



COMPREHENSIVE PLAN REVISION

Newmark Grubb
Zimmer

Prepared for:

Michael J. Weber, Community Development Director

City of Alexandria

704 Broadway, Alexandria, MN 56308

January 30, 2018





CONTACT INFORMATION

Point of Contact

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January 29, 2018

Michael J. Weber
Community Development Director
City of Alexandria
704 Broadway
Alexandria, MN 56308

Re: Alexandria Minnesota Comprehensive Plan Update

Dear Mr. Weber:

Thank you for the opportunity to respond to your Request for Proposal. The Zimmer team is united by a vision of bringing our clients' aspirations to reality. Our team's past collaborations have fostered solid relationships and results through superior service, thought leadership and innovative solutions. This positions our partner's communities to progress from vision to concept to implementation.

Our team advocates a proactive approach to community enrichment and investment. We envision information and products to be developed that empower community leaders, staff and organizations.

Comprehensive planning for communities like Alexandria must evolve in order to create a vibrant and competitive environment for future generations. How Alexandria will address strategic community building and economic development over the course of the next decade will be a "game changer." Ultimately, a process that provides a well-constructed guide will foster a greater degree of sustainability, both physically and economically, for Alexandria. This will empower your community to build the bridge from its rich past to its vibrant future and provide the enduring legacy from this generation to the next.

The Zimmer team has the capabilities to address every aspect of this planning effort. We look forward to demonstrating our talents, skills and abilities to assist the City of Alexandria in this important community endeavor.

On behalf of the entire project team, thank you for the opportunity to respond, and we look forward to working with you.

Dr. Troy L. Nash, JD, Ed.D, HDFD, EDFP



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I. Description of Firm(s)

ABOUT NEWMARK GRUBB ZIMMER

NGZ has established itself as one of the Midwest’s leading experts in structuring, implementing and maintaining successful public/private partnerships. The broad experience brought to bear by the NGZ team means clients like the City of Alexandria are able to take advantage of our intimate knowledge of federal, state and local processes, as well as long-term relationships with elected officials and policy-makers at all levels. Collectively, these and other relationships help inform the comprehensive planning update in a way that links the various components together. Transportation, housing, land use, etc., are all linked, and as a result, should work in tandem with and in benefit to one another. We will assist you in putting the pieces of the puzzle together.

The NGZ team’s deep understanding of the current marketplace, as well as its long-standing relationships at the state federal levels, gives it a unique view on the importance of regionalism and the role regional approaches will take on economic development in the Midwest. The NGZ team’s involvement with municipalities throughout the region has led to an unprecedented regional approach that streamlines the public and private sector’s ability to serve as catalysts for economic growth. This is best evidenced by the team’s work in Saline, Lafayette, Ray and Jackson Counties.

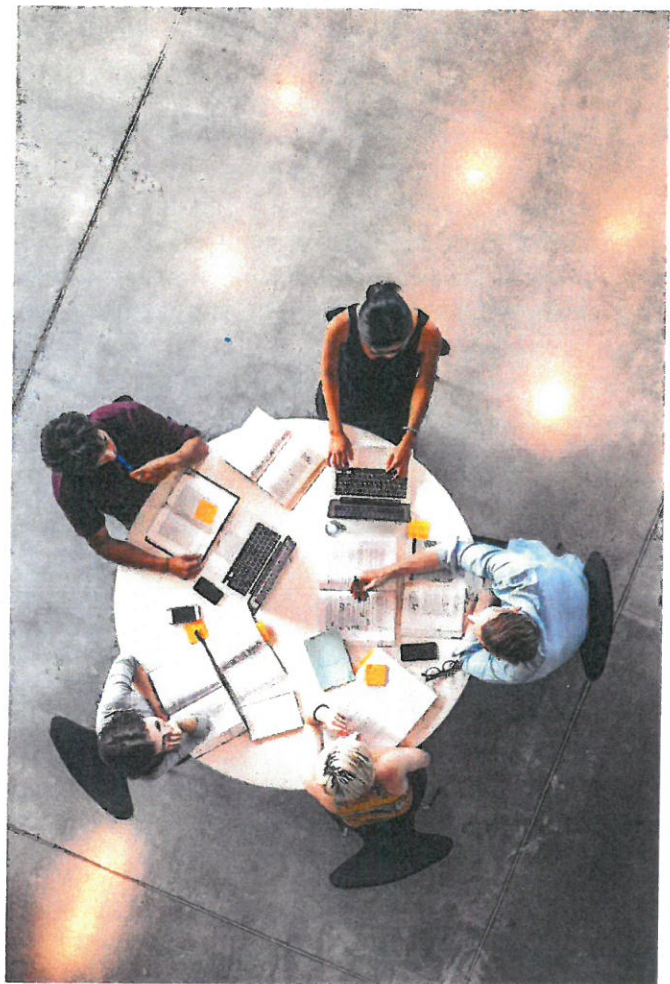
ABOUT STERLING CONSULTING GROUP

Sterling Consulting Group, LLC (SCG):

Founded in 2011, this certified Women-Owned Business Enterprise (in Kansas City Missouri as well as the state of Missouri) will assist in communicating the City of Lexington Missouri’s progress and outreach efforts to key stakeholders and the public. Stacy Sedler, MSN, RN (President) and her team will bring their experience in working with local, county, state and federal elected officials, government agency staff, economic development organizations (both local government and nonprofit), regional and local area Chamber’s, and regional planning organizations to ensure people feel part of the process to effectively facilitate communication. Stacy recognizes the ONLY constant IS change and change can be tough, “so let’s talk through it.” In general, Stacy and her team help people navigate through change in the most thoughtful and productive manner to help reach your organizations goals.

Sterling Consulting Group’s Way of Doing Business:

We work with businesses and organizations towards progress and new ways of thinking. Our team believes in the “people first” paradigm shift. We believe effective outreach can create buy-in, take your organization to the next level, and move the ball down the field. Our team embraces the notion that when people feel valued and part “something good”, amazing things can happen. Sterling Consulting Group believes in the idea: “People support what they help create!”





Who is Sterling Consulting Group?

Stacy Sedler's MSN, RN unique background in health care, education, economic development, community outreach, branding and fundraising, all combine to give her a unique blend of talent, skills, and abilities to help her clients achieve their goals and objectives. In 2011, she parlayed her business and administrative skills into a consulting company that has worked with communities and organizations across the Mid-West. Her consulting firm collaborates with diverse stakeholders in both urban and rural settings. Stacy has lead outreach efforts for cities, non-profit organizations, counties, and for-profit establishments.

What Sterling Consulting Does:

The Sterling Consulting Group helps organizations listen, open the lines of communication, find common ground, and move towards achieving their goals.



II. Our Team



DR. TROY L. NASH

**Managing Director-Principal,
Director of Public Sector
Consulting**



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Independently owned and operated

Years of Experience

18 Years

Areas of Specialization

- Structuring public/private partnerships
- Developer Senior/Market Rate Housing
- Economic development consulting
- Economic impact analysis
- Market Analysis
- Real Estate Valuation
- Financial Feasibility Analysis
- Job creation strategies
- Adaptive Reuse/Redevelopment
- Historic Tax Credits
- HUD Financing Strategies
- Economic development advising cities, counties, states and federal agencies
- Comprehensive Planning Updates
- Land use analysis
- Incentive analysis
- Public Participation and Community Outreach

PROFESSIONAL BACKGROUND

Dr. Troy Nash serves as a managing director and director of public sector consulting with Newmark Grubb Zimmer. A highly regarded expert in real estate and economic development, Dr. Nash has structured scores of successful public/private partnerships marrying federal, state and local public sector programs and incentives to real estate and economic development projects. He has a unique understanding of economic analysis, complex commercial and residential real estate finance, business retention and expansion programs, and public policy development and application. Dr. Nash is also an expert in the use of Low Income Housing Tax Credits (LIHTC) and finance and the use of Tax Increment Financing (TIF) to leverage private sector investment. His experience advising both public and private-sector clients (cities, counties, states, healthcare providers, educational institutions, private institutions and nonprofits) also enables him to produce high-level economic real estate transactions, customized demographic analysis, target and industry cluster studies, economic impact analysis, and strategic and comprehensive planning updates. In 2014, Dr. Nash became the first African-American principal/shareholder in a top ten commercial real estate firm in the history of the state of Missouri.

Having traveled to nearly 40 countries, Dr. Nash is known for identifying the connections between separate and distinct international, national, regional and local trends and their influence on economic development and job creation. Moreover, Dr. Nash is able to communicate these connections in a manner that offers clients a clear pathway to achievable strategies and results. Dr. Nash's knowledge, coupled with Newmark Grubb Zimmer's methodology, global focus and experience combines economic development strategies and real estate management approaches in a way that meets client demands for defensible and applicable quantitative data; a deep understanding of new and emerging trends; the ability to respond with high tactical return on investment solutions; and strategies focusing on addressing business needs with an emphasis on implementation.

Dr. Nash joined the private sector with Newmark Grubb Zimmer in 2007. He previously served on the city council of Kansas City, Missouri, where he represented nearly 475,000 citizens. Dr. Nash, who is also a veteran of the United States Air Force, was first elected to the city council in 1999, when he was 29 years old. As chairman of the influential Planning, Zoning, and Economic Development Committee, Dr. Nash presided over the largest economic development boom in the city's history, directly impacting more than \$6 billion of public and private residential (workforce, low-income and market-rate housing), retail, office, entertainment, and mixed-use and industrial development. As vice chairman of the Budget & Audit Committee, Dr. Nash had direct oversight for the city's more than \$1 billion budget and audit functions. Dr. Nash



also served as a member of the Neighborhood & Community Development Committee, with jurisdiction over all HUD funding and grants. Prior to his election, Dr. Nash worked as special assistant to Mayor Emanuel Cleaver II and in the Office of the City Council.

PROFESSIONAL ACHIEVEMENTS:

- 2015 Real Estate Hall of Fame Inductee, *Midwest Real Estate News*, 2016
- 100 Most Influential Kansas Citizens, *Kansas City Globe*, 2015
- Unsung Hero award, Ford Motor Company, 2015
- 50 Missourians You Should Know, *Ingram's Magazine*, 2015
- Helping Hand Award, No Excuses Conference, 2015
- NextGen Leaders, *Kansas City Business Journal*, 2014
- *Who's Who in Black Kansas City*, 2013
- Board of Directors Outstanding Leadership Award, People to People International, 2006
- Ambassador-at-large, People-to-People International, 2006
- Forty under 40, *Ingram's Magazine* 2001
- White House Presidential Selection Awards Committee, 2000

PROFESSIONAL AFFILIATIONS:

- Executive cabinet member, United Way Greater Kansas City, 2016 – present
- Board member, KU Advancement Board of Directors, 2016 – present
- Board member, Heartland Black Chamber of Commerce, 2015 – present
- Commissioner, Tax Increment Financing Commission for the City of Kansas City, Missouri, 2014 – present
- Regional board member, Arvest Bank, 2013 – present
- Missouri Tax Credit review commission, 2010 – present
- Commissioner and vice chairman, Missouri Housing Development Commission (MHDC), 2008 – present
- Board of directors, People to People International, 1998 – present

Dr. Nash holds a Doctorate in Education degree from Saint Louis University; a Juris Doctorate degree from the University of Missouri-Kansas City School of Law; a Master of Business Administration degree from the University of Missouri Bloch School of Management; master's degrees in both economics and political science from the University of Missouri-Kansas City and a bachelor's degree in economics from Wesley College.



STACY SEDLER MSN, RN

**Sterling Consulting Group
President**



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Years of Experience

17 Years

Areas of Specialization

- Healthcare Consulting
- Education Consulting
- Comprehensive Planning
- Strategic Planning
- Economic Development Consulting
- Public Participation & Community Outreach
- Capital Campaign Fundraising
- Project Management
- Research
- WBE certified - KC, Missouri & Kansas

PROFESSIONAL BACKGROUND

Stacy's unique background in health care, education, real estate, public outreach, public relations, fundraising, and entrepreneurship, all combine to give her a unique blend of talent, skills, and abilities to help her clients deliver better outcomes. For 16 years, Stacy honed her abilities to aggressively evaluate data/market/demographic trends to strategically capture market growth within numerous sectors. Stacy has managed annual budgets of \$20M+ with ~700 employees and operations. She has lead, managed, and assisted with the development, renovation and build-out of multiple health care related facilities. Stacy's largest development to date was a \$90 million capital project. In 2011, she parlayed her business and managerial skills into a consulting company that has spanned across the Mid-West working with a multitude of clients. Her consulting firm collaborates with diverse stakeholders in both urban and rural settings. Stacy has lead organizations and communities in structural engagement efforts and project development and management for cities, counties, for-profit establishments, non-profit organizations, students, patients and families.

Her consulting firm collaborates with diverse stakeholders in both urban and rural settings. "If there is one thing I have taken away from my entrepreneurial experiences it is that everything is about relationships. When you truly connect with people, together – you can DO just about anything." Stacy has lead organizations and communities in many capacities for non-profit organizations, cities, counties, for-profit establishments, students, patients and families. "One of our team's biggest strengths: we help individuals and organizations grow far beyond their perceived limitations, and we have FUN doing it – that's powerful!" The Sterling Consulting Group helps organizations achieve their objectives.

No matter the project concentration, Stacy and her team apply best practice data to develop and facilitate communication with internal and external stakeholders, to focus on quality outcomes. Utilizing an advisory approach and leveraging resources, Stacy and her team are able to assist municipalities, private investors, hospitals, health systems, community health centers, physician groups, and developers in effectively managing their needs.

Over the years, Stacy understood the importance of relationships and the true value of stakeholder involvement. "We work with people to move the ball down the field and work to get folks they need to go." Sterling Consulting Group believes in the idea people support what they help create. "Most of what we do is educate and communicate what is going on. People like to be informed and love to be heard



EDUCATION

Stacy received her bachelor's degree from Radford University in 2006. In 2008, she completed her Masters of Science in Nursing from University of Mary. She is in the process of completing a doctorate in Educational Leadership from Saint Louis University in 2016.

EXPERIENCE

- ◆ Grandview Missouri – Currently part of the Economic Development Team for the City of Grandview Missouri - since 2012
- ◆ Responsible for the \$40-million-dollar Capital Campaign - Myrtle Hilliard Community Health Center in St. Louis Missouri since 2015
- ◆ Grandview Missouri – May 8, 2015 – Gateway Village Press event
- ◆ Grandview Missouri – May 11, 2015 – Truman Marketplace groundbreaking event
- ◆ Richmond Missouri – March 2014 – Community Conversation video: <https://youtu.be/hSlkVhuUuYs>
- ◆ Clinton Missouri – 2013 – Comprehensive Plan Update
- ◆ September 11 – September 13, 2013. “Regionalism: Working together for a Shared Vision within the 5th congressional District”. Hosted by U.S. Congressman Emanuel Cleaver II and Zimmer Real Estate Services
- ◆ Grandview Missouri – August 2013 – Economic Development
- ◆ Mid Missouri Regional Event – February 2013: Saline County, Missouri Economic Development Strategic Plan Launch Party
- ◆ Marshall Missouri – March 2013 – Community meeting <http://www.marshallnews.com/story/1946146.html>
- ◆ Lexington Missouri's Comprehensive Plan Update – Public outreach, research, and marketing/branding
- ◆ City of Grandview Missouri's Economic Development Team – 2013 – Current – Community outreach, public relations, marketing & branding, business retention/expansion, and economic development/incentives



PHIL KLAWUHN

Philip A. Klawuhn & Associates, P.C.
President



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Suite 100
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Years of Experience

32 Years

Areas of Specialization

- Real Estate
- Civil Litigation & Trial
- Labor & Employment
- Commercial Law
- Personal Injury & Wrongful Death
- Civil Rights
- Construction
- Acquisition & Mergers
- Corporate

PROFESSIONAL BACKGROUND

The law firm of Philip A. Klawuhn & Associates was founded on over 32 years of highly successful law practice in the Kansas City area.

Serving as counsel for development companies, churches and other not for profits, he has also been legal counsel for several closely held corporations and partnerships in the real estate, distributorship organizations, construction companies, accounting fields in addition to major corporations, pension funds, general business disputes, and employment matters.

Phil is past Vice Chairman of the City Plan Commission and Chairman of the Board of Zoning Adjustment of Kansas City, MO. The real estate development work he's been influential in developing includes real estate finance including government incentives (TIF's, Tax Credits, 353's PIEA, PIAC, LCRA) as well as municipal law; including planning and zoning and administrative law.

Phil has served as a Special Assistant Attorney General of Missouri and Special Assistant City Attorney of the City of Kansas City, Missouri.

HONORS, PUBLICATIONS, AND PRESENTATIONS

- ♦ Highest rating ("AV") by Martindale Hubbell, attorney rating service
- ♦ Certification in Real Estate Development Finance from National Development Council
- ♦ Presentations to the Labor-Management Council of Kansas City
- ♦ Seminars for clients and prospective clients in the employment law area

PROFESSIONAL AND CIVIC ACTIVITIES

- ♦ The Missouri Bar Association
- ♦ Kansas City Metropolitan Bar Association
- ♦ City Planning Commission of Kansas City, Missouri, Past Vice Chairman
- ♦ Board of Zoning Adjustment of Kansas City, Missouri, Past Chairman

EDUCATION

Georgetown University Law Center, J.D., 1981
William Jewell College, B.A., 1978, Magna Cum Laude



DENNIS A. RANDOLPH

Civil Engineer



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Years of Experience

51 Years

Areas of Specialization

Budgeting
Civil Engineering
Construction Management
Contract Management
Engineering
Engineering
Land Development
Municipal Engineering
Program Management
Public Relations
Public Speaking
Transportation
Writing

WORK EXPERIENCE

CIVIL ENGINEERING and PUBLIC WORKS

Forty-two years of increasingly responsible experience at the local government level in three states.

Director of Public Works, City of Grandview Missouri
December 2009 to Present

Responsible for streets, sewers, sidewalks, and other infrastructure for a community of 25,000 located in the Metropolitan Kansas City area. Reporting to the City Administrator, responsible for a budget of approximately \$8,000,000 with a staff of approximately 20 people including the City Engineer and two superintendents.

Managing Director & Director of Public Works, Calhoun County Road Commission and Calhoun County Community Development
July 1992 to January 2008

The Managing Director's primary duties are to give general administrative and policy direction for all areas of the agencies responsibilities and supervise through an Assistant Managing Director (Chief Operating Officer), Deputy Managing Director (Chief Financial Officer), Senior Superintendent, County Highway Engineer, County Planner, County Parks Director, County Solid Waste Director, Golf Course Manager. The total service area is more than 700 square miles, and the County's population was 140,000. Total agency budget was approximately \$12 million, with a full time staff of 70- 120 professional, skilled, and unskilled workers, of which all but three belong to labor unions.

EDUCATION / INSTRUCTION

Twenty-five years of classroom instruction experience at the post-12th grade level including military, community college, university, and continuing education venues.

Adjunct Instructor, University of Missouri – Kansas City (UMKC)
January 2012 to Present - Instructor in Construction Management in the Department of Civil Engineering. Presenting on-line courses in *Advanced Scheduling and Estimating* and *Means and Methods* using the Blackboard Learn platform.

Five years of experience as a project manager and project engineer.

Great Lakes Area Manager, TransCore ITS, and Traffic Supervisor, Wade-Trim Associates, January 2008 - November 2009 - The Great Lakes Area Manager was responsible for managing the operations of a headquarters' office in Detroit Michigan and projects throughout the Michigan, Ohio, and Indiana area. Responsibilities include personnel and fleet management, proposal development, and client contact.

Director of Business Development, Goodell-Grivas, Inc., December 1977 to July 1981 - The Director of Business was responsible for



supervising work teams of five to seven persons, and managing projects ranging in size from \$1,000 to \$500,000.

OTHER TECHNICAL EXPERIENCE

Committee Member – Transportation Research Board of the National Academies, NCHRP 08-113 Effective Transportation Asset Management Practices at State DOTs, Regional Organizations, and Local Agencies

Committee Member – Transportation Research Board of the National Academies, NCHRP – 25-55: Quantifying the Contribution of Vehicle Emissions to Local Air Quality.

Member – National Environmental Justice Advisory Council (NEJAC), United States Environmental Protection Agency (USEPA) September 2015 to Present.

Member – CPII Council (Certified Public Infrastructure Inspector), American Public Works Association, August 2015 to Present

Committee Member – Transportation Research Board of the National Academies, NCHRP – HR20-59(030): *ICS Training for Field Level Transportation Supervisors and Staff.*

Committee Member – Quality Control Committee (Donald C. Stone Center), American Public Works Association, May 2014 to Present

Peer Reviewer, American Society of Civil Engineers, August 2004 to Present - Visiting and reviewing engineering operations and management at various government engineering organizations throughout the United States. This is Pro-Bono work done by senior, registered professional engineers. Peer reviewers use a systematic approach to study an organization and make recommendations on how the organization can do its work better.

PROFESSIONAL MEMBERSHIPS

- ♦ Fellow and Life Member - Institute of Transportation Engineers F/LM-ITE Life Member - American Society of Civil Engineers LM-ASCE
- ♦ Member – Transportation and Development Institute
- ♦ Member – Engineers Without Borders – USA
- ♦ Member – Environmental Water Resources Institute
- ♦ Member and Public Works Leadership Fellow - American Public Works Association PWLF Life Member - Institute of Electrical and Electronics Engineers LM-IEEE
- ♦ Member – Urban Land Institute M-ULI
- ♦ Member – Water Environmental Federation M-WEI
- ♦ Member - National Society of Professional Engineers
- ♦ Member – Design Build Institute of America



PROFESSIONAL REGISTRATIONS AND CERTIFICATIONS

- Registered Professional Engineer, PE - State of California, State of Michigan, State of Missouri, and Commonwealth of Virginia
Profession Traffic Operations Engineer, PTOE (Transportation Professional Certification Board)
- Professional Transportation Planner, PTP (Transportation Professional Certification Board)
- Public Works Leadership Fellow, PWLF (American Public Works Association)
- Envision™ Sustainability Professional, ENV SP, Institute for Sustainable Infrastructure

EDUCATION

- Master of Public Administration, MPA Western Michigan University Kalamazoo, Michigan
- Master of Science Civil Engineering, MSCE Wayne State University Detroit, Michigan
- Bachelor of Science Civil Engineering, BSCE Wayne State University Detroit, Michigan

PUBLICATIONS

Authored *PROJECT DELIVERY – A Guidebook for Public Works Officials*, (APWA Press, 2013), *CIVIL ENGINEERING FOR THE COMMUNITY* (ASCE Press, 1993), Executive Editor for *A BRIDGE WORTH SAVING* (MSU Press, 2008), and author of over 100 articles and reports in refereed journals and professional periodicals on general management, communications, automating public works' systems, construction management, and transportation.



PROJECT AWARDS (For projects developed under my supervision)

- American Society of Civil Engineers, Kansas City Section – 2016 Project of the Year, MO150 Outer Roads
- American City and County Magazine, 2016 Crown City Award – Main Street Revitalization
- Sustainable Success Story – Mid-America Regional Council (MARC), December 2016
- American Public Works Association – Kansas City Metro Chapter, American Public Works Association, Public Works Project of the Year – Less Than \$5 million, Grandview Civic Plaza, 2014
- Kansas City Business Journal, Capstone Award, City of Grandview Parks and Public Works Facility, 2013
- Michigan Society of Professional Engineers Outstanding Engineering Achievement, Professional Engineers in Government: Approach to the Capitol Project. 1987
- American Society of Civil Engineers – Michigan Section, Historic Civil Engineering Landmark – Calhoun County Historic Bridge Park. 2001
- United States Environmental Protection Agency, National First Place Winner, Greater Battle Creek Area Watershed Management Project. 2002
- National Association of County Parks and Recreation Officials, Honorable Mention – Class II Parks and Recreation Facility, Historic Bridge Park. 2003
- American Public Works Association – SW Michigan Branch, First Place – Quality of Life Category, Mountain Bike Patrol. 2004
- American Public Works Association – SW Michigan Branch, Honorable Mention – Calhoun County Fairgrounds Access Roads. 2004
- American Public Works Association – SW Michigan Branch, First Place – Emergency Disaster Preparedness Category, Pollution Prevention Program (PIPP). 2004
- Missouri Valley Section, Institute of Transportation Engineers – Transportation Achievement Award – Main Street Revitalization, 2014
- 2017 MOVITE Transportation Achievement Award. Mo150 Outer Roads Project
- American Public Works Association, Kansas City Metro Chapter – Public works Project of the Year, Transportation Less than \$5 Million, Mo150 Outer Roads
- Missouri Society of Professional Engineers – QBS (Quality Based Selection) Award, June 2015
- American Public Works Association – SW Michigan Branch, Honorable Mention – Environmental Category, Concrete Recycling Program. 2004
- American Public Works Association – SW Michigan Branch, Honorable Mention – Environmental Category, Beadle Lake Shoreline Restoration, 2005
- American Public Works Association – SW Michigan Branch, First Place – Historic Restoration Category, Calhoun County Historic Bridge Park. 2005
- American Public Works Association – SW Michigan Branch, First Place – Environmental Category, Biodiesel Fuel Program. 2005
- American Public Works Association – SW Michigan Branch, First Place – Transportation Project Less Than \$2,000,000 Category, River Road Improvement. 2005
- American Public Works Association – Michigan Section, First Place – Historic Restoration Category, Calhoun County Historic Bridge Park. 2006
- American Public Works Association (National) – Public Works Project of the Year – Historic Restoration, Calhoun County Historic Bridge Park. 2006
- National Concrete Masonry Association – Special Citation – 5th Annual Concrete Paver Design Competition, 1988
- American Public Works Association – Kansas City Metro Chapter – First Place – Transportation Project Less Than \$5,000,000 – 139th Street Project, 2011
- BIGG Award, Grandview Chamber of Commerce, - Main Street Revitalization, 2015





III. Project Understanding and Process

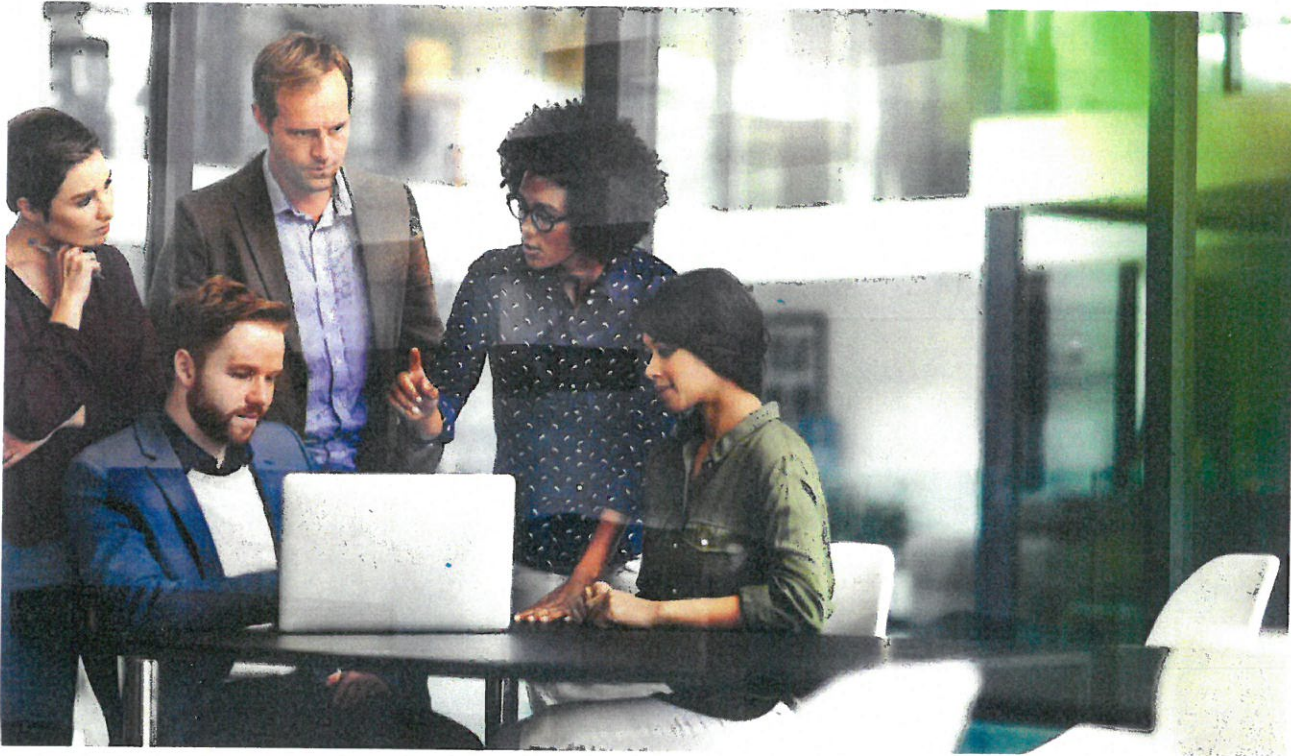
For communities alike Alexandria who are aspiring to long-term sustainable growth, economic vitality, and consistently maintain a high level “quality of life,” strategic approaches and partnerships will be required. For the Alexandria Area, building upon significant anchors in the university, military, homeland security, agri-business, research, and technology and innovation fields will be key. Leveraging momentum of current and anticipated projects; providing smarter strategies for infrastructure investments to promote additional investment; establishing the coordination and communication processes for policy and regulatory mechanisms; and promoting the highest quality of goals for goods, services, and employment opportunities, all are significant factors to healthy cities and regions. The effort will need to begin with getting all the “players” to the table to find common goals and approaches to achieve winnable solutions that meet objectives for all those inclusive within the City.



Our approach is radically different from most – we are firm believers that economic development is influenced by many factors. Globalization, immigration, education, entrepreneurship, and innovation are all strong influencers of fiscal and economic activity. The Alexandria community is unique in that you have a multijurisdictional approach to economic development strengthened by strong institutions – all of which play a significant role in the life of the region. In addition to the finer points associated with a comprehensive plan update, our efforts will go above and beyond those things traditionally included in the plan and take into consideration the above referenced influences in a way that crafts a strategic plan reflecting not only your values, but how the real world actually operates and functions. What are the effects of globalization on potential industries invited to the area? What’s the current state of the educational infrastructure throughout the region? Is it strong? Does the local education and curriculum reflect the real world? What latent entrepreneurial proclivities exist that we can capitalize on? How are immigration trends affecting the region? And what are the effects of those trends on job creation and business attraction? The answers to these questions and others will help us better inform the comprehensive plan update.

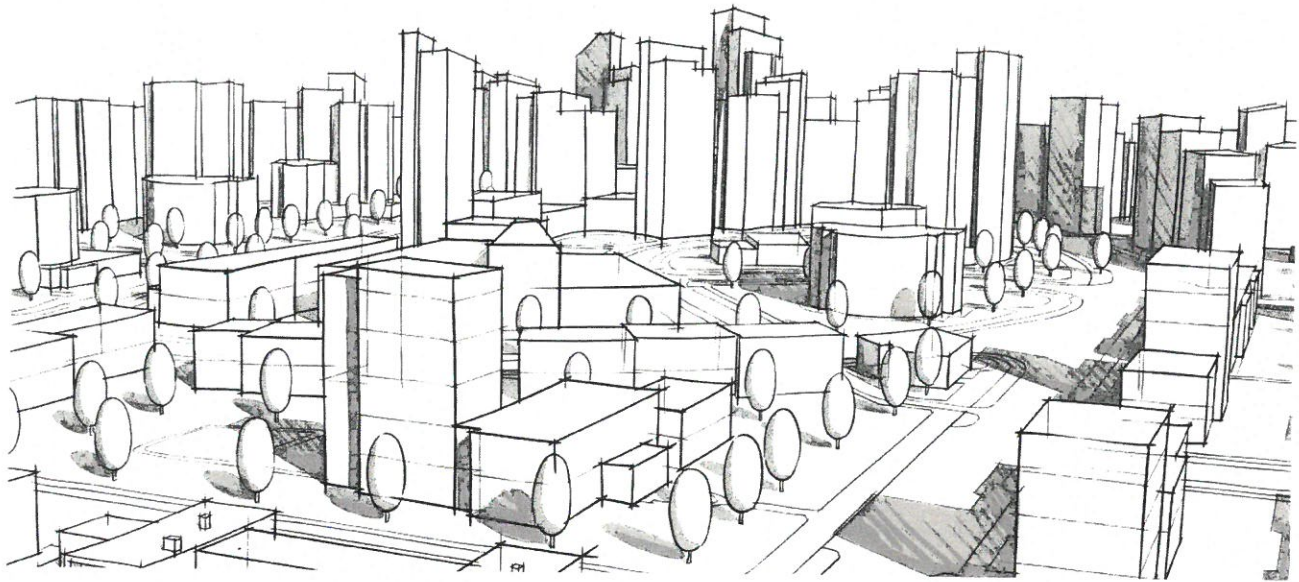


Our team provides the highest level of professionalism, expertise, experience, and innovation that pursues innovative and implementable solutions. Our team and approach differentiates itself by bringing to the table a philosophy that community planning projects need to lead to quick victories in the physical landscape and further long-range aspirations.



A plan is only as good as the actions and strategies that are carried forth. Plans need to be multi-dimensional and utilized by a variety of users both in the private and public sector. We bring a philosophy that views community planning efforts through a lens of economic development, political viability and sound policy principals that cultivate an environment of strategic investment and a competitive position in the local, regional, national and global market place. Although we provide expertise in the traditional planning methods and products, we utilized those tools to position communities to actively engage in meaningful efforts to get projects activated in both the public and private sectors.

Our team's collective successes speak for itself. We have the professional qualifications, expertise and experience in specialized areas with the highest technical competence. Our resources bring a depth of talent and tools to accomplish all services. We meet or exceed expectations on scheduling, management and budgets and our deliverables are of the highest quality. We ensure this through an extensive team review and coordination process throughout the project that includes client representatives and a consistent work plan of communication and contractual benchmarks. Whether in a "town & gown" university community; communities that have a strong economic relationship with the Department of Defense and military branches; or major metropolitan cities or rural municipalities and counties, who we deliver. Our best response for you is our past and current client relationships, strongly urge you to connect with.



ECONOMIC FRAMEWORK

Assess the marketplace for the project, the economy at the macro and micro level and the supply and demand of commercial, residential and hospitality uses. Local, regional and national trends can be investigated and analyzed to provide a perspective of conditions and opportunities that may impact development. Development efforts will address a series of components such as incentives, market conditions, potential catalyst projects and the mix of uses.

LAND USE AND DEVELOPMENT FRAMEWORK

The land use and development framework addresses the physical uses and organizational characteristics within the corridor and surrounding areas. Develop a physical framework strategy that addresses density, compatible and transitional uses to ensure a sound, rational, yet, dynamic framework for land use and redevelopment.

URBAN DESIGN FRAMEWORK

Urban design addresses the aesthetic elements within the area. This includes features such as community branding and identity, gateways and wayfinding, parks, community connections, and overall design features. Construct a strong framework that builds upon the area's character, while bringing new elements that enhance the sense of cohesiveness and continuity to the public 'face'.

IMPLEMENTATION/DEVELOPMENT STRATEGIES AND REDEVELOPMENT FRAMEWORK

Provide a general guide for taking actions – the who, what and when of the vision for the City and the private sector. Implementation strategies provide an outline regarding short-range or 'quick victory' actions to long-range initiatives, along with associated partnership potentials, policy considerations, implementation strategies such as master developer selection and potential financial tools and resources to pursue. Ultimately, a strategic 'blue-print' to long-range phasing ensures that initial investments are spent wisely and build upon previous successes.



OUR PROVEN PROCESS FURTHERS ALL OF THE OBJECTIVES. WE ACCOMPLISH THIS THROUGH A VARIETY OF TECHNIQUES AND TOOLS.

Stakeholder Work Sessions:

In working with the Steering Committee, identify all the “players” who should be brought to the table to have the honest and insightful conversations. These would include individuals and groups active in the community, property and business owners, merchants, business associations, developers, residents and others identified in working with the steering committee. How will such a project and initiative impact your daily life and the way business is conducted? What are the concerns and opportunities from the personal perspective? What are some of the conversations occurring behind the scenes of the public process? What is the historical perspective in getting things done in the area? How will implementation resonate among peers and what are some of the details that should be discussed throughout the process?

Staff & Leadership Interviews:

These insights are valuable towards ascertaining a greater sense of how business is conducted among the municipal and public sector. What are some of the concerns or thoughts on administering the initiative? What are the thoughts in terms of coordination among the many components required? These examples include urban growth boundaries, utility service areas, density thresholds, development and growth controls, coordination strategies, and courses of action towards implementation. In addition, parks, trails, transportation, public information, design review, code review, larger economic development objectives, public relations, and other community building components factor in.

Public Outreach Campaign:

We believe that there are two facets to successful public engagement. First, we believe that it must become more personal and faces need to be corresponded with names. Create the venues, such as public work sessions, open house, one-on-one stakeholder interviews and other activities that allow the citizenry and stakeholders to come together. Key elements include:

- Educate:** Overview on the objectives and process that will provide examples of similar projects and the lessons learned. How does a strategic corridor plan work, provide benefit, and potentially improve the social, physical and fiscal landscape at the macro and micro level – both directly and indirectly?
- Listen:** Create the venue and guidance that allows participants to ex-press concerns, ideas, goals and visions. Exchange ideas and explore new passions. Begin to identify consensus concerns, assets, challenges and common aspirations for the area.
- Challenge:** It is important to build upon education and open dialogue to foster ideas and thoughts, as meaningful concepts can emerge in unique ways. Public work sessions will be utilized throughout the process to provide thought-provoking topics that have relevance to the community. Push the envelope for participants to go beyond just monitoring the process and out-comes, but foster an environment that cultivates their on-going engagement. Empower to have a stake and ownership in the process and how that may shape the end product, regardless if it is through concept, policy or implementation.



IV. Overview of Suggested Scope for Alexandria

Overview of Suggested Scope

The following project process will be utilized and serve as the framework for the planning process, project responsibilities and product delivery. More detailed logistical items will be developed in the work plan task.

1.0 Work Plan

- 1.1 Work Plan & Data Collection
- 1.2 Community/Project Area Tour
- 1.3 Project Kick-Off Meeting & Final Work Plan

2.0 Analysis and Observations

- 2.1 Analysis and Base Material Preparation
- 2.2 Plan Review and Analysis
- 2.3 Best Practices Review
- 2.4 Market and Economic Framework Analysis
- 2.5 Existing Conditions and Observation Report
- 2.6 Steering Committee Work Session
- 2.7 Preliminary Key Stakeholder/Group Interviews

3.0 Project Charrettes

- 3.1 Charrette Preparation
- 3.2 Charrette
- 3.3 Charrette Summary Report

4.0 Plan Development

- 4.1 Land Use and Urban Design Framework
- 4.2 Market and Financial Framework
- 4.3 50% Draft Plan
- 4.4 50% Draft Plan Review Work Session

5.0 Plan Refinement

- 5.1 Land Use and Urban Design Concept Refinement
- 5.2 Market and Financial Concept Refinement
- 5.3 90% Draft Plan
- 5.4 90% Draft Plan - Review Session
- 5.5 Public Open House

6.0 Plan Delivery

- 6.1 Final Steering Committee Review Session
- 6.2 99% Draft Plan
- 6.3 Planning Commission Overview
- 6.4 City Commission Overview
- 6.5 Final Revisions/Quality Control Draft
- 6.6 Final Plan and Delivery - 100% Plan

7.0 Marketing Products

Task 1.0: Work Plan

Task 1.0 primarily serves as the project coordination phase. The planning effort is initiated and all logistics and activities for the project and process are finalized. This phase offers an opportunity to identify key stakeholders



and groups within the community and solicit their involvement for the project charrette, other project activities and the development of the plan.

The consultant team will perform the following actions and items as part of Task 1.0:

Task 1.1: Work Plan & Data Collection

Work plan that outlines project contacts, scheduling, key dates, responsibilities and other logistical items by both consultant team and client group. In addition, existing data and materials are assembled. The work plan draft is submitted for review and comment before the kick-off meeting (Task 1.3).

Deliverables:

- Draft work plan and electronic copy (PDF format).

Consultant team responsibilities:

- Work plan draft preparation.

Client group responsibilities:

- Provide all requested information for work plan development.
- Identify and organize the steering committee.
- Review and comment on work plan draft before project kick-off meeting.
- Provide all available information such as, but not limited to:
 - ✓ Prior Comprehensive Plan.
 - ✓ Electronic base map data.
 - ✓ Aerial photos (electronic preferred).
 - ✓ Zoning and land use maps (electronic preferred).
 - ✓ Real estate, market and economic information.
 - ✓ Socio-economic data.
 - ✓ All relevant plans and studies (adopted or in development).
 - ✓ Historic photographs.
 - (All other relevant plans, studies and information.

Items to be provided by client group (to be verified/detailed in the work plan):

- Provide/secure all on-site logistics for the charrette week, which include:
 - ✓ Charrette work space, key stakeholder group interview room(s), public workshop and public open house space. All spaces shall be climate controlled, provide access to utilities, restroom facilities and have the capability to be secured.
 - ✓ Furniture for charrette week spaces (tables, chairs, etc.) required to physically facilitate the charrette.
 - ✓ City to provide all refreshments and snacks for public workshop, public open house and steering committee sessions (if desired by client).
- Facilitate all notifications required to steering committee and the public throughout the planning process.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 1.2: Community/Project Area Tour

Participate in a half-day community and project area tour with client group to discuss preliminary observations, characteristics and to gain a more complete understanding of community aspects from the client group's perspective.



Deliverables:

- Tour/discussion notes.

Consultant team responsibilities:

- Tour participation.
- Tour/discussion notes.

Client group responsibilities:

- Tour participation.
- Transportation for tour (if required).

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 1.3: Project Kick-Off Meeting & Final Work Plan

Facilitate a work session (typically 1 to 1.5 hours – can be via Skype or Zoom) to discuss and finalize the work plan and present an overview to the client group/steering committee. In addition, the work session presents the opportunity to elicit preliminary issues and items that may need to be addressed with the steering committee.

Deliverables:

- Finalize work plan.

Consultant team responsibilities:

- Finalize work plan based on project kick-off meeting input.
- Facilitate project kick-off meeting.

Client group responsibilities:

- Notification/invitation of work session to steering committee.
- Project kick-off meeting participation.
- Meeting space.
- Refreshments, snacks, or meals (if desired by client).

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 2.0: Analysis and Observations

Task 2.0 allows the project team to develop an understanding of the major issues, constraints and opportunities impacting the City of Alexandria. The framework of existing conditions, trends and potential development is built around the review and analysis of available base data and information, existing regulatory policies, and development incentives and capacity. Through this review and analysis, team members acquire an understanding of physical, regulatory, financial, and market dynamics influencing the development environment. Additionally, the team understands the physical framework for daily activity within the downtown area, including physical and perceptual boundaries, major circulation patterns and conflicts, land use patterns and relations, key landmarks and activity areas, and public and private interface characteristics.

The project team will perform the following actions and items as part of Task 2.0:

Task 2.1: Analysis and Base Material Preparation

Develop the necessary base information and formats from information and resources provided by the client group so that analysis can be facilitated. Conduct a physical framework analysis of the project area, highlighting key observations and characteristics such as:

- Land use.



- Generalized qualitative assessment of buildings.
- Streetscape.
- Streets and parking.
- Public spaces.
- Potential infill opportunities.
- Anchors, landmarks and destinations.
- Historic Districts.
- Perceptual edges and seams.
- Connectivity framework.
- Review all previous market studies/financial plans, etc.

Deliverables:

- Findings delivered to client group in Task 2.5: Existing Conditions and Observations Summary Report.

Consultant team responsibilities:

- Base mapping formats and existing conditions analysis (physical framework).

Client group responsibilities:

- Provide consultant team any additional requested information (if available).

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 2.2: Plan Review and Analysis

Review relevant plans, studies, policies (adopted or in-process) and initiatives that may impact project area such as:

- Current zoning and development regulations and their potential impacts within the area.
- Considerations of the Comprehensive Plan and other adopted or 'in-development' policy products.
- Potential impacts for current and planned initiatives to the physical framework.
- Existing market, economic, real estate and other financial work products available to the client group.

Deliverables:

- Findings delivered to client group in Task 2.5: Existing Conditions and Observations Summary Report.

Consultant team responsibilities:

- Review and analysis, highlighting key points that may be relevant and/or impact the project area.

Client group responsibilities:

- Provide consultant team any additional requested information (if available).

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 2.3: Best Practice Review

Cursory research and review and similar physical environments and highlight observations. In addition, facilitate a cursory review and similar environments and highlights observation from an economic and business development/attraction standpoint. The goal is to have topic points for education and discussion purposes (internally and with the public/stakeholders) during the charrette process.

Deliverables:

- Memorandum that identifies best practices review.
- Findings delivered to client group in Task 2.5: Existing Conditions and Observations Summary Report.



Consultant team responsibilities:

- Identify best practices areas.
- Review and analysis

Client group responsibilities:

- Provide project team any additional requested information (if available).
- Optional: Provide consultant team with identification of communities for best practices reviews.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 2.4: Market and Economic Framework Analysis

Review and analysis of current economic and market trends at the local, regional and national level that is relevant to the project area. Facilitate a market analysis at the macro and micro level and develop inventory available incentives for current redevelopment areas. Key market and economic issues to be addressed include:

- Economic and market trends within the project area.
- Economic and market trends within the immediate region and potential impacts to the project area.
- Economic and market trends at the national level and potential impacts to the project area.
- Existing inventory of businesses within the project area.
- Assessment of key businesses and institutions within the project area.
- Analysis of factors that impact the current market within the project area.
- Facilitate interviews with business owners and others to investigate current trends and perceptions within the downtown area and City of Alexandria community to supplement the market and economic perspective (meeting or via telecommunication).

Deliverables:

- Findings delivered to client group in Task 2.5: Existing Conditions and Observations Summary Report.

Consultant team responsibilities:

- Review and analysis.

Client group responsibilities:

- Provide consultant team any additional requested information (if available).

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 2.5: Existing Conditions and Observation Report

Existing conditions and observations report that summarizes analysis and findings that were completed in Tasks 2.1 through 2.4. The report draft is submitted for review and comment before the steering committee workshop (Task 2.6).

Deliverables:

- Existing conditions and observations report that includes items from tasks 2.1 through 2.4.

Consultant team responsibilities:

- Report draft preparation and delivery to client.

Client group responsibilities:

- Review and comment on report draft in preparation for steering committee work session.

Anticipated Time Frame: Per Consultant and Steering Committee.

Task 2.6: Steering Committee Work Session



Facilitate a work session (typically 1-2 hours) to discuss existing conditions and observations summary report. In addition, the work session presents the opportunity to discuss in more detail with the steering committee the charrette week and make any scheduling changes that are needed for key person/group interviews.

Deliverables:

- Work session notes.

Consultant team responsibilities:

- Work session notes.
- Facilitate work session.
- Final existing conditions and observations report.

Client group responsibilities:

- Notification/invitation of work session to steering committee.
- Meeting space and any refreshments, snacks, or meals (if desired by client).

Anticipated Time Frame: Per Consultant and Steering Committee.

Task 2.7: Preliminary Key Stakeholder/Group Interviews

Facilitate a 1-day preliminary key stakeholder/group interview session to accommodate those who may not be able to attend the charrette week and allow greater flexibility of interview scheduling during the charrette week. The consultant team will provide representatives from Newmark Grubb Zimmer (NGZ) team to facilitate interviews. Facilitate interviews, focusing on physical framework issues by the NGZ team and interviews, focusing on business development, market/economics and real estate issues by the NGZ. Interviews should be targeted to approximately 45 minutes per interview with a 15 minute "refocus" period.

Deliverables:

- Interview summary notes.

Consultant team responsibilities:

- Facilitate interviews and prepare summary notes.

Client group responsibilities:

- Identification of key stakeholder/group interviewees.
- Scheduling of interviews.
- Interview space/meeting rooms.

Anticipated Time Frame: Per Consultant and Steering Committee.

Task 3.0: Community Conversation & Stakeholder Interviews

Task 3.0 involves a period of intensive and concentrated community interaction. The outcome of this phase provides the foundation for the plan. Stacy Sedler will take the lead in crafting the Vision and Mission and conducting the charrette(s). The charrette is a concentrated series of work sessions with consultants and constituents. The work sessions are interactive and are highly successful in eliciting candid comments from the participants. Key stakeholder meetings are held that begin to focus on specific areas and groups of interest. These typically include organizations such as community organizations, Main Street, Historic Preservation, Special Business Districts, Chamber of Commerce, Business Associations, Convention & Visitors Bureau, Parks and Recreation Department, Public Works and others identified by the client. Individual focus interviews also occur with such individuals or groups as developers, elected officials, financial institutions, key property owners and others identified by the client.

Creating development and design alternatives during this phase provides key insights regarding the verification of goals and the identification of a vision and action strategies and allows consensus building around many of the



key issues and goals. The result is a project approach and concept that is built upon the involvement of stakeholders and citizens to create ownership in the plan. In addition to targeted interviews, the charrette involves verifying current and foreseeable issues and opportunities, developing initial goals and objectives, evaluating design and development framework alternatives, and identifying a preliminary vision for preferred future development in the future of the downtown area.

The charrette may be conducted in a facility in or near the area and facilitated in a concentrated timeframe over a five-day period. Through interaction with the broader community participation, via public workshops, community group presentations, and media activities, a preferred plan direction emerges. This direction allows our team to begin refining details for the plan in the next phase of the project. The consultant team will perform the following actions and items as part of Task 3.0:

Task 3.1: Charrette Preparation

Develop the necessary base information and formats so that the charrette can be facilitated.

Deliverables:

- None.

Consultant team responsibilities:

- Organize and prepare materials for charrette week.

Client group responsibilities:

- Provide consultant team any additional requested information or identify changes to the key person/group interviews (if any).

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 3.2: Charrette(s)

Facilitate a 2-day charrette that explores alternative approaches to land use, urban design and development strategies. Seek a preferred direction, based on alternative components, public/stakeholder, client group and steering committee input. Actual dates, travel strategies and final logistics to be developed in work plan.

Day 1: Tuesday

- Set-up charrette space and additional area analysis.
- Preparation of Public/Community Workshop #1.
- Public/Community Workshop to build general a consensus of vision, goals, identify opportunities and challenges (approximately 1.5 hours).
- Meet to discuss community workshop results with steering committee (optional).
- Begin to develop alternative approaches.
- Facilitate key person/group + stakeholder interviews.

Day 2: Wednesday

- Refine alternative approaches.
- Presentations of alternative approaches to steering committee.
- Facilitate key person/group interviews.
- Finalize alternative approaches.
- Prepare for public open house.
- Discuss public open house with group/steering committee.
- Public open house (approximately 2 hours).
- Verify preferred direction components with client group and steering committee.
- Verify next steps.
- Consultant team departs.



Deliverables:

Develop 2 alternative approaches to communicate aspects, assets and challenges for each scenario for client group, steering committee and public participants during the charrette week. Alternatives generally address:

- Land use and development framework scenarios.
- Connectivity scenarios.
- Urban design framework and key components.
- Catalyst initiatives and critical massing.
- Qualitative economic and market ramifications for each alternative approach.

Consultant team responsibilities:

- Charrette facilitation and presentation tools and materials.

Client group responsibilities:

- Charrette requirements as identified in Task 1.1 and refined during the work plan process.
- Charrette participation, specifically public workshop, public open house and steering committee meetings.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 3.3: Charrette Summary Report

Summary report that outlines the charrette process, findings, products and strategies for a preferred direction regarding land use, urban design and development strategies.

Deliverables:

- Charrette summary report.

Consultant team responsibilities:

- Charrette summary report development.

Client group responsibilities:

- Review and provide consolidated comments.
- If desired, integration of charrette summary report on City's web site.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 4.0: Plan Development

Task 4.0 begins to refine the preferred direction from the charrette and develops a plan at a preliminary level. The primary goal is to develop a broad-based direction, identify a preliminary plan/report framework and ascertain a consensus with the client group and steering committee on the major points of the vision. Products are developed at a draft level. The consultant team will perform the following actions and items as part of Task 4.0:

Task 4.1: Land Use and Urban Design Framework

Develop land use and urban design framework to a preliminary level. This generally includes:

- Land use and development framework.
- Urban design components, such as connectivity framework, public amenities, infill development opportunities, gateways, landmarks, development anchors and catalysts and other design components that are identified through the preferred direction process.

Deliverables:



- Framework developed and incorporated with market and financial framework and delivered to client group in Task 4.3: 50% Draft.

Consultant team responsibilities:

- Develop draft framework for land use and urban design components.
- Continued coordination with market and financial component.

Client group responsibilities:

- None.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 4.2: Market and Financial Framework

Develop market and financial to a preliminary level. This generally includes:

- Overall financial/fiscal/market framework
- Evaluation of opportunities for market niches such as restaurant, residential, office, lodging and convention uses in coordination with the physical framework component.
- Perform market research and develop strategies for proposed uses.

Deliverables:

- Framework developed and incorporated with land use and urban design framework and delivered to client group in Task 4.3: 50% Draft.

Consultant team responsibilities:

- Develop draft market and financial framework.
- Continued coordination with land use and urban design component.

Client group responsibilities:

- None.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 4.3: 50% Draft Plan

Assemble all preliminary draft material, additional development of plan components, develop draft plan and package into a single draft for review and comment by the client group and steering committee. This generally includes:

- Preliminary introduction: Overview of project area, goals, intent of plan and other information needed to communicate the nature of the project.
- Existing conditions and observations: Overview of assets, opportunities and challenges of the project area.
- Existing market and economic perspective.
- Planning process: Overview of the plan process, methodologies, public participation and activities.
- Preliminary land use framework.
- Preliminary urban design framework.
- Preliminary development strategies

Deliverables:

- 50% draft (PDF version for internal use).

Consultant team responsibilities:

- 50% Draft – Generally includes introduction, existing conditions overview, plan process, preliminary land use, urban design, market, development and financial strategies.



Client group responsibilities:

- Distribution of 50% draft to client group members and steering committee.
- Consolidation of all comments from client group and steering committee to be forwarded to consultant team.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 4.4: 50% Draft Review Work Session

Facilitate a review session with the client group and steering committee to discuss content, format, preliminary strategies, graphic development and comments.

Deliverables:

- Work session notes.

Consultant team responsibilities:

- Facilitate work session
- Work session notes.

Client group responsibilities:

- Notification/invitation of work session to steering committee.
- Work session participation.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 5.0: Plan Refinement

Task 5.0 begins to refine the plan and begins to add additional detail, modifications, and develops the plan at a greater level, both in content and graphics. In addition, the preliminary implementation strategies are drafted. The consultant team will perform the following actions and items as part of Task 5.0:

Task 5.1: Land Use and Urban Design Concept Refinement

Develop a refined draft from a preliminary framework to a refined plan concept level. In addition, graphics are further developed and refined (refer to Task 5.3 for a more descriptive outline).

Deliverables:

Framework developed and incorporated with market and financial framework and delivered to client group in Task 4.3: 90% Draft

Consultant team responsibilities:

- Refine land use and urban design components.
- Continued coordination with market and financial component.

Client group responsibilities:

- None.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.



Task 5.2: Market and Financial Concept Refinement

Refine market and financial strategies in coordination with the physical framework component (refer to Task 5.3 for a more descriptive outline).

Deliverables:

- Framework developed and incorporated with land use and urban design framework and delivered to client group in Task 5.3: 90% Draft.

Consultant team responsibilities:

- Refine market, financial and development strategies.
- Continued coordination with land use and urban design component.

Client group responsibilities:

- None.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 5.3: 90% Draft Plan

Assemble all material, additional refinement of plan components, develop draft plan and package into a single draft for review and comment by the client group and steering committee. The 90% draft generally includes:

- Draft document cover/artwork draft.
- Draft table of contents and acknowledgements.
- Draft executive summary
- Refined introduction section.
- Refined conditions and observations section.
- Refined planning process overview section.
- Refined land use framework.
- Refined urban design framework and associated graphic 'vignettes' to illustrate design features and architectural/landscape architectural concepts.
- Draft illustrative concept plan that graphically and comprehensively illustrates the land use, urban design and development framework.
- Draft implementation strategies.
- Draft inventory of financial/funding strategies.
- Draft incentive 'tool box'.

Deliverables:

- 90% Draft.

Consultant team responsibilities:

- 90% Draft – Typically includes executive summary, introduction, existing conditions overview, plan process, land use, urban design, market/financial strategies and implementation strategies.

Client group responsibilities:

- Distribution of 90% draft to client group members and steering committee.
- Consolidation of all comments from client group and steering committee to be forwarded to consultant team.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 5.4: 90% Draft Review Work Session

Facilitate a review session with the client group and steering committee to discuss content, format, preliminary strategies, graphic development and comments.



Deliverables:

- Work session notes.

Consultant team responsibilities:

- Facilitate work session.
- Work session notes.

Client group responsibilities:

- Notification/invitation of work session to steering committee.
- Work session participation.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 5.5: Public Open House

Facilitate a public open house that engages the public to review and discuss the plan direction with consultant team members, client group and the steering committee.

Deliverables:

- Public open house presentation materials.

Consultant team responsibilities:

- Facilitate public open house.
- Public house presentation materials.

Client group responsibilities:

- Notification/invitation of public open house to public and steering committee.
- Participation in public open house.
- Secure space for public open house and if desired by client, provide refreshments, snacks, etc.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 6.0: Plan Delivery

Task 6.0 represents the process of finalizing the plan and preparing for delivery of all work products to the client group. The consultant team will perform the following actions and items as part of Task 6.0:

Task 6.1: Final Steering Committee Review Session

Facilitate a review session with the client group and steering committee to discuss final comments and revisions for the final plan.

Deliverables:

- Work session notes.

Consultant team responsibilities:

- Facilitate work session.
- Work session notes.

Client group responsibilities:

- Notification/invitation of work session to steering committee.
- Work session participation.



Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 6.2: 99% Draft Plan

Incorporate changes and prepare draft for review and presentation to governing bodies. This generally includes:

- Finalized document cover/artwork draft.
- Finalized table of contents and acknowledgements.
- Finalized executive summary
- Finalized introduction section.
- Finalized conditions and observations section.
- Finalized planning process overview section.
- Finalized land use framework.
- Finalized urban design framework and associated graphic 'vignettes' to illustrate design features and architectural/landscape architectural concepts.
- Finalized illustrative concept plan that graphically and comprehensively illustrates the land use, urban design and development framework.
- Finalized implementation strategies.
- Finalized inventory of financial/funding strategies.
- Finalized incentive 'tool box'.

Deliverables:

- 99% Draft.

Consultant team responsibilities:

- Incorporate changes from final steering committee meeting and prepare presentation draft for distribution and review to the Planning Commission and City Council.

Client group responsibilities:

- Scheduling of presentations to governing bodies.
- Distribution of plan to governing bodies. The client group may decide to distribute the 99% draft to the steering committee for review. The client group is responsible for gathering, assembling consolidated comments that are approved for changes to the final plan.
- If desired, integration of the 99% draft on City's web site.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 6.3: Planning Commission Overview

Present plan to Planning Commission.

Deliverables:

- Presentation materials and facilitate presentation – up to a 1-hour presentation utilizing PowerPoint and/or presentation boards.
- Notes of any changes/comments that may be suggested by Planning Commissioners.

Consultant team responsibilities:

- Presentation materials.

Client group responsibilities:

- Staff report prior to presentation.
- Attendance at presentation.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.



Task 6.4: City Council Presentation

Present to Mayor and City Council; Planning Commission, and other groups as deemed appropriate by the steering committee.

Deliverables:

- Work session notes.

Consultant team responsibilities:

- Presentation materials and facilitate presentation – up to a 1-hour presentation utilizing PowerPoint and/or presentation boards.
- Notes of any changes/comments that may be suggested by City Council Members.

Client group responsibilities:

- Staff report prior to presentation.
- Attendance at presentation.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 6.5: Final Revisions/Quality Control Draft

Facilitate all final revisions to the plan and prepare final document for approval for printing.

Deliverables:

- Final review draft for quality control by consultant team and client group.

Consultant team responsibilities:

- Facilitate revisions (if any) and preparation of the final review draft for quality control by consultant team and client group.

Client group responsibilities:

- Review of final draft.
- Final comments/edits.
- Authorization to proceed with final plan and printing.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.

Task 6.6: Final Plan and Delivery – 100% Plan

Deliver final plan and all work product materials to client group.

Deliverables:

- Up to X agreed upon hard copies of the final plan, including cover and binding.
- Electronic copy of plan (PDF form).
- Electronic copy of all graphic materials utilized throughout the planning process and product delivery (may include various formats such as PDF, PowerPoint, JPEG and TIF formats).

Consultant team responsibilities:

- Final products as identified in 'Deliverables'.

Client group responsibilities:

- None.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.



Task 7.0: Marketing Products

Task 7.0 is provided as an allocation for a process to work with the client group to develop potential marketing products to communicate a summary of the plan. The consultant team will perform the following actions and items as part of Task 7.0:

Work with client group to develop an accompanying marketing piece that complements the plan document that can be widely distributed at the client group discretion. Up to 2 preliminary concepts will be developed for client review and comment. Once a direction has been selected, the consultant team will prepare 1 revised format draft for review and comment by the client, 1 final quality control draft for final comment and authorization by the client review and up to an agreed upon number of copies of the marketing product.

Additional formats can be developed; however, will be estimated as additional services beyond the base scope and fee as identified in Fee Schedule. The consultant team can provide examples of varying formats and products for the client group to review. Should the client group select an alternative format; the consultant team will provide an estimate for services and will investigate cost options for printing.

Deliverables:

- Copies of the marketing product (11" x 17", double sided, color marketing summary piece).
- Electronic copy of marketing piece (PDF form).

Consultant team responsibilities:

- Development of marketing summary product.

Client group responsibilities:

- Work with consultant team to select content and graphic style.

Anticipated Time Frame: Per Consultant and Alexandria Steering Committee.



V. Task Breakdown and Fee



Alexandria Minnesota Task Breakdown + Fee		Hours	Rate	Total
Blended Rate for NGZ Team			\$165/hour	
1.0 Work Plan				
1.1	Work Plan & Data Collection	10.0		
1.2	Community/Project Area Tour	6.0		
1.3	Project Kick Off Meeting & Final Work Plan	10.0		
2.0 Analysis & Observations				
2.1	Analysis & Base Material Preparation	16.0		
2.2	Plan Review & Analysis	24.0		
2.3	Best Practices Review	24.0		
2.4	Market & Economic Framework Analysis	40.0		
2.5	Existing Conditions & Observation Report	20.0		
2.6	Steering Committee Work Session	8.0		
2.7	Preliminary Key Stakeholder/Group Interviews	8.0		
3.0 Project Charrette				
3.1	Charrette Preparation	0.0		
3.2	Charrette	0.0		
3.3	Charrette Summary Report	0.0		
4.0 Plan Development				
4.1	Land Use & Urban Design Framework	2.0		
4.2	Market & Financial Framework	10.0		
4.2.a	Macro Level Market Analysis	55.0		
4.2.b	Micro Level Market Analysis	57.0		
4.3	50% Draft Plan	20.0		
4.4	50% Draft Plan Review Work Session	4.0		
5.0 Plan Refinement				
5.1	Land Use and Urban Design Concept Refinement	32.0		
5.2	Market & Financial Concept Refinement	32.0		
5.2.	Preliminary Market & Financial Plan Concepts	18.0		
5.3	90% Draft Plan	4.0		
5.4	90% Draft Plan Review Session	4.0		
5.5	Public Open House	8.0		
6.0 Plan Delivery				
6.1	Final Steering Committee Review Session	8.0		
6.2	99% Draft Plan	16.0		
6.3	Planning Commission Overview	6.0		
6.4	City Commission Overview	6.0		
6.5	Final Revisions/Quality Control Draft	4.0		
6.6	Final Plan & Delivery – 100% Plan	2.0		
TOTAL:		454 hours		
FEE:				\$74,910

The Comp Plan Revision for Alexandria will take 8 months from March 1, 2018 - Oct 31, 2018 taking into account the Plan must be completed and proposed for adoption by the Planning Commission and City Council by October 31, 2018.

Our total all in fee plus expenses is a blended rate of \$74,910 with no additional amendments, or fees, unless initiated, directed, and negotiated by the city.





VI. Relevant Experience

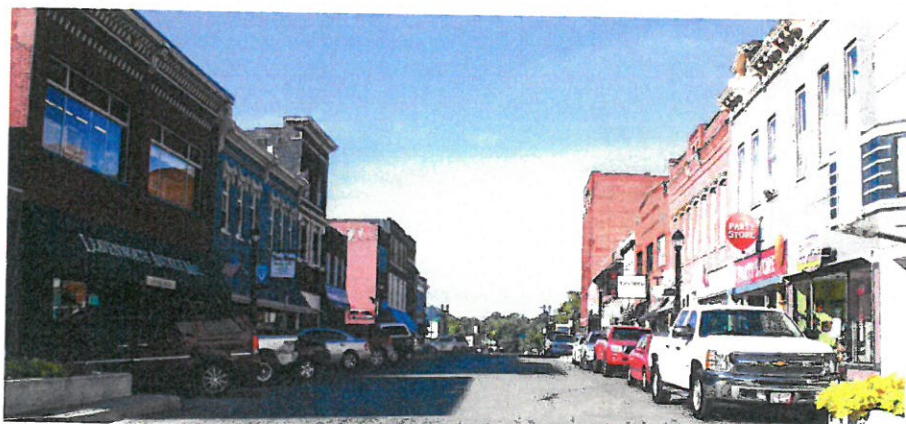
NORTH LEAVENWORTH / DOWNTOWN REDEVELOPMENT PLAN – LEAVENWORTH, KANSAS

The Downtown Leavenworth Redevelopment Master Plan is intended to provide a general vision and guidance for the physical design and development associated with future investments by both the private and public sector.

Leavenworth has a rich history. As the first city in Kansas, Leavenworth was the gate-way to the prairie frontier and a supply stop for the Oregon, California and Santa Fe Trails. Adjacent to downtown is Fort Leavenworth. Fort Leavenworth is home to the United States Army Training and Doctrine Command (TRADOC) and the United States Army Combined Arms Center (CAC). CAC's mission involves leader development, collective training, Army doctrine and battle command.



The master plan establishes the basic framework for improvements to enhance the appearance of the area, the pursuit of quality redevelopment projects, and strengthen access to, through and within Leavenworth's core area. These improvements are designed to foster a strong sense of pride within the community, and to provide the foundation for future cooperative efforts towards community building among the leadership of Leavenworth, the citizens, and potential investors.



Key to the project consulting team was Troy Nash of NGZ who provided market analysis, the development perspective, public-private partnerships, funding resources and evaluation of investment in identified catalyst projects.

Since adoption, the city has begun implementation of several recommendations such as pursuing property acquisition for

a downtown business and research campus, the town square park, river front, business park hotel and neighborhood redevelopment opportunities.

The plan was awarded the American Planning Association Kansas Chapter's Pioneer Award for Outstanding Urban Plan in 2009.

SALINE COUNTY STRATEGIC PLAN – SALINE COUNTY, MISSOURI

The Marshall Saline Economic Development Corporation (MSDC), in partnership with NGZ, embarked on a nearly year-long effort involving dozens of private- and public-sector organizations in the cities of Marshall, Slater, and Sweet Springs, Missouri. The project led to a broad consensus behind an economic strategy for the county and spurred the community to reach beyond its perceived limitations. The NGZ team presented the research, findings, and strategic recommendations in December 2012. In addition to the



strategic plan, the NGZ team was able to work with community officials and residents to build a consensus and spirit of collaboration among citizens, businesses, educational, financial, government and economic development organizations. This has led to the community’s quick identification and adoption of several projects recommended in the report. After the report was completed, the MSDC retained NGZ to help with implementation.

COMPREHENSIVE PLAN UPDATE – MEXICO, MISSOURI

Hoefer Wysocki is the prime planning consultant for the Comprehensive Plan Update for Mexico, Missouri, partnering with NGZ. The primary goal is to develop a community-based vision and strategies to answer the question, “How will Mexico, as a community, prepare itself to retain its character, values and mission while growing into the 21st century?” The plan, scheduled to be completed in the summer of 2013, addresses the issues of land use, economic development, natural resources, physical design, preservation, parks



and recreation, public services and safety, neighborhoods and housing, transportation, fiscally sound public investment and meaningful public-private partnerships that will assist leadership in guiding Mexico’s success.



CITIZEN PARTICIPATION – STERLING CONSULTING GROUP EXPERIENCE

2016: SCG hired for public outreach, research, and marketing & branding components of Lexington Missouri’s Comprehensive Plan Update.



2013 - Current: SCG hired on as part of the City of Grandview Missouri’s Economic Development Team with Newmark Grubb Zimmer – focusing on community outreach, public relations, marketing & branding, business retention/expansion, and economic development/incentives. City council and mayor approve (June 14, 2016) a \$61 TIF on a \$234M sports village project our team has worked on since 2013.

2015 – Current: SCG hired to assist with \$40M Capital Campaign for the Myrtle Hilliard Davis Community Health Center in St. Louis – focusing on community outreach, capital fundraising (from public and private sector donors), public relations, marketing & branding, assisting with the capital construction build outs and operational throughput programming.

2014-Current: SCG hired for public outreach, research, and marketing & branding components of Marshall Missouri’s Comprehensive Plan Update.



2014-Current: SCG hired for public outreach, and marketing & branding for the city of Lexington Missouri’s Economic Development Strategic Plan.

2014: SCG hired for the public outreach component of the Beacon Hill neighborhood development in Kansas City Missouri.

2013-2014: SCG hired for the public outreach, public relations, research, and marketing & branding components of the Saline County Missouri Economic Development Strategic Plan with Newmark Grubb Zimmer and the Marshall Saline Development Corporation (Marshall Missouri’s non-profit Economic Development entity).

2013-2015: City of Clinton Missouri and the Clinton Chamber partnered to hire SCG for the public outreach and research components of the city’s comprehensive plan with Newmark Grubb Zimmer.



September 11 – September 13, 2013: Mid Missouri Summit: “Regionalism: Working together for a Shared Vision within the 5th Congressional District”.

An event in Washington with Mid-Missouri Regional leaders, United States cabinet members as speakers (Economic Development Administration Deputy Assistant Secretary for Regional Affairs Thomas Guevara, USDA Rural Development Deputy Under Secretary Patrice Kunesh, Department of Housing and Urban Development Economic Development Deputy Assistant Secretary Valerie Piper, Small Business Administration – Associate Administrator for Entrepreneurial Development Tameka Montgomery.



As well as Dr. Hippolyte Fofack of the World Bank. Hosted by U.S. Congressman Emanuel Cleaver II and Zimmer Real Estate Services, and supported by Mayor Sylvester James. In attendance: Mayors, City Administrators, City Council members, County Commissioners, Business owners, Lawyers, and Bankers from Kansas City Missouri, Saline, Lafayette, and Ray Counties.

2012: SCG hired for public outreach on the City of Higginsville Missouri’s Economic Development Assessment.

2011: SCG hired for public outreach and research components of the Leavenworth Kansas Comprehensive Plan.



VII. References

Lexington, Missouri

Mark Rounds, City Manager of Lexington, Missouri

918.557.3600

Scope of Services: Comprehensive Plan/County Plan

Marshall, Missouri

Connie Latimer, Former City Manager of Marshall, Missouri

660.631.1773

Scope of Services: Comprehensive Plan/County Plan

Marshall-Saline Development Corporation

Bill Riggins, Executive Director

660.886.6889

Scope of Services: Economic Development Analysis & Action Plan

Audrain County, Missouri/City of Mexico, Missouri

Dana Keller, Executive Director of Mexico Chamber of Commerce

573.581.2765

Scope of Services: Economic Development Portion of a Comprehensive Plan