



Alliance  
of Rouge  
Communities

*Working together, restoring the river*

## Alliance of Rouge Communities

### Request for Proposals on Qualifications for Executive Director Services

For Inquiries as to the Scope of Services  
Please e-mail Mr. Jack Bails  
E-Mail Address: [jbails@pscinc.com](mailto:jbails@pscinc.com)

OCTOBER 11, 2006

Allen Park  
Auburn Hills  
Beverly Hills  
Bingham Farms  
Birmingham  
Bloomfield Hills  
Bloomfield Township  
Canton Township  
Commerce Township  
Dearborn  
Dearborn Heights  
Farmington  
Farmington Hills  
Franklin  
Garden City  
Inkster  
Lathrup Village  
Livonia  
Melvindale  
Northville  
Northville Township  
Novi  
Orchard Lake Village  
Plymouth  
Plymouth Township  
Pontiac  
Redford Township  
Rochester Hills  
Romulus  
Southfield  
Superior Township  
Troy  
Van Buren Township  
Walled Lake  
Washtenaw County  
Wayne  
Wayne County  
Wayne Co. Airport  
Authority  
West Bloomfield Twp.  
Westland

<b>Key Milestones:</b>	<b>Date:</b>
RFP Issuance Date	10/12/2006
RFP Advertisement Date	10/22/2006
Proposal Due Date	11/06/2006
Interview Panel Meets	11/13/2006
Proponent Interviews Date	11/28-30/2006
Executive Committee Review	12/13/2006
Executive Committee Recommendation	01/11/2007
Negotiate with Successful Proponent	01/12-19/2007
Special Meeting of the full ARC	01/25/2007
Contract Start Date	02/01/2007

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## 1.0 INTRODUCTION

The purpose of the Alliance of Rouge Communities (ARC) is to provide an institutional mechanism to encourage watershed-wide cooperation and mutual support to meet water quality permit requirements and to restore beneficial uses of the river to the area residents. The Executive Director will provide the leadership, resources and services necessary to accomplish the ongoing ARC purpose and goals.

The Alliance of Rouge Communities (ARC) is soliciting proposals for Executive Director Services from an Individual, Organization or a Consultant (*individual or firm*) to provide various administrative and technical support services for this new public watershed entity. Since its formation, the ARC administrative and technical support have been provided on an interim basis by the Wayne County Department of Environment (WCDOE) and the contractors retained by that agency under the Rouge River National Wet Weather Demonstration Project.

The ARC will select its own Executive Director for the support services identified in this request for proposals for an eleven month period beginning on February 1, 2007 and ending December 31, 2007. At its discretion, the ARC may negotiate with the successful Proponent for continuing services on annual basis for similar services in subsequent fiscal years.

## 2.0 BACKGROUND

The Alliance of Rouge Communities (ARC) is a voluntary public watershed entity currently comprised of 39 municipal governments (i.e., cities, townships, and villages), two counties (i.e., Wayne, and Washtenaw), and the Wayne County Airport Authority as authorized by Part 312 (Watershed Alliances) of the Michigan Natural Resources and Environmental Protection Act (MCL 324.101 to 324.90106) as amended by Act No. 517, Public Acts of 2004. (*Further information is available at [www.rougeriver.com/alliance/](http://www.rougeriver.com/alliance/)*)

Officially formed in January of 2006, the ARC members represent public agencies with stormwater management responsibilities whose jurisdictional boundaries are totally, or in part, located within the Rouge River watershed located in southeast Michigan. The state law authorizing the formation of watershed alliances throughout Michigan was modeled after a Memorandum of Agreement (MOA) adopted by the Rouge River watershed communities and counties in August of 2003, which successfully guided a regional effort over a three year period to address watershed-wide water quality and water quantity issues.

The 2003 MOA was developed by the communities and the three counties to respond to declining federal grant funds to Wayne County for the [Rouge River National Wet Weather Demonstration Project](#) that had supported watershed-wide management efforts since 1993. Under the [ARC bylaws](#) all cities, townships and villages as well as the counties located totally, or in part, within the Rouge River watershed are eligible for membership. Over 95 percent of the eligible communities and counties have adopted the bylaws through formal action of their respective governing bodies. In addition, the bylaws provide for membership of other public entities in the watershed who under state

law are required to have a stormwater discharge permit. Several public agencies are still considering membership.

## **2.1 Organizational Structure**

The ARC's bylaws require a full membership meeting at least twice each year. Election of officers, adoption of the annual budget and assessments to communities, major policy issues, as well as any other formal action is reserved for the full membership meetings. The ARC takes formal actions based upon a majority vote by its members unless there is a call for a voting by member shares. The voting shares are directly proportional to the annual assessments. The Alliance elects [three officers](#) (i.e., Chair, Vice-Chair, and Treasurer) from among its community members for two-year terms. The three officers, one former officer, representatives of each county, and elected representatives from each the seven sub-watershed groups comprise the ARC [Executive Committee](#) that oversees the day to day operations between the meetings of the full Alliance.

In addition, the chairs and vice-chairs of the standing committees (i.e., [Finance](#), [Public Involvement and Education](#), [Technical](#)) are appointed by the three officers. Standing committee membership is available to all members. The members and chair(s) of the [Organization Committee](#) are subject to approval by the full ARC and this committee examines and recommends organizational changes and policies including consideration of new public agency members and the designation of non-voting ARC Cooperating Partners.

Under the State of Michigan, watershed-based, general storm water permit the communities within the Rouge River watershed formed Sub-watershed Advisory Groups (a.k.a. SWAGs) which have representation on the ARC [Executive Committee](#).

## **2.2 Sources of Funding**

The ARC and its predecessor organization the Assembly of Rouge Communities have been funded by federal grants under the Rouge River National Wet Weather Demonstration Project matched with dues provided by its members. During the three years of operation under the MOA, the Rouge River watershed communities voluntarily contributed nearly \$900,000 to match available federal funding for cooperative watershed management activities. The first year budget for the ARC (2006) is approximately \$600,000 with fifty percent generated from the dues and fifty percent from federal grant funding. During its first year of operation the ARC also received a Clean Michigan Initiative grant to conduct bacteria source tracking in order to supplement its water quality sampling program.

### **3.0 SCOPE OF WORK**

The purpose of the contract is to provide support services for the full ARC, its Executive Committee, ARC standing and Ad-Hoc committees, and the seven Sub-watershed Advisory Groups (SWAGs). A comprehensive list of prioritized tasks is detailed in Appendix A.

For the purpose of clarity in this document, the term “**Proponent**” shall mean any individual, organization or consultant making a proposal submittal. Once a contract has been executed with the successful proponent, the term Contractor or Consultant will apply for the term of the contract.

#### **3.1 Out of Scope Work**

The selected Proponent will not be responsible for the following activities during the term of the contract.

##### **3.1.1 Monitoring, Sampling, and Analysis**

During 2007 the tasks of procuring, subcontracting, or managing ARC functions related to monitoring, sampling and analysis of water quality parameters in the Rouge River will continue to be provided by the WCDOE under agreement with the ARC. Thereafter, these services will be provided by an independent consultant hired by the ARC. The Executive Director will oversee the management of the monitoring program services and assist, as necessary, the consultant. The cost of the contracted services will be a line item in the 2008 ARC budget.

##### **3.1.2 Fiduciary Services**

During 2007 the fiduciary services will continue to be provided by the WCDOE under agreement with the ARC. Thereafter, these services will be provided by the Executive Director and/or subcontractor employed by the Executive Director and approved the ARC Executive Committee.

##### **3.1.3 Audit Services**

During 2007 the audit services will continue to be provided by the WCDOE under agreement with the ARC. Thereafter, these services will be provided by an independent consultant hired by the ARC. The Executive Director will oversee the audit and assist, as necessary, the consultant. The cost of the contracted services will be a line item in the 2008 ARC budget.

##### **3.1.4 GIS Support Services**

The Proponent shall have a “hands-on” working knowledge of ESRI GIS software and be able to direct independent consultants and/or agencies and communities with respect to support services in a GIS environment.

## 3.2 Deliverables/Services

Proponent shall provide Deliverables/Services and resources, and otherwise do all things necessary for or incidental to the performance of work, as set forth below for the period from February 1, 2007, through December 31, 2007. The overall priorities of the minimum necessary tasks are enclosed in Appendix A.

### 3.2.1 Support for the ARC

Support shall include the maintenance and electronic storage of all records of the ARC as well as on-going maintenance and updates to the ARC web-pages of the Rouge Project Web-site. Staff support will include coordination and facilitation of ARC meetings, and related tasks, as itemized below. Staff support services to be provided for the ARC will include the following **estimated** number of meetings and activities.

- a. **Full Alliance Meetings**: Staff support for each meeting including preparation of the agenda (under the direction of the Chair), distribution of materials prior to the three (3) full ARC meetings, facilitation of the meetings (including note-taking and tallying of votes at the meeting), and preparation/distribution of meeting summaries to members and other interested parties.
- b. **Executive Committee Meetings**: Staff support will be provided for four (4) Executive Committee meetings. Staff support for each meeting will include (under the direction of the ARC Officers) preparation of the agenda, distribution of materials prior to the meeting, facilitation of the meeting (including note taking and documenting recommendations considered and actions taken), and meeting summary preparation and distribution.
- c. **Organizational Committee Meetings**: Staff support will be provided for four (4) Organizational Committee meetings. Staff support will include (under the direction of the co-chairs), preparation of the agenda, distribution of materials prior to the meeting, facilitation of the meeting (including note taking and documenting recommendations considered and actions taken), and meeting summary preparation and distribution.
- d. **PIE Committee**: Staff support for up to five (5) meetings including preparation of the agenda (under the direction of the PIE Committee Chair), distribution of materials prior to the meetings, facilitation of the meeting (including note-taking and record of actions taken), and preparation/distribution of meeting summaries to members and other interested parties.
- e. **Technical Committee**: Staff support for up to five (5) meetings including preparation of the agenda (under the direction of the

Technical Committee Chair), distribution of materials prior to the meetings, facilitation of the meetings (including note-taking and record of actions taken), and preparation/distribution of meeting summaries to members and other interested parties.

- f. SWAGs: Staff support for up to two (2) meetings of each SWAG including preparation of the agenda (under the direction of each SWAG Chair), distribution of materials prior to the meetings, facilitation of the meetings (including note-taking and record of actions taken), and preparation/distribution of meeting summaries to members and other interested parties. Provide technical assistance to members in meeting their Watershed Based Storm Water NPDES permit requirements. (**Note:** Meetings of the SWAGs may be reduced through combined meetings of two or more SWAGs by agreement of the SWAG chairs.)
- g. Freedom of Information Act (FOIA) and Open Meetings Act - State Law Requirements: Respond to FOIA requests and meet the Open Meetings Act requirements consistent with the policies developed and adopted by the ARC.
- h. Routine Distribution of Materials to ARC Members: Information will be distributed to members of the ARC as requested by the officers of the ARC.
- i. ARC Website Maintenance: The ARC section of the Rouge Project website, [www.rougeriver.com/alliance/](http://www.rougeriver.com/alliance/), has been prepared to serve as the primary tool for disseminating information to ARC members and other interested parties. The pages have information regarding the ARC including the bylaws, meeting announcements and summaries, written materials produced by the ARC, and other information. The website will need to be updated as relevant material is available for posting.

### **3.2.2 Pursue and Prepare Grant Applications**

Pursue and prepare grant applications under the direction of the ARC officers in support of ARC activities or projects.

## **4.0 SUPPLEMENTAL SPECIAL PROJECTS**

The Proponent may be authorized by the ARC to implement special projects funded through the ARC budget or subsequently added to the budget through receipt of grants, gifts or contributions to the ARC and/or its members. The ARC may negotiate the specific terms of special project work with the Proponent awarded the basic scope of work included under this RFP provided that such special project work will be based upon the hourly wages, overhead rate, and fee of the Proponent selected.

While there is no guarantee that any special projects will be provided to the Proponent selected under this RFP, and the ARC specifically reserves the right to retain anyone or any firm, agency or organization to carry out any special projects, the ARC Executive Committee will evaluate the Proponents who submit proposals under this RFP, in part, on their expertise and experience related to the scope of the special projects listed below:

#### **4.1 Special Projects - Scope of Work Examples**

- 4.1.1** Implementation of projects developed by the ARC PIE Committee to inform, educate or involve the public in stewardship of the Rouge River
- 4.1.2** Implementation of projects developed by the ARC Technical Committee to assist ARC members in meeting their Watershed Based Storm Water NPDES requirements, their Storm Water Pollution Prevention Initiatives (SWPPIs), or their Illicit Discharge Detection and Elimination Programs (IDEPs)
- 4.1.3** Updating of Sub-watershed plans or other technical reports needed by the various SWAGs to meet common watershed based storm water permit requirements
- 4.1.4** Implementing the ARC annual water quality monitoring plan including sampling, field and laboratory analysis, QA/QC, and preparation of final reports
- 4.1.5** Other special projects developed by the ARC to implement its responsibilities as defined by statute and contained in the ARC bylaws, or that may be of watershed-wide interest with respect to meeting storm water permitting requirements.

#### **5.0 PROPOSAL SUBMITTALS**

The ARC is limiting the size of each Proponent's submittal to no greater than fifteen (15) pages in length. The proposal shall focus on the qualifications of the individual(s) in delivering the specific services listed in this RFP.

Proponents shall indicate relevant prior experience of the individual and/or the firm, which it considers relevant to the ability to successfully provide the services defined by the scope of work outlined in this RFP. Include sufficient detail to demonstrate the relevance of this experience.

Proposals submitted shall include any specific experience working in the Rouge River watershed or other similar watersheds, providing basic support services to local units of government, and any specific work performed for any ARC members in the last five (5) years. For all staff identified, the Proponent must provide short resumes/CVs (not to exceed one page) that provides a brief overview of relevant experience.

Proponents must provide at least 3 (three) specific client references with their proposal including name, title, contact information and type of work performed for client. This reference list is to be placed in the first envelope, along with the qualifications submittal, and is in addition to the fifteen (15) page maximum.

### **5.1 Proponent Requirements**

The proposal must identify by name, the staff that will be involved and designated as Key Personnel, with roles and responsibilities defined. Proponents need to identify where its staff will be physically located during Contract performance. An overall organization chart identifying the Executive Director shall be provided that depicts the reporting arrangement of all staff involved.

The ARC intends to preserve the legal right, under any contract, to terminate the service agreement should the individual serving as Executive Director, as named in the proposal, change during the term of the contract.

### **5.2 Time & Place for Receipt of Proposals**

To be considered, any Proponent must furnish six (6) copies of its Proposal in response to this RFP, in sealed envelopes to the Canton Township Clerk's Office on/or before Monday, November 6, 2006 at 3:00 PM E.S.T., and that submittal shall be addressed to:

**Office of the Township Clerk**  
**Attn: Purchasing Coordinator**  
Canton Township  
1150 South Canton Center Road  
Canton, MI 48188  
(734) 394-5225  
(734) 394-5222  
[mike.sheppard@canton-mi.org](mailto:mike.sheppard@canton-mi.org)

Proponents shall refer to Section 5.4 of this document regarding labeling of the envelopes to be submitted.

As noted on the cover of this RFP, any questions with respect to the "scope of services" being solicited by the ARC shall be directed by e-mail to Mr. Jack Bails (ARC Facilitator).

Any questions with respect to the submittal process and/or deadlines shall be directed to Mr. Michael Sheppard (Canton's Purchasing Coordinator).

### **5.3 Offices of the ARC**

The ARC does not have a physical location to house office operations. Further, the ARC does not own any vehicles, equipment, computers, phones, etc. for the Proponent to utilize. Such provisions will need to be provided by the Proponent for the duration of the term of the contract for services and be part of the service fee charged to the ARC.

The Proponent shall indicate in its proposal the physical location of the office for the delivery of these services.

### **5.4 Two Envelope System**

The ARC is utilizing a two (2) envelope system; wherein, the first envelope shall be clearly marked "Proposal for ARC Executive Director Services" and the second clearly marked "Estimate of Annual Work Effort".

The ARC is requesting Proponents to submit a second envelope that contains the Proponent's best estimate of the hours of annual effort to perform the necessary services listed in Section 3 of this RFP.

This second envelope will be opened only if the Proponent is selected for an interview and the Proponent will be required to justify the estimate of hours at the time of the interview.

Proponents shall not submit pricing nor compensation information with either envelope on November 6, 2006.

## **6.0 SELECTION PROCESS**

Written proposals will be evaluated by the Interview Panel selected by the ARC for compliance with the RFP scope.

Interviews with those Proponents selected will be held on November 28<sup>th</sup> through 30<sup>th</sup>, 2006. The selected Proponents will be advised of the available interview times by Lisa Weyer (Canton Township MSD Executive Assistant 734-394-5160). Interviews will be held at the Canton Township Administrative Complex located at 1150 South Canton Center Road, Canton, MI 48188 in the Lower Level Meeting Rooms. Interviews will be strictly limited to forty-five (45) minutes in length, including any set-up and take-down time by the Proponent.

The Interview Panel will be the following Executive Committee Members of the ARC.

- Tim Faas, Canton Township (Chair)
- Tom Biasell, Farmington Hills
- Wayne Domine, Bloomfield Township

- Gary Mekjian, Southfield
- Dan Swallow, Van Buren Township

Following the first round of interviews, Proponents that are being given further consideration will be required to furnish a detailed cost proposal for the scope of work and any supplemental special projects. This additional information shall be provided, upon request and by the established deadline, to the Chair of the Interview Panel as instructed at that time. The costs provided shall be a “not-to-exceed” figure; however, it is anticipated that the final costs will be negotiated prior to a recommendation to the ARC Executive Committee at its meeting tentatively set for January 11, 2007.

A table depicting the balance of the schedule for the selection process is enclosed as Appendix B.

## **7.0 MANAGEMENT OF CONTRACT CHANGES**

Any requests for modification of the Contract once negotiated, whether in scope, pricing, time frames, personnel or a combination of thereof, must be submitted to the ARC for review and approval, or denial. Any changes to the initial negotiated Contract shall be valid only if confirmed in writing by the ARC Chair.

Any increase in the number of participating member communities, agencies and/or partners will not be justification by the successful Proponent for an increase in compensation during the term of the contract.

## **8.0 DISCLOSURE OF CONTENTS**

All information provided in the RFP will be held in confidence and will not be revealed or discussed with competitors until the deadline for submission of proposals has expired. Pursuant to Section 13(1) (j) of the Michigan Freedom of Information Act, as amended, MCL 15.243(1) (j), provides that a public body may exempt from disclosure as a public record a bid or proposal by a person to enter into a contract or agreement, until the time for the public opening of the bids or proposals, or if a public opening is not conducted, until the deadline for submission of bids or proposals has expired.

Any individual submitting a proposal in response to the RFP will have their name held confidential until the date of the public receipt and opening of proposals.

## **9.0 CONTRACT NEGOTIATIONS**

Once the ARC Executive Committee has selected a Proponent to serve as the ARC Executive Director, the ARC Officers will negotiate the terms of a service agreement with the successful Proponent.

The successful Proponent shall comply with the limited time frame for completion of these negotiations to ensure the services commence no later than February 1, 2007.

**10.0 RESERVED FOR ADDENDAE (IF ANY)**

**APPENDIX A**  
**SCOPE OF SERVICES**  
**Prioritized List of Tasks**

**EXECUTIVE DIRECTOR TASKS**  
**Ranked by Priority in Each Category**  
(i.e. a) is highest priority)

**1) LEADERSHIP (30% Points)**

- a) Promote the ARC as an advocate for the Rouge River Watershed. Serve as the primary spokesperson for the ARC, respond to requests for information, and seek opportunities to promote the ARC awareness. Coordinate all of the ARC membership meetings.
- b) Serve as the ARC primary liaison to all members, including both formal and informal interaction with government officials, legislators, and staff on a regular basis.
- c) Develop and implement a strategic plan in cooperation with and approved by the Executive Committee. Coordinate annual staff and strategic planning sessions, update the strategic plan and annual planning calendar, and track staff progress throughout the year.

**2) MANAGEMENT (25% Points)**

- a) Provide administrative oversight of the ARC day-to-day activities, staff, consultants and contractors, and external relationships with other agencies, organizations, and individuals to meet the goals of the ARC
- b) Oversee the development, implementation and execution of the ARC fundraising strategy.
- c) Oversee the development and implementation of the ARC marketing and communications strategy. Work closely with ARC Officers and staff on development of press releases, interaction with the media, and design of promotional materials.

**3) ADMINISTRATION (25% Points)**

- a) Obtain and administer grants on behalf of the ARC.
- b) Develop and administer an annual budget and work plan. Work with the Finance Committee to develop and administer the annual budget and work plan. Prepare monthly financial reports.
- c) Develop and implement operating procedures in accordance with the policies established by the ARC bylaws.

- d) Provide administrative oversight of ARC watershed education program and assist in the planning and coordination of major events sponsored by ARC programs.
- e) Provide assistance as necessary to the seven (7) sub-watershed advisory groups (SWAG) composed of local governments, county agencies, and other stakeholders. Provide assistance to the ARC standing committees: Technical, Finance, Organizational, and Public Involvement and Education, as well as, the Executive Committee.

#### **4) IMPLEMENTATION (15%)**

- a) Comply with the bylaws of the Alliance of Rouge Communities as well as assuring compliance with State and Federal laws.
- b) Coordinate and assist with providing the fiduciary services including invoicing members for assessments, payment for services, and maintaining auditable financial records.
- c) Respond to requests for assistance from individual residents and businesses on watershed management issues.
- d) Facilitate staff support to the ARC committees and SWAG meetings. Prepare board packets, including agendas, staff reports, and financial reports.
- e) Prepare and distribute the annual report reflecting ARC accomplishments and coordinate the annual audit in accordance to the ARC bylaws.
- f) Perform other duties assigned by the ARC officers or Executive Committee.

**APPENDIX B**  
**SCHEDULE FOR SELECTION**

## SCHEDULE FOR SELECTION

<b>Key Milestones:</b>	<b>Date:</b>
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RFP Advertisement Date (15 days)	10/22/2006
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Executive Committee Recommendation	01/11/2007 *
Negotiate with Successful Proponent	01/12-19/2007 *
Special Meeting of the full ARC	01/25/2007 *
Contract Start Date	02/01/2007

\* implies this date is still tentative and subject to change.

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