

Scope of Services

Part One: Where Are You Now? (\$45,000)

Task 1. Project Kickoff and Data Review

1.1 Project Kickoff Meeting. Conduct a project kickoff meeting with City staff to discuss project goals, outcomes, and procedure.

1.2 Steering Committee Formation. Assist the City of Maumelle (Client) in identifying steering committee members for the Strategic Plan.

1.3 Base Data Acquisition. Acquire base data from the City of Maumelle in ArcGIS format to include zoning, land use, parcels (County parcel files including ownership, parcel values, utilization), roads, waterways, floodplains, utilities, topography, and aerial photography. Additional non-GIS base data includes previous plans or studies addressing land use, downtown, economic development, jobs/housing balance, sustainability, Council priorities, capital improvement plan, budget priorities, and any preliminary Census 2010 information.

1.4 Base Data Review. Review existing studies, plans, reports and other related documents, including land use plans, economic development plans, transit/transportation plans, and parks and recreation plans.

1.5 Base Mapping. Create base maps of the study area for each of the plan elements listed in Task 5.

Deliverables: Base maps, steering committee recommendations.

Task 2. Community Assessments

2.1 Physical Conditions Assessments. Identify and verify existing conditions within the City of Maumelle related to the following Plan Elements during on-site visits by the consultant team:

- Existing Land Use
- Community Character
- Sustainability
- Transportation/Transit
- Open Space & Recreation

2.2 Demographic and Market Assessments. Conduct demographic, psychographic, and market assessments to gauge current conditions and trends in the City of Maumelle.

2.3 Prepare Investment Profile. Prepare an investment profile of Maumelle and its surrounding area.

2.4 Public Assessments.

A. Community Survey Development and Implementation

Create a community survey to be distributed via the website and/or direct mail to assess citizen priorities, preferences, and concerns. The City will be responsible for the distribution, collection, and summation of paper surveys.

B. Stakeholder Interviews

Conduct twenty (20) one-on-one interviews to assess concerns and vision for the City. The consultant team will develop the interview questionnaire and will assist the City in compiling a list of interviewees. The City will contact and confirm interviewee schedules. All interviews will be held over a two-day period. The following stakeholders may be interviewed:

- City Staff
- Elected Officials (Mayor, City Council)
- Planning Commission (group meeting)
- Other identified community stakeholders (residents, business owners, developers, investors, etc.)

C. Delivery System Interviews.

Interviews will include discussions with representatives of the “delivery system” that impact the flow of capital and investment in the market, including lenders, developers, property owners, foundations, institutions, etc. The purpose of these discussions will be to understand their perceptions of the market related to the growth and development of Maumelle over the next 10 years.

2.5 Steering Committee Meeting 1

Committee kickoff, elect committee leader, confirm Community Assessments, brainstorm Vision, Goals, Policies.

Deliverables: Physical conditions assessments, demographic and market assessments, community assessment summary results, steering committee meeting summary of outcomes.

Task 3. Vision, Goals, Objectives & Policy

3.1 **Public Meeting 1: Where Are You Now?** Conduct a citywide public meeting (location and public notification to be coordinated by the City of Maumelle) to present Community Assessments, Preserve/Enhance/Transform exercise, Visioning

3.2 Communitywide Vision, Goals, and Objectives Definition. Written documentation of Vision Statement as well as Goals and Objectives for the Strategic Plan derived from input received in Tasks 1, 2, and 3 and to be used to evaluate planning concepts as they evolve.

3.3 Communitywide Policy Statements. Develop a Policy Statement (community-wide) to guide and inform Framework Plan Scenarios.

3.4 Plan Elements Goals and Objectives Development. Define specific Goals, Objectives, & Policies related to and affecting each of the following Plan Elements:

- Land Use

- Community Character
- Economic Development
- Infill & Redevelopment
- Sustainability
- Transportation/Transit
- Open Space & Recreation

3-5 **Steering Committee Meeting 2**

Confirm Vision, Goals, & Policies; brainstorm Framework Scenarios

Deliverables: Vision, goals, and objectives, policy framework, plan elements goals, objectives, policies, steering committee meeting summary of outcomes.

Part Two: Where Do You Want To Go? (\$35,000)

Task 4. Scenarios & Framework Plan

4.1 Scenarios Community Workshop. Conduct two (2) four-hour community workshop to facilitate the discussion and generation of ideas, concepts, and mapping of potential community scenarios. Location and public notification campaign shall be coordinated by the City of Maumelle.

4.2 Scenarios Development. Create three (3) scenarios that conceptually depict planning goals and strategies communitywide in graphic and written format. Each scenario may include identification of potential catalyst areas for development, redevelopment, or infill strategies, and a choices and consequences matrix. Scenarios will consider land use concepts, economic development opportunities, natural systems, transportation, and relationships to goals and objectives.

4.3 Fiscal Impact. Test the fiscal impact of each scenario.

4.4 Steering Committee Meeting 3
Scenarios review and discussion, voting exercise.

4.5 Public Meeting 2: Where Do You Want To Go? Conduct a citywide public meeting (location and public notification to be coordinated by the City of Maumelle) to present Scenarios, conduct a Dot voting exercise, and facilitate discussion of plan scenarios. The City will notify the community and secure a meeting location.

4.6 Preferred Scenario Development. Create a preferred Framework Scenario based on steering committee and public input as well as delivery system interviews.

4.7 Steering Committee Meeting 4:
Preferred Scenario review, Plan Elements brainstorming session.

Deliverables: Scenarios concepts and preferred scenario concept graphics, fiscal impact analysis of scenarios, steering committee meetings summary of outcomes.

Part Three: How Do You Get There? (\$70,000)

Task 5. Plan Elements

5.1 Future Land Use

5.1.1 Preliminary Element Plan: Create a preliminary future land use plan that considers mix and characteristics based on physical conditions, market and financial viability, planning parameters, and fiscal considerations. The Future Land Use Plan will be coordinated with other element plans.

5.1.2 Element Refinement: Refine the Future Land Use Plan based on steering committee, staff, and public input.

Deliverables: Future Land Use Element Plan graphics.

5.2 Community Character/Community Form

5.2.1 Preliminary Element Plan: Create a preliminary community character plan that considers mix and characteristics based on physical conditions, market viability, planning parameters, and fiscal considerations. The Community Character Plan will be coordinated with other element plans.

5.2.2 Element Refinement: Refine the Community Character Plan based on steering committee, staff, and public input.

Deliverables: Community Character Element Plan graphics.

5.3 Economic Development

5.3.1 Preliminary Element Plan: Prepare a preliminary economic development plan (strategy) that considers the local investment climate, patterns of property ownership, ability of local developers to deliver specific real estate product types to the market, viable target industries, available resources and fiscal considerations.

5.3.2 Element Refinement: Refine the Economic Development Plan based on steering committee, staff, and public input.

Deliverables: Economic Development Plan, menu of incentives the City should have in house, policy and regulating actions and public investment priorities.

5.4 Infill and Redevelopment

5.4.1 Preliminary Element Plan: Prepare a preliminary infill and redevelopment plan (strategy) that considers the size and location of strategic infill parcels, barriers to reinvestment (market, physical, financial, regulatory and political), findings and recommendations of existing redevelopment documents (downtown), financial and fiscal considerations.

5.4.2 Element Refinement: Refine the Infill and Redevelopment Plan based on steering committee, staff, and public input.

Deliverables: Infill and Redevelopment Plan, identification of potential catalyst reinvestment concepts, financial feasibility analyses of each, tools and strategies for reinvestment.

5.5 Sustainability Recommendations

5.5.1 Review current local Sustainability Plans: Review and verify existing conditions related to sustainability plans and actions.

5.5.2 Identify conflicts/modifications to coordinate with Strategic Plan Elements

Deliverables: Sustainability recommendations.

5.6 Transportation/Transit Recommendations

5.6.1 Review current local Transportation and Transit Plans: Review and verify existing conditions related to transportation and transit plans and actions.

5.6.2 Identify conflicts/modifications to coordinate with Strategic Plan Elements

Deliverables: Transportation recommendations.

5.7 Open Space & Recreation Recommendations

5.7.1 Review current Parks & Recreation Master Plan.

5.7.2 Identify conflicts/modifications to coordinate with Strategic Plan Elements.

5.7.3 Identify transportation and/or recreational linkages to integrate with the Sustainability and Transportation Elements.

Deliverables: Open Space and Recreation recommendations.

5.8 **Steering Committee Meeting 5**

Plan Elements review and Implementation brainstorming session.

5.9 **Public Meeting 3: How Do You Get There?** Conduct a city-wide public meeting (location and public notification to be coordinated by the City of Maumelle) to present and discuss the strategic plan elements.

Task 6. Implementation Plan & Strategy

6.1 Concepts/Strategy/Implementation Relationships. Define the relationships between plan element concepts, policies and strategies, and implementation techniques. Each of the Strategic Plan Elements will be included with linkages defined to maximize implementation results.

6.2 Implementation Strategy. Generate a priorities actions schedule based on client, steering committee, and public input, as well as current planning practices for the following plan elements:

- Future Land Use
- Community Character
- Economic Development
- Infill & Redevelopment
- Sustainability
- Transportation/Transit
- Open Space & Recreation

The action plan will be divided into three (3) phases; short-term (1-3 years), mid-term (3-10 years) and long-term (10-20 years).

6.3 Funding Mechanisms and Infill Development Incentives. Develop a coordinated public investment strategy for Maumelle by identifying mechanisms for intergovernmental and public-private cooperation and public financing for further study. Evaluate current incentive programs in place that are targeted towards increased investment in Maumelle. We will address the following questions during this evaluation process:

- a) Who is using these incentives? b) How successful have they been in attracting development / investment?

c) How have other communities, similarly to Maumelle, been able to utilize such incentives?

Recommend any adjustments to existing incentive programs or recommend new development incentives – financial and other – to encourage reinvestments that will support, enhance, or build off of new or proposed projects. Measures will include business improvement districts, tax abatement strategies, TIFs, other public-private partnership initiatives.

6.4 Steering Committee Meeting 6: Implementation Review

Implementation review and recommendations.

Deliverables: Implementation relationships, Implementation strategy, funding mechanisms, steering committee meetings summary of outcomes.

Task 7. Report Development & Adoption

7.1 Draft Report Development. Produce a draft report, in written and graphic format, that describes each Plan Element as well as the planning process. Ten (10) color hard copies and one (1) digital color copy will be provided to the client for review.

7.2 Client Review. Upon review by the Client and steering committee, one master copy of the draft report will be provided to the Consultant with all desired marked-up corrections.

7.3 Steering Committee Meeting 7: Draft Report Review

Draft report review and discussion, adoption strategies.

7.4 Report Revisions. Create a revised report incorporating all Client remarks. Thirty (30) color copies and thirty (30) digital report CDs will be provided to the client.

7.5 Planning Commission Adoption.

Present the Strategic Plan to the Planning Commission for adoption.

7.6 City Council Adoption.

Present the Strategic Plan to the City Council for adoption.

7.7 Final Report Document. Prepare the final report document for the Maumelle Strategic Plan, including any revisions specified within adoption proceedings.

Deliverables: Draft report documents (10) for review, adoption hearing presentations, final report documents (30 reports and 30 CDs).