

Mayor – Sandy Sanders

City Administrator – Ray Gosack

City Clerk – Sherri Gard

**Board of Directors**

Ward 1 – Keith D. Lau

Ward 2 – Andre' Good

Ward 3 – Mike Lorenz

Ward 4 – George Catsavis

At Large Position 5 – Pam Weber

At Large Position 6 – Kevin Settle

At Large Position 7 – Philip H. Merry Jr.

# **AGENDA**

## **Fort Smith Board of Directors Special Meeting and Study Session January 8, 2013 ~ 12:00 Noon Fort Smith Public Library Community Room 3201 Rogers Avenue**

### **SPECIAL MEETING**

#### **ROLL CALL**

#### **PRESENTATION BY MEMBERS OF THE BOARD OF DIRECTORS OF ANY ITEMS OF BUSINESS NOT ALREADY ON THE AGENDA FOR THIS MEETING**

*(Section 2-37 of Ordinance No. 24-10)*

1. Resolution accepting offer by Girls, Inc. to sell to the City of Fort Smith the Girls' Club facility at 622 North 7<sup>th</sup> Street and Lots 1 through 12, Block 35, Fort Smith (including the closed alley therein) as well as Lots 7 and 8, Block 34

#### **ADJOURN**

### **STUDY SESSION**

1. Discussion regarding urban deer hunts within the City limits in cooperation with Arkansas Game and Fish Commission
2. Review scope of services associated with the Comprehensive Plan Update
3. Review proposed amendments regarding procurement of professional services ~ *Proposed ordinance tabled at the December 4, 2012 regular meeting ~*
4. Review preliminary agenda for the January 15, 2013 regular meeting



OFFICE OF THE CITY CLERK  
Sherri Gard, CMC, City Clerk  
Heather James, Assistant City Clerk

**MEDIA RELEASE**  
**January 4, 2013**

At the January 3, 2013 regular meeting, the Board of Directors unanimously called a special meeting for 12:00 Noon, Tuesday, January 8, 2013 at the Fort Smith Public Library Community Room to consider the following:

- Resolution accepting offer by Girls, Inc. to sell to the City of Fort Smith the Girls' Club facility at 622 North 7<sup>th</sup> Street and Lots 1 through 12, Block 35, Fort Smith (including the closed alley therein) as well as Lots 7 and 8, Block 34

The previously scheduled study session on same date will occur immediately following special meeting.

For agenda information, please contact the City Clerk's Office at 784-2208. Once finalized, the agenda for the special meeting and regularly scheduled study session will be posted on the city website,

A handwritten signature in blue ink that reads "Sherri Gard". The signature is written in a cursive style and is positioned above a horizontal line.

Sherri Gard, City Clerk

**RESOLUTION NO. \_\_\_\_\_**

**A RESOLUTION ACCEPTING OFFER BY GIRLS, INC., TO SELL TO THE CITY OF FORT SMITH THE GIRLS' CLUB FACILITY AT 622 N. 7<sup>TH</sup> STREET AND LOTS 1 THROUGH 12, BLOCK 35, FORT SMITH (including the closed alley therein) AS WELL AS LOTS 7 AND 8, BLOCK 34**

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BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE CITY OF FORT SMITH, ARKANSAS, that:

SECTION 1: The offer by Girls, Inc., to sell to the City of Fort Smith the building at 622 N. 7<sup>th</sup> Street and Lots 1 through 12, Block 35, and the closed alley therein, as well as Lots 7 and 8, Block 34, of the original City of Fort Smith, Arkansas, for the following purchase price is hereby approved: \$100,000.00 plus \$7,500.00 (for auctioneer's fees related to a previously scheduled auction of said property, which auction Girls, Inc., is now foregoing) plus all reasonable costs of closing the sale transaction, including the costs of title insurance.

SECTION 2: The City Administrator and the City Attorney are authorized to take all necessary actions to finalize this purchase.

This Resolution adopted this \_\_\_\_\_ day of January, 2013.

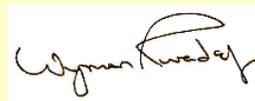
APPROVED:

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk

Approved as to form:



\_\_\_\_\_  
City Attorney  
No Publication Required



## Memo:

January 3, 2013

To: Ray Gosack, City Administrator

From: Mike Alsup, Director of Parks and Recreation

Re: Acquisition of Girls Inc., Belle Grove Center, at 622 North 7<sup>th</sup> Street

Children learning to swim, parents exercising in a water aerobics class, young adults playing basketball and volleyball, and a mix of all ages learning new skills in recreation classes are just a few examples of the activities that can take place at the Belle Grove Center. This facility is over 16,000 square feet and includes a one court gymnasium, a swimming pool, and a multi-purpose building that includes a kitchen and performance area. The property also includes a field that can be used for sports and outdoor activities.

The location of this facility is advantageous, in that the nearest recreation center is located about two miles away at the Stephens Boys and Girls Club on North 6<sup>th</sup> Street. Many of the children and youth who attend Howard Elementary, Tilles Elementary, and Darby Junior High live within walking distance of the Belle Grove Center and could take advantage of the services and facilities. This facility gives the City its first opportunity to offer a recreation center for all ages in the community. While recreation services are provided for youth and children at Girls Inc. and the Boys and Girls Clubs, these needs are not met for the majority of the adults living in Fort Smith and the region.

The acquisition, renovation, and operation of this facility meets the Comprehensive Plan goal for parks and recreation and several of the objectives. Providing recreation experiences for all ages is known to provide many benefits to communities. Los Angeles, California provided late night recreation activities in the summer in high crime areas of the city and successfully reduced crime. Recreation activities can help to reduce obesity through exercise and encouraging a healthy lifestyle. Reopening this facility with a new purpose will help

strengthen community image and sense of place in this neighborhood. The center will be a place where people of different backgrounds and cultures meet, where they can get to know each other and appreciate the diversity of their community. Newly renovated, this facility will be a positive factor in the community and can support economic development through increased property values and new development.

Another Comprehensive Plan goal is addressed with this project. Goal 4 is to preserve, protect, and improve Fort Smith's neighborhoods. One of the recommended actions under this goal is to encourage the revitalization of the Belle Grove historic district and downtown historic buildings. The preservation and usage of this facility meets this desired action and will "promote an atmosphere of community cohesiveness through activities..." The Center will be a place where the community can gather and friendships can be made.

This project will be funded through the 1/8 cent sales and use tax. The initial estimate is \$107,500 to purchase the property plus \$150,000 to replace the roof systems on the building and improve the drainage at the northwest entrance. Funding for the budgeted park projects through the 1/8 cent funding source will be delayed by about a month and a half to fund the purchase and immediate repairs of the Center. Park staff will make other improvements that need to be addressed immediately such as cutting trees growing next to the building and trimming bushes. Renovation and parking are anticipated to cost up to one million four hundred thousand dollars (\$1,400,000). The improvements in the original rock exterior part of the building include renovating the restrooms and kitchen, repairing water damage, and addressing any environmental issues. Improvements in the gym include addressing any environmental issues and replacing the floor system. The swimming pool will require a complete renovation to bring it up to code including filter and circulation system, water heater, and deck. The restrooms in the gym/pool section of the building will be renovated. Efficient windows, insulation, and lighting systems are planned for the entire facility.

I recommend approval of the purchase and improvements to secure the building. Please call if I can answer any questions.



January 3, 2013

Ray Gosack  
City Administrator  
City of Fort Smith  
P.O. Box 1908  
Fort Smith, AR 72902

Ray:

The Girls Incorporated Board of Directors is happy to offer to sell our property located at 622 North 7<sup>th</sup> Street in Fort Smith including the property/land behind the building to the City of Fort Smith and the Parks Department with the following particulars agreed upon:

Property Description: Lots 1 through 12, Block 35, Original City and closed alley and Lots 7 and 8, Block 34, Original City

Purchase Price: \$100,000.00

City will pay auctioneer fee of \$7,500.00 to cancel January 15<sup>th</sup> scheduled auction

City will pay customary closing costs.

Girls Inc. will be responsible for paying its own attorney.

No realtors have been involved. No real estate taxes are due.

Our hopes are that this will be mutually beneficial for Girls Incorporated, the City of Fort Smith and the community in general.

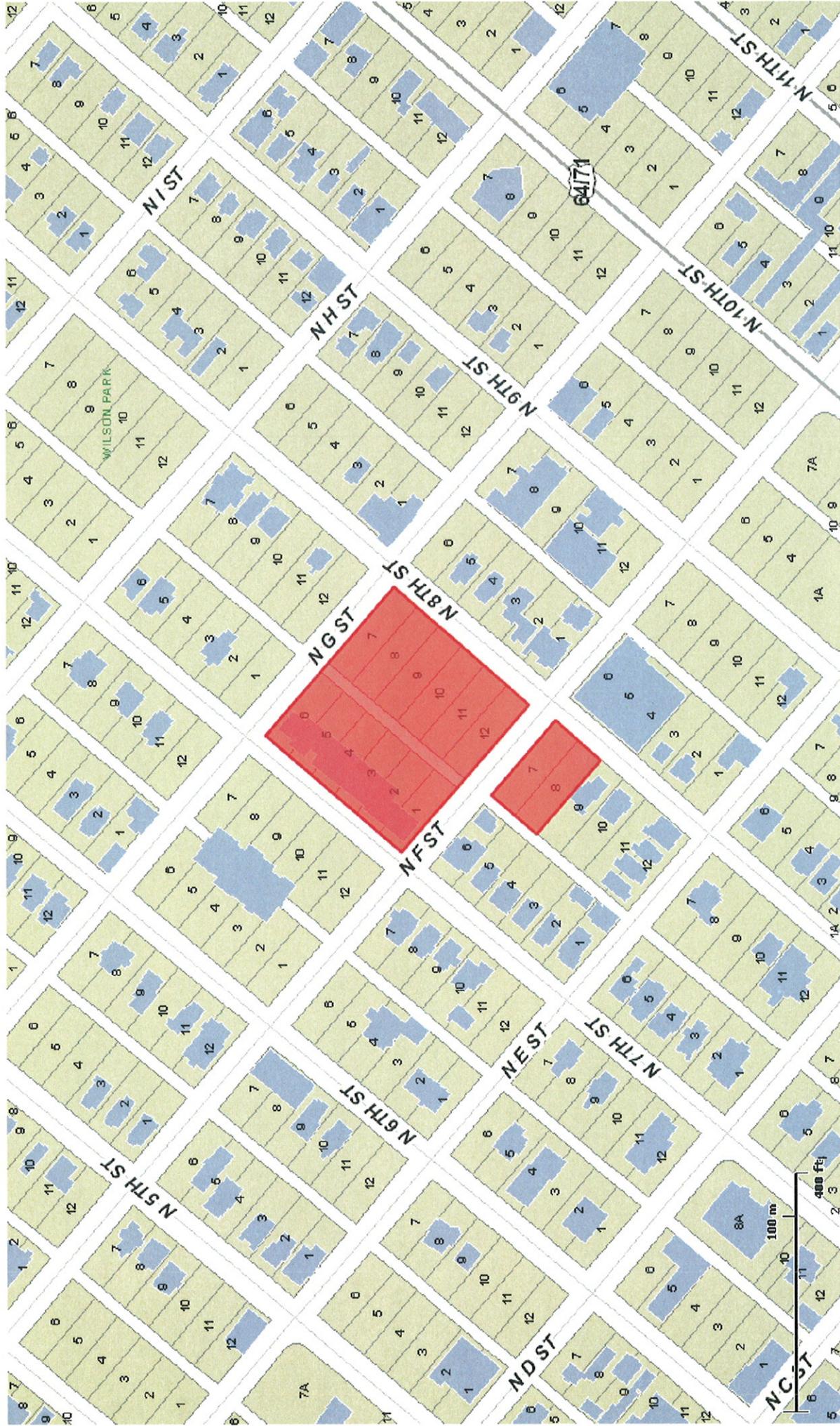
Thank you for your interest.

Sincerely,

Amanda Daniels  
Executive Director

# Girls Inc. Property

622 North 7th Street





**SS1**

**Fort Smith Police Department**  
Kevin Lindsey, Chief of Police

**INTERDEPARTMENTAL MEMORANDUM**

**To:** Ray Gosack City Administrator

**From:** Kevin Lindsey, Chief of Police *Kevin Lindsey*

**Subject:** Discussion regarding urban deer hunts within the City limits in cooperation with Arkansas Game and Fish Commission

**Date:** January 3, 2013

The Fort Chaffee Redevelopment Authority continues to be productive and the growth in the region is exceeding expectations. Commercial and housing development and the I-49 corridor projects underway have created an influx of citizens. With the growth at Chaffee Crossing within the city limits of Fort Smith the method to effectively manage the health of the deer population will need to change. The deer’s habitat is shrinking in size, thus creating more deer interaction with the general public and lesser areas to sustain the deer population.

Recognizing that the only practical and economical way to reduce the deer herd within urban areas and housing developments is by hunting, the City of Fort Smith may enact an amended ordinance allowing the City the opportunity to authorize Archery Urban Deer Hunts. A change to the governing ordinance to include language that would allow the City to participate in Urban Deer Hunts for archery or crossbow hunting would be a continued effort to provide the safest environment for the citizens of Fort Smith.

In the past the Fort Chaffee Redevelopment Authority in conjunction with Arkansas Game and Fish Commission has sponsored successful Urban Deer Hunts. The Arkansas Game and Fish Commission has established an Urban Deer Hunt Protocol and will work with the City of Fort Smith and the Fort Chaffee Redevelopment Authority in implementing such a hunt. Although hunting is usually ruled out as a deer management option within an incorporated city, an Urban Deer Hunt permitted by the City of Fort Smith and regulated by the Arkansas Game and Fish Commission would restrict the weapon type and provide other restrictions to customize the hunt to the City’s safety.

I would encourage Board approval of Archery Urban Deer Hunts for the rapidly growing areas of the City of Fort Smith such as Chaffee Crossing. This will help improve the overall well-being of the deer population and the safety of our citizens. Staff from the Arkansas Game and Fish Commission will attend the study session to make a short presentation and answer questions. I have attached draft and strikethrough versions of the ordinance amendment and new ordinance addressing urban deer hunts, and information on urban deer hunts from the Arkansas Game and Fish Commission for your review.

Please contact me if you have questions or need additional information.

**ORDINANCE NO \_\_\_\_\_**

**AN ORDINANCE AMENDING SECTION 14-27 AND ADDING SECTION 14-33 TO THE FORT SMITH MUNICIPAL CODE TO AUTHORIZE URBAN DEER HUNTS WITHIN THE CITY LIMITS UNDER SPECIFIED CONDITIONS.**

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**WHEREAS**, the Board of Directors of the City of Fort Smith, Arkansas, has determined that, with the continued growth of the City in and around Chaffee Crossing, an increased deer population has created problems which threaten the health, safety, and general welfare of the citizens and residents of the City of Fort Smith; and,

**WHEREAS**, the Board of Directors of the City of Fort Smith, Arkansas, has determined that allowing the hunting of deer within the City’s corporate limits, at specified times, by use of archery or crossbow weapons, will protect the health, safety, and general welfare of the citizens and residents of the City of Fort Smith, Arkansas,

**NOW, THEREFORE, BE IT ORDAINED AND ENACTED BY THE BOARD OF DIRECTORS OF THE CITY OF FORT SMITH:**

**SECTION 1:** Section 14-27(a) of the Fort Smith Municipal Code shall be amended as set forth below: additionally, subsection (e) shall be added as provided below:

(a) It shall be unlawful to discharge any firearm in the city limits, except as provided in subsections (b), (c), (d), and (e).

(e) The Chief of Police shall have authority to authorize an “Urban Deer Hunt” sanctioned by the Arkansas Game and Fish Commission under that organization’s protocols as provided in Section 14-33 of the Fort Smith Municipal Code.

**SECTION 2:** The Fort Smith Municipal Code shall be amended to add Section 14-33 which shall read as follows:

The hunting of deer with longbows, recurve bows, compound bows or crossbows inside corporate limits of the City shall be allowed during that period of time authorized by the Arkansas Game and Fish Commission for an archery season, subject to the following conditions and restrictions:

(a) Each hunter must be at least sixteen (16) years of age and possess a valid Arkansas big game license.

- (b) Each hunter must possess a valid Urban Bowhunting Permit issued by Arkansas Game and Fish Commission.
- (c) No hunting inside the city's corporate limits will be allowed or authorized within fifty (50) yards of any residences, houses, public trails, golf courses, parks, utility installations or paved roads.
- (d) The City of Fort Smith may identify areas on a map of the city where it is permissible to bow hunt with written permission of the property owner. If the City identifies such areas, these will be for informational purposes only and the hunter must actually have written permission from the owner of the applicable land that the hunter designates as the area of the intended hunt. Such written permission must be in the hunter's possession at all times while hunting inside the City's corporate limits.
- (e) Only longbows, recurve bows or compound bows of at least forty (40) pounds draw weight and crossbows of at least one hundred twenty-five (125) pounds draw weight may be used to hunt deer inside the city's corporate limits. Broadheads must be used and must be at least 7/8ths of an inch in size.
- (f) Hunters may hunt only from stands elevated at least ten (10) feet off the ground. Hunting while walking, stalking or from ground blinds is absolutely prohibited. Hunting with dogs is also prohibited.
- (g) Except as modified by this ordinance, all Arkansas Game and Fish Commission rules and regulations, including bag limits, will apply.
- (h) The first deer harvested by each permitted hunter during the authorized archery season must be a doe.
- (i) Permitted hunters are encouraged to donate some of the deer harvested to Arkansas Hunters Feeding the Hungry or other charitable non-profit organizations that assist the hungry or homeless.
- (j) If it is reasonable to do so, all harvested deer should be removed during daylight hours.
- (k) Each violation of any condition contained in this ordinance shall be deemed a misdemeanor, and upon conviction thereof, punishable by a fine of not less than One Hundred Dollars (\$100.00) nor more than Five Hundred Dollars (\$500.00). Any archery equipment or other hunting equipment in possession of the hunter when cited or arrested for a violation of any condition contained in this ordinance shall be seized by law enforcement as evidence and upon conviction shall be subject to forfeiture by the court as contraband.

**SECTION 3:** All ordinances or parts of ordinances in conflict with this ordinance are repealed to the extent of the conflict.

PASSED AND APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2013.

**APPROVED:**

\_\_\_\_\_  
**Mayor**

**ATTEST:**

\_\_\_\_\_  
**City Clerk**

Approved as to form:

\_\_\_\_\_  
City Attorney  
Publish One Time

**Sec. 14-27. Discharging firearms.**

(a) It shall be unlawful to discharge any firearm in the city limits, except as provided in subsections (b), (c) ~~and (d)~~, (d) and (e).

(b) The chief of police shall have authority to issue permits to individuals, entities, or groups for the discharging of firearms within the city limits for properly supervised public or civic functions. The permit shall contain the following:

- (1) Limitation on the hours of the day during which the discharge of the firearm(s) may take place;
- (2) Specific expiration date; and
- (3) Event location.

(c) The chief of police may issue a special permit to the state game and fish commission for the purpose of conducting an Arkansas Youth Shooting Sports Program (AYSSP) in a specific zone and restricted area or for an event sponsored by the state game and fish commission at the Janet Huckabee River Valley Nature Center. These events may include shooting of shotgun, archery or air rifle only. The permit issued shall contain the following:

- (1) Name of the event;
- (2) Limitation on the hours of the day during which the shooting may take place; and
- (3) Specific expiration date.

(d) The chief of police shall have authority to issue permits for the discharge of firearms, archery equipment, air rifles, air pistols, or paintball guns in an indoor shooting gallery ("shooting gallery" means and includes any place or premises where facilities or devices for target shooting for practice or amusement with any firearm, archery equipment, air rifle, air pistol or paintball gun are provided for the use of any person for a fee, pay or compensation of any kind to be paid, directly or indirectly, by such person) as provided in section 14-30.

(e) The chief of police shall have authority to authorize any "Urban Deer Hunt" sanctioned by the Arkansas Game and Fish Commission under that organization's protocols as provided in Section 14-33 of the Fort Smith Municipal Code.

This section shall not apply to active law enforcement officers or active military in the execution of their official duties.

(Code 1976, § 19-21; Ord. No. 62-07, 9-4-07; Ord. No. 21-10, 5-4-10)

**Section 14-33. Urban deer hunts.**

The hunting of deer with longbows, recurve bows, compound bows or crossbows inside corporate limits of the City shall be allowed during that period of time authorized by the Arkansas Game and Fish Commission for an archery season, subject to the following conditions and restrictions:

(a) Each hunter must be at least sixteen (16) years of age and possess a valid Arkansas big game license.

(b) Each hunter must possess a valid Urban Bowhunting Permit issued by Arkansas Game and Fish Commission.

(c) No hunting inside the city's corporate limits will be allowed or authorized within fifty (50) yards of any residences, houses, public trails, golf courses, parks, utility installations or paved roads.

(d) The City of Fort Smith may identify areas on a map of the city where it is permissible to bow hunt with written permission of the property owner. If the City identifies such areas, these will be for informational purposes only and the hunter must actually have written permission from the owner of the applicable land that the hunter designates as the area of the intended hunt. Such written permission must be in the hunter's possession at all times while hunting inside the City's corporate limits.

(e) Only longbows, recurve bows or compound bows of at least forty (40) pounds draw weight and crossbows of at least one hundred twenty-five (125) pounds draw weight may be used to hunt deer inside the city's corporate limits. Broadheads must be used and must be at least 7/8ths of an inch in size.

(f) Hunters may hunt only from stands elevated at least ten (10) feet off the ground. Hunting while walking, stalking or from ground blinds is absolutely prohibited. Hunting with dogs is also prohibited.

(g) Except as modified by this ordinance, all Arkansas Game and Fish Commission rules and regulations, including bag limits, will apply.

(h) The first deer harvested by each permitted hunter during the authorized archery season must be a doe.

(i) Permitted hunters are encouraged to donate some of the deer harvested to Arkansas Hunters Feeding the Hungry or other charitable non-profit organizations that assist the hungry or homeless.

(j) If it is reasonable to do so, all harvested deer should be removed during daylight hours.

(k) Each violation of any condition contained in this ordinance shall be deemed a misdemeanor, and upon conviction thereof, punishable by a fine of not less than One Hundred Dollars (\$100.00) nor more than Five Hundred Dollars (\$500.00). Any archery equipment or other hunting equipment in possession of the hunter when cited or arrested for a violation of any condition contained in this ordinance shall be seized by law enforcement as evidence and upon conviction shall be subject to forfeiture by the court as contraband.

## **Arkansas Game and Fish Commission 2012-2013 Urban Deer Hunt Protocol**

*Purpose:* To provide a framework for municipalities attempting to address urban deer issues, namely human/ deer conflicts, by utilizing archery hunting. This will be accomplished by establishing a partnership between the Arkansas Game and Fish Commission (AGFC), the Arkansas Bowhunters Association (ABA), and the city.

*Time Frame:* All urban deer hunts will open September 1, 2012 and close January 31, 2013.

*Operating Rules:* All hunters are required to:

- Pass the International Bowhunter Education Course.
- Attend an urban hunt orientation; after attending the orientation, hunters will be eligible to hunt all the urban deer hunts for that year.
- Pass a shooting proficiency test.
- Pay annual confirmation fee, which includes membership in the ABA for liability insurance purposes.
- Possess a valid Arkansas (resident or nonresident) big game license. Hunters must be at least 16 years of age.
- Possess a valid Urban Bowhunting Permit (issued by AGFC). Permit will be valid for all the urban deer hunts for that year.
- Hunter will be provided a vehicle placard that must be signed by a representative from each municipality that he/she wishes to hunt.
- Display placard in full view on the dashboard of their vehicle and carry the approved permit at all times while hunting.
- Use a longbow, recurve or compound with at least a 40-pound pull and broadheads at least 7/8-inch wide (mechanicals OK); string-locks are not permitted.
- Hunt in designated areas, and if hunting on private property, hunters must possess written permission from the property owner.
- Hunt at least 50 yards from designated trails or parks.
- Hunt at least 50 yards from any occupied dwelling without written permission.
- Keep all bows cased to and from stands.
- Shoot from stands that are at least 10 feet above the ground (no walking, stalking or ground blinds).
- Cover harvested animals from sight before transporting/ moving from the field.
- Remove harvested animals during daylight hours if at all possible.
- Special considerations will be made for disabled hunters in wheelchairs.
- Donate first deer to Arkansas Hunters Feeding the Hungry (a 501C-3 charitable organization).

*Deer Bag Limit:* No bag limit. The first deer taken must be a doe, and must be donated to Arkansas Hunters Feeding the Hungry; all subsequent deer harvested may be either-sex. Deer are considered bonus deer and do not count in the hunter's seasonal bag limit. No antler restrictions.

*Hunter Orientation:* Officials from the AGFC, ABA, and participating municipalities will attend and oversee each hunter orientation. Scheduled activities for each orientation will include: shooting proficiency tests, payment for annual confirmation fee, review of hunt rules, and distribution of permits and dash placards.

Arkansas Game and Fish Commission

*Participating Cities:*

Fairfield Bay

Heber Springs

Lakeview

Bull Shoals

Horseshoe Bend

Cherokee Village

Russellville

*The dates for our IBEP classes are:*

July 14 8am-5pm Lake Dardanelle State Park Visitor Center (Conference Room)

July 15 8am-5pm Lake Dardanelle State Park Visitor Center (Conference Room)

July 21 8am-5pm Fairfield Bay Senior Center (385 Dave Creek Pkwy.)

Each class is only one day. We are having two classes at Lake Dardanelle because this is a large city and their first Urban Hunt. The participant can attend any one of these three classes if they don't already have Bowhunter Education.

*The dates for the orientations are:*

July 28 Fairfield Bay Dept. of Public Safety (101 Little Rock Dr.)

Aug.11 Lake Dardanelle State Park (Weigh-In Pavilion)

Aug.18 AGFC Regional Office-Calico Rock

Each orientation will start at 8:00 am.

Participants will be able to attend any orientation listed above even though it may not be the area they want to hunt. The fee will be \$50 which will cover insurance, ABA membership and permit fees. This will allow the participant to hunt one or all of the hunts in which they wish to participate.

# Memo

To: Ray Gosack, City Administrator  
From: Wally Bailey, Director of Development Services  
Date: 1/4/2013  
Re: Comprehensive Plan Update – Consultant Recommendation

As a result of the Board of Directors desire to update the city's 2002 Comprehensive Plan, which was first discussed at an earlier Board retreat and then during budget discussions, planning staff advertised nationally to solicit consultants to submit proposals for professional services to facilitate the update. Enclosed is a copy of the Request for Qualifications (RFQ) (see Exhibit 1).

In response to the advertisement, four consulting firms submitted proposals and statements of qualifications. The firms included:

- ❖ Gould Evans - Kansas City, MO;
- ❖ Land Vision- Springfield, MO;
- ❖ MIG- Boulder, CO;
- ❖ Wallace Roberts & Todd (WRT) – Miami, FL

All four firms were interviewed by a committee of city staff that included Jeff Dingman, Wally Bailey, Stan Snodgrass, Mike Alsup, Jayne Hughes, Maggie Rice, and Brenda Andrews. The committee unanimously ranked WRT as the most qualified firm. Staff also spoke with four of WRT's references including: 1) Austin, TX - Imagine Austin Comprehensive Plan; 2) Pulaski County/Lake Maumelle -Water Shed Land Use; 3) Greensboro, NC – Connections 2025 Comprehensive Plan; and 4) University of Arkansas at Little Rock – University District Revitalization Plan. All reference contacts confirmed WRT's qualifications and capacity and stated that they were pleased with WRT's performance and product and would hire them again.

Enclosed is a copy of WRT's response to the city's RFQ (see Exhibit 2). WRT's experience in developing and updating comprehensive plans for cities of various sizes, such as Flower Mound and Austin, was a major factor in the committee's unanimous ranking of the company. The committee also felt that WRT's experience in working with cities that have suffered industrial losses and their experience with public participation made them a good fit for Fort Smith.

Enclosed is a copy of the proposed Agreement between WRT and Fort Smith and the Scope of Work (see Exhibits 3 & A). The scope of work would be rendered over a period of

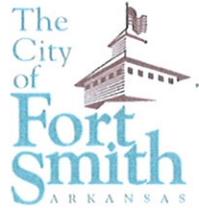
eighteen (18) months with a fee of \$302,798 for the basic services. A total of \$134,000 has been budgeted for the comprehensive plan update. The balance of \$168,798 will need to be budgeted from the 2013 unobligated general fund balance and the 2014 budget.

The agreement also includes the services of a subconsultant, Ricker Cunningham, to perform a marketing and economic strategy. The firm will be retained as part of the WRT team to conduct demographic, economic and market analyses to create growth projections, evaluate fiscal impacts of alternative scenarios, and prepare an economic development element for the comprehensive plan.

Optional services for website/social media, Mindmixer (a company specializing in innovative web-based public participation methods), and PR Firm/Branding are available at extra costs if the Board decides to utilize any of these services.

If the Board is agreeable with the contract and scope of services with WRT, staff recommends that a resolution entering into a contract with WRT be presented at the Board's January 15<sup>th</sup> regular meeting.

Enc.



## Request for Proposals & Qualifications

# COMPREHENSIVE DEVELOPMENT PLAN City of Fort Smith, Arkansas

You are invited to submit a proposal for professional services to facilitate the updating of the City of Fort Smith's comprehensive plan.

The City of Fort Smith Board of Directors determined from an earlier retreat and study session that the Fort Smith comprehensive plan should be updated. Some key issues identified during those work sessions include the following topics:

- \* Assess progress of implementing the existing comprehensive plan
- \* Incorporate newer components (e.g. TIP strategies report, riverfront opportunity analysis, and beautification suggestions)
- \* Learn from other cities' experiences
- \* Develop a game plan

### **Current Comprehensive Plan**

The current Comprehensive Plan was adopted by the Fort Smith Board of Director's in November 2002. The Board has established a goal to have the plan reviewed and updated where necessary. The current plan and executive summary can be found on the City of Fort Smith's website at [www.fortsmithar.gov](http://www.fortsmithar.gov). The individual link to the current plan is as follows:

<http://fortsmithar.gov/Planning/files/Complete.pdf>

[http://fortsmithar.gov/Planning/files/Complan\\_Executive\\_Summary.pdf](http://fortsmithar.gov/Planning/files/Complan_Executive_Summary.pdf)

### **Expectations of the Comprehensive Planning Consultant**

The Board of City Directors has recognized that the scope of this project will require outside assistance if it is to be completed within a reasonable period of time. The consultant will be expected to possess a wealth of knowledge and experience in this area, as well as the flexibility to recommend amendments to a plan desired by the community.

623 Garrison Avenue  
P.O. Box 1908  
FORT SMITH, ARKANSAS 72902  
(479) 784-2216  
FAX (479) 784-2462

In developing the plan, the consultant will be expected to spend a great deal of time with staff, elected officials, and city boards and commissions. Significant community engagement efforts are expected to include, but not be limited to, neighborhood meetings, meetings with business and trade groups, and meetings with community organizations.

The Proposal should include information about the firm's strategies for engaging the community in updating the plan.

While basic elements of comprehensive planning are being sought, the consultant should be willing to suggest innovative concepts which hold promise in specific areas of development.

### **Selection Process**

The selection of a consultant will follow the professional procurement procedures maintained by State and Municipal laws. A selection panel will review submitted proposals. Criteria to be considered for the selection include:

- The specialized experience and technical competence of the firm with respect to the type of professional services required.
- The capacity and capability of the firm to perform the work in question, including specialized services, staffing, and preliminary estimates for completion of the work.
- The past record of performance of the firm with respect to such factors as control of costs, quality of work and ability to meet schedules and deadlines.
- The firm's proximity to and familiarity with the Fort Smith area.

It is anticipated at least three (3) firms will be selected as semi finalists. Those firms will be invited to Fort Smith for personal interviews. After the selection of the most qualified and capable firm, a contract for services and costs will be negotiated. Do not include cost quotes or estimates in your proposal and qualification statement.

### **Response to this Request and Additional Information**

Responses to this request, or any questions concerning the project, should be directed to:

Wally Bailey  
Director of Development Services  
P. O. Box 1908  
Fort Smith, AR 72902  
(479)784-2216  
[wbailey@fortsmithar.gov](mailto:wbailey@fortsmithar.gov)

When responding, please submit ten (10) copies of your proposal and qualification statement.

Responses should be received no later than 5:00 p.m., Friday, September 28, 2012.

PROPOSAL FOR  
PROFESSIONAL  
SERVICES

Submitted to the **CITY of FORT SMITH**  
on September 28, 2012

Submitted by **WALLACE ROBERTS & TODD, LLC**  
with **Ricker | Cunningham**, and **MindMixer**

# COMPREHENSIVE DEVELOPMENT PLAN



# PROPOSAL

<b>I. COVER LETTER.....</b>	<b>1</b>
<b>A. TEAM ORGANIZATION AND ROLES .....</b>	<b>4</b>
<b>B. EXPERIENCE AND QUALIFICATIONS .....</b>	<b>22</b>
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September 26, 2012

Wally Bailey  
Director of Development Services  
623 Garrison Avenue  
Fort Smith, AR 72902

**Re: Proposal and Qualifications for Comprehensive Development Plan**

Dear Mr. Bailey:

On behalf of **Wallace Roberts & Todd, LLC (WRT)** and our exceptional team, we are pleased to submit our proposal, and convey our enthusiasm for the opportunity to assist the City of Fort Smith in the important assignment of updating the City's Comprehensive Development Plan.

WRT is a leading interdisciplinary planning and design firm based in Philadelphia with offices around the country. WRT's leadership position in community visioning, comprehensive planning, and sustainable development traces to the firm's commitment to what we call **values-driven planning**—an approach that acts upon the values and aspirations of each community, engaging citizens and community leaders to take ownership of the challenge of imagining and charting their community's future. This approach is especially well-suited for a community such as Fort Smith, which seeks innovation and effectiveness in raising the bar for public dialog aimed at designing a future of prosperity and an enhanced quality of life.

Our track record includes some 30 comprehensive plans that have been successfully adopted and implemented. These include initiatives which have profoundly reshaped the dynamics of growth and change, such as the **Cornerstone 2025 Plan** for Louisville/Jefferson County, KY, the **FOCUS Kansas City (MO) Comprehensive Plan**, and the **Connections 2025 Comprehensive Plan** for Greensboro, NC. WRT also recently completed two of the most ambitious and interactive planning initiatives in the nation: **Imagine Austin** for the Texas state capital city, and **Albany 2030**, the vision and plan that will guide the next two decades of initiatives to reinvigorate the capital city of New York. Both efforts employed state-of-the-art techniques to engage all citizens and to develop and test future scenarios for measures of sustainability and quality of life. Our work in Arkansas includes the Comprehensive Land Use Plan and Zoning Ordinance for the Lake Maumelle Watershed in Pulaski County, the University District Redevelopment Plan and Citywide Parks and Recreation Master Plan in Little Rock. Complementing our track record in comprehensive planning is our experience in planning the transformations of urban waterfronts as civic spaces and greenways for people and for environmental restoration. This includes our firm's design of the **Inner Harbor** in Baltimore, as well as our plans for redevelopment of the **Trinity River** corridor in central Dallas, the **Delaware River** corridor in Philadelphia and the **Anacostia River** in Washington, DC.





WRT is pleased to be joined by:

**Ricker Cunningham** is one of the nation's most experienced consulting firms specializing in market strategies, economic development and the economics and finance of urban revitalization. Their track record includes advice to private sector real estate developers, as well public sector entities engaged in promoting economic development and reinvestment. One of their many success stories is the planning for the redevelopment of downtown Little Rock. Ricker Cunningham will be responsible for market assessment, and the creation of strategies to promote economic development and targeted redevelopment.

**MindMixer** provides a web-based platform that facilitates engagement and the exchange of ideas within a community. The company's "virtual town hall" tools serve not only to generate dialogue, but to promote action by channeling ideas into specific strategies that are affordable on a government budget. WRT is working with MindMixer on a variety of projects, including Plan East Tennessee (TN) and the Denton (TX) Comprehensive Plan. In the Fort Smith process, MindMixer will provide an open online forum to keep the public engaged throughout the planning process, augmenting and elaborating on input received during workshops and other face-to-face community engagement.

We are confident that our team has the skills, the track record and the appreciation of the culture and character of the place that the City of Fort Smith should expect from its consultant team on a project of such importance to its future. We look forward to the opportunity to present our ideas and our approach in person.

Sincerely,

A handwritten signature in black ink that reads 'John E. Fernsler'.

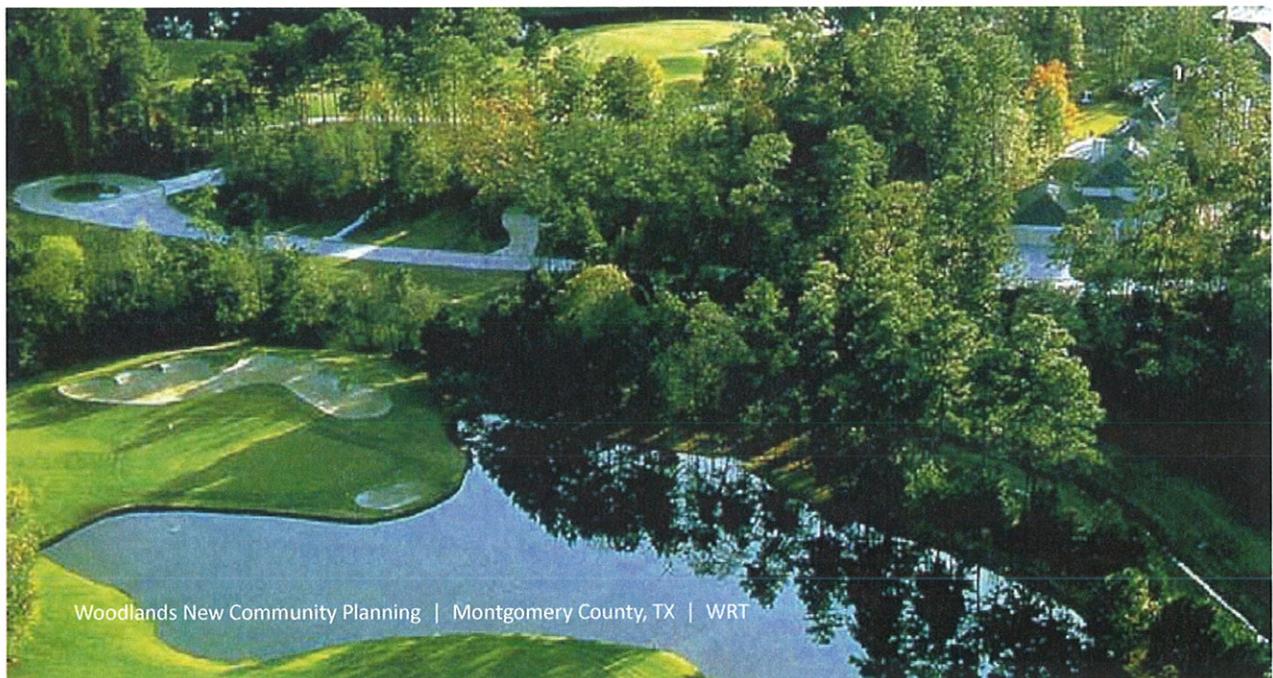
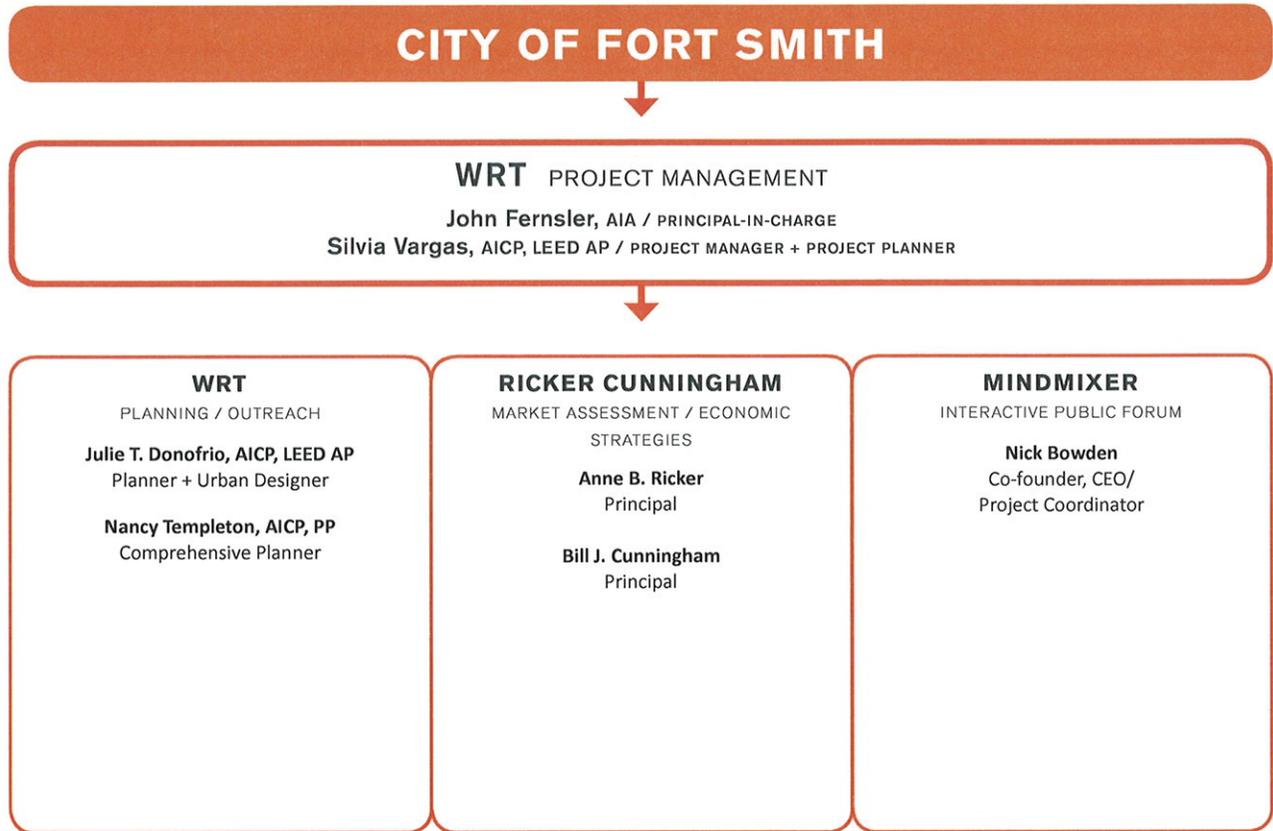
John E. Fernsler, AIA  
Principal in Charge

C (305) 322-7239 / [jfernsler@wrtdesign.com](mailto:jfernsler@wrtdesign.com)

Contact Information:

John E. Fernsler, AIA  
6619 South Dixie Highway, #348, Miami, Florida 33143  
[jfernsler@wrtdesign.com](mailto:jfernsler@wrtdesign.com) / T (305) 448-0788 / C (305) 322-7239

## ORGANIZATION CHART



## PROFILES + BIOS

### 2011 National Planning Excellence Award for a Planning Firm, AMERICAN PLANNING ASSOCIATION

*...in recognition of a firm that has  
produced a body of distinguished  
work that influences the professional  
practice of planning...*

### WALLACE ROBERTS & TODD (WRT)

PLANNING / OUTREACH

Established in 1963, Wallace Roberts & Todd (WRT) is recognized leader in comprehensive and community planning. With over 135 employees, we offer a wealth of experience derived from working with clients at scales ranging from small communities in rural and suburban settings to medium-sized and large cities, counties, regions, and states across the U.S. and around the world. We also bring a legacy of innovation and the commitment of WRT cofounders David Wallace and Ian McHarg to a holistic approach to the planning process and to the principles of sustainability. Since its inception, WRT has been noted for the application of ecological principles to planning and design, as well as for our dedication to the revitalization of urban areas. While the firm's fundamental philosophy of "designing with nature" and "revitalizing cities" endures after nearly 50 years of planning practice, our ideas and techniques are constantly evolving in response to the increasing complexity of issues related to growth and change in the 21st century.

In our plans we work with communities to address and integrate complex issues related to quality of life and community character, growth management, economic and fiscal health, infrastructure capacity, and resource preservation. To ensure that the issues and concerns most important to the community are effectively addressed, we use a "values-based" planning process to guide the development of shared community visions and plans that focus on action. This process depends upon a sound understanding of community values and aspirations, obtained through early and continuous citizen involvement, as a basis for strategic decision-making.

WRT has successfully developed a variety of tools to generate citizen input and active participation in communities ranging in size from small towns to major metropolitan areas. The methods we use are tailored to each client, each circumstance, and each community. As the planning process shifts from vision ("what do we want to be as a community?") to action ("what are we prepared to do to achieve our vision?"), WRT applies its expertise to devising an array of implementation mechanisms. We have helped jurisdictions craft tools ranging from broad growth management strategies to specific development regulations and economic development and capital improvement programs that bring plan vision and goals into reality.

WRT's community planning success is based on our tradition of excellence, innovation, and leadership in planning and design and our commitment to the principles of sustainability. The firm's plans are designed to address the unique concerns and needs of each community, resulting in a process and a product that gains widespread acceptance, reflects citizens' aspirations, and serves as a guide for action by decision-makers.



**JOHN E. FERNSLER, AIA | PRINCIPAL-IN-CHARGE**

As leader of WRT's comprehensive planning practice, John drives major community visioning, comprehensive planning, and growth management efforts in diverse settings nationwide. Trained as an architect and as a planner/urban designer, John has prepared detailed strategies for inner city, downtown, highway corridor, and neighborhood revitalization including environmentally sensitive areas, towns known for district character and growing communities striving to contain sprawl. His experience includes areas ranging in scale from major urban centers (such as the Imagine Austin and Albany 2030 comprehensive planning efforts), to medium-sized cities such as Greensboro, NC and Portsmouth, VA; to smaller, high-quality communities such as Chapel Hill, NC, Amherst, NY, and Georgetown and League City, TX. John is particularly adept at creating consensus among competing interests and in communicating Smart Growth planning concepts to diverse audiences. John is skillful at creating consensus among – and conceiving innovative solutions to meet the needs of – competing interests.



**SILVIA VARGAS, AICP, LEED AP | PROJECT MANAGER**

Silvia's professional practice in national and international planning has been performed at a variety of scales, ranging from community-wide comprehensive plans to smaller-scale focal plans and site development plans. Silvia is a skilled project manager, with extensive public engagement experience and great sensitivity to the challenges of working with diverse stakeholders in the planning process. She has a special interest in issues related to the preservation of community identity and in the application of sustainable practices as part of a holistic approach to achieve balanced community development. One of Silvia's strengths as a planner is her familiarity with the workings of municipal government, stemming from her previous work as a Senior Development Review Planner in the Florida Keys (Monroe County, FL).



**JULIE T. DONOFRIO, AICP, LEED AP | PLANNER / URBAN DESIGNER**

Julie is a certified planner with experience in urban design and planning. She has broad experience in policy and design planning, including numerous specific plans, general plans, community plans, and design guidelines. Julie approaches planning from a multi-disciplinary, multi-scaled perspective, uniting planning recommendations with considerations of sustainable design, water conservation, preservation, transit, and public involvement. Her work includes consulting for a range of public and private sector clients, and nonprofit experience.



**NANCY TEMPLETON, AICP, PP | COMPREHENSIVE PLANNER**

Nancy is a certified planner with fifteen years of experience in community and comprehensive planning and implementation. She has special interest and expertise in community and comprehensive planning, development regulations, and design guidelines with an emphasis on sustainability and natural resource protection. She has worked on a wide range of planning and zoning projects in rural, suburban, and urban areas, including the Albany Comprehensive Plan, the Upper Darby Township Comprehensive Plan and Upper Darby Zoning Ordinance, the Atlanta Tree Protection Ordinance Evaluation, the Action Plan to Rebuild New Orleans, and two award-winning projects: Transit Oriented Development Opportunities in Somerset County and the Lancaster County Growth Management Plan.

**RICKER CUNNINGHAM**

MARKET ASSESSMENT / ECONOMIC STRATEGIES

A trusted team in the real estate advisory community since 1993, the company’s Principals have decades of experience understanding and communicating the challenges of public-private partnerships. Formerly with the Denver office of Leland Consulting Group, Anne Ricker and Bill Cunningham coordinate with an organization’s staff to bring clients a knowledgeable, personal approach to the development and redevelopment processes. You will interface closely with one or both of these Principals, often and throughout the process, to achieve your community’s goals and vision.

Ricker Cunningham, Community Strategists, is a regional firm based in Denver, Colorado. The firm is comprised of urban economists, real estate market analysts, planning and development advisors, and project managers who specialize in analyzing market and economic factors that affect public and private sector development. Our business objective is to bring a high level of reality and practical experience to our assignments. We accomplish this through extensive cross-training in market research, economic analysis and development. Over the past 25 years, the firm’s principals and associates have completed more than 500 real estate and economic consulting assignments for public and private sector clients. This industry exposure has built a rich base from which to draw focused experience that is thoughtfully applied to each project.



**ANNE B. RICKER | PRINCIPAL**

With extensive experience in real estate market analysis, urban redevelopment and vision building for public and private sector clients, Anne has a keen sense of both the facts and the possibilities that make for successful projects and sound investment. As a member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Anne focuses on assisting communities and the investors within them, with preparation of strategies for development and redevelopment and identification of partner roles and resources. From 1993 until 2010, Anne and Bill worked together to expand the geographical scope of Leland Consulting Group, which became Ricker|Cunningham in 2010. As an Owner and Managing Principal for the firm, she assists clients with understanding opportunities for and barriers to investment while defining tools and tactics to achieve success. As a former senior associate in the international real estate advisory services division of Laventhol & Horwath (L&H), she managed teams working with the FSLIC and Resolution Trust Corporation (RTC) to identify solutions for problem assets.

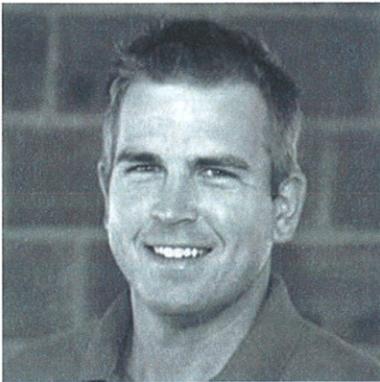


**BILL J. CUNNINGHAM | PRESIDENT**

With extensive experience in real estate market analysis, urban redevelopment and development economics for public and private sector clients, Bill understands the fiscal and economic realities that support successful projects and sound investment. As a member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Bill focuses on assisting communities and the investors within them, with preparation of financing strategies for development and redevelopment. Bill teamed with Anne in 1993 to open the Denver office of Leland Consulting Group, which became Ricker|Cunningham in 2010. As an Owner and Managing Principal, Bill is in charge of public and private financing strategies for fiscally-responsible community plans and projects.

Formerly a manager with the nation's largest real estate advisory firm, Gladstone Partners/Arthur Andersen and senior real estate associate in the international real estate advisory services division of Laventhol & Horwath (L&H), he managed market, economic and fiscal assignments for a wide variety of public and private sector clients.

MindMixer is the only virtual town hall service dedicated to municipal and government projects, with the ability to instantly interpret conversations into multiple languages.



**MINDMIXER** (OPTIONAL)  
INTERACTIVE PUBLIC FORUM

MindMixer provides a web-based platform that facilitates engagement and the exchange of ideas within a community. The company’s “virtual town hall” tools serve not only to generate dialogue, but to promote action by channeling ideas into specific strategies that are affordable on a government budget. WRT is working with MindMixer on a variety of projects, including Plan East Tennessee (TN) and the Denton (TX) Comprehensive Plan. In the Fort Smith process, MindMixer will provide an open online forum to keep the public engaged throughout the planning process, augmenting and elaborating on input received during workshops and other face-to-face community engagement.

**NICK BOWDEN | CO-FOUNDER / CEO**

After experiencing years of frustration with the public meeting process, Nick decided to do something about it. Nick led MindMixer from concept to reality and now serves as CEO. Nick’s professional experience as an urban planner and meeting facilitator gives him unique perspective into the stakeholder input process. He will continue to guide the growth and development of MindMixer from that “cool idea” start-up to industry leader in web-based stakeholder collaboration. Since MindMixer’s inception, Nick has worked on projects across the country, learning valuable insights about public engagement along the way. In fact, simply providing useful tools for engagement may not lead to broader citizen involvement. In order to reach the greatest levels of engagement, citizens must be able to participate within the context of their lives.



## John E. Fernsler, AIA

PRINCIPAL / ARCHITECT + URBAN DESIGNER + PLANNER

As leader of WRT's comprehensive planning practice, John drives major community visioning, comprehensive planning, and growth management efforts in diverse settings nationwide. Trained as an architect and as a planner/urban designer, John has prepared detailed strategies for inner city, downtown, highway corridor, and neighborhood revitalization including environmentally sensitive areas, towns known for district character and growing communities striving to contain sprawl. His experience includes areas ranging in scale from major urban centers (such as the Imagine Austin and Albany 2030 comprehensive planning efforts), to medium-sized cities such as Greensboro, NC and Portsmouth, VA; to smaller, high-quality communities such as Chapel Hill, NC, Amherst, NY, and Georgetown and League City, TX. John is particularly adept at creating consensus among competing interests and in communicating Smart Growth planning concepts to diverse audiences. John is particularly skillful at creating consensus among – and conceiving innovative solutions to meet the needs of – competing interests.

### EDUCATION

University of Pennsylvania, *Master of City Planning*

University of Pennsylvania, *Master of Architecture*

Tulane University, *Bachelor of Architecture*

### PROFESSIONAL MEMBERSHIPS

The American Institute of Architects  
American Planning Association

### PUBLICATIONS / LECTURES

"When Public Participation Goes Terribly Wrong." APA National Conference, 2011

"Improving Community Design Without Form-Based Codes." APA National Conference, 2011

"Retrofitting Florida's Platted Lands for Sustainability." Florida APA Conference, 2008

"Smart Growth in the Coastal Zone." Third Annual National Smart Growth Conference, ULI / EPA, 1999

"Managing Growth in the Florida Keys: Environmental and Economic Stress in the Conch Republic." National Conference on Environmental and Economic Balance: The 21st Century Outlook, US Department of Energy, Green Building Council, 1997

"Growth Management in the Florida Keys." Growth Management Short Course, Florida Department of Community Affairs, 1990

### VOLUNTEER WORK

Habitat for Humanity of Greater Miami, Founding Board Member

### SELECTED PROJECTS

# NUMBER OF AWARDS

University District Revitalization Plan ①  
Little Rock, AR

Lake Maumelle Watershed Land Use Plan  
Pulaski County  
Little Rock, AR

Imagine Austin Comprehensive Plan  
Austin, TX

Georgetown Comprehensive Plan  
Georgetown, TX

Flower Mound Comprehensive Plan ①  
Flower Mound, TX

Galveston Comprehensive Plan  
Galveston, TX

League City 2025 Comprehensive Plan  
League City, TX

Our City / Our Vision  
Fort Lauderdale, FL

Village of Key Biscayne 2020 Vision Plan  
Key Biscayne, FL

Lafayette Comprehensive Plan  
Lafayette, LA

Celina by Choice Comprehensive Plan  
Celina, TX

Bridge to the Future Comprehensive Plan  
St. Charles Parish, LA

Greensboro Connections 2025  
Comprehensive Plan ①  
Greensboro, NC

Portsmouth Destination 2025  
Comprehensive Plan ①  
Portsmouth, VA

Chapel Hill Comprehensive Plan ①  
Chapel Hill, NC

Albany 2030 Comprehensive Plan  
Albany, NY

Bowling Green / Warren County  
Comprehensive Plan  
Bowling Green, KY

Charleston County Comprehensive Plan  
Charleston County, SC

Connections 2040 Corridor MPO  
Long Range Transportation Plan  
Cedar Rapids, IA

Kansas City FOCUS Comprehensive Plan ①  
Kansas City, MO

Midtown Focal Area Plan  
Portsmouth, VA

Sanibel Vision / Comprehensive Plan ①  
Sanibel Island, FL

York County Comprehensive Plan  
York County, SC

Portsmouth Destination 2025 - Victory  
Boulevard Corridor Plan  
Portsmouth, VA

Fort Myers Beach Redevelopment Plan  
Fort Myers Beach, FL



**Silvia E. Vargas, AICP, LEED AP**  
**SENIOR ASSOCIATE / URBAN PLANNER**

Silvia’s professional practice in national and international planning has been performed at a variety of scales, ranging from community-wide comprehensive plans to smaller-scale focal plans and site development plans. Silvia is a skilled project manager, with extensive public engagement experience and great sensitivity to the challenges of working with diverse stakeholders in the planning process. She has a special interest in issues related to the preservation of community identity and in the application of sustainable practices as part of a holistic approach to achieve balanced community development. One of Silvia’s strengths as a planner is her familiarity with the workings of municipal government, stemming from her previous work as a Senior Development Review Planner in the Florida Keys (Monroe County, FL).

**LANGUAGES**

Fluent in Spanish and Italian  
 Proficient in French

**EDUCATION**

University of Kansas, *Master of Urban Planning*  
 University of Kansas, *Bachelor of Arts in Architectural Studies*  
 University of Kansas, *Bachelor of Arts in Italian Language & Literature*

**PROFESSIONAL MEMBERSHIPS**

American Institute of Certified Planners  
 American Planning Institute  
 American Planning Association (APA)  
 Florida Chapter, Gold Coast Section, Board of Directors  
 Urban Land Institute, Associate  
 USGBC Miami-Dade / FL Keys Branch, Board Secretary

**HONORS & AWARDS**

1994 Monroe County Employee of the Month, September 1994  
 1993 Honor Society for International Scholars (University of Kansas Chapter), Phi Beta Delta

**PUBLICATIONS / PRESENTATIONS**

“Platted Lands: Retrofitting Florida’s Antiquated Subdivisions for Sustainability.” Panel Session, APA FL Chapter Conference, Miami, FL, 2008  
 “Sustainable Tourism: Forming a Model in Marathon Key and the Middle Florida Keys.” Florida Marine Science Education Association Conference, 1996  
 “Ecological Issues and Sustained Economic Development in the Florida Keys.” Upper Keys League of Women Voters Seminar, 1994

**SELECTED PROJECTS**

# NUMBER OF AWARDS

University District Revitalization Plan 1  
 Little Rock, AK

Pulaski County / Lake Maumelle Watershed Land Use Plan and Regulatory Controls  
 Pulaski County, AR

All Saints Development Regulations  
 Tallahassee, FL

Bowling Green / Warren County Comprehensive Plan  
 Bowling Green, KY

Bradfordville Sector Plan  
 Bradfordville, Leon County, FL

Chapel Hill Comprehensive Plan Update  
 Chapel Hill, NC

City of Georgetown 2030 Comprehensive Plan Land Use Element  
 Georgetown, TX

City of Palmetto Comprehensive Plan Evaluation and Appraisal Report  
 Palmetto, FL

Crandon Boulevard Development and Design Regulations / Zoning  
 Key Biscayne, FL

Florida Keys Carrying Capacity Study 1  
 Florida Keys, FL

Galveston Comprehensive Plan  
 Galveston, TX

Greensboro Connections 2025 Comprehensive Plan 1  
 Greensboro, NC

Interim Planning Services  
 Islamorada Village, FL

Lehigh Acres Comprehensive Planning Study: Retrofitting Platted Lands for Sustainability 1  
 Lee County, FL

NE 6th Street / Sistrunk Boulevard Site Development Standards and Building Design Guidelines  
 Fort Lauderdale, FL

New Community Sustainable Development Concept Plan  
 Alajuela, Costa Rica

Newport Context Analysis and Site Assessment  
 Northern Florida

Pompano Beach Zoning-Atlantic Blvd. Design Guidelines  
 Pompano Beach, FL

Southwest Ranches Comprehensive Plan Amendments  
 Southwest Ranches, FL

St. Charles Parish Comprehensive Plan  
 St. Charles Parish, LA

Strategic Urban Development Plan: Panama City and the City of Colon  
 Panama & Colon Cities, Republic of Panama

Village of Key Biscayne 2020 Vision Plan  
 Key Biscayne, FL

Village of Key Biscayne Master Plan Evaluation and Appraisal Report  
 Key Biscayne, FL



## Julie T. Donofrio, AICP, LEED AP PLANNER / URBAN DESIGNER

Julie is a certified planner with experience in urban design and planning. She has broad experience in policy and design planning, including numerous specific plans, general plans, community plans, and design guidelines. Julie approaches planning from a multi-disciplinary, multi-scaled perspective, uniting planning recommendations with considerations of sustainable design, water conservation, preservation, transit, and public involvement. Her work includes consulting for a range of public and private sector clients, and nonprofit experience.

### EDUCATION

University of Pennsylvania, *Master of City and Regional Planning, Urban Design Concentration*  
University of Pennsylvania, *Master of Science in Historic Preservation*  
Wake Forest University, *Bachelor of History (with Honors), Bachelor of Spanish*

### LANGUAGES

Spanish

### PROFESSIONAL MEMBERSHIPS

American Institute of Certified Planners (AICP)  
US Green Building Council (LEED AP)  
American Planning Association  
San Francisco Planning and Urban Research Association (SPUR)

### PUBLICATIONS / PRESENTATIONS

“Water Sensitive Urban Design: An Emerging Model for Sustainable Design and Comprehensive Water Cycle Management.” *Environmental Practice*. October 2009.  
“Water Sensitive Urban Design,” National Association of Environmental Professionals Conference, Phoenix, AZ. 2009.  
“The Ripple Effect: Water Management as Planning Catalyst at Multiple Scales,” San Diego GREEN Conference. San Diego, CA. 2008.

### SELECTED PROJECTS

NUMBER OF AWARDS

#### SUSTAINABLE COMMUNITIES PLANNING

Broadway/Valdez District Specific Plan  
Oakland, CA

Uptown Community Plan Update  
San Diego, CA

Euclid Avenue and Market Street Village Master Plan  
San Diego, CA

Brisbane Baylands Specific Plan  
Brisbane, CA

North Richmond Specific Plan  
Contra Costa County, CA

Long Beach Downtown Community Plan  
Long Beach, CA

Long Beach Framework Element and General Plan  
Long Beach, CA

Laguna Hills General Plan and Land Use Alternatives  
Laguna Hills, CA

West Plains Mixed-Use Development  
Spokane County, WA

Meadowoods Sustainability Consulting  
San Diego, CA

West Area Specific Plan  
Salinas, CA

Desert Gateway Specific Plan  
Victorville, CA

Eastern Urban Center  
Chula Vista, CA

Central Delaware Riverfront Masterplan Planning Process  
Philadelphia, PA

Historical Resources Evaluation Report for the Exposition Corridor Transit Project, Phase 2  
Los Angeles, CA

Los Angeles County Housing Element  
Los Angeles, CA

### EDUCATION

Muir College Historic Resource Assessment and Preservation Plan, University of California, San Diego  
La Jolla, CA

University of California, Davis Landscape Heritage Plan  
Davis, CA

### URBAN PLACES

Long Beach Medians Concept Designs  
Long Beach, CA

### PARKS & OPEN SPACE

Glen Canyon Park Master Plan and Improvement Plan  
San Francisco, CA

Lions Field Park  
Fullerton, CA

### CIVIC & CULTURAL

Port of San Diego Public Art Masterplan  
San Diego, CA

### INTERNATIONAL

The Water Garden Neighborhood at Shanghai Harbour City  
Shanghai, China

Intertidal Urbanity: A Vision for Gold Coast  
Gold Coast, Queensland, Australia



**Nancy L. Templeton, AICP, PP**  
**ASSOCIATE / PLANNER**

Nancy is a WRT associate and certified planner with fifteen years of diverse experience in community and comprehensive planning and implementation. She has special interest and expertise in community and comprehensive planning, development regulations, and design guidelines with an emphasis on sustainability and natural resource protection. She has worked on and managed a wide range of planning and zoning projects in rural, suburban, and urban areas, including the Albany Comprehensive Plan, the Upper Darby Township Comprehensive Plan and Upper Darby Zoning Ordinance, the Philadelphia Zoning Ordinance, the Atlanta Tree Protection Ordinance Evaluation, the Water Resource Planning Study for the Valleys Planning Region, the Action Plan to Rebuild New Orleans, and two award-winning projects: Transit Oriented Development Opportunities in Somerset County and the Lancaster County Growth Management Plan.

**EDUCATION**

University of Pennsylvania,  
*Master of City Planning*  
 Michigan State University,  
*Bachelor of Science in Urban Planning*

**PROFESSIONAL MEMBERSHIPS**

American Institute of Certified Planners  
 American Planning Associations  
 Congress for the New Urbanism

**TEACHING EXPERIENCE**

University of Pennsylvania School of Design, City Planning Graduate Studio Workshop,  
 Instructor, 2002-2010

**PUBLICATIONS / PRESENTATIONS**

“Beyond Euclid: Integrating Zoning and Physical Design.” *Zoning News*,  
 October / November 2001  
 “Form-Based Development Codes.”  
*Zoning Practice*, May 2004

**VOLUNTEER EXPERIENCE**

APA Pennsylvania Chapter Southeast  
 Section Council—Professional Planner

**SELECTED PROJECTS**

NUMBER OF AWARDS

**SUSTAINABLE COMMUNITIES PLANNING**

Albany Comprehensive Plan  
 Albany, NY

Action Plan to Rebuild New Orleans  
 New Orleans, LA

Imagine Austin Comprehensive Plan  
 Austin, TX

Comprehensive Land Use Plan and Land Use Controls for the Lake Maumelle Watershed  
 Little Rock, AR

City of Cumberland Comprehensive Plan Update  
 Cumberland, MD

City of Atlanta Tree Ordinance Evaluation  
 Atlanta, GA

Containing Sprawl in New Jersey  
 Trenton, NJ

Eastern Lancaster County Land Use Study  
 Lancaster, PA

Kansas City Codes Revision  
 Kansas City, MO

ELANCO Region Comprehensive Plan  
 Lancaster County, PA

Lancaster County Growth Management Plan   
 Lancaster County, PA

Lansdale Business Overlay District  
 Lansdale, PA

Louisville / Jefferson County Development Code  
 Louisville, KY

Paradise Township Quarry Ordinance  
 Paradise Township, PA

Philadelphia Zoning Ordinance  
 Philadelphia, PA

Schuylkill Valley Metro Station Area Design Study  
 Philadelphia, PA

Somerset County Transit Oriented Development Study   
 Somerville, NJ

Upper Darby Township Comprehensive Plan  
 Upper Darby, PA

Upper Darby Township Zoning Ordinance  
 Upper Darby, PA

## Anne B. Ricker Principal



With extensive experience in real estate market analysis, urban redevelopment and vision building for public and private sector clients, Anne has a keen sense of both the facts and the possibilities that make for successful projects and sound investment. As a member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Anne focuses on assisting communities and the investors within them, with preparation of strategies for development and redevelopment and identification of partner roles and resources. From 1993 until 2010, Anne and Bill worked together to expand the geographical scope of Leland Consulting Group, which became Ricker|Cunningham in 2010. As an Owner and Managing Principal for the firm, she assists clients with understanding opportunities for and barriers to investment while defining tools and tactics to achieve success. As a former senior associate in the international real estate advisory services division of Laventhol & Horwath (L&H), she managed teams working with the FSLIC and Resolution Trust Corporation (RTC) to identify solutions for problem assets.

### *Consulting Experience:*

Colorado, New Mexico, Montana, Nevada, Utah, Oklahoma, Wyoming,  
Oregon, California, Texas, Louisiana, Washington, and New York

### *Affiliations:*

Urban Land Institute  
International Downtown Association  
American Planning Association  
Colorado Community Revitalization Association (CCRA)  
National Trust for Historic Preservation

### *Honors and Awards:*

Texas Chapter, American Planning Association (APA)  
North Central Texas Council of Governments  
State of Iowa America's River Project  
International Downtown Association

### *Presentations:*

Colorado Chapter, American Planning Association  
Colorado Chapter, Urban Land Institute  
Colorado Real Estate Journal – Trammell Crow Symposium  
Colorado Springs Downtown Leadership  
Presenter – CU Planning Studio  
Boulder County Realtors Association  
Texas Chapter, American Planning Association  
Greater Dallas Planning Commission



Colorado State University,  
Consumer Science and Public  
Housing,

### *Bachelor of Science*

Colorado State University,  
Construction Management

### Concentrations:

Housing and Public Policy,  
Consumer Housing, Real  
Estate and  
Real Estate Law, Land Use  
planning,  
Natural Resource Law, Social  
Welfare and Housing Special  
Needs

## Bill J. Cunningham Principal



With extensive experience in real estate market analysis, urban redevelopment and development economics for public and private sector clients, Bill understands the fiscal and economic realities that support successful projects and sound investment. As a member and speaker for the Urban Land Institute, International Downtown Association and American Planning Association, Bill focuses on assisting communities and the investors within them, with preparation of financing strategies for development and redevelopment. Bill teamed with Anne in 1993 to open the Denver office of Leland Consulting Group, which became Ricker|Cunningham in 2010. As an Owner and Managing Principal, Bill is in charge of public and private financing strategies for fiscally-responsible community plans and projects.

Formerly a manager with the nation's largest real estate advisory firm, Gladstone Partners/Arthur Andersen and senior real estate associate in the international real estate advisory services division of Laventhol & Horwath (L&H), he managed market, economic and fiscal assignments for a wide variety of public and private sector clients.

### *Consulting Experience:*

Colorado, New Mexico, Montana, Nevada, Utah, Oklahoma, Wyoming,  
Oregon, California, Texas, Louisiana, Washington, and New York

### *Affiliations:*

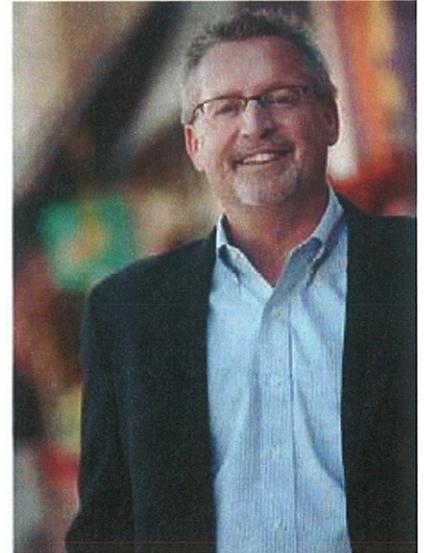
Urban Land Institute  
International Downtown Association  
American Planning Association  
Colorado Community Revitalization Association (CCRA)  
National Trust for Historic Preservation

### *Honors and Awards:*

Texas Chapter, American Planning Association (APA)  
North Central Texas Council of Governments  
State of Iowa America's River Project  
International Downtown Association

### *Presentations:*

Colorado Chapter, American Planning Association  
Colorado Chapter, Urban Land Institute  
Colorado Real Estate Journal – Trammell Crow Symposium  
Colorado Springs Downtown Leadership  
Boulder County Realtors Association  
Texas Chapter, American Planning Association  
Greater Dallas Planning Commission



University of Northern Colorado  
*Bachelor of Arts, History*

University of Denver  
*Master of Business Administration*

### Concentrations:

Housing and Public Policy,  
Consumer Housing, Real Estate and  
Real Estate Law, Land Use planning,  
Natural Resource Law, Social Welfare and Housing Special Needs

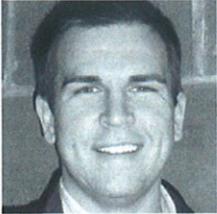


**mindmixer**

1111 North 13th Street, Suite 101 Omaha, NE 68102

## Nick Bowden

### Co-founder, CEO



[nick@mindmixer.com](mailto:nick@mindmixer.com)  
(402) 802-8374

After experiencing years of frustration with the public meeting process, Nick decided to do something about it. Nick led MindMixer from concept to reality and now serves as CEO. Nick's professional experience as an urban planner and meeting facilitator gives him unique perspective into the stakeholder input process. He will continue to guide the growth and development of MindMixer from that "cool idea" start-up to industry leader in web-based stakeholder collaboration.

Since MindMixer's inception, Nick has worked on projects across the country, learning valuable insights about public engagement along the way. In fact, simply providing useful tools for engagement may not lead to broader citizen involvement. In order to reach the greatest levels of engagement, citizens must be able to participate within the context of their lives.

Nick's motto, "there is no such thing as bad weather, only inappropriate clothing," explains his eternal optimism. He believes strongly that citizens want to be involved in meaningful participation efforts, but need to have simple and convenient opportunities to get involved. This belief serves as the foundation for everything MindMixer does.

### Education

**Bachelor of Arts, Urban Geography** University of Nebraska-Lincoln

**Master of Business Administration** University of Nebraska-Lincoln, 2011 (anticipated)

### Professional Affiliations

American Planning Association

Urban Land Institute

### Relevant Experience

- Engage Omaha MindMixer *Omaha, NE*
- Burbank General Plan MindMixer *Burbank, CA*
- Nashville Long-Term Recovery MindMixer *Nashville, TN*
- Kansas City Sub-Area Plan MindMixer *Kansas City, MO*
- Papillion Comprehensive Plan MindMixer *Papillion, NE*
- Go Fargo! MindMixer *Fargo, ND*
- San Fernando Blvd. MindMixer *Burbank, CA*
- Moore Parks and Recreation MindMixer *Moore, OK*
- Lincoln Long Range Transportation Plan MindMixer *Lincoln, NE*
- Environment Omaha, MindMixer *Omaha, NE*
- Pass the Potatoes MindMixer *Omaha, NE*
- Lincoln Comprehensive Plan MindMixer *Lincoln, NE*



[www.MindMixer.com](http://www.MindMixer.com)

**Kansas City, Missouri**

Welcome to MindMixer Kansas City. There are currently three projects happening in the area. Click on the map below to learn more and start adding your ideas to our Topics.

The City of Kansas City, Missouri is divided into 18 areas for which individual "area plans" are being prepared. These plans represent the priorities of the FOCUS Kansas City Plan for an area-based, community-oriented approach to help address a community's long-range vision for the future and provide a comprehensive framework to guide public policy as land use, housing, infrastructure, community development, and public services. Area plans are both proactive (identify existing and emerging) and reactive (provide criteria to evaluate proposals and assist decision-making).

**LOCATIONS** Visit our Neighbor Projects in Kansas City

The following map of Kansas City, Missouri identifies the boundaries of each area for which a plan is currently being prepared. Click on the name of the sub-area or just the document to go to the page and start adding your ideas to our Topics.

**mindmixer** Kansas City, Missouri

**Plan East Tennessee (PlanET)**

Where do you live in the PlanET region? Please let us know which city or town you live in. If you live in a rural or unincorporated area, which county do you live in?

Please tell us when you work and, if you would like to, identify it on the corresponding map of the region.

**mindmixer** Plan East Tennessee

Regional Appeal	3
Employment and Education	5
Transportation	7

**MyHistoricLA**

What is your favorite historical place in Los Angeles? 81 votes

What is your favorite historical place in Los Angeles?

What's Your Idea?

**Fargo**

**GO 2030**

What is your vision for Fargo's future? 78 votes

Flood Mitigation 17 votes

Housing and Neighborhoods 34 votes

Transportation and Infrastructure 46 votes

Economic Development 25 votes

Land Use and Urban Design 49 votes

Energy 16 votes

Healthy Food and Healthy Lifestyles 36 votes

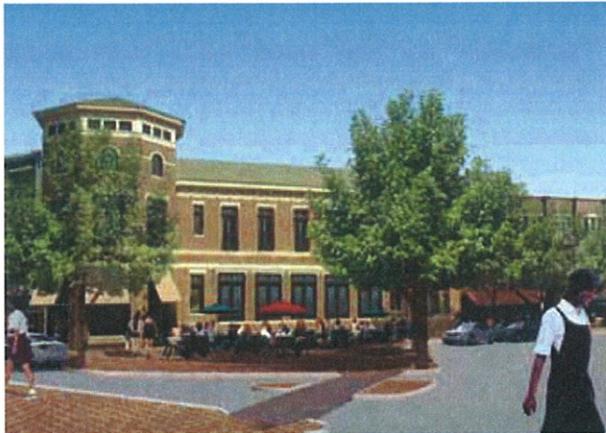
Kansas City  
Sub-Area Plans  
Kansas City, MO

Plan East  
Tennessee  
(PlanET)  
Anderson,  
Blount, Loudon,  
Knox and Union  
Counties, TN

My Historic LA  
Los Angeles, CA

Go Fargo!  
Fargo, ND

## university district revitalization plan LITTLE ROCK, AR



Following the preparation of the Campus Master Plan for the University of Arkansas at Little Rock (UALR), WRT was retained to prepare a revitalization plan for the University District (UD), which surrounds the campus. The district was once one of Little Rock's most desirable residential and commercial areas, but though decades of investment turning to the city's western suburbs and downtown area, this once vibrant community experienced a slow economic decline and significant physical obsolescence.

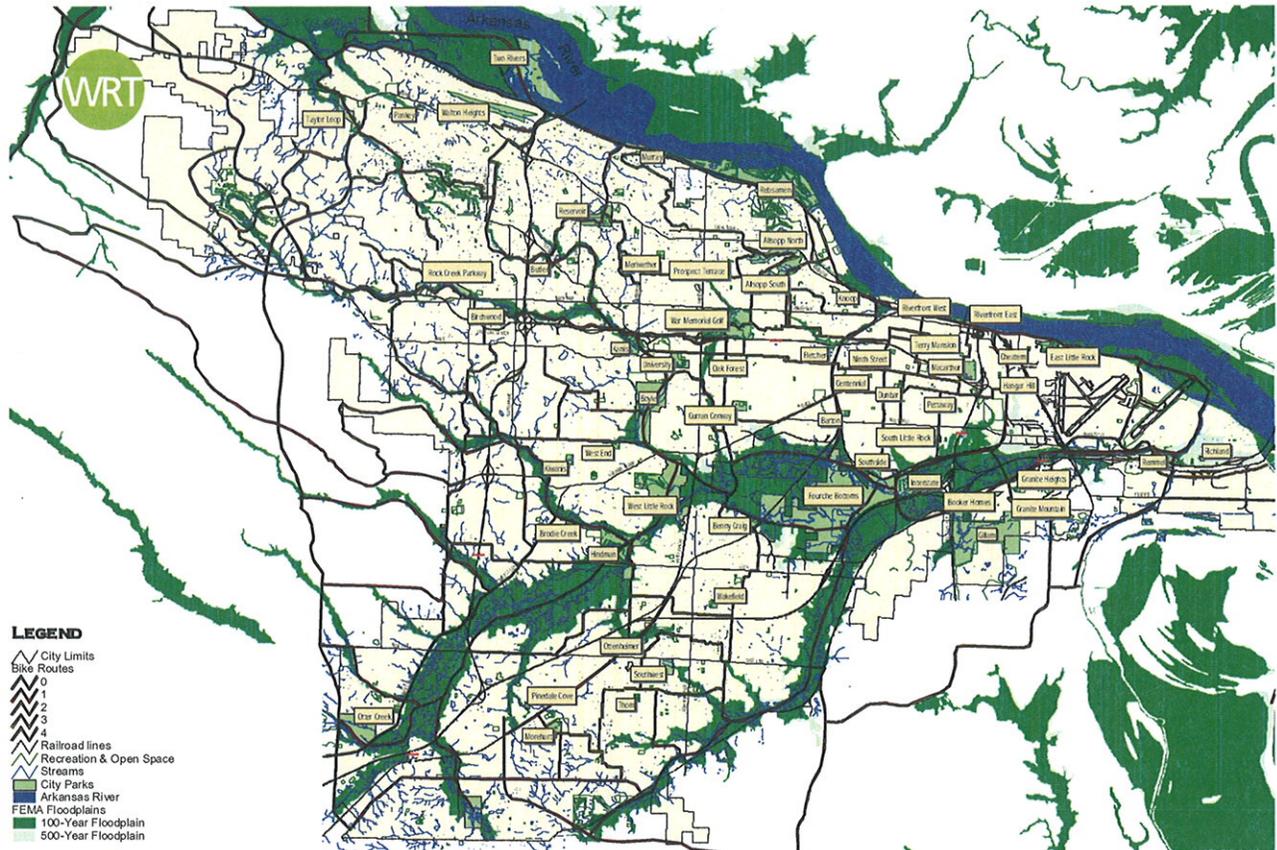
In preparing the UD revitalization strategy, WRT recognized and relied on the transformation potential of three key factors: the national trend to re-populate urban neighborhoods which makes the UD highly desirable due to its central location; the presence of traditional urban neighborhoods with varied housing stock that is attractive to empty nesters, first-time homebuyers and other nontraditional households; and the location of the metro region's only major university, which is critical to economic growth and

job development in an increasingly knowledge-based global economy.

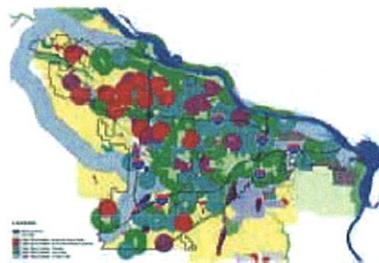
The key components of the UDRP are: (a) a Revitalization Framework, which articulates the desired pattern of land uses and urban design character, as well as development criteria; (b) Prototype Projects, which explore appropriate short- and long-term development scenarios for critical, under-utilized and/or obsolescent areas of the UD, and recommends suitable development types, characters and intensities; (c) Regulatory Recommendations in the form of overlay districts and design and development principles, meant to improve the quality of future commercial and residential development; and (d) an Implementation Strategy, which provides a structure for guiding and overseeing programmatic and revitalization efforts, and identifies a strategy for realization of early-action and long-term tasks and projects.

## Little Rock Parks and Recreation Master Plan

LITTLE ROCK, AR



Three-Trail Loop System



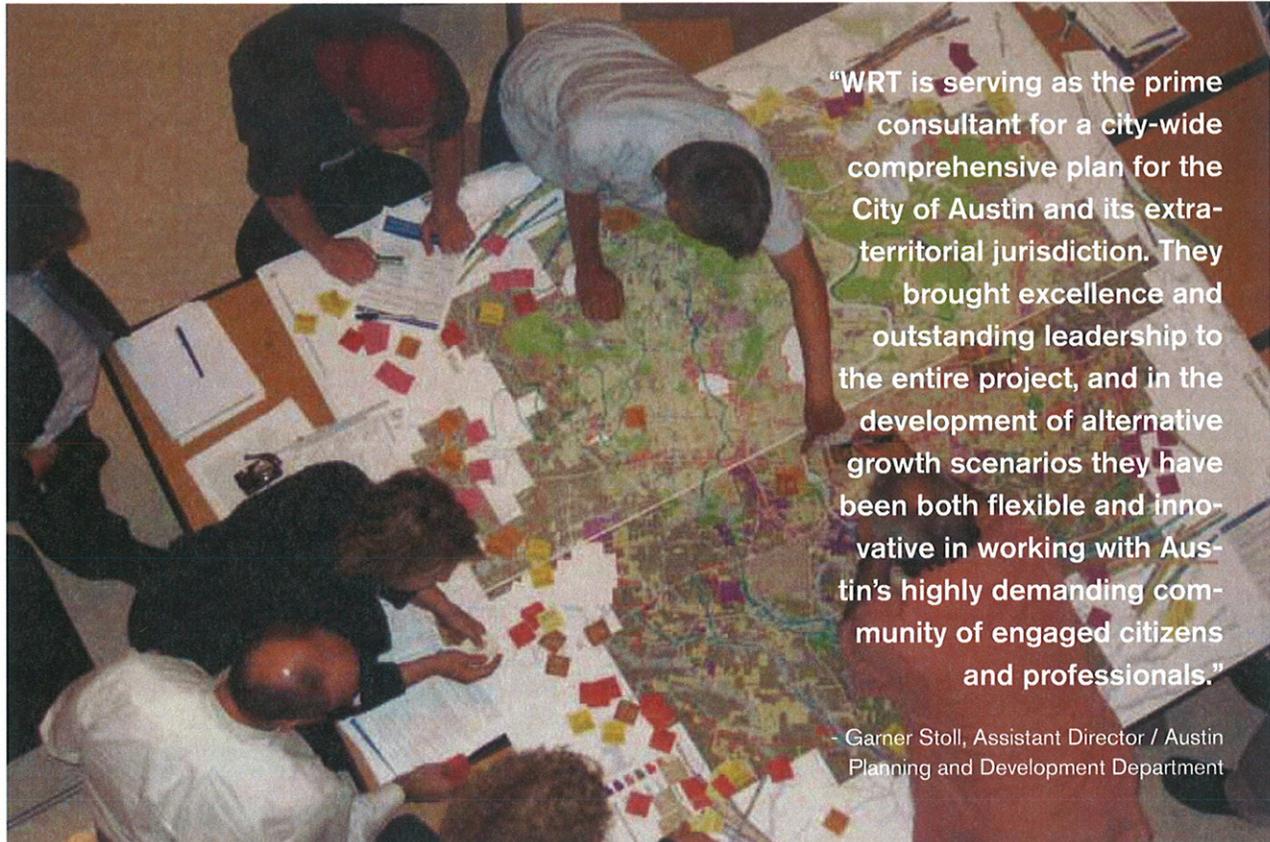
Eight-Block Strategy.  
All Recreation Providers and Future Land Use

The comprehensive parks, recreation, and open space plan for Little Rock's 6,000-acre park system addresses land acquisition and development, recreation programs, existing and future park facilities, as well as management, operations, and programs of the city's Parks and Recreation Department. The plan's primary objectives are to provide a framework for orderly and consistent planning and development; establish priorities based on a needs analysis; provide direction in the areas of acquisition and development of park land to meet future needs; and guide the future structure, management, and operations of Parks and Recreation.

The plan includes a range of active and passive parks with a recommendation that every resident be within eight blocks of a green space or park. It supports the development and operation of destination facilities such as the River Market and a new regional sports complex. It also establishes a "three-trail" loop greenway system that circumnavigates the city, including a variety of parks along the river's edge, environmental open spaces and educational elements through the Fourche Creek Wetlands, and an extreme-sports trail connecting more mountainous areas to the west.

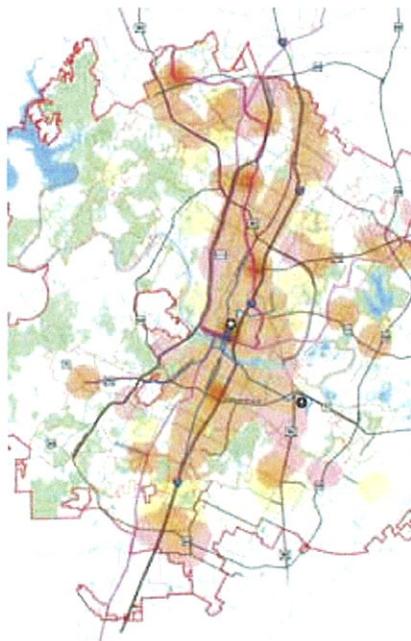
## imagine austin comprehensive plan

AUSTIN, TX



“WRT is serving as the prime consultant for a city-wide comprehensive plan for the City of Austin and its extra-territorial jurisdiction. They brought excellence and outstanding leadership to the entire project, and in the development of alternative growth scenarios they have been both flexible and innovative in working with Austin’s highly demanding community of engaged citizens and professionals.”

— Garner Stoll, Assistant Director / Austin Planning and Development Department

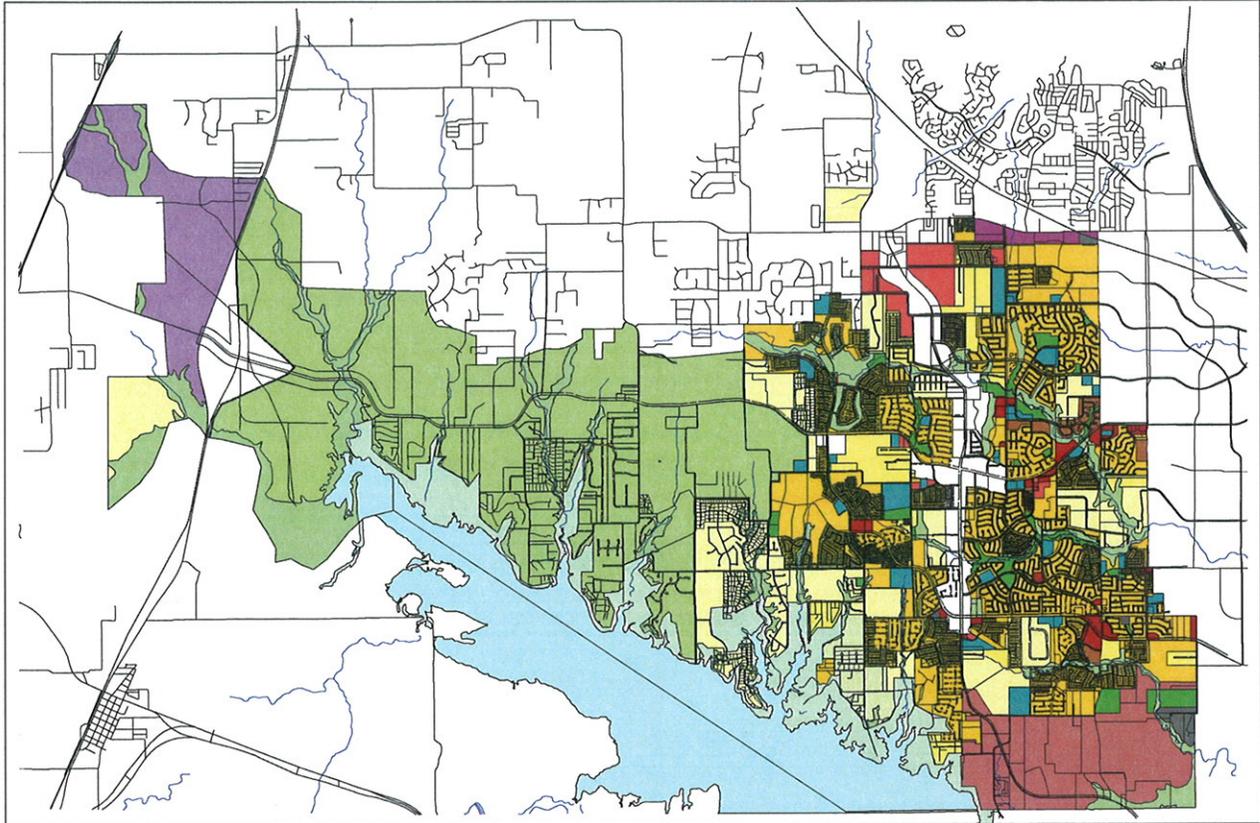


Austin is defined by its creative economy, vibrant arts scene, and unique community character. WRT led the process to prepare Imagine Austin – the city’s first comprehensive plan in 30 years. The 619-square mile study area included the current city limits and additional jurisdiction in surrounding counties, and is projected to experience 750,000 new residents and 300,000 new jobs over the next 30 years.

The city sought to manage growth in a way that maintained livability and fostered compact development around centers rather than sprawl. The process involved over 15,000 participants in community meetings, web-based input, and other interactions to create a vision for Austin’s future, alternative growth scenarios, a preferred growth concept, and policies and actions to achieve the vision.

# flower mound comprehensive plan

FLOWER MOUND, TX



Flower Mound is a rapidly growing suburb just north of Dallas / Fort Worth International Airport. The Flower Mound Town Council selected WRT to update the town’s 1994 Comprehensive Master Plan. The new Plan included an update of the Land Use Plan, a new Open Space Plan, the creation of six new Area Plans, an update of the Parks and Trails Plan, four new Specific Plans, and an update to the Urban Design Plan.

The Land Use Plan was updated to meet the four goals of the town’s Vision Statement for the Comprehensive Plan, which established and articulated a community-based vision to:

- preserve the country atmosphere and natural environment that makes Flower Mound a unique and desirable community
- mitigate the effects of rapid and intense urbanization

- create a balanced tax base to ensure the town’s long term economic health and prosperity
- ensure that all development is of enduring and exemplary quality

The Land Use Plan directed growth in Flower Mound to four distinct districts, including a 10-square-mile “Cross Timbers Conservation Development District” that allows smaller lots at gross densities corresponding to existing zoning. The Plan also provided for a dramatic increase in non-residential economic development, to provide a balanced tax base.

The Plan involved very extensive public participation. Over 90 public meetings were conducted in a period of five months.

**trinity river park**

DALLAS, TX



As the centerpiece of the Trinity River Corridor Project, Trinity Lakes Park comprises 2,200 acres of parkland occupying a nine-mile floodway traversing central Dallas. Working with engineers, designers, and artists, WRT led the preparation of schematic designs for the park including the relocation of nine miles of river channel with meanders and riparian terraces, 30 miles of trails, three off-channel lakes, a mile-long promenade, overlooks, plazas, pavilions, amphitheaters, playfields, and a whitewater run. Extensive wetland and meadow areas tuned to the ecology of the North Texas Blackland Prairie define the park's landscape. The inclusion of wind turbines, photovoltaic panels, rain harvesting ponds, bio-filtration wetland, and other sustainable features establishes the river corridor as a showcase of sustainable design. The largest public work in the city's history, WRT's efforts have been integrated with private initiatives to raise awareness and help fund the \$700 million park improvements.

## anacostia waterfront initiative

WASHINGTON, DC



Supported by an unprecedented Memorandum of Understanding among 18 Federal and District agencies of jurisdiction, the Anacostia Waterfront Initiative (AWI) unites the District economically, physically, environmentally, and socially around a vital and historic waterfront resource encompassing over 1,600 acres of public and private riverfront lands. The WRT team was responsible for three of five target areas within the overall study: Poplar Point, the RFK Stadium area and Anacostia Park.

WRT helped to define the project's environmental agenda and open space framework, and involved interaction with multiple stakeholders in achieving consensus on the design of neighborhood-specific recreation needs, national civic interests, and watershed health as well as district and federal mandates. Environmental recommendations included the daylighting of major tributaries flowing into the Anacostia, and the provision of wetlands at the point of outfalls to help retain and filter urban runoff. WRT was subsequently honored with the American Society of Landscape Architect's Analysis & Planning Award of Honor for this project.

## a civic vision for the central delaware

PHILADELPHIA, PA

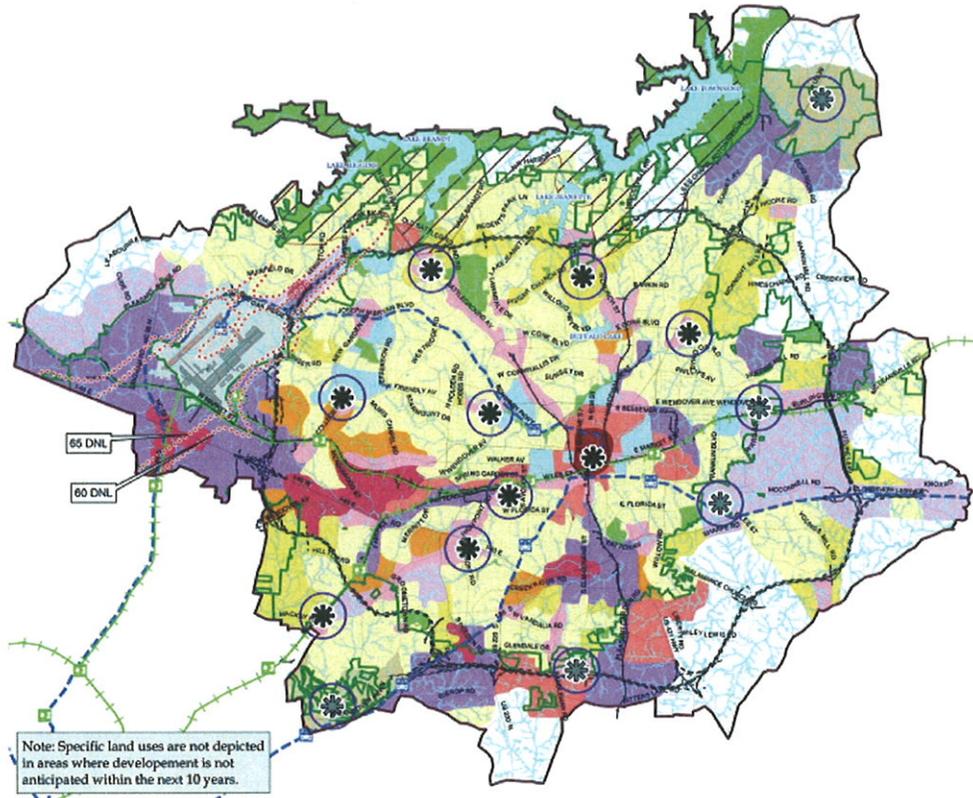


The Civic Vision for the Central Delaware—and its companion Action Plan—advanced a robust agenda and implementation strategy for the central Delaware River. With more than 1,100 acres of land stretching over seven miles at the center of the metropolis, the plan offered a prime opportunity to reverse the trend of regional expansion through greenfield development and encourage the reclamation of undervalued land along the shores, where the city originated and thrived for over 250 years. The plan emphasized the ecological and economic value of the waterfront and proposed new growth around parks and open space, providing access to the river, as well as a new movement system, including the decking over of I-95 and a grand boulevard complete with public transit.

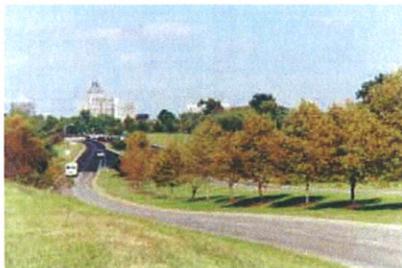
The truly collective planning process engaged more than 4,000 citizens, business leaders, elected officials, developers, and design professionals. For the ability of the plan to accommodate the future needs of the city and its people, this project received many endorsements as well as multiple awards, including the Charter Award from the Congress for the New Urbanism and an Honor Award from The Waterfront Center.

# greensboro comprehensive plan

GREENSBORO, NC



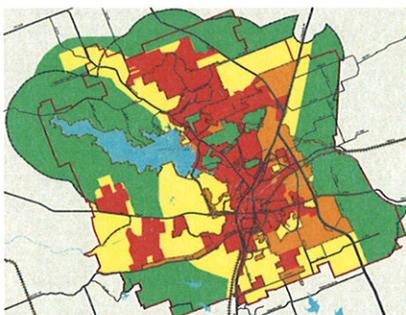
WRT was the prime consultant for *Connections 2025*, the first Comprehensive Plan in the City of Greensboro’s history. Working closely with a citizen steering committee, WRT led a 2-½ year planning process to prepare the plan. The first phase of the process involved articulating and achieving consensus on a vision for the City’s future. In the second phase, WRT worked with the committee to identify strategies to achieve the vision, including an action plan and schedule for implementing priority actions.



The plan sets significant new directions for Greensboro in a number of areas. Examples include an emphasis on promoting reinvestment in Greensboro’s urban areas and sustainable development at the city/county fringe; higher expectations for development quality and resource protection, coupled with more flexibility for development forms that meet plan objectives; and an increased focus on economic development, with special attention to empowering those who have not participated fully in the City’s economy.

## georgetown comprehensive plan land use element

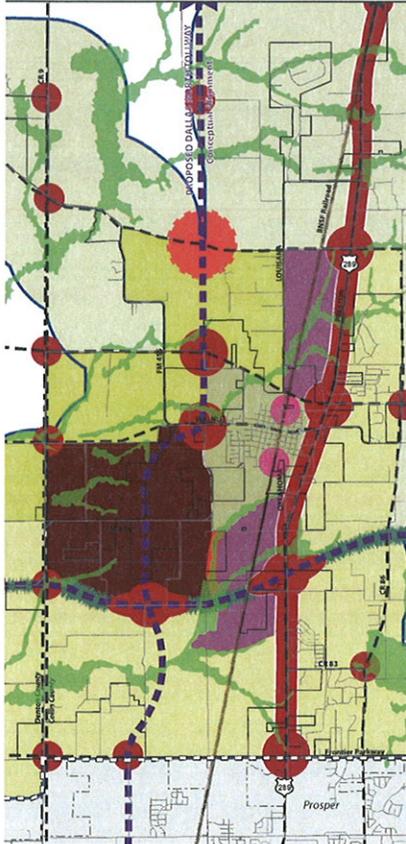
GEORGETOWN, TX



Located approximately 25 miles north of Austin along the I-35 corridor, Georgetown, Texas is facing extraordinary growth pressures that threaten this community's historic charm and small town character. WRT was retained to create a structure for a new Comprehensive Plan, as well as a Future Land Use Element and a growth management framework. Working with a broadly representative citizen steering committee, the planning process began with community-wide visioning workshops which examined citizen aspirations for desired community character and quality of life. The resulting Vision Statement became the policy touchstone and the mandate to take more aggressive action in managing growth to reverse the prevalent, sprawling "bedroom community" development patterns. Specific strategies embraced in the plan include the creation of growth tiers to stage growth over time and to prevent premature development of the rural fringe. The plan also includes incentives for compact mixed use development, for continued revitalization of the quaint historic downtown, and for conservation development to protect the community's scenic "Hill Country" "open space. Finally, the plan calls for a comprehensive overhaul of development regulations, including new methods of allocating density and intensity, more progressive design and development standards and proactive measures to reserve land for future employment for greater economic autonomy and to strengthen the tax base.

## celina 2008 comprehensive plan update

CELINA, TX



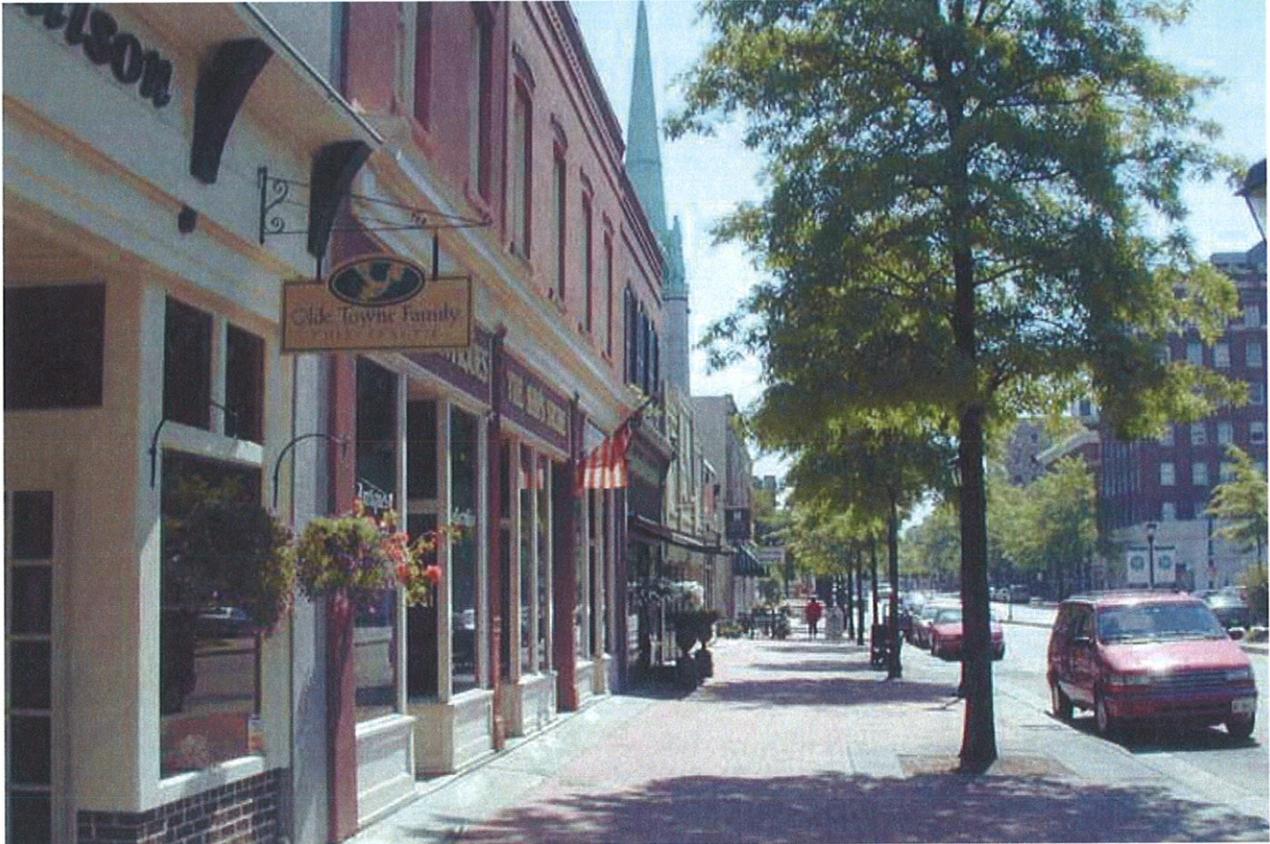
Celina is a community where growth has always been influenced by transportation. Beginning in 1902, the arrival of the St. Louis/San Francisco/Texas Railway caused the town's location to be shifted toward the rail corridor; then, after 1915, the introduction of Celina Pike—the first road designed for automobiles— continues its influence as the State Highway 289 “Golden Corridor.”

Still, even with the gradual shift from agricultural community to bedroom community during the 1990s, growth rates remained modest. However, history will record this period in time as the tipping point in the City's growth: from 2000 to 2007, the population of Celina grew more than during the entire preceding 126 years of its existence. The planned North Dallas Tollway extension and the future East/West Tollway will exert comparable influence on Celina's long range future.

The sudden growth spurt has already placed the City in a position of having to “play catch-up.” Moreover, projections indicate that Celina will go from a population of about 5,000 to 50,000 by 2030, adding some 45,000 new residents. Alarmed by this prospect of overwhelming growth, the City retained WRT to prepare an update to its comprehensive plan. The comprehensive plan update is a window of opportunity to not merely to catch up or keep up with the City's accelerating growth, but to get in front of the growth curve and actively influence and manage the future for the benefit of the community. As might be expected, the future land use pattern articulated by WRT, working with a citizens' Steering Committee, is heavily influenced by the planned transportation network, sections of which are already under way. However, while the plan considers location, amount, and timing of growth, it also addresses issues of community character, related to development quality and the introduction of form-givers through an extensive network of greenways and trails to connect all sectors of the community.

## portsmouth comprehensive plan

PORTSMOUTH, VA



WRT led the preparation of a comprehensive plan for Portsmouth, a historic waterfront city located in the Virginia Tidewater region. Plagued by decades of socio-economic decline, in recent years downtown Portsmouth and its intown neighborhoods experienced increased investment due to the historic community identity, coupled with bold leadership.

WRT worked closely with a citizen's steering committee throughout a two-year planning process. The process began with a vision statement defining Portsmouth's strategic position in the region and articulating citizen aspirations to "raise the bar" for quality of life, community character and economic prosperity. Policies and action strategies were then developed to address priority issues including education, economic development, and neighborhood revitalization. The plan builds on the momentum of recent successes in downtown by targeting public actions to leverage private investment in key focus areas. Upon plan adoption, WRT was retained to assist in plan implementation with a detailed strategy to transform the City's priority focus area, Midtown/Frederick Boulevard, as a Regional Activity Center with commercial and mixed-use development.

# albany 2030 comprehensive plan

ALBANY, NY



WRT is assisting the City of Albany, the capital of New York State, in developing the first comprehensive plan in its 400-year history. WRT is working closely with team member PlaceMatters, known for its innovative approach to community engagement, on a planning process designed to maximize citizen involvement through the use of digital technology and targeted outreach to populations who do not normally participate in planning processes. Derived directly from public input, the vision for Albany’s future calls for livable neighborhoods, a model education system, a vibrant urban center, a multimodal transportation system, and a green, prosperous city. Sustainability is an overarching theme to be achieved through a “systems” approach in which plan strategies are based on creating synergies between interrelated components such as transportation, green infrastructure, and economic development.

# PROJECT EXPERIENCE

WALLACE ROBERTS & TODD (WRT) PLANNING+OUTREACH

## sacramento 2030 general plan

SACRAMENTO, CA



WRT—as part of a multi-disciplinary consultant team—was a primary author of the Plan’s Land Use and Design Element. The 2030 Plan sets a new direction for the future of Sacramento by transitioning to a land use and urban form system that is based on place-making principles that guide the physical form and character of each area of the city. The Element provides a physical and policy framework to guide future development and clearly identifies growth and change areas that can sustainably accommodate future needs, which are anticipated to include 200,000 new residents and 140,000 additional jobs. The Element integrates the principles of Smart Growth and Sustainability into the City’s community design policy in order to promote compact development patterns, increase reliance on sustainable infrastructure—including public transit—and reduce sprawl and its associated impacts—e.g., air pollution, traffic congestion, and the overconsumption of productive rural agricultural lands. In addition to policy guidance, the Element illustrates a series of “place types” associated with the plan’s land use designations. The illustrations show how infill development and Smart Growth strategies can be sensitively implemented to create more attractive and sustainable neighborhoods.

# bridge to the future comprehensive plan

ST. CHARLES PARISH, LA



With grant funding provided by Louisiana’s Center Planning Excellence (CPEX), WRT was selected to lead an 18-month effort to create a 20-year Vision and a set of community – building strategies as part of the Bridge to the Future Comprehensive Plan. Located immediately west of urban Jefferson and Orleans Parishes which make up the metropolitan New Orleans region St. Charles Parish remains largely rural with large areas in sugar cane cultivation and an array of small and relatively isolated historic settlements on both sides of the Mississippi River. Until the late 1960’s with the construction of the only bridge over the river, the only means of crossing had been an intermittent ferry service. Consequentially, the many rural enclaves on both sides of the river developed as discrete historic enclaves with little sense of connectedness other than their common deeply rooted Cajun heritage.

The local economy has long been dominated by heavy industries, primarily petro-chemical plants which line both sides of the river. Although a source of well-paying jobs and a boon to the tax base, they are also a source of concern over public health and safety and are vulnerable, not only to hurricane surge flooding, but also to obsolescence and the vagaries of global competition. Faced with lackluster the Parish’s stagnant growth remains; inhibited by an incomplete levee and stromwater pumping system, a

disconnected road system as well as severe industrial - residential land use conflicts. Consequently, for many community leaders and citizens alike, the planning process was largely a “wake-up call” to acknowledge and address the serious economic, fiscal and public safety threats the community was facing.

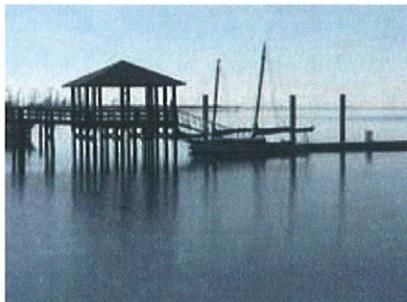
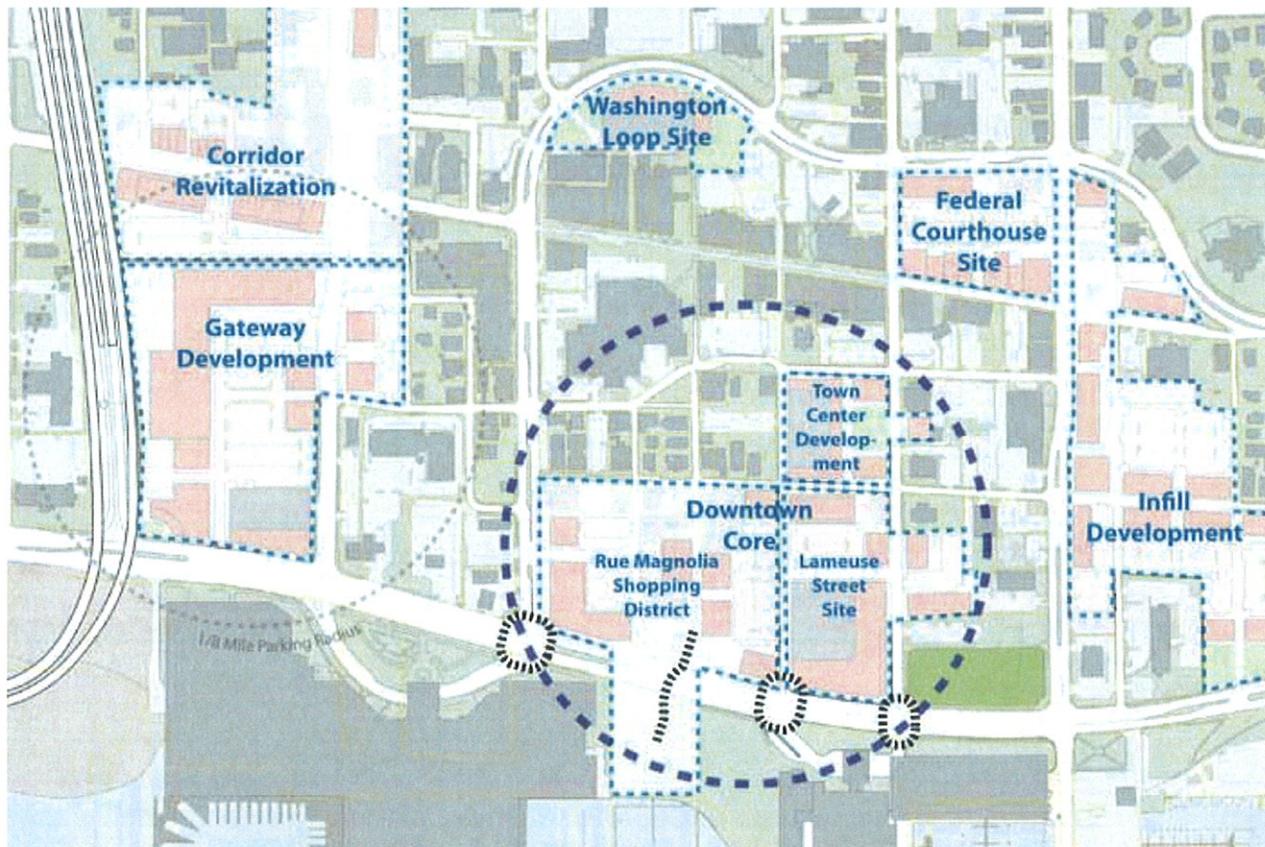
WRT worked with a broadly representative citizen steering committee which acted as the eyes and the ears of the community, hosting several series of interactive community forums, including special outreach activities to youth in local schools, attracting over 1000 citizen participants. From this input, a concise set of bold strategic directions were identified, becoming the core framework for the comprehensive plan; as follows.

- Building on a Solid Foundation of Infrastructure and Public Safety
- Economic Strengthening and Diversification
- Framework for Sustainable Growth
- Full Array of Public Services and Facilities
- Enhancing Community Character and Connectedness

With unanimous support from the citizens steering committee, the Planning Commission and the Parish Council, the plan was adopted in 2011. Implementation in the form of redevelopment project identification and grant application to support early action initiatives commenced immediately following adoption.

## city of biloxi comprehensive plan

BILOXI, MS

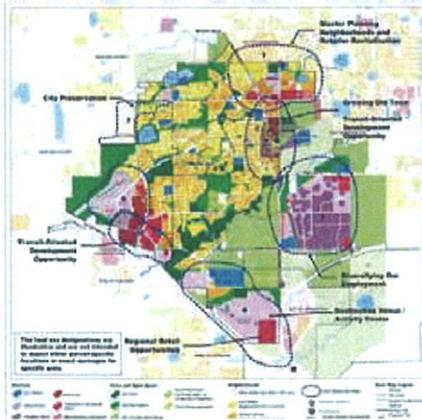


In 2005 Hurricane Katrina massively impacted the City of Biloxi destroying over 20% of its homes and businesses. East Biloxi's traditional neighborhoods, seafood industry, and lively tourism businesses were especially hard hit. The City, community groups, and residents immediately began planning and rebuilding for a stronger future.

WRT is preparing a comprehensive plan that defines how the many elements of the City and post-Katrina projects fit together to support a common vision for Biloxi. Working with the community through focus groups, neighborhood workshops, and a public open house series, WRT is developing a Plan that addresses rebuilding the Biloxi Peninsula, preserving historic and cultural resources, and creating resilient neighborhoods. Biloxi's position on the coast makes the City vulnerable to storms and natural disasters. The Plan addresses storm resiliency, open space and floodplain protection, and natural resource preservation as part of a multiple lines of defense strategy. Other major components of the Comprehensive Plan include improving public access and views of the waterfront, creating new mixed-use retail and employment centers, building local economic and cultural assets, and improving circulation.

**PROJECT EXPERIENCE**  
**RICKER CUNNINGHAM** MARKET ASSESSMENT / ECONOMIC STRATEGIES

**comprehensive and community planning experience**  
 NATIONWIDE



Creating sustainable communities which advance the values of its citizens. That’s the overriding principle behind Ricker | Cunningham’s approach to comprehensive planning.

The marriage of planning, urban design, market, and economic disciplines ensures that a community’s vision is both innovative and grounded in reality. Our focus on implementation from both a physical and economic perspective provides these communities with a usable “roadmap” for future land use planning efforts.

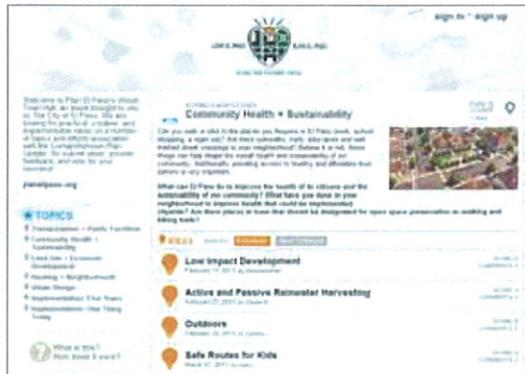
The work products which result from these efforts speak to the interests of a variety of audiences, including: business and property owners; advocacy groups, including neighborhood associations; businesses and residents within their influence area; and elected and appointed officials.

Solutions to comprehensive planning require a broad base of experience and knowledge in order to implement a multi-disciplinary approach. Ricker|Cunningham’s cross-trained professionals provide a solid foundation in land use planning and development, urban design, architecture, economic development, market strategy, and development programming that are critical to the implementation of a successful market-based community planning effort. We have the experience and capability to combine design creativity and economic feasibility to provide flexible and innovative solutions for our clients. The list of selected clients illustrates our experience.

Abilene, Texas	Louisville, Colorado	Platteville, Colorado
Carrollton, Texas	Blue Springs, Missouri	Paonia, Colorado
Addison, Texas	Canon City, Colorado	Salida, Colorado
Mansfield, Texas	Breckenridge, Colorado	Lyons, Colorado
Richardson, Texas	Arapahoe County, Colorado	Boulder, Colorado
Dallas, Texas	Aurora, Colorado	Berthoud, Colorado
San Angelo, Texas	Minturn, Colorado	Montrose, Colorado
Rowlett, Texas	Weld County, Colorado	Windsor, Colorado
El Paso, Texas	Elizabeth, Colorado	Lawrence, South Dakota
Denver, Colorado	Elbert County, Colorado	Los Alamos, New Mexico
Broomfield, Colorado	Fort Collins, Colorado	Steamboat Springs, Colorado
Superior, Colorado	Saguache County, Colorado	Snowmass Village, Colorado
Lafayette, Colorado	Fort Collins, Colorado	

# PROJECT EXPERIENCE

**MINDMIXER** INTERACTIVE PUBLIC FORUM *see page 21 for additional MindMixer projects*



## plan el paso

EL PASO, TX

MindMixer worked with the City of El Paso on their recent comprehensive plan update. In a 8 week process, the MindMixer site engaged more than 10,000 El Paso residents in a constructive, web-based forum, leading to valuable insights that helped guide the end plan.



## engage denton

DENTON, TX

MindMixer is kicking off a comprehensive plan project with the City of Denton in November. The MindMixer tool will augment traditional engagement methods by providing residents with online and mobile options for community engagement.



## engage omaha

OMAHA, NE

The City of Omaha and MindMixer partnered to provide citizens an online method to help prioritize the city budget. MindMixer provided the online collaboration platform, marketing outreach, account management and service, and a robust analysis of the feedback and participation. After receiving great qualitative and quantitative collaboration, The City signed a 2-year partnership with MindMixer to extend the conversation regarding current and top-of-mind topics for its citizens. The participation in Engage Omaha was significant. During the initial phase of Engage Omaha there were 26,291 unique visits and 624 citizen submitted ideas.

[www.engageomaha.com](http://www.engageomaha.com)

## fullerton general plan and area plans

FULLERTON, CA

MindMixer has and continues to work with the City of Fullerton on several ongoing planning projects. The sites are engaging residents at a record pace, leading the city to utilize MindMixer on all future city planning projects.

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# REFERENCES

## WALLACE ROBERTS & TODD (WRT)

PLANNING / OUTREACH

### UNIVERSITY DISTRICT REVITALIZATION PLAN - LITTLE ROCK, AR

**Ron Copeland - University District Director /  
Vice Chancellor for University Advancement**

University of Arkansas at Little Rock

501.683.7358 / rrcopeland@ualr.edu

### IMAGINE AUSTIN COMPREHENSIVE PLAN AUSTIN, TX

**Garner Stoll - Assistant Director**

City of Austin Planning and

Development Review Department

512.974.7668 / Garner.Stoll@ci.austin.tx.us

### PULASKI COUNTY / LAKE MAUMELLE WATERSHED LAND USE

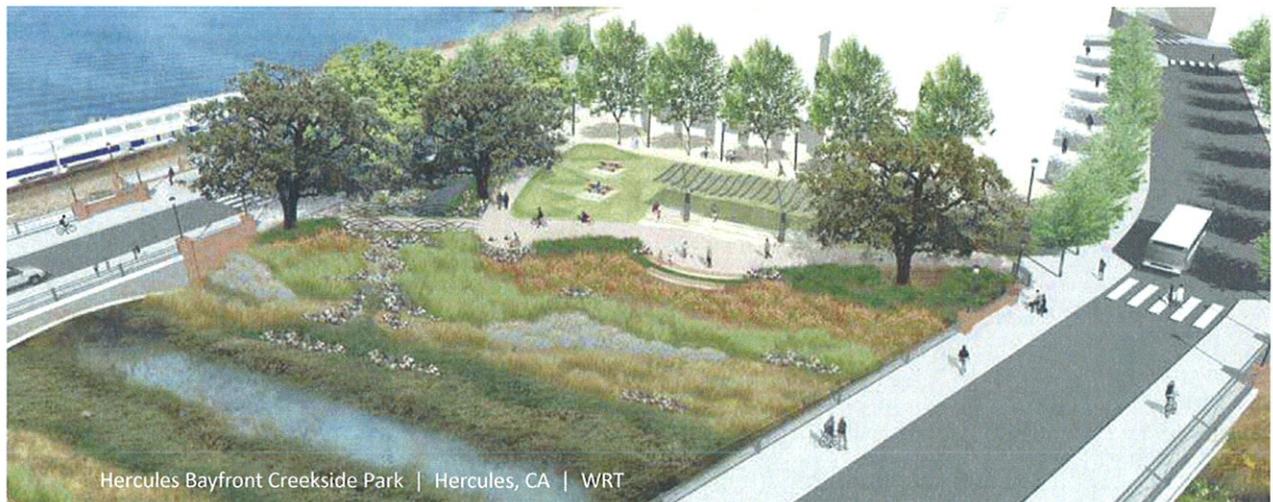
PLAN AND REGULATORY CONTROLS - PULASKI COUNTY, AR

**CFM Van McClendon -**

**Director of Planning and Development**

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Hercules Bayfront Creekside Park | Hercules, CA | WRT

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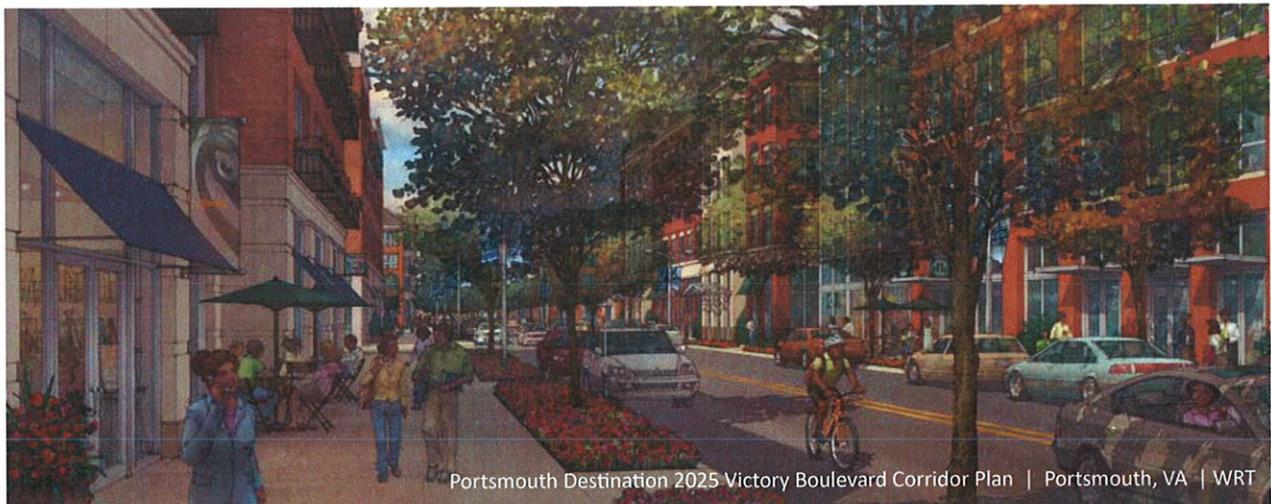
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Portsmouth Destination 2025 Victory Boulevard Corridor Plan | Portsmouth, VA | WRT

## PROJECT UNDERSTANDING: KEY ISSUES

The WRT team believes that the Comprehensive Plan update must focus on what we believe to be the six greatest challenges and opportunities facing the City over the next decade.

- Integrating the Riverfront
- Maintaining Neighborhood Livability
- Promoting Economic Diversification
- Capitalizing on Transportation Hub Location
- Enhancing Community Character
- Creating an Actionable Game Plan

### RIVERFRONT DEVELOPMENT

The City of Fort Smith is uniquely situated at a sweeping bend of the Arkansas River which wraps three sides of the City as the river flows from Oklahoma to the southeast. Although the amphitheater and several other existing and planned civic buildings enjoy a riverfront location, the connection to the river remains largely unfulfilled. The Comprehensive Plan update is an opportunity to further a renewed focus on the Arkansas River by seizing opportunities for bold riverfront greenway connections and with numerous public and private development opportunities in and around Riverfront Park.. A trail system linking Riverfront along the Arkansas River to parks on the Eastern side of Fort Smith would achieve key elements of the previous trail master plan and provide linkages between downtown and Fort Smith Park and around the river bend to neighborhoods of Chaffee Crossing and Ben Geren Park near Hwy 59.

### NEIGHBORHOODS

Fort Smith has been called a city of neighborhoods. It is in fact the livability of the City's neighborhoods that define the City's quality of life. Fort Smith has numerous well established stable neighborhoods located in various areas around the City. However, as aging and transition occurs in and around the mature neighborhoods, there may be a need for both preservation and neighborhood stabilization efforts, as well as redevelopment strategies to introduce mixed-use development and diversify the array of housing types in response to changing housing preferences.

There are opportunities for new neighborhood nodes that can help target redevelopment within portions of the city to promote walkability to help mitigate traffic congestion along major highway commercial corridors. As in the case of most metropolitan areas, development has occurred over years with competing transportation needs of mobility and access that results in conflicts that cause congestion. The area around Southside High School on Old Greenwood Road is a good example of how established neighborhood's commercial nodes at the intersections with Gary and Country Club can interact in a positive way.

# APPROACH + SCOPE

## ECONOMIC DEVELOPMENT

As the national economy changes so too does the economic climate of the City. While growth and development is occurring throughout the City, it is most visible on the eastern side of Fort Smith near Fort Chaffee. In 1997 when the US Army transferred command of Fort Chaffee to the Arkansas Army National Guard, the base and its surrounding property took on new importance to the City of Fort Smith. Annually, 50,000 National Guard and US Army Reserve Soldiers come to Fort Smith to train at the base. This fact presents a unique opportunity for the city to play host to 50,000 visitors from around the country. The BRAC closure also created the Fort Smith Redevelopment Authority to establish and regulate the 7,000 acres of eastern Fort Smith called Chaffee Crossing. The FCRA's mission statement is to "Direct and implement the development of Chaffee Crossing in a manner that promotes economic growth and enhances the quality of place in the region." This translates into well- paying jobs, retail establishments and businesses, quality housing and recreational and community facilities.

In contrast to the positive economic impact of the Fort and Chaffee Crossing, the loss of nearly 1000 jobs with the closure of the Whirlpool manufacturing plant highlights the urgency of a strategy for job creation and economic diversification that must become a principal focus of the Comprehensive Plan update.





Portsmouth Master Transportation Plan -  
Portsmouth, VA



Castro Valley Redevelopment Strategic  
Plan + Castro Valley Boulevard Streetscape  
Design - Castro Valley, CA

## TRANSPORTATION

The City of Fort Smith is strategically located just south of I-40 as it links North Carolina to California and the many employment hubs and tourist destinations in between. Interstate 540 (Hwy 71) connects the City to I-40 and will ultimately link the Gulf Coast to Canada via I-49. The fact that Fort Smith will be at the crossroads of two of the nation's most traveled interstates, along with major rail and waterway transportation connections provides tremendous opportunity for future commerce. Further contributing to the growth potential in this sector is the fact that this part of the state is home to some of the largest freight transportation companies in the country. There are four key bridges that link the Fort Smith peninsula to the land north of the river. The eastern most bridge of I-49 will soon be part of a loop around the City (bisecting Chaffee Crossing next to Fort Chaffee) This perimeter loop will include numerous interchanges to connect arterials and collectors to I-49 and beyond.

The city grid runs primarily north – south with the exception of the downtown streets that are on a 45 degree angle to align with the Rogers Avenue diagonal spine. This juxtaposition of streets presents both challenges and opportunities to infill development opportunities as well as the transportation network of Fort Smith. Beautification along Rogers Avenue will continue to be an important a key focus and a matter of civic pride as land use patterns continue to evolve.

## COMMUNITY CHARACTER

Fort Smith has a colorful heritage originating in the days of Judge Parker on the edge of the old west frontier. The present day image is one of perseverance and resiliency; stability and change; movement and balance. This ability to adapt was forged by the pioneers that settled Fort Smith and continues today among its civic leaders. This image of Fort Smith should be celebrated by looking back on her historic roots while looking forward to sustainable development solutions. By directing growth to incorporate sustainable practices, Fort Smith will be promoting a forward thinking approach.

## PLAN SPECIFICITY AND ACTION AGENDA

A Comprehensive Plan can only be as effective as the Vision which inspires it and the actions taken and resources committed to realize it. The current Comprehensive Development Plan contains thorough analyses of existing conditions, along with concepts to re-shape the city's development patterns and policies for land use, mobility, urban design, parks and the natural environment. Many of these policies likely remain valid. The plan and its various topical elements also identifies some 330 "Recommended Actions and Considerations". However, relatively few such items are truly actionable. Some are vague (seek improved truck access to highways), others are equivocal (consider revising retail parking requirements) and many are simply statements of desired outcomes (maintain the high function of I-540 as a throughway). While all such statements may be fully valid,

no community can simultaneously pursue 330 outcomes, particularly where there is no precise definition of exactly what will be done, who will do it, by when, and with what resources? A robust action agenda or game plan is the most important component of the comprehensive plan update proposed below by WRT. It will define with precision, actions to be taken, responsibilities assigned, and resources allocated for short range (0-5 year), mid-range (5-10 year) and long range (10-20 years) time periods, along with monitoring provisions and an annual “report card” to measure progress, stay on course and ensure accountability.

## APPROACH: OVERVIEW OF THE PLANNING PROCESS

In its simplest form, the proposed planning process is a progression of questions to the community at large; asked and answered. First:

- What do we aspire to be as a community in 10-20 years?
- What is our shared Vision for the future of Fort Smith?



Through a sequence of facilitated forums, followed by “meetings-in-a box” outreach to neighborhood, and civic organizations as well as interactive web-based activities, areas of citizen consensus will be identified concerning the character and quality of life that the community aspires to, as well as more specific priorities for economic diversification and improved public access to the river. The Consultant Team and a broadly representative Comprehensive Plan Steering Committee (CPSC) will use this input to craft a Vision Statement, describing in reasonable detail the future character of the community. This Vision then becomes the “destination,” for which the Comprehensive Plan will act as the “roadmap.” With the Vision of the Future in hand, the next set of question can be asked:

- But what are we actually in the process of becoming and what will Fort Smith look like in 10-20 years, if we do nothing different?
- Does that future resemble our Vision?... Are we satisfied with the course we are on and the results we are achieving?
- If not, what alternative scenarios could get us on track toward the Vision?
- In addition to long term scenarios what are our immediate priorities?



*Imagine Austin* Comprehensive Plan  
- Austin, TX

The examination of existing conditions and trends will identify and prioritize key issues and needs to rectify deficiencies and seize opportunities. At the same time, a “Trend Growth” scenario will identify the likely shape and character of Fort Smith in the future, based on projected population growth and demographic characteristics and a continuation of current zoning and capital investment policies. This task will include an examination of a broad range of issues including, the local economy, loss of open space and other impacts on quality of life and community character.

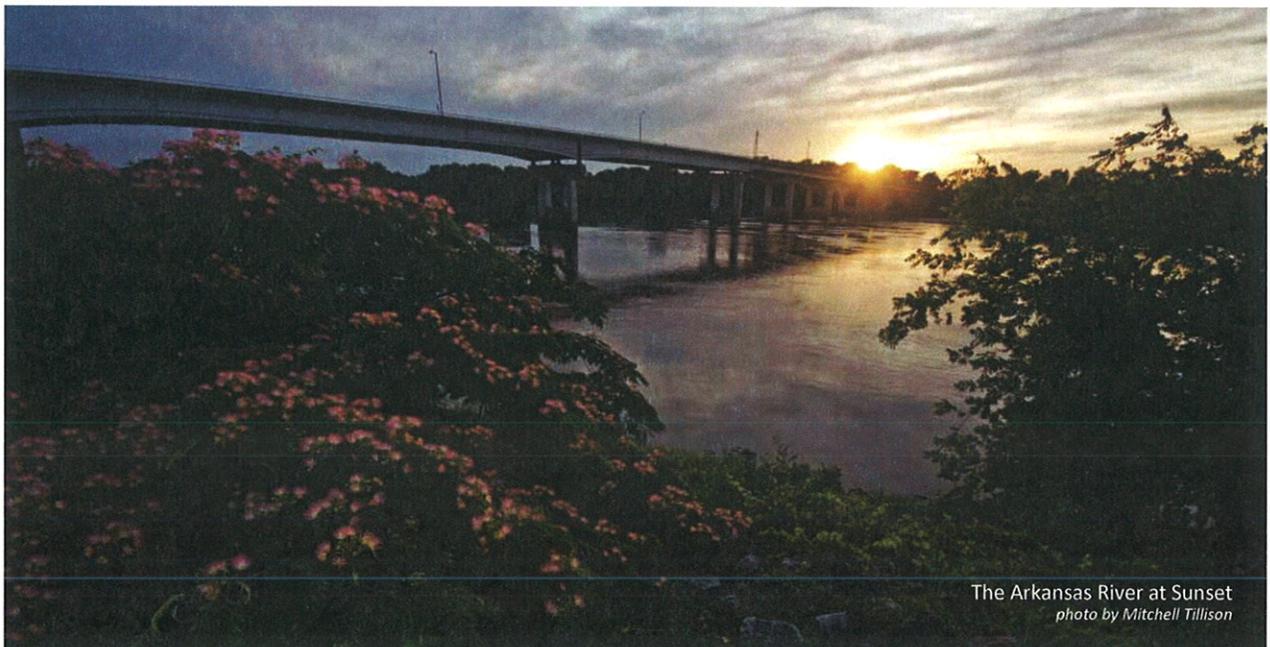
Then, by comparing the Vision with the Trend Growth scenario, the community is given a “wake-up call” to raise public awareness of what is at stake, and to highlight where “course corrections” may be needed. The evaluation of alternative scenarios will lead to a consensus on a preferred future growth scenario and the new directions which must be set to realize it. This decision-making process will be used as the basis for the next phase of the process:

- What are our choices in direction, strategy and tactics?
- Which will be most effective in realizing Fort Smith’s Vision?

In preparing each element of the plan, the consultant will engage the CPSC in reviewing best practices and evaluating and comparing choices in policy, all squarely grounded in the Vision. The resulting set of Goals, Policies and Strategic Actions for each plan element then forms the core of the Comprehensive Plan. The final step of the planning process must ask perhaps the most critical question of all:

- How do we get there? What is our game plan and tools do we need to put it in play?

The Comprehensive Plan, to be effective, must go beyond merely citing analyses, stating an intent, and describing a desirable future, as was done in the current comprehensive plan. In addition to these comprehensive plan “basics”, it must be structured as both a guide to specific day-to-day decisions, and also function as the City’s “to-do list,” identifying specific actions to be taken in a specific time-frame, and with specific responsibilities assigned, for which there will be accountability.



The Arkansas River at Sunset  
*photo by Mitchell Tillison*

# PRELIMINARY SCOPE OF WORK

## PHASE 1: PROJECT ORIENTATION AND SCOPING

This initial phase is for the purpose of clarifying and refining the planning process and Project Organizational Design, based on an assessment of the existing comprehensive plan and recent and on-going planning initiatives, as well as direction received from the board of Directors regarding their expectations for the Comprehensive Development Plan.

The following tasks shall be completed prior to the beginning of Phase 2:

### 1.1 PROJECT SCOPING – PRELIMINARY ISSUES IDENTIFICATION

To ensure that the process to update the Comprehensive Development Plan is tailored

to the specific current and long range issues that will be key to moving forward over the next phase, the planning process begins with an initial “scoping” exercise to define key issues that the plan must give greatest attention to. This exercise consists of two parts as follows.

#### 1.1.1 Current Plan and Policy Assessment

City staff will provide to WRT a Comprehensive Development Plan Implementation Update, indicating the continued relevance of plan policies, areas in need or updating or revision and the extent of implementation of plan recommendations including the status of prior and on-going planning and policy initiatives pertaining to TIP strategies, riverfront opportunities and beautification.

#### 1.1.2 Committee Formation

To guide plan development, two organizational entities are proposed, as follows.

WRT strongly endorses the appointment of a Comprehensive Plan Steering Committee (CPSC) at the outset of the process to consist of approximately 20-30 persons, including major employers, business owners, developers, representatives of neighborhood

and civic organizations and liaison representative of the Planning Commission and other boards. In addition, because local government alone will likely have insufficient resources to carry out initiatives which will be identified in the plan, potential non-profit partners, including local foundations, should be invited to participate on the CPSC.

As part of its role in modeling community consensus, the CPSC will act as the eyes and the ears of the community, hosting community forums, and other community participation events to coincide with key milestones in the planning process. Acting in an advisory role to the Board of Directors, the CPSC will generally meet monthly to work with WRT in guiding the development of the policy content of the plan, subject to periodic “sign-offs” from the Board of Directors.

WRT also recommends the appointment of a Comprehensive Plan Technical Resource Team (CPTRT) to include senior staff representatives of key City departments, as well as representatives of other relevant governmental and institutional entities who should be considered stakeholders in the planning process, such as Fort Smith Public Schools. The CPTRT will meet periodically as needed to provide technical support to the CPSC at key policy decision points.

At the request of the City, WRT may advise on the formation of the Comprehensive Plan Steering Committee, which shall be in place prior to the kickoff of the process.

#### 1.1.3 Public Participation and Outreach Program

The following is the proposed public participation program for the process. WRT will work with City Staff to develop a schedule and identify locations, etc. for each activity.

##### a. Comprehensive Plan Website/ Social Media

A Comprehensive Plan webpage(s) (project webpage) should be developed within the City’s website to provide up to date information on process status, events and products, and to provide opportunity for citizen input.

WRT will provide content for the project webpage in a format compatible with the City's standards. The City will be responsible for administering and updating the project webpage. It is also recommended that the City create social media accounts for the project, linked to the project webpage, using platforms such as Facebook and Twitter.

**OPTIONAL:**

**Website/Social Media Design and Administration -**

WRT may be engaged to design, host, administer and maintain the project website. WRT is also available to manage a project Facebook and Twitter accounts

**OPTIONAL: MindMixer – “Virtual Town Hall” -**

The firm MindMixer may be retained as part of the WRT team or under separate contract, to create a virtual town hall forum for collecting citizen input on comprehensive plan issues.

**b. Community Forums / Open Houses**

WRT will facilitate and lead two types of public events at key decision points in the planning process, community open houses and community forums.

- Two Open Houses are proposed as 2-3 hour informal sessions for participants with opportunities to “meet and greet” WRT and members of the CPSC and CPTRT and to provide feedback on particular topics and issues. The first open house will occur during the project kickoff to gain public awareness and familiarity with the planning process. The second will be held to allow participants to review and to “vote” for an array of alternative future development scenarios.
- In addition to the Community Open Houses, WRT will lead two series of facilitated and interactive community forums consisting of up to four (4) events each, coinciding with key milestones in the planning process. The forums will be large, highly publicized, 2- to 3-hour events, to be held in accessible locations, either on the same day or two successive days, at times deemed most convenient to attract the largest possible number of participant.

The first forum series will seek public consensus on Issues and Aspirations for the future of Fort Smith, to be used to articulate a Vision Statement which will become the “destination” for the comprehensive plan – what the community aspires to be in 20 years. The second community forum series will seek community consensus on imagining Alternative Futures, framing how economic growth and redevelopment will be managed and incentivized to achieve the Vision. Additional details about these events are provided under Phase 2 tasks marked with an asterisk.

**c. “Meetings in a Box”**

In order to gain participation by a broader cross-section of the community, an ancillary opportunity for participation will be provided after Community Forum Series 1 and Open House 2 through the use of informal “meetings-in-a-box” to be carried out by citizen volunteers and/or City Staff in neighborhood and civic organizations, public schools, churches, business organizations and other small group settings. WRT will develop materials for the meeting in a box and Staff will process the results.

**d. OPTIONAL: Public Relations/Outreach Communications**

A Fort Smith-based public relations/communications firm may be enlisted to assist with the following:

- Media relations / press releases
- Branding / project logo design
- Design / printing of meeting announcements
- Outreach to under-represented populations

**1.1.4 Comprehensive Plan Data Book**

As “keepers of the data” and those most familiar with key technical issues, staff of city departments, with guidance from WRT will array updated available data and mapping on existing conditions and trends covering all comprehensive plan components.

**1.1.5 Economic/Market Analyses, Growth Projections, Scenario Evaluation, Economic Development Policy Development**

The firm Ricker Cunningham will be retained as part of the WRT team to conduct demographic, economic and market analyses (Task 2.3.2), to create growth projections (Task 2.4.1), evaluate fiscal impacts of alternative scenarios (Tasks 2.4.4. and 2.4.6), and prepare an Economic Development element for the comprehensive plan (Task 3.1.2). Ricker Cunningham will also prepare a housing and neighborhoods assessment (Task 2.3.3.) and a Housing and Neighborhoods element (Task 3.1.3.) for the plan. (Should the city choose not to retain Ricker Cunningham, these key tasks will be eliminated from the Scope, or WRT may undertake only minimal portions of these responsibilities, such as preparing a demographic assessment of existing conditions and population trend, relying entirely on data and assumptions provided by city staff.)

**PHASE 2: VISION / COMMUNITY ASSESSMENT**

**2.1 KICKOFF WEEK**

Over a three-day period period in Fort Smith, WRT will participate in the following mobilization activities:

**2.1.1 CPTRT Meeting(s)**

Multiple individual and/or group orientation meetings will be held with the Technical Resource Team. The purpose of these meetings will be to obtain an overview of the dynamics of the community, the array of supporting information, and the status of current governmental initiatives. Specifically, the kickoff meeting will accomplish the following:

- Review supporting data and mapped information
- Identify consensus on key issues
- Establish protocols for communication, coordination and shared responsibilities

**2.1.2 CPSC Meeting**

The Comprehensive Plan Steering Committee is expected to be in place and prepared for an orientation meeting to coincide with other mobilization activities. In this initial meeting, WRT will guide a discussion on the purpose, structure, and implementation of a comprehensive plan, the nature of the planning process, the importance of the Vision Statement as the “policy touchstone” of the plan, and the “job description” of the CPSC.

**2.1.3 Community Tour**

WRT and members of the CPSC and CPTRT will participate in a one-day bus tour of the City with specific attention to areas in greatest need of redevelopment and opportunity sites for riverfront enhancement and beautification.

**2.1.4 Board of Directors / Planning Commission Briefing(s)**

At the outset of the comprehensive planning process it is critical to ensure that elected and appointed officials with policy-making authority have a clear understanding of, and a “comfort level” with, the planning process. The purpose of this introductory meeting(s) is to introduce WRT and review the planning process, with particular emphasis on those milestones where they will have the opportunity to review, “sign off” on, re-direct, or otherwise influence the Vision and the Comprehensive Plan, as it develops. As appropriate, WRT will facilitate an initial visioning exercise and present case studies of successful comprehensive plans in other communities.

**2.1.5 Stakeholder Interviews**

WRT will conduct individual and small group interviews with community leadership, including, as appropriate, members of the Board of Directors, Planning Commission, and other representatives of key local and regional institutions, civic, business, and neighborhood associations. The sessions will serve to personally acquaint WRT with those likely to be instrumental in building consensus, and to provide insight into the range of opinions on the community’s future. City staff will invite and schedule interviews over a 2-day period.

### 2.1.6 Community Open House One: Introduction of the Planning Process and Purpose\*

Hosted by the CPSC and WRT, an informal half-day open house will be conducted to invite the public to meet the project, and learn about what a comprehensive plan is and how to participate. Key information from the Data Book will be used in displays or presentations at the Open House as a prelude to the Community Assessment.

*Deliverable: Technical Memorandum #2 – Summary of Kickoff Week Activities / Preliminary Stakeholder Input*

## 2.2 ARTICULATING THE VISION

In this task, outreach activities will be conducted to elicit citizen values and aspirations for the future, for what Fort Smith should aspire to become through its growth and redevelopment over the coming two decades. This effort will include facilitation of the first of three community forum series, to be held in multiple locations throughout the City over 3-4 sequential days, focused on identifying “Issues and Aspirations.” Similar exercises may be conducted through “meetings-in-a-box” with neighborhood and civic, business organizations as well as online participation.

The results, including areas of agreement or “common ground,” will be tabulated and made available for public review. This public input will then be used in articulating a draft Vision Statement to define and describe the desired 20-year future of Fort Smith, representing the “destination” for which the Comprehensive Plan will be the “roadmap.”

### 2.2.1 Community Forum Series One: Issues and Aspirations\*

Over two (2) consecutive days, WRT will lead up to four (4) events, approximately 3-hours long each. CPSC and staff volunteers will be trained by WRT to assist in facilitating small group discussions in which participants will define areas of consensus on community values and aspirations using a form of Strengths / Weaknesses / Opportunities / Treats (SWOT) analysis.

The same exercise will be made available through online forms and meetings in a box. WRT will be responsible for developing the online forms and meeting-in-a-box materials, as well as adding the results of these activities to the input from the open

house. City staff will be responsible for coordinating the meetings in a box, for processing and summarizing input from them and for delivering the results to WRT.

### 2.2.2 Synthesis: Defining Common Ground / Components of the Vision

WRT will tabulate and synthesize the results from Community Forum Series One and the website to identify areas of consensus and “common ground” themes and other potential elements of a Vision Statement. The Common Ground Working Paper will be made available for public review. Comment received will be posted and will be used to inform development of the Vision Statement.

*Deliverable: Technical Memorandum #3 – Common Ground Working Paper*

### 2.2.3 Vision Statement Development and Refinement

WRT will present the community input results and the Common Ground Working Paper to the CPSC. Based on direction from the CPSC, WRT will prepare a draft Vision Statement identifying those values and aspirations which are shared throughout the community, and describing the desired future character of the City. The Draft Vision Statement will be reviewed and refined by the CPSC. A final Vision Statement will be presented as a narrative, as well as an illustrated power-point presentation.

*Deliverable: Vision Statement (written text and as illustrated in a PowerPoint presentation)*

### 2.2.4 Vision Statement Adoption

Members of the CPSC will present the Vision Statement to the Board of Directors for their consideration and adoption as the “mandate” for the Comprehensive Plan.

## 2.3 COMMUNITY ASSESSMENT: EXISTING CONDITIONS AND TRENDS

Relying on the factual information arrayed by the City in the Comprehensive Plan Data Book, or otherwise readily available in past plans and studies, WRT will characterize the City’s present day challenges and opportunities pertaining to land use and development, the economy, riverfront use and access, mobility and functionality, infrastructure and services, and natural resources and community character and beautification. WRT

will also assess the context within which the City’s economic growth and development could occur over the next 20 years, giving varying inducements.. With coordination and input from the CPTRT, the analyses will be organized as a series of working papers documenting existing conditions, trends, deficiencies and key challenges for each of the seven plan elements as follows.

**2.3.1 Existing Land Use and Development Patterns**

Using existing available documentation supplemented by aerial photos and field reconnaissance land use patterns will be mapped and evaluated, with particular attention to the following

- **Community Structure** - including designations of urban, suburban and rural edges, neighborhoods, corridors, centers, special use districts, landmarks and activity centers.
- **Community Dynamics** - patterns of stability, new/emerging development patterns and corridors, patterns of decline and industrial and commercial obsolescence, disinvestment, re-investment.
- **Development Constraint Factors** - sensitive habitats, soil subsidence and, floodplains / floodways, riparian corridors, etc.
- **Existing and Potential Redevelopment Opportunities** - Riverfront access and improvement areas, and opportunities for corridor enhancement and future employment.

**2.3.2 Demographic /Economic / Market Assessment**

The WRT team will conduct a comprehensive assessment of projected demographic characteristics and population trends, as well as assessments of the local economy and market demand estimated in 10- and 20-year increments, including the following.

- Review of prior economic studies
- Interviews with major employers and economic sectors
- Baseline economic and demographic analyses
- Assessment of industry makeup and business climate
- Workforce capabilities and potentials vs. needs of the marketplace
- Assessment of current City and regional marketing and economic development efforts

**2.3.3 Housing and Neighborhoods**

The WRT team will update the 2002 plan assessment of the existing housing supply and its adequacy to meet the needs of the projected future population. Future demand for housing will be projected by type (single family, multifamily) and by tenure (owner, renter). In addition, the present pattern of neighborhoods will be assessed based on levels of stability and opportunities for infill and redevelopment.

**2.3.4 Community Character and Design**

WRT will examine and expand upon prior riverfront opportunities analyses and beautification suggestions to prepare community-wide character assessment including the identification of urban, suburban and rural edges along with patterns of scale, character, landscape quality, identity features, corridors, centers and landmarks.

**2.3.5 Transportation and Infrastructure**

Relying on City-supplied data and plans, WRT will review and summarize the current status of transportation and infrastructure planning.

**2.3.6 Public Facilities and Services**

Updating and expanding upon the Parks and Recreation Element of the 2002 plan and other sources of documentation concerning public facilities provided by city staff, WRT will identify current and potential future deficiencies and needs for public facilities, including:

- Parks, recreation, open space and river access
- Linkage opportunities: trail / greenways / blueways
- Joint Use Opportunities ( schools, YMCA, Boys/Girls Clubs)
- Libraries
- Public safety – police, fire EMS
- City government administrative facilities

### 2.3.7 Natural and Cultural Resources

Relying on City-supplied data and plans, WRT will review and summarize the current status of natural and cultural resources planning.

*Deliverable: Technical Memorandum #4 – Community Assessment*

## 2.4 DYNAMICS OF GROWTH AND CHANGE / ALTERNATIVE FUTURE SCENARIOS

### 2.4.1 Growth Projections

The WRT team, assisted by the CPTRT, will collect and review all available and current population projections to create a “consensus” projection of population in 5, 10 and 20-year increments. Population projections will then be translated in the projections of future land uses by type (land areas needed for future residential, commercial, industrial and institutional uses) along with adjustment factors for degrees of compactness, redevelopment and infill and potential land use shifts to mixed use and/or higher densities around activity centers.

### 2.4.2 Susceptibility to Change

Synthesizing information from the Community Assessment, WRT, in consultation with the CPTRT, will prepare a conceptual “Susceptibility to Change” depiction. This analysis characterizes subareas (e.g., employment centers neighborhoods, corridors, highways crossroads, suburban fringe, rural agricultural areas in the ETJ, etc.) by their relative suitability and present zoned capacity to accommodate the projected growth.

### 2.4.3 Factors for Change

Working with the CPTRT, WRT will diagram factors which may influence or attract future development and otherwise influence land values and future land use patterns, including planned school sites, road widenings, water/sewer extensions, etc.

### 2.4.4 Trend Scenario Development and Evaluation

A “Trend Growth Scenario” will be created and conceptually depicted to represent the 20-year development pattern which is likely to occur based on projected growth, allocated according to Susceptibility to Change and Factors for Change and under current zoning and other regulatory and investment policies. The Trend Growth Scenario will be presented in readily comprehensible graphic fashion as a “what the future will look like if we do nothing different” scenario.

WRT will then conduct a conceptual evaluation of the Trend Growth Scenario including the following considerations:

- Comparison to Vision Statement
- Consistency with transportation and infrastructure systems capacity
- Impact on natural systems
- Impact on community character
- Fiscal implications (will this growth pay for itself?)
- Sustainability implications
- Hazard vulnerability implications

*Deliverable: Technical Memorandum #5 – Trend Growth Scenario*

### 2.4.5 Community Forum Series Two: Imagining Alternative Futures\*

Community Forum Series Two will engage participants in a two-part format. Over two (2) consecutive days, WRT will lead up to four (4) 3-hour-long events. These events will be held at convenient locations at different times. Each event will begin with a presentation by WRT of key existing conditions and the Trend Growth Scenario and its comparison to the adopted Vision and other consequence as listed above. Participants will then work in small groups, playing a chip game that uses trend growth maps, stickers and/or keypad polling technology to answer the the following question: “if you’re not satisfied with the Trend Growth Future, what does a better future look like?” CPSC and Staff volunteers will assist as small group facilitators. WRT will provide training prior to the event.

**2.4.6 Synthesis of Alternative Future Scenarios**

WRT, coordinating with the CPSC and CPTRT, will synthesize the input from Community Forum Series Two, arraying up to three distinctly alternatives to the Trend Growth Scenario.

The alternative scenarios will depict different approaches to re-shaping growth patterns. The alternative scenarios will be evaluated for their ability to fulfill the Vision, relative to each other and the Trend Growth Scenario.

*Deliverable: Technical Memorandum #6 – Alternative Futures Comparison*

**2.4.7 Community Open House Two: Selecting a Preferred Future\***

This half-day open house event will be conducted by WRT and hosted by the CPSC to allow attendees to review the alternative scenarios at their own pace with WRT and CPTRT staff available to answer questions. A “scoring” exercise will allow participants to select a single preferred alternative, or to “vote” for individual components of each alternative (land use mix, housing mix, relative compactness, impact on infrastructure and transportation, fiscal implications, etc.)

The same exercise will be made available through online forms and meetings in a box. WRT will be responsible for developing the online forms and meeting-in-a-box materials, as well as adding the results of these activities to the input from the open house. City staff will be responsible for coordinating the meetings in a box, for processing and summarizing input from them and for delivering the results to WRT.

**2.4.8 Preferred Future / Strategic Directions**

Following a tabulation of the voting by WRT and the CPTRT, a joint CPCAC and CPTRT workshop will be scheduled to establish the components of the Preferred Future Scenario and to outline the broad Strategic Directions to be embodied in the Comprehensive Plan. The Strategic Directions will identify for each plan element key initiatives or changes in direction necessary to realizing the preferred future.

*Deliverable: Technical Memorandum #7 – Preferred Future / Plan Framework*

**2.4.9 Board of Directors**

WRT and the CPCAC will present the Preferred Future and Strategic Directions to the Board of Directors and request direction to proceed to Phase Three: Comprehensive Plan Document.

**CPSC / CPTRT MEETINGS**

During Phase One, WRT will participate in up to four (4) meetings of the CPSC and CPTRT, primarily focused on reviewing public input, drafting and refining the Vision Statement and Community Assessment, reviewing Alternative Scenarios and selecting the Preferred Future Scenario. As necessary, CPTRT team meetings will be held to coincide with, and to provide technical support for CPCAC meetings.

**PHASE 3: COMPREHENSIVE PLAN DEVELOPMENT**

**3.1 STRATEGIC DIRECTIONS: GOALS, OBJECTIVES AND POLICIES**

The first step in preparing the comprehensive Plan document is the drafting of goals, objectives and policies (GOP’s) for each plan element covering the following issues. WRT will integrate and/or rework existing City Goals, Objectives and Policies where applicable, particularly for Transportation and Infrastructure, Public Facilities and Services and Natural and Cultural resources.

**3.1.1 Future Land Use**

- Framework for growth management
- Preferred growth districts and corridors
- Land use balance / allocation / development types
- Identification of target areas
- Future Land Use Map (based upon the preferred development scenario)
- Zoning / regulatory changes needed

### 3.1.2 Economic Development

- Identifying strategies to consolidate / integrate present economic development programs and initiatives
- Identifying new / expanded institutional partnerships and synergies
- Improved alignment of assets, workforce skill and employer needs
- Identify economic development best practices

### 3.1.3 Housing and Neighborhoods

- Expansion of housing choice
- Balance of housing types and densities based on demographic preferences and affordability
- Neighborhood designation (Stable, Conservation, Infill / Redevelopment)
- Infill / redevelopment strategies and incentives

### 3.1.4 Community Character and Design

- Riverfront and other character area enhancement strategies
- Highway corridor beautification initiatives
- Framework for Sector / Small Area Plans
- Need / opportunities for cultural / historic district designation

### 3.1.5 Transportation and Infrastructure

Provided by the city.

### 3.1.6 Public Facilities and Services

- Future needs / conceptual site locations for future:
  - Parks, recreation, open space and river access
  - Linkage opportunities: trail / greenways / blueways
  - Joint Use Opportunities ( schools, YMCA, Boys/Girls Clubs)
  - Libraries
  - Solid waste
  - Public safety – police, fire EMS
  - City government administrative facilities

### 3.1.7 Natural and Cultural Resources

Provided by the city.

*Deliverable: Technical Memorandum #8 – Comprehensive Plan Policy Framework*

## 3.2 BOARD OF DIRECTORS BRIEFING

WRT will make a presentation to the Board of Directors to review the Policy Framework and to receive direction to proceed with preparation of the Comprehensive Plan Document.

**3.3 DRAFT COMPREHENSIVE PLAN DOCUMENT**

A Draft Comprehensive Plan document will be prepared to expand and elaborate on the approved Policy Framework, with the following preliminary suggested chapter contents:

**Chapter 1: Executive Summary**

**Chapter 2: Background/Planning Process**

- Fort Smith Today
- Dynamics of Growth, Change and Redevelopment

**Chapter 3: Areas of Community Consensus: Vision Statement, Strategic Directions and Policy Framework**

**Chapter 4: Plan Elements:**

- Future Land Use
- Economic Development
- Housing and Neighborhoods
- Community Character and Design
- Transportation and Infrastructure (Provided by the city)
- Public Facilities and Services
- Natural and Cultural Resources (Provided by the city)

**Chapter 5: Implementation Strategy**

Key components of the Implementation Strategy will include the following:

- **Action Agenda** – identifying short range (-5 years), mid range (5-10 year) and long range (10+ year) actions and associated resources and responsibilities. Early action opportunities to achieve highly visible concrete “results” immediately following plan adoption will be highlighted.
- **Capital Improvement Programming** – Identifying staged and prioritized investments called for in the plan and potential funding sources.

- **Regulatory Framework** – An identification of adjustments to zoning and subdivision regulations necessary for consistency with the policies and strategies of the comprehensive plan.
- **Monitoring and Plan Updating Protocol** – Provisions to monitor implementation activities annually, establish benchmarks for measuring progress, and prescribe procedures for plan amendments, revisions, and periodic updating.

*Deliverable: Draft Comprehensive Plan Document*

**3.4 FINAL COMPREHENSIVE PLAN**

WRT will prepare a final Comprehensive Plan document incorporating the CPSC and CPTRT comments.

*Deliverable: Final Comprehensive Plan Document*

**3.5 FINAL COMPREHENSIVE PLAN PRESENTATIONS**

Over a period not to exceed two (2) consecutive days, WRT will participate in multiple presentations of the Comprehensive Plan to the public.

**3.6 PLAN ADOPTION**

WRT will participate in up to two (2) public hearing to present the Comprehensive Plan for the purpose of plan adoption.

**CPSC / CPTRT MEETINGS**

During Phase Two, WRT will participate in up to three (3) meetings of the CPSC and CPTRT, primarily focused on reviewing and refining the comprehensive plan elements. CPTRT meetings will be held to coincide with CPSC meetings to receive staff comments and requested revisions.

## CITY RESPONSIBILITIES

The Client shall provide full information regarding requirements for the Project. The Client shall furnish required information as expeditiously as necessary for the orderly progress of the Work, and WRT shall be entitled to rely on the accuracy and completeness thereof. Specifically, the Client shall be responsible for the following:

- Organize and conduct Community Tour.
- Organize and schedule all CPSC and CPTRT meetings, public presentations and Board of Director and Planning Commission briefings and hearings.
- Provide meeting notes for all CPSC and CPTRT meetings.
- Organize and schedule stakeholder interviews.
- Organize and schedule Community Forums, in coordination with WRT.
- Provide all mapping, plans, studies, policies and other data to be reviewed by WRT, including those to become part of the Transportation and Infrastructure element.
- Prepare the Comprehensive Plan Data Book, with guidance from WRT.
- Coordinate the scheduling of meetings-in-a-box with volunteer meeting hosts after Community Forum Series 1 and Open House 2 and synthesize results of these meetings before delivering them to WRT.
- Provide facilitator support at community forums and meetings in a box (as needed).
- Print all meeting materials and any copies of documents in addition to those listed in this scope (WRT will provide printable electronic copies of all interim and final products – see below).
- Review and provide timely feedback on project deliverables.

The Client shall designate a Project Manager, who is authorized to act on the Client's behalf and provide direction the WRT with respect to the Project. The Project Manager shall render decisions in a timely manner in order to avoid unreasonable delay in the orderly and sequential progress of WRT's services.

## ADDITIONAL ASSUMPTIONS

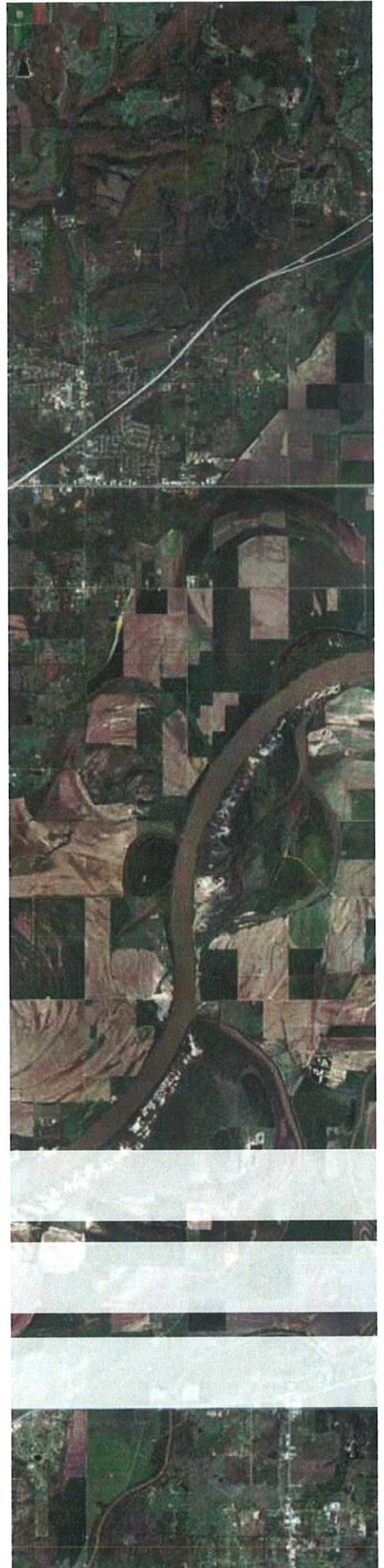
1. Only one (1) draft will be produced for each listed deliverable. The Client will be diligent in providing a comprehensive, consolidated set of comments/edits on every draft so that final deliverables can be produced in a timely manner.
2. All draft documents will be provided in electronic file format, as annotatable/ printable Adobe Acrobat PDFs.
3. All final document deliverables will be provided in electronic file format, as printable Adobe Acrobat PDFs as well as editable source files.
4. The Client will assemble the Data Book prior to the beginning of Phase 2, following the recommended WRT guidelines for document organization and format.





Printed on recycled paper.

WALLACE ROBERTS & TODD  
6619 South Dixie Highway, #348  
Miami, Florida 33143  
(305) 448-0788 | [wrtdesign.com](http://wrtdesign.com)



AGREEMENT  
 BETWEEN  
 THE CITY OF FORT SMITH  
 AND  
 WALLACE ROBERTS & TODD, LLC  
 FOR THE PROVISION OF  
 COMPREHENSIVE PLANNING CONSULTANT SERVICES

AGREEMENT made, effective the \_\_\_\_ day of \_\_\_\_\_ 2012, by and between the City of Fort Smith, Arkansas, (hereinafter referred to as the "CITY") and Wallace Roberts & Todd, LLC (hereinafter referred to as "CONSULTANT").

WITNESSETH

WHEREAS, the CITY issued a Request for Proposals for the provision of consulting services in connection with the City of Fort Smith Comprehensive Development Plan; and

WHEREAS, the CONSULTANT submitted a Proposal for the provision of said consultant services, and;

WHEREAS, the CITY has selected the CONSULTANT to provide the aforementioned consultant services,

NOW, THEREFORE, THE PARTIES HERETO DO MUTUALLY COVENANT AND AGREE AS FOLLOWS:

ARTICLE I. SCOPE OF SERVICES

The CONSULTANT shall provide the following professional services, which is attached hereto as Exhibit "A", incorporated herein and made part of this Agreement. If the desire of the CITY is to alter, modify, or amend the Scope of Services, Exhibit "A", such modification may only be done by a formal written amendment executed by the CITY and CONSULTANT.

Time of Completion

CONSULTANT services covered in the Scope of Services will be rendered over a period of approximately EIGHTEEN (18) MONTHS. However, the period of performance may be extended by mutual agreement of the parties.

The services to be rendered by the CONSULTANT shall be commenced upon written notice to proceed from the CITY and the work shall be completed in accordance with the schedule mutually agreed to by the CITY and CONSULTANT, unless it shall be modified in a signed document, by the mutual consent of both parties. Subsequent

services shall be performed in accordance with schedules of performance which shall be mutually agreed to by CITY and CONSULTANT.

ARTICLE II. COMPENSATION

In consideration of the terms and obligations of this Agreement, the CITY agrees to pay, and CONSULTANT agrees to accept, Lump Sum fees for Basic Services and for Optional Services, inclusive of all labor, overhead, profit and direct expenses, as follows.

**BASIC SERVICES**

Phase 1 Project Orientation and Scoping	\$4700
Phase 2 Vision and Community Assessment	\$193,122
Phase 3 Comprehensive Plan Development	\$104,976
<b>Total Basic Services Fees</b>	<b>\$302,798</b>

**OPTIONAL SERVICES**

Website / Social Media	\$20,000-25,000
MindMixer	\$12,000-15,000
PR Firm / Branding	\$25,000-30,000

CONSULTANT shall submit to the CITY monthly invoices for the previous month's work, together with a statement of tasks performed. The monthly invoices shall be based on percentage of work completed and shall be accompanied by a documentation of work performed. CITY shall pay all undisputed portions of invoices not later than 30 days from the date submitted. If CITY disputes any portion of an invoice, it shall notify CONSULTANT in writing within 20 days of receipt, including the reason for such dispute. CONSULTANT agrees that no additional fees or expenses will be charged to the City of Fort Smith without prior written consent by the CITY. If authorized in advance in writing by City, additional services required of Consultant shall be compensated based on amounts and methods contained in the authorization.

ARTICLE III. RELATIONSHIP

CONSULTANT is, and will function as, an independent contractor under the terms of this AGREEMENT and shall not be considered an agent or employee of the CITY for any purposes.

ARTICLE IV. ASSIGNMENTS

CONSULTANT is prohibited from assigning, transferring, conveying, subcontracting or otherwise disposing of this AGREEMENT, or of its right, title, or interest therein without the previous consent in writing of the CITY.

CONSULTANT will be responsible for any subcontractors approved by the CITY. All subcontractors must adhere to the terms and conditions of this AGREEMENT including the provisions regarding insurance and indemnification.

#### ARTICLE V. SUBCONSULTANTS

The following subconsultant is approved to perform a portion of the Scope of Work, as follows:

Ricker Cunningham – Market Assessment, Economic Strategies

#### ARTICLE VI. INDEMNIFICATION

CONSULTANT and any subconsultants agree to defend, indemnify, and save harmless the CITY and its officers, employees and agents, from and against all claims, actions, causes of action, injuries, damages, losses, liabilities, and expenses (including, without limitation, reasonable attorney's fees and court costs) arising out of, or in consequence of, any negligent or intentional act or omission of CONSULTANT and any subcontractor to the extent of his/her or their responsibility for such claims, actions, causes of action, injuries, damages, losses, liabilities, and expenses. The provisions of this Article shall survive any termination or expiration of this AGREEMENT.

#### ARTICLE VII. INSURANCE

CONSULTANT and any subconsultant shall procure and maintain throughout the term of this AGREEMENT, without any additional expense to the CITY the following insurance coverage, which must be issued by an insurer which has an A.M. Best rating of not less than "A":

- (a) Workers' Compensation and Employer's Liability Insurance: A policy or policies providing protection for employees in the event of job-related injuries.
- (b) General Liability Insurance: A policy or policies of comprehensive general liability insurance with limits of not less than \$500,000 per occurrence.

#### ARTICLE VIII. TERMINATION OF AGREEMENT

Notwithstanding any provisions of this Agreement, the City shall have the right at any time, with or without cause, to terminate this Agreement and the services contemplated by this Agreement on thirty (30) days written notice of such termination. In the event of such termination of this Agreement, the contract term set forth in Article I shall be changed accordingly and CONSULTANT shall be entitled to compensation for all services theretofore authorized and performed pursuant to this Agreement in accordance with Article II of this Agreement.

#### ARTICLE IX. MODIFICATIONS

This AGREEMENT may only be modified by a formal written amendment executed by the CITY and CONSULTANT.

ARTICLE X. ADDITIONAL SERVICES

CITY may request that CONSULTANT perform ADDITIONAL SERVICES through a contract amendment executed in accordance with ARTICLE IX. Compensation for the ADDITIONAL SERVICES shall be as mutually agreed, either in the form of one or more additional LUMP SUM PAYMENTS, or on the basis of time expended with hourly billing at the rates indicated in EXHIBIT B, and with direct expenses reimbursed at cost.

ARTICLE XI. PARTIAL INVALIDITY

If any term, part, provision, section, subdivision, or paragraph of this AGREEMENT shall be held unconstitutional, invalid, or ineffective, in whole or in part, such determination shall not be deemed to invalidate the remaining terms, parts, provisions, sections, subdivisions, or paragraphs thereof.

ARTICLE XII. NOTICES

All notices required under this AGREEMENT shall be in writing and either hand-delivered or properly mailed by certified mail, return receipt requested, to the addresses set forth below:

City of Fort Smith  
Department of Development Services  
623 Garrison Street  
Fort Smith, AR 72902

Wallace Roberts & Todd, LLC  
1700 Market Street, 28<sup>th</sup> Floor  
Philadelphia, PA 19103

ARTICLE XIII. GOVERNING LAW

This AGREEMENT shall be governed by and construed according to the law of the State of Arkansas.

IN WITNESS WHEREOF, the parties hereto hereby execute this AGREEMENT and make it effective as of the day and year first written above.

THE CITY OF FORT SMITH

WALLACE ROBERTS & TODD, LLC

\_\_\_\_\_

\_\_\_\_\_

# FORT SMITH COMPREHENSIVE PLAN UPDATE

## EXHIBIT A

### SCOPE OF WORK (1/4/13)

#### **Phase 1: Project Orientation and Scoping**

This initial phase is for the purpose of clarifying and refining the planning process and Project Organizational Design, based on an assessment of the existing comprehensive plan and recent and on-going planning initiatives, as well as direction received from the board of Directors regarding their expectations for the Comprehensive Development Plan.

The following tasks shall be completed prior to the beginning of Phase 2:

#### **1.1 *Project Scoping – Preliminary Issues Identification***

To ensure that the process to update the Comprehensive Development Plan is tailored to the specific current and long range issues that will be key to moving forward over the next phase, the planning process begins with an initial “scoping” exercise to define key issues that the plan must give greatest attention to. This exercise consists of two parts as follows.

##### 1.1.1 Current Plan and Policy Assessment

City staff will provide to WRT a Comprehensive Development Plan Implementation Update, indicating the continued relevance of plan policies, areas in need of updating or revision and the extent of implementation of plan recommendations including the status of prior and on-going planning and policy initiatives pertaining to TIP strategies, riverfront opportunities and beautification.

##### 1.1.2 Committee Formation

To guide plan development two organizational entities are proposed, as follows.

WRT strongly endorses the appointment of a **Comprehensive Plan Steering Committee (CPSC)** at the outset of the process to consist of approximately 20-30 persons, including major employers, business owners, developers, representatives of neighborhood and civic organizations and liaison representative of the Planning Commission and other boards. In addition, because local government alone will likely have insufficient resources to carry out initiatives which will be identified in the plan, potential non-profit partners, including local foundations, should be invited to participate on the CPSC.

As part of its role in modeling community consensus, , the CPSC will act as the eyes and the ears of the community, hosting community forums, and other community participation events to coincide with key milestones in the planning process. Acting in an advisory role to the Board of Directors, the CPSC will generally meet monthly to

work with WRT in guiding the development of the policy content of the plan, subject to periodic “sign-offs” from the Board of Directors.

WRT also recommends the appointment of a **Comprehensive Plan Technical Resource Team (CPTRT)** to include senior staff representatives of key City departments, as well as representatives of other relevant governmental and institutional entities who should be considered stakeholders in the planning process, such as Fort Smith Public Schools. The CPTRT will meet periodically as needed to provide technical support to the CPSC at key policy decision points.

At the request of the City, WRT may advise on the formation of the Comprehensive Plan Steering Committee, which shall be in place prior to the kickoff of the process.

#### 1.1.3 Public Participation and Outreach Program

The following is the proposed public participation program for the process. WRT will work with City Staff to develop a schedule and identify locations, etc. for each activity.

##### a. Comprehensive Plan Website/ Social Media

A Comprehensive Plan webpage(s) (project webpage) should be developed within the City’s website to provide up to date information on process status, events and products, and to provide opportunity for citizen input. WRT will provide content for the project webpage in a format compatible with the City’s standards. The City will be responsible for administering and updating the project webpage. It is also recommended that the City create social media accounts for the project, linked to the project webpage, using platforms such as Facebook and Twitter.

##### **OPTIONAL:** Website/Social Media Design and Administration

WRT may be engaged to design, host, administer and maintain the project website. WRT is also available to manage a project Facebook and Twitter accounts

##### **OPTIONAL:** MindMixer – “Virtual Town Hall”

The firm MindMixer may be retained as part of the WRT team or under separate contract, to create a virtual town hall forum for collecting citizen input on comprehensive plan issues.

##### b. Community Forums / Open Houses

WRT will facilitate and lead two types of public events at key decision points in the planning process, community open houses and community forums.

- Two Open Houses are proposed as 2-3 hour informal sessions for participants with opportunities to “meet and greet” WRT and members of the CPSC and CPTRT and to provide feedback on particular topics and issues. The first open house will occur during the project kickoff to gain public awareness and familiarity with the planning process. The second will be held to allow participants to review and to “vote” for an array of alternative future development scenarios.

- In addition to the Community Open Houses, WRT will lead two series of facilitated and interactive community forums consisting of up to four (4) events each, coinciding with key milestones in the planning process. The forums will be large, highly publicized, 2- to 3-hour events, to be held in accessible locations, either on the same day or two successive days, at times deemed most convenient to attract the largest possible number of participant

The first forum series will seek public consensus on *Issues and Aspirations* for the future of Fort Smith, to be used to articulate a Vision Statement which will become the “destination” for the comprehensive plan – what the community aspires to be in 20 years. The second community forum series will seek community consensus on *Imagining Alternative Futures*, framing how economic growth and redevelopment will be managed and incentivized to achieve the Vision. Additional details about these events are provided under Phase 2 tasks marked with an asterisk.

c. “Meetings in a Box”

In order to gain participation by a broader cross-section of the community, an ancillary opportunity for participation will be provided after *Community Forum Series 1* and *Open House 2* through the use of informal “meetings-in-a-box” to be carried out by citizen volunteers and/or City Staff in neighborhood and civic organizations, public schools, churches, business organizations and other small group settings. WRT will develop materials for the meeting in a box and Staff will process the results.

d. **OPTIONAL:** Public Relations/Outreach Communications

A Fort Smith-based public relations/communications firm may be enlisted to assist with the following:

- Media relations / press releases
- Branding / project logo design
- Design / printing of meeting announcements
- Outreach to under-represented populations

1.1.4 Comprehensive Plan Data Book

As “keepers of the data” and those most familiar with key technical issues, staff of city departments, with guidance from WRT will array updated available data and mapping on existing conditions and trends covering all comprehensive plan components.

1.1.5 Economic/Market Analyses, Growth Projections, Scenario Evaluation, Economic Development Policy Development

The firm Ricker Cunningham will be retained as part of the WRT team to conduct demographic, economic and market analyses (Task 2.3.2), to create growth projections (Task 2.4.1), evaluate fiscal impacts of alternative scenarios (Tasks 2.4.4. and 2.4.6), and prepare an Economic Development element for the comprehensive plan (Task 3.1.2). Ricker Cunningham will also prepare a housing and neighborhoods assessment (Task 2.3.3.) and a Housing and Neighborhoods element (Task 3.1.3.) for

the plan. (Should the city choose not to retain Ricker Cunningham, these key tasks will be eliminated from the Scope, or WRT may undertake only minimal portions of these responsibilities, such as preparing a demographic assessment of existing conditions and population trend, relying entirely on data and assumptions provided by city staff.)

## **Phase 2: Vision / Community Assessment**

### **2.1 Kickoff Week**

Over a three-day period in Fort Smith, WRT will participate in the following mobilization activities:

#### 2.1.1 CPTRT Meeting(s)

Multiple individual and/or group orientation meetings will be held with the Technical Resource Team. The purpose of these meetings will be to obtain an overview of the dynamics of the community, the array of supporting information, and the status of current governmental initiatives. Specifically, the kickoff meeting will accomplish the following:

- Review supporting data and mapped information
- Identify consensus on key issues
- Establish protocols for communication, coordination and shared responsibilities

#### 2.1.2 CPSC Meeting

The Comprehensive Plan Steering Committee is expected to be in place and prepared for an orientation meeting to coincide with other mobilization activities. In this initial meeting, WRT will guide a discussion on the purpose, structure, and implementation of a comprehensive plan, the nature of the planning process, the importance of the Vision Statement as the "policy touchstone" of the plan, and the "job description" of the CPSC.

#### 2.1.3 Community Tour

WRT and members of the CPSC and CPTRT will participate in a one-day bus tour of the City with specific attention to areas in greatest need of redevelopment and opportunity sites for riverfront enhancement and beautification.

#### 2.1.4 Board of Directors / Planning Commission Briefing(s)

At the outset of the comprehensive planning process it is critical to ensure that elected and appointed officials with policy-making authority have a clear understanding of, and a "comfort level" with, the planning process. The purpose of this introductory meeting(s) is to introduce WRT and review the planning process, with particular emphasis on those milestones where they will have the opportunity to review, "sign off" on, re-direct, or otherwise influence the Vision and the

Comprehensive Plan, as it develops. As appropriate, WRT will facilitate an initial visioning exercise and present case studies of successful comprehensive plans in other communities.

#### 2.1.5 Stakeholder Interviews

WRT will conduct individual and small group interviews with community leadership, including, as appropriate, members of the Board of Directors, Planning Commission, and other representatives of key local and regional institutions, civic, business, and neighborhood associations. The sessions will serve to personally acquaint WRT with those likely to be instrumental in building consensus, and to provide insight into the range of opinions on the community's future. City staff will invite and schedule interviews over a 2-day period.

#### 2.1.6 Community Open House One: Introduction of the Planning Process and Purpose\*

Hosted by the CPSC and WRT, an informal half-day open house will be conducted to invite the public to meet the project, and learn about what a comprehensive plan is and how to participate. Key information from the Data Book will be used in displays or presentations at the Open House as a prelude to the Community Assessment.

### ***Deliverable: Technical Memorandum #2 – Summary of Kickoff Week Activities / Preliminary Stakeholder Input***

## **2.2 Articulating the Vision**

In this task, outreach activities will be conducted to elicit citizen values and aspirations for the future, for what Fort Smith should aspire to become through its growth and redevelopment over the coming two decades. This effort will include facilitation of the first of three community forum series, to be held in multiple locations throughout the City over 3-4 sequential days, focused on identifying "Issues and Aspirations." Similar exercises may be conducted through "meetings-in-a-box" with neighborhood and civic, business organizations as well as online participation.

The results, including areas of agreement or "common ground," will be tabulated and made available for public review. This public input will then be used in articulating a draft Vision Statement to define and describe the desired 20-year future of Fort Smith, representing the "destination" for which the Comprehensive Plan will be the "roadmap."

#### 2.2.1 Community Forum Series One: Issues and Aspirations\*

Over two (2) consecutive days, WRT will lead up to four (4) events, approximately 3-hours long each. CPSC and staff volunteers will be trained by WRT to assist in facilitating small group discussions in which participants will define areas of consensus on community values and aspirations using a form of Strengths / Weaknesses / Opportunities / Treats (SWOT) analysis.

The same exercise will be made available through online forms and meetings in a box. WRT will be responsible for developing the online forms and meeting-in-a-box materials, as well as adding the results of these activities to the input from the open house. City staff will be responsible for coordinating the meetings in a box, for processing and summarizing input from them and for delivering the results to WRT.

**2.2.2 Synthesis: Defining Common Ground / Components of the Vision**

WRT will tabulate and synthesize the results from Community Forum Series One and the website to identify areas of consensus and “common ground” themes and other potential elements of a Vision Statement. The Common Ground Working Paper will be made available for public review. Comment received will be posted and will be used to inform development of the Vision Statement.

***Deliverable: Technical Memorandum #3 – Common Ground Working Paper***

**2.2.3 Vision Statement Development and Refinement**

WRT will present the community input results and the Common Ground Working Paper to the CPSC. Based on direction from the CPSC, WRT will prepare a draft Vision Statement identifying those values and aspirations which are shared throughout the community, and describing the desired future character of the City. The Draft Vision Statement will be reviewed and refined by the CPSC. A final Vision Statement will be presented as a narrative, as well as an illustrated power-point presentation.

***Deliverable: Vision Statement (written text and as illustrated in a PowerPoint presentation)***

**2.2.4 Vision Statement Adoption**

Members of the CPSC will present the Vision Statement to the Board of Directors for their consideration and adoption as the “mandate” for the Comprehensive Plan.

**2.3 Community Assessment: Existing Conditions and Trends**

Relying on the factual information arrayed by the City in the Comprehensive Plan Data Book, or otherwise readily available in past plans and studies, WRT will characterize the City’s present day challenges and opportunities pertaining to land use and development, the economy, riverfront use and access, mobility and functionality, infrastructure and services, and natural resources and community character and beautification. WRT will also assess the context within which the City’s economic growth and development could occur over the next 20 years, giving varying inducements.. With coordination and input from the CPTRT, the analyses will be organized as a series of working papers documenting existing conditions, trends, deficiencies and key challenges for each of the seven plan elements as follows.

**2.3.1 Existing Land Use and Development Patterns**

Using existing available documentation supplemented by aerial photos and field reconnaissance land use patterns will be mapped and evaluated, with particular attention to the following

- *Community Structure* – including designations of urban, suburban and rural edges, neighborhoods, corridors, centers, special use districts, landmarks and activity centers.
- *Community Dynamics* - patterns of stability, new/emerging development patterns and corridors, patterns of decline and industrial and commercial obsolescence, disinvestment, re-investment.
- *Development Constraint Factors* - sensitive habitats, soil subsidence and, floodplains / floodways, riparian corridors, etc.
- *Existing and Potential Redevelopment Opportunities* - Riverfront access and improvement areas, and opportunities for corridor enhancement and future employment.

### 2.3.2 Demographic /Economic / Market Assessment

The WRT team will conduct a comprehensive assessment of projected demographic characteristics and population trends, as well as assessments of the local economy and market demand estimated in 10- and 20-year increments, including the following.

- Review of prior economic studies
- Interviews with major employers and economic sectors
- Baseline economic and demographic analyses
- Assessment of industry makeup and business climate
- Workforce capabilities and potentials vs. needs of the marketplace
- Assessment of current City and regional marketing and economic development efforts

### 2.3.3 Housing and Neighborhoods

The WRT team will update the 2002 plan assessment of the existing housing supply and its adequacy to meet the needs of the projected future population. Future demand for housing will be projected by type (single family, multifamily) and by tenure (owner, renter). In addition, the present pattern of neighborhoods will be assessed based on levels of stability and opportunities for infill and redevelopment.

### 2.3.4 Community Character and Design

WRT will examine and expand upon prior riverfront opportunities analyses and beautification suggestions to prepare community-wide character assessment including the identification of urban, suburban and rural edges along with patterns of scale, character, landscape quality, identity features, corridors, centers and landmarks.

### 2.3.5 Transportation and Infrastructure

Relying on City-supplied data and plans, WRT will update the mobility system inventory and analysis contained in the 2002 plan including changes in travel patterns, traffic levels and improvements made to the network of roads bicycle and pedestrian facilities and public transit. In addition the condition, and capacity of water,sewer, drainage and other utilities will be documented by city staff.

#### 2.3.6 Public Facilities and Services

Updating and expanding upon the Parks and Recreation Element of the 2002 plan and other sources of documentation concerning public facilities provided by city staff, WRT will identify current and potential future deficiencies and needs for public facilities, including:

- Parks, recreation, open space and river access
- Linkage opportunities: trail / greenways / blueways
- Joint Use Opportunities ( schools, YMCA, Boys/Girls Clubs)
- Libraries
- Public safety – police, fire EMS
- City government administrative facilities

#### 2.3.7 Natural and Cultural Resources

Updating and expanding upon the Natural Environment Element of the 2002 plan WRT will document key natural and cultural resources including floodplains, wetlands and riparian areas, recharge areas and historic districts.

### ***Deliverable: Technical Memorandum #4 – Community Assessment***

## **2.4 Dynamics of Growth and Change / Alternative Future Scenarios**

### 2.4.1 Growth Projections

The WRT team, assisted by the CPTRT, will collect and review all available and current population projections to create a “consensus” projection of population in 5, 10 and 20-year increments. Population projections will then be translated in the projections of future land uses by type (land areas needed for future residential, commercial, industrial and institutional uses) along with adjustment factors for degrees of compactness, redevelopment and infill and potential land use shifts to mixed use and/or higher densities around activity centers.

### 2.4.2 Susceptibility to Change

Synthesizing information from the Community Assessment, WRT , in consultation with the CPTRT, will prepare a conceptual “Susceptibility to Change” depiction. This analysis characterizes subareas (e.g., employment centers neighborhoods, corridors, highways crossroads, suburban fringe, rural agricultural areas in the ETJ, etc.) by their relative suitability and present zoned capacity to accommodate the projected growth.

### 2.4.3 Factors for Change

Working with the CPTRT, WRT will diagram factors which may influence or attract future development and otherwise influence land values and future land use patterns, including planned school sites, road widenings, water/sewer extensions, etc.

#### 2.4.4 Trend Scenario Development and Evaluation

A “Trend Growth Scenario” will be created and conceptually depicted to represent the 20-year development pattern which is likely to occur based on projected growth, allocated according to Susceptibility to Change and Factors for Change and under current zoning and other regulatory and investment policies. The Trend Growth Scenario will be presented in readily comprehensible graphic fashion as a “*what the future will look like if we do nothing different*” scenario.

WRT will then conduct a conceptual evaluation of the Trend Growth Scenario including the following considerations:

- Comparison to Vision Statement
- Consistency with transportation and infrastructure systems capacity
- Impact on natural systems
- Impact on community character
- Fiscal implications (will this growth pay for itself?)
- Sustainability implications
- Hazard vulnerability implications

#### ***Deliverable: Technical Memorandum #5 – Trend Growth Scenario***

#### 2.4.5 Community Forum Series Two: Imagining Alternative Futures\*

Community Forum Series Two will engage participants in a two-part format. Over two (2) consecutive days, WRT will lead up to four (4) 3-hour-long events. These events will be held at convenient locations at different times. Each event will begin with a presentation by WRT of key existing conditions and the Trend Growth Scenario and its comparison to the adopted Vision and other consequence as listed above. Participants will then work in small groups, playing a chip game that uses trend growth maps, stickers and/or keypad polling technology to answer the the following question: “*if you’re not satisfied with the Trend Growth Future, what does a better future look like?*” CPSC and Staff volunteers will assist as small group facilitators. WRT will provide training prior to the event.

#### 2.4.6 Synthesis of Alternative Future Scenarios

WRT, coordinating with the CPSC and CPTRT, will synthesize the input from Community Forum Series Two, arraying up to three distinctly alternatives to the Trend Growth Scenario.

The alternative scenarios will depict different approaches to re-shaping growth patterns. The alternative scenarios will be evaluated for their ability to fulfill the Vision, relative to each other and the Trend Growth Scenario.

#### ***Deliverable: Technical Memorandum #6 – Alternative Futures Comparison***

#### 2.4.7 Community Open House Two: *Selecting a Preferred Future\**

This half-day open house event will be conducted by WRT and hosted by the CPSC to allow attendees to review the alternative scenarios at their own pace with WRT and CPTRT staff available to answer questions. A “scoring” exercise will allow participants to select a single preferred alternative, or to “vote” for individual components of each alternative (land use mix, housing mix, relative compactness, impact on infrastructure and transportation, fiscal implications, etc.)

The same exercise will be made available through online forms and meetings in a box. WRT will be responsible for developing the online forms and meeting-in-a-box materials, as well as adding the results of these activities to the input from the open house. City staff will be responsible for coordinating the meetings in a box, for processing and summarizing input from them and for delivering the results to WRT.

#### 2.4.8 Preferred Future / Strategic Directions

Following a tabulation of the voting by WRT and the CPTRT, a joint CPCAC and CPTRT workshop will be scheduled to establish the components of the Preferred Future Scenario and to outline the broad Strategic Directions to be embodied in the Comprehensive Plan. The Strategic Directions will identify for each plan element key initiatives or changes in direction necessary to realizing the preferred future.

#### ***Deliverable: Technical Memorandum #7 – Preferred Future / Plan Framework***

#### 2.4.9 Board of Directors

WRT and the CPCAC will present the Preferred Future and Strategic Directions to the Board of Directors and request direction to proceed to Phase Three: Comprehensive Plan Document.

#### **CPSC / CPTRT Meetings**

During Phase One, WRT will participate in up to four (4) meetings of the CPSC and CPTRT, primarily focused on reviewing public input, drafting and refining the Vision Statement and Community Assessment, reviewing Alternative Scenarios and selecting the Preferred Future Scenario. As necessary, CPTRT team meetings will be held to coincide with, and to provide technical support for CPCAC meetings.

### **Phase 3: Comprehensive Plan Development**

#### **3.1 Strategic Directions: Goals, Objectives and Policies**

The first step in preparing the comprehensive Plan document is the drafting of goals, objectives and policies (GOP’s) for each plan element covering the following issues. WRT will integrate and/or rework existing City Goals, Objectives and Policies where applicable, particularly for Transportation and Infrastructure, Public Facilities and Services and Natural and Cultural resources.

3.1.1 Future Land Use

- Framework for growth management
- Preferred growth districts and corridors
- Land use balance / allocation / development types
- Identification of target areas
- Future Land Use Map (based upon the preferred development scenario)
- Zoning / regulatory changes needed

3.1.2 Economic Development

- Identifying strategies to consolidate / integrate present economic development programs and initiatives
- Identifying new / expanded institutional partnerships and synergies
- Improved alignment of assets, workforce skill and employer needs
- Identify economic development best practices

3.1.3 Housing and Neighborhoods

- Expansion of housing choice
- Balance of housing types and densities based on demographic preferences and affordability
- Neighborhood designation (Stable, Conservation, Infill / Redevelopment)
- Infill / redevelopment strategies and incentives

3.1.4 Community Character and Design

- Riverfront and other character area enhancement strategies
- Highway corridor beautification initiatives
- Framework for Sector / Small Area Plans
- Need / opportunities for cultural / historic district designation

3.1.5 Transportation and Infrastructure

Provided by the city.

3.1.6 Public Facilities and Services

- Future needs / conceptual site locations for future:
  - Parks, recreation, open space and river access
  - Linkage opportunities: trail / greenways / blueways
  - Joint Use Opportunities ( schools, YMCA, Boys/Girls Clubs)
  - Libraries
  - Solid waste
  - Public safety – police, fire EMS
  - City government administrative facilities

3.1.7 Natural and Cultural Resources

- Resource protection area designations
- Historic district designations

***Deliverable: Technical Memorandum #8 – Comprehensive Plan Policy Framework***

**3.2 Board of Directors Briefing**

WRT will make a presentation to the Board of Directors to review the Policy Framework and to receive direction to proceed with preparation of the Comprehensive Plan Document.

**3.3 Draft Comprehensive Plan Document**

A Draft Comprehensive Plan document will be prepared to expand and elaborate on the approved Policy Framework, with the following preliminary suggested chapter contents:

**Chapter 1 Executive Summary**

**Chapter 2 Background/Planning Process**

- Fort Smith Today
- Dynamics of Growth, Change and Redevelopment

**Chapter 3 Areas of Community Consensus: Vision Statement, Strategic Directions and Policy Framework**

**Chapter 4 Plan Elements:**

- Future Land Use
- Economic Development
- Housing and Neighborhoods
- Community Character and Design
- Transportation and Infrastructure (Provided by the city)
- Public Facilities and Services
- Natural and Cultural Resources

**Chapter 5 Implementation Strategy**

Key components of the Implementation Strategy will include the following:

- **Action Agenda** – identifying short range (-5 years), mid range (5-10 year) and long range (10+ year) actions and associated resources and responsibilities. Early action opportunities to achieve highly visible concrete “results” immediately following plan adoption will be highlighted.
- **Capital Improvement Programming** – Identifying staged and prioritized investments called for in the plan and potential funding sources.
- **Regulatory Framework** – An identification of adjustments to zoning and subdivision regulations necessary for consistency with the policies and strategies of the comprehensive plan.
- **Monitoring and Plan Updating Protocol** – Provisions to monitor implementation activities annually, establish benchmarks for measuring progress, and prescribe procedures for plan amendments, revisions, and periodic updating.

***Deliverable: Draft Comprehensive Plan Document***

### **3.4 Final Comprehensive Plan**

WRT will prepare a final Comprehensive Plan document incorporating the CPSC and CPTRT comments.

#### ***Deliverable: Final Comprehensive Plan Document***

### **3.5 Final Comprehensive Plan Presentations**

Over a period not to exceed two (2) consecutive days, WRT will participate in multiple presentations of the Comprehensive Plan to the public.

### **3.6 Plan Adoption**

WRT will participate in up to two (2) public hearing to present the Comprehensive Plan for the purpose of plan adoption.

### **CPSC / CPTRT Meetings**

During Phase Two, WRT will participate in up to three (3) meetings of the CPSC and CPTRT, primarily focused on reviewing and refining the comprehensive plan elements. CPTRT meetings will be held to coincide with CPSC meetings to receive staff comments and requested revisions.

### **City Responsibilities**

The Client shall provide full information regarding requirements for the Project. The Client shall furnish required information as expeditiously as necessary for the orderly progress of the Work, and WRT shall be entitled to rely on the accuracy and completeness thereof. Specifically, the Client shall be responsible for the following:

- Organize and conduct Community Tour.
- Organize and schedule all CPSC and CPTRT meetings, public presentations and Board of Director and Planning Commission briefings and hearings.
- Provide meeting notes for all CPSC and CPTRT meetings.
- Organize and schedule stakeholder interviews.
- Organize and schedule Community Forums, in coordination with WRT.
- Provide all mapping, plans, studies, policies and other data to be reviewed by WRT, including those to become part of the Transportation and Infrastructure element.
- Prepare the Comprehensive Plan Data Book, with guidance from WRT.
- Coordinate the scheduling of meetings-in-a-box with volunteer meeting hosts after Community Forum Series 1 and Open House 2 and synthesize results of these meetings before delivering them to WRT.
- Provide facilitator support at community forums and meetings in a box (as needed).
- Print all meeting materials and any copies of documents in addition to those listed in this scope (WRT will provide printable electronic copies of all interim and final products – see below).
- Review and provide timely feedback on project deliverables.
- NOTE: If the Client chooses not to retain Ricker Cunningham, whether as part of WRT's team or under separate contract, the Client shall be responsible for compiling, organizing, and providing demographic, socio-economic and market data, population projections and other necessary information to complete Tasks xxxxx.

The Client shall designate a Project Manager, who is authorized to act on the Client's behalf and provide direction the WRT with respect to the Project. The Project Manager shall render decisions in a timely manner in order to avoid unreasonable delay in the orderly and sequential progress of WRT's services.

**Additional Assumptions**

1. Only one (1) draft will be produced for each listed deliverable. The Client will be diligent in providing a comprehensive, consolidated set of comments/edits on every draft so that final deliverables can be produced in a timely manner.
2. All draft documents will be provided in electronic file format, as annotatable/printable Adobe Acrobat PDFs.
3. All final document deliverables will be provided in electronic file format, as printable Adobe Acrobat PDFs as well as editable source files.
4. The Client will assemble the Data Book prior to the beginning of Phase 2, following the recommended WRT guidelines for document organization and format.



**SS 3**

## **MEMORANDUM**

January 3, 2013

**TO:** Mayor and Board of Directors

**FROM:** Ray Gosack, City Administrator

**SUBJECT:** Procurement of Professional Services

Last month, the board considered numerous changes to Fort Smith's policies for obtaining goods and services. The changes dealing with amounts (costs) were adopted. However, the board deferred a recommended change to the list of professional services acquired by using a qualifications-based approach (rather than a bidding approach). The recommended change would have added *land acquisition and appraisal services* to the list.

### **BACKGROUND**

Arkansas law (copy attached) provides that certain professional services must be acquired based on the qualifications of interested firms. Cost is considered after the best-qualified firm has been identified and a scope of work has been negotiated with that firm. The cost must be fair and reasonable. This approach gives assurance that quality is a primary consideration in the procurement of these services, and that the cost is sensible.

The types of services for which this state-mandated approach applies are:

Legal	Architectural
Engineering	Construction Management
Financial Advisory	Land Surveying

The city must use the qualifications-based approach when procuring the above-listed services.

The state law gives cities the authority to add other

professional services to this qualifications-based approach if approved by a two-thirds vote of the governing body. Over the years, Fort Smith has added the following services to the qualifications-based procurement procedure.

External Accounting	Consulting
Title Search & Insurance	Graphic Design
Software and Website Development	Advertising & Video Production

### **OPTIONS**

The board may wish to consider the following options:

- 1) Amend the procurement ordinance to add *land acquisition and appraisal services* to the list of professional services to be procured with the qualifications-based approach.
- 2) Amend the procurement ordinance to remove some or all of the professional services added by Fort Smith over the years. If removed, those services would then be procured by a competitive bidding (cost-based) process.
- 3) Make no changes to the professional services procurement ordinance.

### **RECOMMENDATION**

The staff recommends option 1. The city is best served by procuring professional services following the qualifications-based approach rather than solely on cost. Firms hired by the city to provide land acquisition services are representing the city to private property owners. It's important that we use only firms and personnel who can represent the city with professionalism, respect and courtesy. The qualifications-based approach gives us greater assurance of achieving these requirements.

The same is true with appraisal services. Appraisers typically have contact with property owners. And, appraisers must be able to make confident presentations in court should a property acquisition proceed to trial. For these reasons, the qualifications of land acquisition specialists and appraisers are extremely important to us.

Please contact me if there's any questions or a need for more information.



## ARKANSAS LAW

### 19-11-801. Policy -- Definitions.

(a) It is the policy of the State of Arkansas that state agencies shall follow the procedures stated in this section, except that competitive bidding shall not be used for the procurement of legal, architectural, engineering, construction management, and land surveying professional consultant services if:

(1) State agencies not exempt from review and approval of the Arkansas Building Authority shall follow procedures established by the authority for the procurement of architectural, engineering, land surveying, and construction management services; and

(2) Institutions of higher education exempt from review and approval of the authority shall follow procedures established by their governing boards for the procurement of architectural, engineering, land surveying, and construction management professional consultant services.

(b) It is the policy of the State of Arkansas and its political subdivisions that political subdivisions shall follow the procedures stated in this section, except that competitive bidding shall not be used for the procurement of legal, financial advisory, architectural, engineering, construction management, and land surveying professional consultant services.

(c) For purposes of this subchapter, a political subdivision of the state may elect to not use competitive bidding for other professional services not listed in subsection (b) of this section with a two-thirds (2/3) vote of the political subdivision's governing body.

(d) (1) As used in this section, "construction management" means a project delivery method based on an agreement in which a state agency, political subdivision, public school district, or institution of higher education acquires from a construction entity a series of services that include, but are not limited to, design review, scheduling, cost control, value engineering, constructability evaluation, preparation and coordination of bid packages, and construction administration.

(2) "Construction management" includes, but is not limited to:

(A) (i) "Agency construction management", in which a public school district selects a construction manager to serve as an agent for the purpose of providing administration and management services.

(ii) The construction manager shall not hold subcontracts for the project or provide project bonding for the project;

(B) "At-risk construction management", in which the construction entity, after providing agency services during the preconstruction period, serves as the general contractor and the following conditions are met:

(i) The construction manager provides a maximum guaranteed price;

(ii) The public school district holds all trade contracts and purchase orders; and

(iii) The portion of the project not covered by the trade contracts is bonded and guaranteed by the construction manager; and

(C) (i) "General contractor construction management", in which the construction entity, after providing agency services during the preconstruction period, serves as the general contractor.

(ii) The general contractor shall hold all trade contracts and purchase orders and shall bond and guarantee the project.

(e) As used in this subchapter:

(1) "Political subdivision" means counties, school districts, cities of the first class, cities of the second class, and incorporated towns; and

(2) "Other professional services" means professional services not listed in subsection (b) of this section as defined by a political subdivision with a two-thirds (2/3) vote of its governing body.

**19-11-802. Annual statements of qualifications and performance data -- Restrictions on competitive bidding.**

(a) In the procurement of professional services, a state agency or political subdivision which utilizes these services may encourage firms engaged in the lawful practice of these professions to submit annual statements of qualifications and performance data to the political subdivision or may request such information as needed for a particular public project.

(b) The state agency or political subdivision shall evaluate current statements of qualifications and performance data of firms on file or may request such information as needed for a particular public project whenever a project requiring professional services is

proposed.

- (c)
  - (1) The political subdivision shall not use competitive bidding for the procurement of legal, financial advisory, architectural, engineering, construction management, and land surveying professional consulting services.
  - (2) A political subdivision shall not use competitive bidding for the procurement of other professional services with a two-thirds (2/3) vote of its governing body.
- (d)
  - (1) A public school district that utilizes construction management services shall encourage construction management firms to submit to the school district annual statements of qualifications and performance data or may request such information as needed for a particular public project.
  - (2) The public school district shall evaluate current statements of qualifications and performance data on file with the school district or when submitted as requested whenever a project requiring professional services of a construction manager is proposed.
  - (3) The public school district shall not use competitive bidding for the procurement of professional services of a construction manager.

### **19-11-803. Evaluation of qualifications.**

In evaluating the qualifications of each firm, the state agency or political subdivision shall consider:

- (1) The specialized experience and technical competence of the firm with respect to the type of professional services required;
- (2) The capacity and capability of the firm to perform the work in question, including specialized services, within the time limitations fixed for the completion of the project;
- (3) The past record of performance of the firm with respect to such factors as control of costs, quality of work, and ability to meet schedules and deadlines; and
- (4) The firm's proximity to and familiarity with the area in which the project is located.

### **19-11-804. Selection.**

**(a)** The state agency or political subdivision shall select three (3) qualified firms.

**(b)** The state agency or political subdivision shall then select the firm considered the best-qualified and capable of performing the desired work and negotiate a contract for the project with the firm selected.

**19-11-805. Negotiation of contracts.**

**(a)** For the basis of negotiations, the state agency or political subdivisions and the selected firm shall jointly prepare a detailed, written description of the scope of the proposed services.

**(b)** **(1) (A)** If the state agency or political subdivision is unable to negotiate a satisfactory contract with the firm selected, negotiations with that firm shall be terminated.

**(B)** The state agency or political subdivision shall then undertake negotiations with another of the qualified firms selected.

**(2) (A)** If there is a failing of accord with the second firm, negotiations with the firm shall be terminated.

**(B)** The state agency or political subdivision shall undertake negotiations with the third qualified firm.

**(c)** If the state agency or political subdivision is unable to negotiate a contract with any of the selected firms, the state agency or political subdivision shall reevaluate the necessary professional services, including the scope and reasonable fee requirements, again compile a list of qualified firms and proceed in accordance with the provisions of this subchapter.

**(d)** When unable to negotiate a contract for construction management, a public school district shall also perform a reevaluation of services in accordance with subsection (c) of this section.

## FORT SMITH MUNICIPAL CODE

### Section 2-182(d)

1. In keeping with A.C.A., tit. 19, ch. 11, subch. 8 [§ 19-11-801 et seq.], it is determined to be the policy of the city that the city shall authorize contracts for external accounting; legal; financial advisory; architectural; consulting; engineering; construction management; land surveying, title search and insurance services; graphic design, advertising and video production services; and software and website development services to be provided to the city on a negotiated basis, and the city shall negotiate contracts for any other professional services when directed by state law. The following procedure shall apply to the procurement of such contracts:

(1) The term "city administrator" shall refer to the city administrator or the administrator's designated agent. The term "firm" shall refer to any professional person or a firm of professionals.

(2) Such contracts shall be negotiated based on demonstrated competence and qualifications and at fair and reasonable prices.

(3) All contracts providing for total compensation for services and expenses to be supplied to the city of seventy-five thousand dollars (\$75,000.00) or less shall be entered into by the city administrator provided that the board of directors has appropriated, either in the city's annual budget or by other appropriation, the funds from which services shall be paid. All contracts in excess of seventy-five thousand dollars (\$75,000.00) shall be authorized by the board of directors.

(4) The city administrator shall cause to be published in a newspaper having general circulation in the city a notice indicating that the city will receive, for a 15-day period including the date of notice, statements of qualifications and performance data from all firms who provide professional services such as lawyers, architects, engineers or land surveyors or other professional services designated in the notice. Submitted statements of qualifications and performance data shall be utilized in the procurement process for service contracts. On or before the fifteenth day of September of each calendar year, a notice shall be so published indicating that such professionals may submit statements of qualifications and performance data by the fifteenth day of November of the year of publication, which submitted information will be used in the procurement of service contracts by the city during the one-year period commencing with the first calendar day of the year following the year of publication. At any time the city enters into the

procurement of any contract for such professional services, all then current statements of qualification and performance data on file with the city and all additional statements of qualification and performance data obtained by or submitted to the city, whether as a result of a published notice or otherwise, shall be evaluated as a part of the contract procurement process.

(5) From the available statements of qualifications and performance data, the city shall select three (3) qualified firms for consideration with reference to the anticipated issuance of a contract for services. From the three (3) qualified firms, there shall be selected the firm considered the best qualified and capable of performing the desired work. Both in the selection of the three (3) qualified firms and in the selection of the firm considered the best qualified and capable, consideration shall be given to the following factors:

a. The specialized experience and technical competence of the firm with respect to the type of professional services required.

b. The capacity and capability of the firm to perform the work in question, including specialized services, within the time limitations fixed for the completion of the project.

c. The past record of performance of the firm with respect to such factors as control of costs, quality of work and ability to meet schedules and deadlines.

d. The firm's proximity to and familiarity with the area in which the project is located.

(6) After the selection of the firm most qualified and capable of performing the desired work, the city administrator shall, jointly with the selected firm, prepare a detailed, written description of the scope of proposed services. Such written description shall be used as the basis for the negotiation of the contract for services. The city administrator shall then enter into negotiations with the selected firm. If the administrator is unable to negotiate a satisfactory contract with such firm, the unsuccessful negotiations shall be terminated and negotiations shall commence with another of the selected qualified firms. If negotiations are again unsuccessful, negotiations shall be conducted with the third qualified firm. If the administrator is unable to negotiate a contract with any of the selected firms, the city administrator shall reevaluate the necessary professional services, including the scope and reasonable fee requirements anticipated by the contract, and, after completing that process, proceed in accordance with the provisions of this division.

(7) If at the time of commencement of procurement of a professional services contract there is available from all sources less than three (3) statements of qualifications and performance data, the procedures outlined above shall take place with reference to the then available statements of qualifications and performance data.

ORDINANCE NO. \_\_\_\_\_  
AN ORDINANCE AMENDING SECTION 2-182 OF THE  
FORT SMITH MUNICIPAL CODE REGARDING PROFESSIONAL SERVICES

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BE IT ORDAINED AND ENACTED BY THE BOARD OF DIRECTORS OF THE  
CITY OF FORT SMITH, ARKANSAS, THAT:

The first sentence of Section 2-182 (d) of the Fort Smith Municipal Code is hereby amended to read:

In keeping with the A.C.A. title 19, Chapter 11, subchapter 8 (Section 19-11-801 et seq.), it is determined to be the policy of the city that the city shall authorize contracts for external accounting; legal; financial advisory; architectural; consulting; engineering; construction management; land surveying, title search and insurance services; graphic design; advertising and video production services; software and website development services; and land acquisition and appraisal services to be provided to the city on a negotiated basis, and the city shall negotiate contracts for any other professional services when directed by state law.

THIS ORDINANCE ADOPTED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2012

APPROVED:

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK