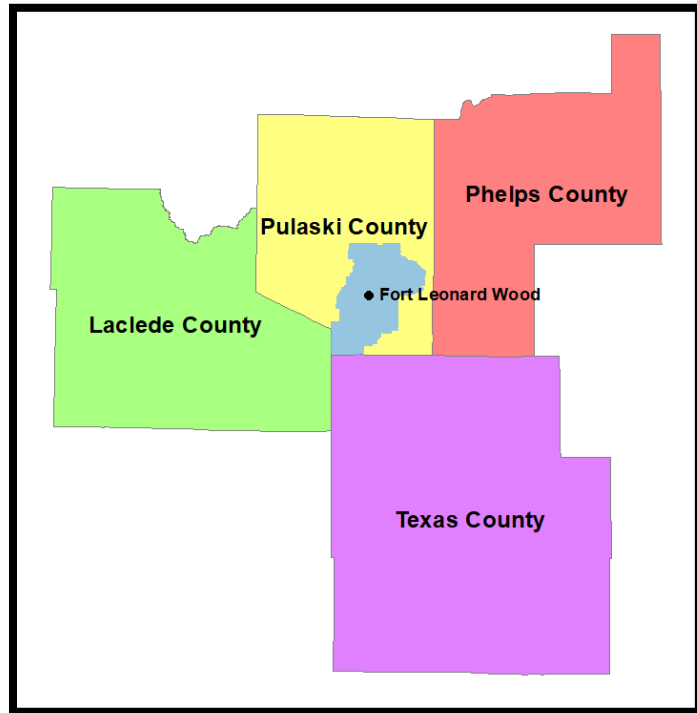
The Meramec Regional Planning Commission (MRPC) has secured a grant through the Department of Defense, Office of Local Defense Community Cooperation (OLDCC) and will lead this effort. MRPC will work to identify and engage military and civilian stakeholders to form the Technical Advisory Committee and will hire the consultant. MRPC will also act as fiscal agent for the grant funds and administer the contract with the consultant. The stakeholders will consist of representatives from each of the participating jurisdictions, Fort Leonard Wood, the Department of Natural Resources, National Forest Service, the Sustainable Ozarks Partnership

and others. The Technical Advisory Committee will meet regularly throughout the study and will be responsible for making final recommendations, reviewing drafts and considering final reports for approval and adoption.

Community Profile

The Fort Leonard Wood Region

The military community referred to as the FLW Region consists of the four counties that surround it (Laclede, Phelps, Pulaski and Texas). The region's population is more than 159,066 people who are located on FLW, in 11 cities with populations of over 1,000 each, and in smaller towns and rural areas. If the region were itself a city, it would be Missouri's fourth largest, ranking between the cities of Springfield and Independence. The region includes over 11,000 businesses and a large part of the federally owned Mark Twain National Forest."



Pulaski County

Pulaski County was organized in 1833 and is a third-class county with three elected commissioners. The county has a total population of 53,816 (2022 American Community Survey). The cities of Crocker, Dixon, Richland, St. Robert and Waynesville are located in Pulaski County. Pulaski County is the site of Fort Leonard Wood. The base is directly adjacent to the town of St. Robert. The city of Waynesville, located just 1.5 miles from St. Robert, is the county seat.

Laclede County

Laclede County was organized in 1849 and is a third-class county with three elected commissioners. The county has a total population of 36,680 (2022 American Community Survey). The cities of Conway, Lebanon, and western Richland are located in Laclede County. Laclede County is located west of Pulaski County and Fort Leonard Wood. Lebanon, the county seat, is located approximately 40 miles from the base.

Phelps County

Phelps County was organized in 1857 and is a third-class county with three elected commissioners. The county has a total population of 45,273 (2022 American Community Survey). The cities of Doolittle, Edgar Springs, Newburg, Rolla and St. James are located in Phelps County. Phelps County is located east of Pulaski County and Fort Leonard Wood. Rolla, the county seat, is located approximately 35 miles from the base.

Texas County

Texas County was organized in 1843 and is a third-class county with three elected commissioners. The county has a total population of 25,304 (2022 American Community Survey). The cities of Cabool, Houston, Licking, Plato and Raymondville are located in Texas County. Texas County is located south of Pulaski County and Fort Leonard Wood. Houston, the county seat, is located approximately 43 miles from the base.

Project Overview and Background

This project ("Project") will involve supporting a community stakeholder planning process for the United States Department of Defense Office of Local Defense Community Cooperation ("DOD OLDCC"), specifically to handle planning work of the Off-Installation Housing Study for the Fort Leonard Wood Region of Pulaski, Phelps, Laclede and Texas County.

The core purpose of the Housing Study is to provide a report that summarizes a review of housing data, housing market needs and an action plan for the FLW Region. The report will include existing and projected housing trends, assessment of current and anticipated unmet housing needs and analysis of affordability and quality relative to enlisted service members' income levels. The report will include achievable recommendations to help the region meet increasing demand more effectively through zoning, incentives and other innovative tools that encourage housing development, diversity and density, where appropriate.

This housing study is intended to document the current trends and need for cooperation, and improved processes of communication to develop and identify suitable housing options. Due to rapidly appreciating market conditions, increasing rental rates, and rising mortgage interest rates, an accurate assessment of current and future conditions is essential for future regional planning.

The consultant will establish communication with appropriate partners to accomplish the assigned duties. This includes the Department of Defense, FLW personnel, MRPC, regional health departments, regional government, community betterment organizations and private industry. Ensuring FLW can develop partnerships with local communities requires developing mutual strategies that can facilitate adjustments for community growth while remaining compatible with FLW training and operations. The final study should provide a roadmap to improve coexistence between FLW personnel, workforce and the surrounding communities

MRPC is seeking a consultant or consultants ("Contractor") who can: (1) facilitate the stakeholder engagement process; (2) work with project participants and carry out a process to identify strengths and weaknesses; (3) conduct a housing assessment based on current conditions; (4) identify opportunities to improve regional housing; and (5) carry out analysis and other work activities as outlined in the Scope of Work below.

MRPC's role on the project will be to serve as the prime applicant for the MIRR, handle all required federal reporting, identify and develop an initial list of key stakeholders and resources, establish and coordinate advisory committees, and oversee Contractor activities, assignments.

Scope of Work

The purpose of the study is to define the current housing market in the Fort Leonard Wood Region and its impacts on the military mission. Overarching goals for the final study include:

1. Determine the availability of quality and affordable housing for FLW Service Members.
 - a. Determine standards to define affordability and quality in respect to regional housing.
 - b. Quantify housing availability that meets affordability and quality standards for the FLW Region.
 - c. Evaluate housing availability compared to regional demands, with a focus on FLW Service Members.
 - d. Perform housing gap analysis that measures the nature and extent of an off-base housing shortage, if one exists.
2. Determine what impact the FLW Region's housing market is having on military readiness and servicemembers. If negative, provide recommended approaches to mitigate.
3. Identify opportunities for collaboration and potential barriers to Service Members' access to quality, affordable housing near FLW.
4. Identify opportunities for cooperation to incentivize homeowners, landlords and property management that have housing potentially available to military families.
5. Develop achievable, adoptable recommendations to help the region meet increasing demand more effectively through zoning, incentives and other innovative tools that encourage housing diversity and density. That may include new developments and infrastructure, capital and production programs, developer incentives, zoning changes and neighborhood revitalization through community land trusts and land banks.

MRPC reserves the right to revise the final scope of work for the study.

Phase 1: Project Management

1. The selected consultant will, at a minimum: regularly schedule meetings and coordinate with MRPC staff, DOD representatives, and the project team; identify and facilitate milestone meetings; and submit monthly schedule, budget, and project status reports. The selected consultant will prepare a Project Management Plan (PMP) to include, at a minimum, the following elements:
 - a. Scope
 - b. Budget
 - c. Schedule of tasks, meetings, milestones, delivery dates
 - d. Regular (e.g., monthly) meetings and milestones
 - e. Expectations of MRPC and stakeholder committee input, (e.g., documents to be provided, coordination required, etc.)
 - f. Team structure, including subconsultants
 - g. Team member contact information, including names and locations of key staff
 - h. QA/QC plan
2. Deliverables:
 - a. An in-person project orientation workshop with the selected consultant, MRPC staff, and DoD representatives to discuss the goals and tasks of the project and to establish working relationships among the installation representatives, MRPC, and the selected consultant.
 - b. Project Team Meetings, some of which are in-person (at least 10-12)
 - c. Progress Reports (monthly and final)

- d. Financial and other federal reports (4-6)
- e. An on-site report presentation meeting where the final report will be presented and explained.
- f. Establish a website/landing page where materials can be stored/accessed by participating parties.

Phase 2: Facilitate Base Community Engagement Process

The Contractor shall handle the following as part of this Task:

1. Serve as lead facilitator of all meetings
2. Develop agendas, handle meeting logistics (virtual and in-person to the extent possible), develop and distribute meeting materials, prepare meeting summaries, handle meeting follow-up.
3. Develop stakeholder roles and responsibilities, recommend other high-value organizations and entities for project involvement.
4. Evaluate FLW current housing programs for opportunities to collaborate with municipalities
5. Assess problem areas such as cost of living comparison, housing availability and the effect on FLW mission readiness.

Phase 3: Data Research and Analysis

Under this Task, the Contractor shall handle the following:

1. Facilitate and determine analysis priorities.
2. Identify “quality housing” characteristics desired by FLW personnel beyond minimum standards for health, construction, etc.
3. Quantify the landlords and property management companies currently renting to FLW Active-Duty service members and families in the FLW Region overall and by county.
4. Identify and quantify the current available rental units in total and by county within 15 and 30 miles of FLW, specifically noting:
 - a. 1-bedroom apartments
 - b. 2-bedroom apartments
 - c. 2-bedroom townhouse/duplexes
 - d. 3-bedroom single-family houses
 - e. 4-bedroom single-family houses
5. Identify and quantify the current available units for sale in total and by county within 15 and 30 miles of FLW, specifically noting:
 - a. 1-bedroom houses
 - b. 2-bedroom houses
 - c. 2-bedroom townhouse/duplexes
 - d. 3-bedroom single-family houses
 - e. 4-bedroom single-family houses
6. Identify rental and for-sale shortages, current and future (on/off installation for overall picture)

Phase 4: Evaluation Points of Housing Study

1. Evaluate the key affordable housing programs effectiveness in FLW Region.
2. Evaluate FLW’s current housing programs and opportunities for collaboration with municipalities.
3. Evaluate corporate, private and other businesses creative options to support Active Duty with quality affordable housing.

4. Evaluate municipal options for housing programs approved for Active-Duty service members and families.
5. Evaluate opportunities for new housing development for Active-Duty service members and families.
6. Evaluate current FLW incentives and barriers to increasing participation among landlords, property management and homeowners
7. Evaluate existing policies, identify policy shortfalls/gaps and recommend ways to improve policies surrounding housing availability.

Phase 5: Stakeholder Workshops

1. Under this Task, the Contractor shall handle activities to conduct multiple workshops to facilitate the FLW Housing Study planning process. The Contractor will:
 - a. Define stakeholder workshop(s) goals, objectives, format, and anticipated outcomes
 - b. Create summary outline with Project Team feedback
 - c. Confirm meeting(s) format (virtual or in-person)
 - d. Brainstorm preliminary list of desired housing experts and stakeholders, work with MRPC and FLW personnel to develop stakeholder lists
 - e. Develop the draft and final agendas
 - f. Handle workshop logistics
 - g. Serve as lead workshop facilitator
 - i. Summarize Workshop Participation and Feedback
 - j. Facilitate Workshop Debriefing with Project Team
 - k. Create an Outline of the Final Workshop Report
 - l. Solicit Project Team and stakeholder feedback
2. Deliverables:
 - a. Four (4) Workshops
 - b. Workshop agendas, materials, and summaries

Phase 6: Project Final Report

1. The Contractor shall handle the development of a final project report, including all of the activities listed below:
 - a. Outline for FLW Region Housing Study Final Report
 - b. Draft FLW Region Housing Study Report
 - c. Present Draft Report to Project Team and Relevant Entities
 - d. Incorporate feedback into final report
 - e. Complete Final Deliverables: FLW Region Housing study and Supporting Documents; Geospatial Data; High-level summary recommendations memo
2. Deliverables:
 - a. Proposed outline for final report, including presentation and outline
 - b. FLW Region Housing Study and Supporting Documents; Draft and Final
 - c. Geospatial data
 - d. High level recommendations memo; Draft and Final
 - d. Presentations on final report (up to 3)

The Contractor shall review and incorporate all input and feedback from MRPC and the DOD OLDCC. All final documents will require approval for release from Fort Leonard Wood. The contractor will work with MRPC to incorporate changes and feedback from Fort Leonard Wood.

Instructions for Submitting Proposals, Proposal Components and Evaluation Criteria

All respondents to the RFP must include the items provided in the following list. All the listed items should be addressed completely and should follow, as closely as possible, the order and format in which it is listed below. These categories and criteria will be major considerations in the evaluation and determination of the most qualified and capable firm(s). The sequence of the listing is not intended to reflect the relative weight of each category.

1. Letter of transmittal
 - a. Statement indicating an understanding of the work to be performed and interest in performing the scope of work.
 - b. Discuss consultants' availability over the next 15 months.
 - c. Identification of key contact person for this proposal and all project-related matters.

2. Qualifications/Project Portfolio
 - a. Areas of specialization.
 - b. Practice philosophy.
 - c. Years in the business and history of firm.
 - d. Examples of three (3) to five (5) projects the firm took a lead role in the preparation of a FLW Region Housing Study or similar studies. The projects should be comparable in complexity, size, scope and discipline (as described in the Scope of Work section) and have been undertaken during the past five years.

3. Project Management
 - a. Introduction to the team (all firm staff and sub-consultants assigned to complete work on the project), including resumes for all the key personnel, which provide educational background/training, experience and detailed descriptions of roles played on past projects.
 - b. Services/functional roles to be performed by each team member (including all sub-consultants).
 - c. Location of each team member.
 - d. Availability and commitment of assigned professionals who will undertake the scope of work.
 - e. Technical resources of the firm and any sub-consultants.

4. Methodology
 - a. Describe the vision, strategic overview and approach to the project.
 - b. Express how the components above reflect your qualifications for this project.
 - c. Discuss what parameters you will engage to develop a project that will be creative, logical, and destination-defining.

5. Process to Complete all Phase of Project
 - a. Include detailed descriptions of the procedures and methods you propose to use to complete all tasks within the scope of work.
 - b. Discuss tasks, timelines and anticipated deliverables for each phase of the project.
 - c. Include the proposed process and methods to assure quality, cost, and schedule control.
 - d. Explain in the proposal all supporting studies, models, and assumptions that will be developed or used as part of the study.

6. References

- a. List at least three (3) to five (5) references we may contact (preferably from the projects provided in 2(d) of this section) with client contact information (current email and telephone).
- b. Indicate project names and firm's and any sub-consultants' role.

7. Schedule

- a. Provide a proposed detailed project work schedule with a start date in March (contingent upon negotiation of a final scope of work); all meetings that need to be scheduled should be built into the timeline (e.g. initial meeting to review project schedule, presentations of the final report, etc.). The final report will be due on August 15, 2025.
- b. Include time frames for each major component of the scope of work and target dates for completing each phase of the project.

8. Contractual Requirements: Contractors must confirm that their firm is eligible for contracts with the federal government. A contract award must not be made to parties listed on the governmentwide exclusions in the System for Award Management (SAM), in accordance with OMB guidelines, "Debarment and Suspension." SAM Exclusions contains the names of parties debarred, suspended, or otherwise excluded by agencies, as well as parties declared ineligible under statutory or regulatory authority other than Executive Order 12549. In addition, the 2 CFR (Code of Federal Regulations) 200 Subpart E cost principles apply to the contractor (this in part prohibits using project funds to cover the costs of food and beverages).

9. Fee Proposal-one copy in a sealed envelope (see also Fee Proposal section following this list)

- a. Include a total "not to exceed" figure for the scope of work (based on the estimated level of effort to be spent on each task).
- b. Include itemized schedule of all expenses by phase (reimbursable expenses listed separately), including a composite schedule of hours estimated for included tasks.
- c. Provide hourly rates for all team members, sub-consultants and staff levels.
- d. Describe the methodology for billing reimbursable expenses (such as travel, production of documents, purchase of data, etc.).
- e. Describe method for billing additional services beyond the initial scope of work (beyond approved not-to-exceed amount).

Fee Proposal: The cost of services must be included in a **separate, sealed envelope** with appropriate detail reflecting all costs. The firm is required to **separate cost** by the major phases of the process. **Do not include any reference to fees in the body of your RFP response.** Failure to comply with this provision will result in disqualification of your firm. MRPC reserves the right not to fund any portion of the firm's proposal.

Understanding and Approach of Scope of Work: Proposal shall describe the approach to the scope of work described in Scope of Work section of this RFP, including process and schedule. Proposers are encouraged to make suggestions to amend the scope of work to achieve the project goals. This criterion will be evaluated based on the proposer's understanding of the project objectives and ability to demonstrate a process that efficiently and effectively achieves the desired outcomes. Reasoned creativity is encouraged. MRPC anticipates modifying, where

appropriate, the objectives and/or scope of work listed in this RFP based on the firm's experience and expertise in completing similar projects.

Disclosure: Proposal will disclose any professional or personal financial interest which could be a possible conflict of interest in contracting. Consultant shall further disclose arrangements to derive additional compensation from various products or services, including financial. The firm must also list all current and unresolved litigations, arbitrations, or mediations of the firm in its proposal.

Selection of Consultant

MRPC, working with the Technical Advisory Committee, will select a firm on the basis of its ability to respond to the Request for Proposal (RFP) requirements, the qualifications and expertise of the team working on this project, past performance on similar projects, the time required to complete project, methodology, firm resources and the firm's willingness to negotiate and execute an acceptable written agreement. MRPC reserves the right to reject any, some portions of or all proposals and supporting material and to request written clarification of any portion or section of proposals and support materials. MRPC reserves the right to negotiate with more than one potential respondent after the submission of all proposals. MRPC also reserves the first right-of-refusal to work with any sub-consultant proposed by the firm.

After a thorough review by MRPC, working with the Technical Advisory Committee, of the proposals submitted by respondents to this RFP, a short list will be created of the firms that meet the requirements outlined in this RFP. All proposals will be evaluated using the following selection criteria and top ranked firms will be selected for an interview.

Proposal Evaluation Criteria	Weight
Bid on time, meets specifications, bid complete	10 pts
Project understanding, plan approach, familiarity with desired outcomes	15 pts
Capability, specialized experience, technical competence of team	20 pts
Previous experience in comparable projects, references and projects completed	15 pts
Demonstrated ability with public engagement and work with advisory committee	15 pts
Logistics and familiarity with project area and subject matter	15 pts
Proposed project cost	10 pts

Those firms selected for an interview will be required to make a presentation on their qualifications and proposals to MRPC staff and the technical advisory committee. Based on these interviews, the committee will recommend a preferred consultant for MRPC's governing board to consider for hire as the best firm to perform the work. All proposals will be afforded fair and equal treatment with respect to any opportunity for discussion and revision. Any such revision may be permitted after submission and prior to award for the purpose of obtaining the best and final offer at the discretion of MRPC. When conducting discussions, MRPC will not disclose information from proposals submitted by competing firms. As the grant recipient, MRPC will make the final decision on contract award. The selection criteria to be used for ranking firms interviewed is provided below.

Interview Evaluation Criteria	Weight
Ability to respond to the RFP requirements	10 pts
Qualification and expertise of team	20 pts

Past performance on similar projects	20 pts
Time required to complete project	10 pts
Methodology/Planning Process	25 pts
Firm resources	10 pts
Firm's willingness to negotiate and execute acceptable written agreement	5 pts

Selection Process Timeline

The timeline for selecting a firm is as follows:

Deadline for Proposal Submission: February 10, 2025

Firm Oral Presentations/Interviews with Technical Assistance Committee (In-Person or via Zoom): Between February 17, 2025 and February 21, 2025

Firm Selection: February 24, 2025

Begin Project: on or before March 1, 2025

Project Timeline

The consultant work on this project will begin on or before March 1, 2025. The final report will be due on or before August 15, 2025.

Submittal Deadline

Ten (10) hard copies (one unbound) and one (1) electronic copy of the proposal must be received by the Meramec Regional Planning Commission, Attention: Bonnie Prigge, Executive Director) on or before 4:30 p.m. CST, February 10, 2025. Each proposal must be submitted with all required documentation. While electronic copy can be emailed, the delivery of the paper copies will be considered the submission date and time and will dictate whether proposal arrived by the 4:30 p.m. February 10, 2025, deadline.

Services Provided by Staff

Staff with the Meramec Regional Planning Commission will manage the study process. The direct staff contact will be Orin Pogue, Community Development Specialist, opogue@meramecregion.org, 573-265-2993. MRPC Planning Department Manager Anne Freand is responsible for the overall project. Her contact information is afreand@meramecregion.org, 573-265-2993.

Questions about RFP

All questions regarding this RFP should be directed to Orin Pogue, Community Development Specialist, opogue@meramecregion.org 573-265-2993. Questions will be accepted up to January 29, 2025. All questions and responding answers will be provided to any interested firm upon request on or after January 29, 2025. MRPC may reject any and all bids.