REQUEST FOR BOARD ACTION

ITEM NO. _20_

DATE OF MEETING: April 4, 2016

REQUESTED BY: Kyle M. Breuer, Director, Planning and Community Development

SHORT TITLE: Approval of Selection and Contract with City Explained, Inc., to Provide Professional Planning Services to Update the Comprehensive Plan.

BACKGROUND: Significant investment and development is being realized in Pender County, particularly in the coastal and southern areas. The North Carolina Office of State Budget and Management recently released its 2014 population projections, and Pender County continues to see growth. The County has gained approximately 1,139 new residents since 2013, bringing the estimated total population to 56,250 -- a 7.7% increase from the 2010 Decennial Census figures. It is important to balance the need for planning in an urbanizing area in addition to providing traditional county planning services.

A clear vision and objective is imperative to proactively guide and maintain this continual growth within the County, and will provide the necessary guidance for the decision making bodies of the County. The current Comprehensive Plan serves as an excellent baseline for guiding growth; however, as the County has seen significant change since 2010, the Comprehensive Plan must also evolve. A more focused approach in high growth areas is critical to assist in leveraging preferred growth patterns and private investment. As growth continues to extend along major corridors, parcel-level examination of land use classification should take place to assure that development is in compliance with growth management goals and policies and closely coordinated with transportation systems. Additionally, coordination with utility location and development will be essential to accommodate the growth and maintain a high quality of life standard for the residents and visitors of Pender County. This plan will also serves as the planning document for Coastal Area Management Act (CAMA) requirements for land use planning in coastal areas.

On August 31, 2015, staff solicited qualifications from interested consulting firms to lead the process in updating the Comprehensive Plan. There were two submissions in which a team was assembled to review proposals and interview qualified consultants. Based on responses, it was decided that staff would re-advertise the request in which we received one more submittal. The submittal from City Explained, Inc./Stantec, Inc. was eventually determined to be the best fit for Pender County and therefore, staff began the negotiation process to come to an agreed upon project scope and service fee for the plan update. Although City Explained, Inc. is based out of

Charlotte, NC, the Project Manager owns property in Pender County and will utilize this as a home-based office which will reduce travel time for required meetings.

The cost for updating the Comprehensive Plan was budgeted for within the current fiscal year budget (FY 15-16) and the total cost of the project shall not exceed the budgeted limitation of $100,000.00. A copy of the RFQ and proposal is attached to this item for the Board's review.

SPECIFIC ACTION REQUESTED: To consider approval of the selection and contract with City Explained, Inc. to update the Pender County Comprehensive Plan.

Request for Qualifications

Comprehensive Land Use Plan Update

Pender County Planning and Community Development
Post Office Box 1519
805 South Walker Street
Burgaw, North Carolina 28425

Issued: August 31, 2015

Submission Deadline: ~~12:00 pm on September 18, 2015~~

12:00 pm on October 30, 2015

Purpose

Pender County is requesting proposals from interested consulting firms to update and modernize the County's Comprehensive Land Use Plan. The current Comprehensive Plan was adopted in 2010. The update will involve Pender County in its geographical entirety with a focus on anticipated high-growth areas of the County.

The consultant awarded the contract will have the responsibility of leading the update process through plan adoption, while working in direct coordination with Pender County Planning Staff, the Comprehensive Plan Steering Committee, Pender County Planning Board, and Pender County Board of Commissioners. Proposals should demonstrate the ability to provide a plan with clear, strategic goals and objectives that are realistic and practical in nature. A firm's ability to provide quality illustrations and user-friendly formats will be strongly considered.

Community Background

Located in southeastern North Carolina, Pender County is a large and diverse community covering 870 square miles and is North Carolina's tenth largest county by area. Pender County contains six small municipalities, but the majority of the County remains rural and unincorporated. The US Census Bureau estimates that the 2014 population of Pender was 56,250 people, a 2.07 percent (1,139 people) increase from 2013.

Northern and western portions of Pender County consist primarily of farm and forest land with small, but tightly-knit rural communities. By contrast, southern and eastern portions of the County continue to experience substantial suburban growth, due in large part to proximity of area beaches and the growing metropolitan population of the City of Wilmington and New Hanover County. Similarly, this area of the County is also influenced by the City of Jacksonville and Camp Lejeune Marine Corps Base just to the north in Onslow County. Two catalysts in eastern Pender County— a community-wide, privately-owned sewer system and consideration of a Hampstead bypass will be major factors contributing to development decisions in the coming years.

Growth in Pender County is representative of what is occurring along much of coastal North Carolina with traditionally rural, agrarian counties being challenged and transformed by unprecedented growth. Areas close to the Atlantic Ocean and scenic rivers of eastern North Carolina are experiencing enormous development interest and pressure. Such tremendous growth has challenged transportation systems, school systems, the environment, and the ability of Pender County to provide the appropriate balance of adequate public services and infrastructure to its citizens.

Pender County faces a challenging future, but one full of promise for a better community, higher quality of life, and sustainable development. The leaders and citizens of Pender County want to grow while preserving the best elements of the County's rich heritage for the benefit of current and future citizens.

Project Scope

This scope is offered to provide a non-exhaustive outline of elements that should be considered and/or included in the Comprehensive Land Use Plan. Additions or modifications to this scope are welcome.

Prior to the selection of a consultant, Pender County Planning Staff will begin work on a parcel-by-parcel existing land use survey using Land Based Classification Standards as well as a goals and policies matrix capturing goals and policies from all existing plans that may be relevant to the Comprehensive Land Use

Plan update. The consultant's role in the update is anticipated to include detailed analysis in and around the boundaries of high growth areas of the County. The boundary definition of these high growth areas will be determined with the input of the consultant, using the Small Area Plan boundaries from the current Comprehensive Land Use Plan as a starting point.

The current Comprehensive Land Use Plan contains a Coastal Pender Small Area Plan, Rocky Point Small Area Plan, and US 421 South Corridor Plan. Two additional small area plans— the Currie Small Area Plan and Maple Hill Small Area Plan— have been adopted since the adoption of the Comprehensive Land Use Plan, and while many of the goals and policies of the Currie Small Area Plan, Maple Hill Small Area Plan, and rural portions of the County will most likely remain intact, the majority of the consultant's focus will be on the goals, policies, and potential new, more specific land-use classifications of the high-growth areas.

The Plan should consider and coordinate with all of the following:

- Current and future trends of development;
- Potential modification of future land use classifications;
- Newly created or redefined zoning districts and land use classification types within high-growth areas;
- Existing and planned demographic shifts, including affects from adjacent counties as well as two major catalysts: a community-wide, privately-owned sewer system in a high growth area and the Hampstead bypass;
- Existing plans that have been completed since the adoption of the 2010 Comprehensive Plan and their corresponding goals and policies (In addition, an update to the Pender County Collector Street Plan is currently in progress and should be complete by early 2016);
- Update of existing goals and policies;
- Potential overlay districts throughout the County, specifically within high-growth areas;
- Consideration of form based code for urbanizing areas;
- Examination of A) the potential Hampstead bypass, and B) alternative recommendations if corridor protection is withdrawn;
- Utility coordination including water/sewer investments and goals and policies of private utility provider(s) and strategies for balancing infrastructure and population;
- Schools, including a $75 million voter-approved bond referendum;
- North Carolina Flood Risk Information System and National Flood Insurance Program Community Rating System;
- Historic Site Inventory and historic preservation;
- Consistency with Coastal Area Management Act (CAMA) requirements and coordination for development and implementation process, including increased public access to area waterways;
- Pender County Broadband report and data;
- Potential parks districting;

- Bicycle and pedestrian development and maintenance recommendations with return-on-investment analysis;
- Duke Site Readiness Program and implementation strategies;
- Natural disaster resiliency
- Incorporation of a health component into goals/policies
- Incorporation of strategies to maintain unique rural characteristics;
- Economic development strategies;
- Capital Plan Development;
- Watershed Restoration Plan support language;
- Updated demographic data.

In addition, Pender County will potentially receive funding to use towards the incorporation of conservation methods into the update of the Pender County Comprehensive Land Use Plan. Pending approval of this funding, the selected consultant will be expected to integrate a conservation component, including associated goals and policies, into the Comprehensive Land Use Plan update.

Project Deliverables

Project deliverables should include:

- Public input documents, surveys, questionnaires, internet/social media outreach, and overall community outreach;
- Coordination and facilitation of steering committee meetings, public workshops, community visioning sessions, and public hearings;
- Final plan document including achievable goals, objectives and strategies, maps, illustrations and background information and appendices. All plans shall be provided in both hard copies and digital;
- Action plans for integrating the implementation strategies into current, ongoing planning and budgeting processes.

Submission Requirements

Twelve (12) hard copies of your proposal package and one (1) electronic version in PDF format must be submitted and in hand to Pender County Planning and Community Development, ATTN: Megan O'Hare, PO Box 1519, 805 South Walker Street, Burgaw, NC 28425 no later than 12:00 pm, Friday, October 30, 2015 in order to be considered.

Please limit the package to twenty-five (25) pages or less. A summary sheet with links to relevant documents or projects that can be viewed via the internet may be submitted with the package. Any firms planning to submit a proposal are invited to submit written questions via email to Megan O'Hare, Senior Planner <mohare@pendercountync.gov> by ~~**Monday, September 7, 2015**~~ **Monday, October 26th at 12:00 pm.**

The following items must be included in all qualification packages to be considered:

1. **Firm information:** Provide firm contact information and business type (i.e. partnership, corporation, sole proprietorship, etc.),
2. **Firm Staffing:** Provide resumes of key personnel to be assigned to this project, including outside consultants, and the percentage of MBE/DBE participation.
3. **Project list:** Provide a list of similar projects, either completed by or currently being undertaken by your firm, and include the client, negotiated fee, and final fee paid.
4. **Project understanding and approach**: Provide a description of your understanding of project needs and how your firm will approach these needs.
5. **Statement of qualifications:** Provide a clear and concise response stating why your firm is the most qualified to perform this work, and any other information which may be helpful to the Committee evaluating the proposal
6. **Scope of work:** Provide details of the proposed scope of work, including the specific methodologies, approaches, tasks, and schedule being proposed and indicate any work or resources that are to be subcontracted or assumed to be provided by local government agencies.
7. **Availability:** Provide a statement of the availability of key personnel of the firm to undertake this project. Preference will be given to firms that are able to accommodate face-to-face meetings as needed.
8. **Contract personnel hours:** Provide estimated personnel hours by task.

Evaluation Criteria and Selection Procedure

A committee selected by Pender County will review RFQ submissions and select the most qualified firm(s) for an interview. After the most qualified firm is determined by the committee, the County will enter into negotiations with the firm to better define the scope of work, project schedule, and fee. If for any reason the County and the selected firm cannot agree on a scope and fee, the County will enter into negotiations with the next most qualified firm. Completion date will be approximately one year from start date.

Pender County
Planning and Community Development

Planning Division
805 S. Walker Street
PO Box 1519
Burgaw, NC 28425

Phone: 910-259-1202
Fax: 910-259-1295
www.pendercountync.gov

MEMORANDUM

To: Pender County Board of Commissioners
From: Kyle M. Breuer, Planning and Community Development Director KB
Date: March 24, 2016
RE: Comprehensive Plan Update – Contract Award Request

This memo has been formulated in response to a request from the Board of Commissioners at their meeting on March 21, 2016 for more information on the benefits of investing in an update of the current Comprehensive Land Use Plan.

As reflected in the Pender County FY 2015-2016 adopted budget, the County is scheduled to initiate these planning efforts this year. After a thorough recruitment effort, staff is seeking approval of a contract of $100,000 with City Explained, Inc. to be a partner in this planning process. They offer experience and expertise to supplement the efforts of County staff, and their participation has been limited to areas that expand the impacts of a new comprehensive land use plan for the county (new topic areas) and implementation tools that better ensure compliance with the plan during the development review process.

City Explained, Inc. has the ability to draw from experience working around the country with jurisdictions experiencing similar challenges and opportunities as Pender County. They use scenario modeling software to measure the impacts of different future year growth scenarios, and evaluate the trade-offs between them for more informed decision-making. Enumerating the impacts of a preferred growth scenario helps the county coordinate with different service providers and set targets for implementation. They also have experience evaluating the fiscal impacts of future year decisions, and offer tools to track future year revenues and expenditures for recommended capital projects in the comprehensive plan (captured in a new Priority Investments Element for the document). With county assistance, they can create 'cost-of-service' and 'return-on-investment' tools that evaluate the county's fiscal sustainability moving forward with a preferred growth scenario. These qualifications, combined with the ability to generate an attractive and easy-to-implement final document, are why they are the ideal firm to partner with Pender County through this process. These attributes are very important as the final document generated is a playbook for investments and decisions across all County departments and the primary coordination tool with regional service providers working in Pender County.

Comprehensive plans demonstrate the desired path forward for the future, and are typically reviewed and updated every five to ten years. Specificity in the plan's recommendations become more generalized over each planning horizon. For example, the short-term planning horizon (five years) is very specific and becomes the action plan, the mid-term planning horizon (ten years) is used to focus the county moving forward (like the economic development and priority investment elements), and the

long-term planning horizon (twenty years) guides policies and coordination with service providers (both county and others operating in the county) for managing future growth and development.

As with any fluid document, changing conditions can warrant the need for fresh assessments on policies and procedures. Such conditions in Pender County include investments in the Pender Commerce Park, public sewer availability along the US HWY 17 corridor, and the increased growth demands. These are the reasons this project was recommended for funding in this fiscal year. Recently designated as the second fastest growing coastal county in the state, we are seeing significant investment and development throughout the County. The policies in place today will have impacts for the lifetime of these developments and need to reflect the desires of the community as they continue to change and evolve.

The current Comprehensive Land Use Plan was adopted in 2010 and development proposals are being compared to outdated census data and values assessed during the economic downturn. The assumptions the plan was designed on are now outdated. It is no longer relevant when compared to the 5-year planning cycles of state agencies such as the Division of Coastal Management and the Coastal Area Management Act, the North Carolina Department of Transportation, and the Division of Emergency Management. This makes it difficult to guide short term decisions that collectively lead to the fulfillment of County supported long-term goals.

A number of tangible benefits will result from quality comprehensive planning. The most specific being that elements incorporated will evaluate Pender County capital projects that may be accomplished in the projected planning horizon (2025). As the County grows, the demands placed on supporting infrastructure will continue to rise and eventually necessitate additional capacity improvements to maintain adequate levels of services. Traditionally, elected officials rely on rising property taxes in addition to state or federal funding to pay for future year capital improvements. With the known upcoming needs of future park development, additional library resources, and the need for a new jail and law enforcement center, this document will help lead Pender County by charting a path to program and fund future capital improvements and facilities.

An element of our updated plan will inventory and evaluate available funding sources and anticipated revenues to finance public infrastructure and facilities recommended in the plan. Focusing on a ten year planning horizon, it will identify revenues and expenditures important to manage the location, magnitude, timing and sequence of development depicted on the County's Future Land Use Map. This element should be referenced by the County when identifying priority investment areas and creating (and later updating) a Capital Improvements Plan. This type of organized forward- thinking will help reduce future budget shortfalls, increase cooperation between service providers, and provide opportunities for more cost-efficient improvements to keep pace with future growth.

Less specifically, the following points are reasons to support a professionally modernized plan:

- It provides secure justification for planning decisions that are legally defendable
- It reflects the current will of our constituents and where and how they want to see investments made
- It provides for organized growth management
- It facilitates orderly, high quality and efficient public investments
- It keep us competitive with our neighbors by showing that we are planning with purpose, giving investors the confidence to invest in our community

- It provides a greater likelihood of receiving competitive grant funds for future waterway access, park development, transportation elements, public facility development and public health initiatives (more points are awarded to recently endorsed plans with specific project references)
- It gives clear site-specific direction for development decisions in rapidly growing areas
- It provides a clear and concise final document that is easy to understand and apply
- It utilizes modeling software not available to staff for more accurate results

Based on current personnel numbers and division of responsibilities, it would be nearly impossible to successfully generate the update to the Comprehensive Plan in-house. Staff would not be able to dedicate the focus that's required to provide a professional, accurate and technical document. In addition to time constraints, we do not employ the expertise to utilize the modeling software needed to produce a controlled and tailored document. Lack of control is the reason a contract employee was not considered.

In summation, it is appropriate to reiterate that this document is consulted for all land use decisions. The guiding principles contained in the Pender County Comprehensive Land Use Plan have a direct impact on every recommendation generated through this department, and continuing to plan based both on outdated information and conditions which no longer exist will result in decisions which conflict with the actual realities of today and our clearer projections of the future.

Pender County

Comprehensive Land Use Plan Update

October 30, 2015

Stantec

Stantec Consulting Services Inc.
801 Jones Franklin Road, Suite 300, Raleigh, NC 27606

October 30, 2015

Ms. Megan O'Hare
Pender County Planning & Community Development
805 South Walker Street
Burgaw, North Carolina 28425

Reference: Pender County – Comprehensive Land Use Plan Update

Dear Ms. O'Hare and the Selection Committee:

This is an exciting time for Pender County! A new comprehensive plan will serve as the blueprint for long-term, sustainable growth in the community, making sure that local character and values are instilled in every future decision impacting the county. And we should know, since Stantec and its partners are completing comprehensive plans for places like Pender County all across the country.

Our team of planners, engineers and designers follow a process-driven approach to sustainable planning. We rely on our creativity and extensive experience to empower county officials with a comprehensive plan that is bold, achievable and fiscally-responsible. While we have firsthand experience working with Rule 15A NCAC 07B.0702 and the North Carolina Division of Coastal Management, we also understand that "one size does not fit all" for developing a plan that truly energizes the county.

The comprehensive plan will affect everyone who lives, works and invests in Pender County. The Stantec team understands the stakes for a successful project and hopes you will consider the following characteristics that separate us from all the rest:

- **Our grassroots approach for developing a comprehensive plan empowers the community.** Our ability to memorialize the community's vision in a document that does not overburden county government will position staff well for implementation.

- **Our experienced team members have completed comprehensive plans nationwide**, which enables us to provide Pender County with a toolbox of "best management practices" to consider in developing plans, policies and strategies that will protect the local character and unique values in the communities.

- **Our comprehensive plan documents are incredibly clear and user-friendly**, emphasizing graphics, images and diagrams to communicate a vision and preferred development patterns. You definitely need to click on the links provided in our highlighted projects pages to see our work.

- **We are already familiar with Pender County**, having worked on several projects in the vicinity, including: the Pender County Collector Street Plan, Regional Growth Management Plan for Military Growth Task Force of Eastern North Carolina, and Military Housing Options Study for Eastern North Carolina.

- **We will open a project office in Surf City**, making team members more accessible for anticipated and unanticipated events throughout the planning process.

We look forward to working with you on this exciting project. Please feel free to contact me at 919-606-1620 or matt.noonkester@stantec.com if you have any questions regarding our submittal.

Sincerely,

STANTEC CONSULTING SERVICES INC.

Matt Noonkester, AICP

1 Firm Information

Stantec is joined by two team members for this very important assignment — each at the leading edge of their respective disciplines. We hope you agree we have all the bases covered for a successful comprehensive plan with this deep bench of expertise and resources.

Stantec Consulting Services Inc.

Stantec combines national experience with local sensibility for our clients in community planning, transportation, urban design, resiliency and environmental resources. Our team of planners, engineers and designers work side-by-side in a studio setting, sharing ideas and stressing multi-disciplinary solutions. The results are award-winning, making the idea real by providing the necessary resources and collaborative planning process to fully address competing alternatives — when all options are on the table, but reality-based solutions are critical.

Stantec also brings the resources of 15,000 employees and 250 offices across North America; meaning we have firsthand knowledge of the most successful planning initiatives being implemented throughout the country. National resources made available to a project team that successfully completes plans and studies in and around Pender County provides you the best of both worlds — the resources of a large, nationally-ranked firm and the personal attention and responsiveness of a dedicated professional team committed to a visionary and well-grounded project.

Stantec Consulting Services Inc.
801 Jones Franklin Road, Suite 300, Raleigh, NC 27606
(T) 919-277-3106
(E) mike.rutkowski@stantec.com
(E) matt.noonkester@stantec.com

Ownership: Corporation, Incorporated in Edmonton, Alberta, Canada

Town Planning & Urban Design Collaborative, LLC

Town Planning & Urban Design Collaborative, LLC (TPUDC) is a nationally-focused planning and design firm specializing in the creation of walkable, compact, mixed-use, diverse and pedestrian-friendly environments. They work with small towns, cities, developers and non-profit organzations across the country and have made available a toolbox of sustainable development, conservation, economic development, and capacity-building tools and strategies that can be used to take maximum advantage of each community's unique assets.

Town Planning & Urban Design Collaborative, LLC
236 Pearl Street, Franklin, TN 37064
(T) 615-948-8702
(E) brian@tpudc.com

Ownership: Limited Liability Corporation, Registered in TN

City Explained, Inc.

City Explained, Inc. actively seeks to align itself with cities, counties and regions that appreciate and uphold the virtues of community-based planning. City Explained emphasizes a process-driven approach to sustainable development and town-building; always with an eye toward sound technical analysis, meaningful public involvement, and creative solutions for realizing a community's vision.

They rely on our creativity and national experience to provide clients with plans that are bold, achievable and fiscally-responsible. Taking on only a few projects a year, we strive to work on the most interesting, meaningful and socially-responsible projects with truly committed clients.

City Explained, Inc.
728 Wild Berry Court, Marvin, NC 28173
(T) 919-606-1620
(E) matt.noonkester@city-explained.com

Ownership: Corporation, Incoporated in NC

Previous Team Collaboration

Members of the Stantec team work together all over the country on comprehensive plans, small area plans, visioning exercises and scenario planning studies with needs simliar to those outlined in your Request for Qualifications. Our success is a direct result of the genuine respect and friendships we have formed over the years, which have benefitted us many times when surprises come up on a project or a deadline is accelerated for a common goal.

Clients and other project observers have commented often how easy we all seem to get along, especially for those projects that demand a highly-collaborative environment and team-oriented approach to planning.

2 Firm Staffing

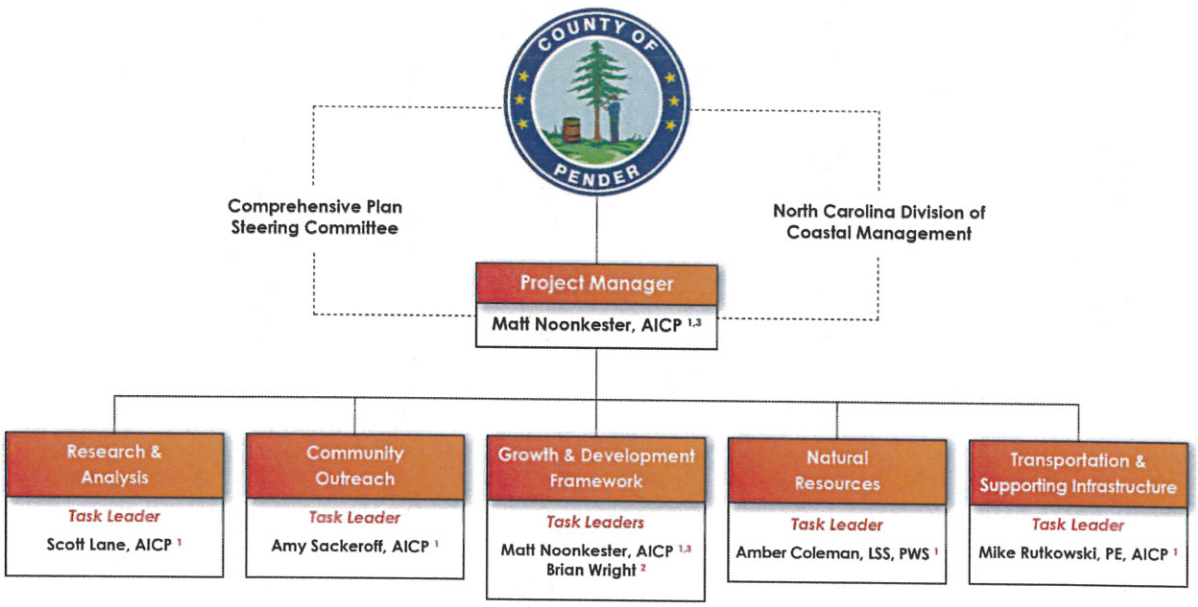
Key Staff

Matt Noonkester, AICP will serve as your project manager for this assignment. He will be the single point of contact for the Stantec team, and will be responsible for maintaining effective communication with the county's Project Manager, comprehensive plan steering committee, elected and appointed officials, key stakeholders, and other project partners. The team's organization chart represents our key leaders for the comprehensive plan update. Experience summaries for task leaders begin on page 3. Their participation in simliar projects is highlighted on pages 9 through 13. A matrix summarizing the percentage of time staff will be spending on the project is provided on page 23.

MBE / DBE Participation

The Stantec team does not presently include a minority or disadvantaged business enterprise. However, we are open to adding one or more team member following the consultant selection process that meet these requirements. We will work with the county's Project Manager to identify eligible team members that could have a positive impact on the planning process or resulting documents.

Team Organization Chart:



1 = Stantec Consulting Services, Inc.
2 = Town Planning & Urban Design Collaborative, LLC
3 = City Explained, Inc.

* = *Project completed while employeed at another firm.*

Matt Noonkester AICP

Project Manager, Stantec / City Explained, Inc.

Matt has 18 years of experience managing projects that help local, regional and state government officials tackle difficult public policy planning issues. He has extensive experience using GIS software to measure the built environment and leading community groups through a comprehensive planning process. Matt is certified as a CommunityViz classroom instructor and has completed several scenario planning projects similar to the FOCUS project recently completed for the three counties in Southeastern North Carolina. He has also partnered with staff and elected offials throughout the United States to prepare comprehensive plans, regional growth studies, small area plans, corridor studies, capital improvement plans, land development regulations, and other special studies consistent with state law and community context.

Project Experience

- City of Lewiston Comprehensive Plan, ME*
- Peters Township Comprehensive Plan, PA*
- Londonderry Comprehensive Master Plan, NH*
- City of Havelock CAMA Land Use Plan, NC*
- York County Comprehensive Plan, Priority Investment Element, SC
- City of Jonesboro Comprehensive Plan, Scenario Planning Support, AR*
- Town of Chapel Hill Comprehensive Plan, Scenario Planning, NC*
- Cornelisus Comprehensive Master Plan, NC*

Education

- Master of Science, Transportation Planning & Pedestrian Design, Florida State University, 2000
- Bachelor of Arts, Urban & Regional Planning, University of Illinois, Champaign-Urbana, 1997

Special Qualifications

- American Institute of Certified Planners
- Certified CommunityViz Instructor
- Certified NCI Charrette Manager
- Former Chairman, Village of Marvin Planning Board, NC

Office Location(s)

- Charlotte, NC (Home Office)
- Surf City, NC (Project Office)

Mike Rutkowski P.E., AICP

Transportation & Supporting Infrastructure, Stantec

Mike Rutkowski works with land owners, government agencies, service providers, and elected officials to plan, design, program, and permit infrastructure that supports preferred development patterns and walkable communities.

His experience includes a wide variety of infrastructure categories; including water, sewer, transportation, and storm water. Mr. Rutkowski currently leads a multi-disciplinary team of planners, engineers, and landscape architects focused on sustainable transportation systems, return on investment, context-sensitive design, and Complete Streets. His most recent experience includes lead work for the Pender County Collector Street Plan.

Project Experience

- Pender County Collector Street Plan, NC
- Union County Comprehensive Plan & Transportation Plan, NC
- Northeast Area Land Use and Transportation Plan, Wake County, NC
- Havelock Comprehensive Plan & Transportation Plan, NC*
- Loudoun County Land Use Scenario Planning Study, NC

Education

- Master of Science, Civil Engineering, North Carolina State University, Raleigh, North Carolina, 1998
- Bachelor of Science, Civil Engineering, University of North Carolina at Charlotte, Charlotte, North Carolina, 1990

Special Qualifications

- Certified Planner #134824, American Institute of Certified Planners
- Professional Engineer #20734, State of North Carolina
- Youth Bicycle Trainer, League Cycling Instructor Training Seminar, League of American Bicyclists, North Carolina, 2014

Office location

Raleigh, NC

** = Project completed while employeed at another firm.*

* = *Project completed while employeed at another firm.*

Scott Lane AICP

Research & Analysis, Stantec

Scott has more than 24 years of planning and policy development experience, including directing metropolitan planning organizations and serving as a senior project manager in the private sector. He has extensive experience in municipal, regional and national planning and policy matters, including having served as the executive director of three MPOs; principal investigator for NCHRP and FHWA research projects; economic impact analyses; bicycle and pedestrian project analysis and coordination; roadway and transit planning; land use forecasting, land use impacts from transportation projects; travel demand modeling; numerous corridor studies; traffic impact assessments and simulation studies; geographic information systems; community outreach efforts; website development; visualization tools; and newsletters and informational brochures. He has also written numerous papers, won several APA awards, and made many presentations on metropolitan planning, policy, financing, and land use-transportation connections.

Project Experience

- Town of Roseville Comprehensive Plan, NC
- Northeast Area Study, Greater Raleigh, NC
- Town of Morrisville Transportation and Land Use Plans, NC*
- Town of Clayton Strategic Growth Plan Update, Clayton, NC*
- Jacksonville MPO Program Management, Jacksonville, NC*

Education

- Master of Arts, Geography (Transportation Policy), University of North Carolina, Charlotte, North Carolina, 1991
- Bachleor of Science, Geography / Minor in Economics, University of North Carolina, Charlotte, North Carolina, 1989

Special Qualifications

- Certified Master Instructor #3102, League of American Bicyclists, Various, Nationwide, 2009
- Specialist, Crime Prevention through Environmental Design, Various, Nationwide, 2013

Office Location

Raleigh, NC

Amy Sackeroff AICP, EIT
Community Outreach, Stantec

Amy has 13 years of experience in environmental engineering and planning projects. Her technical expertise includes: stream classification, wetland delineation, natural resource inventories, mitigation studies, protected species surveys, stormwater management, socio-economic analyses, land use forecasting, public education/involvement, permitting, and document preparation.

Regarding community engagement, Amy has planned, advertised, hosted or summarized hundreds of community engagement activities; including public hearings, town hall meetings, focus group meetings, advisory committee meetings, multi-day design charrettes, hands-on workshops, webinars, on-line town hall portals and stakeholder interviews to support a multitude of projects.

Project Experience

- NC 43 Connector Environmental Assessment, New Bern, NC
- NC 12 Transportation Improvement Studies, Dare County, NC*
- Outer Banks Scenic Byway Corridor Management Plan, Dare County, NC*
- US 74 Relocation (Appalachian Development Highway System – Corridor K Segment) Indirect and Cumulative Effects Report, Graham County, NC
- Trent Road Widening Environmental Assessment, New Bern, NC

Education

- Bachelor of Science, Environmental Engineering, North Carolina State University, Raleigh, North Carolina, 2002

Special Qualifications

- American Institute of Certified Planners
- Engineer-In-Training, State of North Carolina

Office Location

Raleigh, NC

** = Project completed while employeed at another firm.*

Amber Coleman LSS, PWS

Natural Resources, Stantec

Amber is a licensed soil scientist with more than 14 years of experience working in environmental restoration, watershed planning, and GIS development and implementation. Amber is experienced in wetland delineation, soils analysis, stream and wetland functional assessments, NRTRs, categorical exclusions as well as qualitative basin/watershed analysis and assessment. She has prepared and obtained, including regulatory coordination, numerous 401/404, CAMA, TVA, and buffer permits. Amber also has completed many stream and wetland mitigation services; including soils mapping for potential wetland restoration, protected species surveying, wetland hydrology analysis, potential credit calculation and negotiation with regulators, natural vegetative community analysis and planting plans, and post construction monitoring. Her educational training focused on applications of soils-based GIS in agricultural and environmental land use planning.

Project Experience

- Turnagain Bay, Carteret County, NC
- Arcade Master Plan Wetland Delineation and Stream Identification, Jackson County, GA
- Raleigh Rail Station Environmental Assessment, Raleigh, NC
- Caldwell Station Creek Greenway, Cornelius, NC
- Environmental Boundaries Report for SR-33, Union County, TN
- Ecology Report for SR-4, Memphis, TN

Education

- Master of Science, Soil Science, Virginia Polytechnic Institute & State University, Blacksburg, Virginia, 2000
- Bachelor of Science, Environmental Sciences (Land Resources), Virginia Polytechnic Institute & State University, Blacksburg, Virginia, 1998

Special Qualifications

- Professional Wetland Scientist #1749, Society of Wetland Scientists Certification Program
- Licensed Soil Scientist #1253, State of North Carolina

Office Location

Raleigh, NC

Brian Wright

Growth & Development Framework, TPUDC

Brian Wright is the Founding Principal of Town Planning & Urban Design Collaborative (TPUDC). Beginning his career at Duany Plater-Zyberk and Company, he later worked as the manager of the design team at a major real estate development company. Over the years, he has led many planning and coding projects across the country, including: Londonderry, NH; Burlington, VT; Charleston, SC; Monroe, GA; and Carmel, IN.

Brian is a highly skilled public speaker who is well-known for his ability to lead charrettes and inspire and assist communities in reaching consensus where none could be reached before. It is not uncommon that TPUDC concludes the public process with a round of applause from the community and a newly inspired planning staff.

Project Experience

- City of Lewiston Comprehensive Plan, ME
- Londonderry Comprehensive Master Plan, NH
- Birmingham Form-Based Code & Urban Design Guidelines, AL
- Yarmouth Village Master Plan & Character-Based Code, ME
- Route 1 Commercial Corridor & Character-Based Code, ME
- Carmel Downtown Master Plan, IN
- Chimney Rock Master Plan, Birmingham, AL
- Holtville Downtown Master Plan, CA
- San Marcos Master Plan & Unified Development Ordinance, TX
- Director of Design & Architecture Review, Breakaway, Asheville, NC

Education

- Master of Arts, Landscape Architecture, Auburn University, 2001
- Bachelor of Arts, Environmental Design, Auburn University, 1999

Special Qualifications

- Adjunct Professor, Auburn University, Urban Design Studio, 2007
- Congress for New Urbansim, Member
- Form-Based Code Author, Clients Nationwide

Office Location

Franklin, TN

3 Project List

Relevant Experience

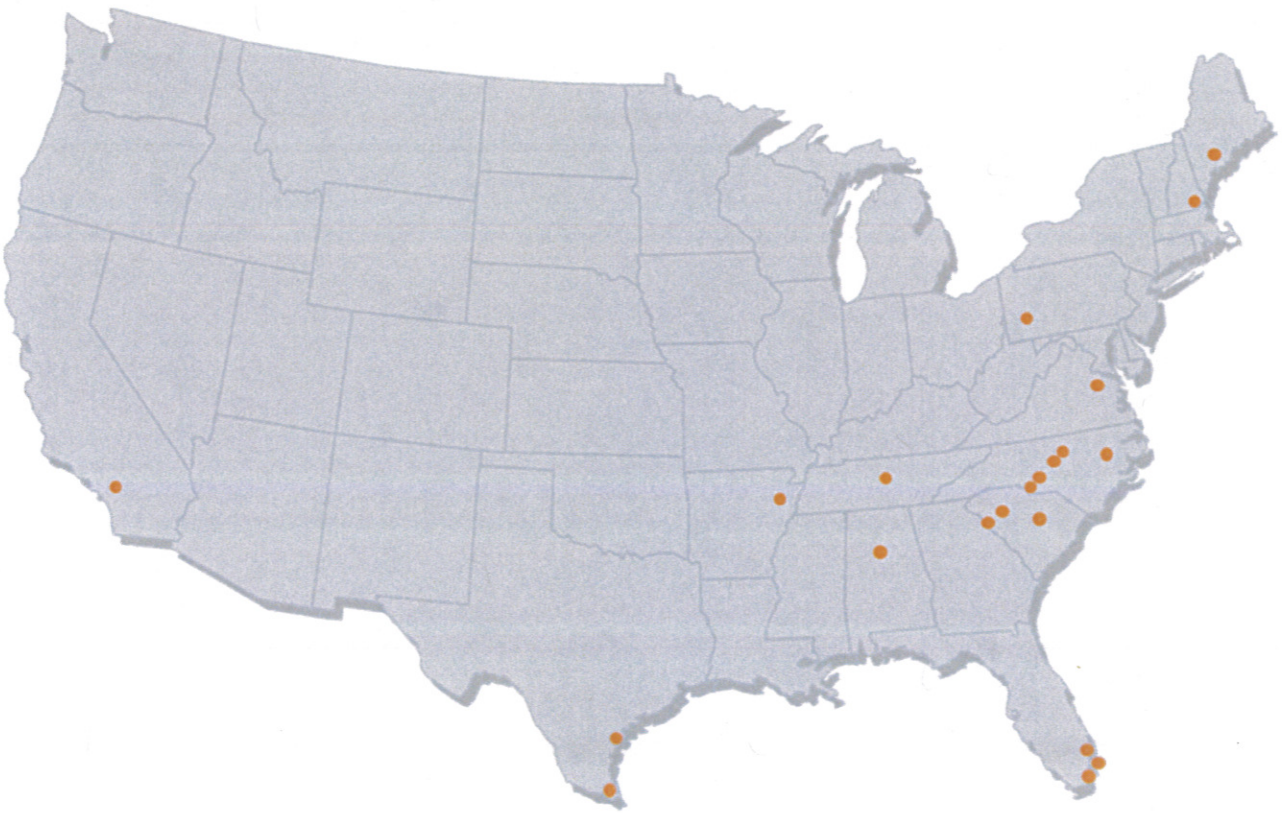
The Stantec team offers a wealth of experience successfully completing comprehensive plans across the country. Our team of professionals balances this cutting edge, firsthand experience implementing 'best management practices' with an understanding of the local character and community values that must be protected when planning for Pender County's future. The map below and list to the right highlight areas where Stantec or it's team members have completed comprehensive plan documents (or portions thereof).

Highlighted Projects

Listed on pages 10 through 13 is a sample of recent projects with issues and services performed simliar to those we anticipate for the new Pender County Comprehensive Plan. Members of the Stantec team identified in this proposal were directly involved in the highlighted projects presented herein.

Stantec & Team Member Comprehensive Plan Experience:

- *City of Lewiston, ME*
- *Peters Township, PA*
- *Town of Londonderry, NH*
- *City of Jonesboro, AR*
- *Town of Chapel Hill, NC*
- *Town of Cornelius, NC*
- *City of Greenville, SC*
- *City of Havelock, NC*
- *Town of Roseville, NC*
- *City of Hendersonville, TN*
- *City of Doral, FL*
- *Village of Palmetto Bay, FL*
- *City of Miami, FL*
- *City of Brownsville, TX*
- *City of Corpus Christi, TX*
- *Town of Leesburg, VA*
- *Loudoun County, VA*
- *Sumter County, SC*
- *York County, SC*



Master Plan

Town of Summerville, South Carolina

The Town of Summerville desired a conceptual and illustrative Master Plan that will meet as many of its long term goals as possible. In meeting those goals, the Lawrence Group and Stantec were tasked to look at : promoting diversity of use, incorporating existing and planned civic uses, provide accessibility for pedestrians, create functional linkages between neighborhoods and commercial areas, plan for parking and circulation, recognize historical context, address land use capabilities and consider public spaces/parks within the communities of Summerville.

Stantec provided landscape architectural services, transportation and infrastructure analysis, bike/ped planning, park improvements, and public engagement for the overall master plan. The master plan study focused on future capital improvements for the historic downtown, Sawmill Branch Trail, Oakbrook area, and the new Sheep Island Interchange. The town anticipates using the plan to serve as the basis for modifications to land use and planning regulations, public and private investment decisions and prioritization for the allocation of town resources.

Client

The Lawrence Group

Negotiated Fee

$36,980

Final Fee Paid

$34,329

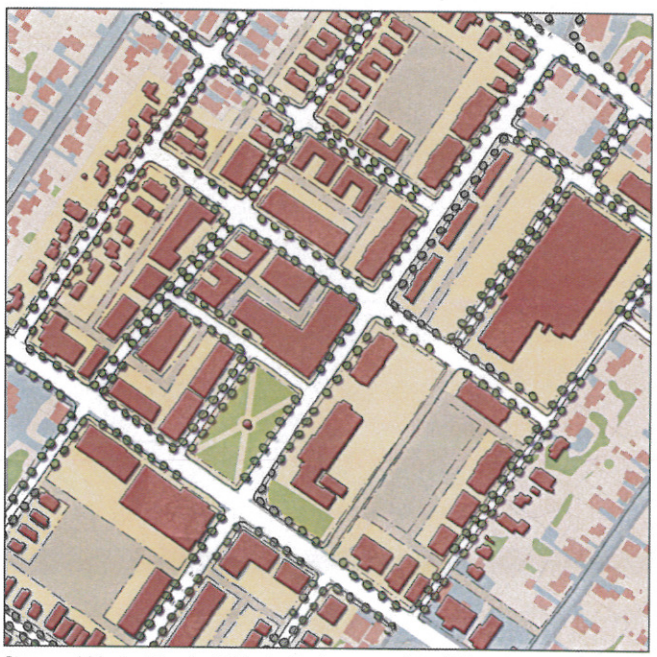
Comprehensive Plan

City of Lewiston, Maine

T PUDC was hired by the City of Lewiston to develop a comprehensive plan, introducing a cutting edge graphics-heavy approach to make the document easy to read and support. The project used a number of creative outreach methods to generate public involvement, including the construction of a tactical urbanism parklet, t-shirts, and facebook. The community engagement efforts culminated in a 6-day charrette during which time area plans were produced for a number of designated growth areas identified during the charrette to clearly articulate the goals of the community. The plan also incorporates progressive recommendations related to economic development, historic preservation, and housing, which address deep local barriers to change and provide a clear path forward for the City.

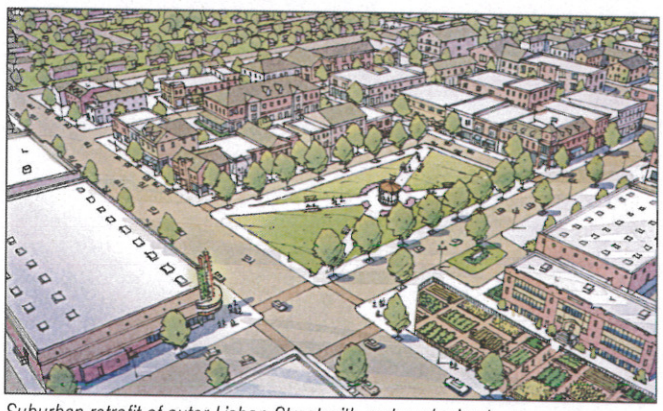
Despite strong initial skepticism by both City leadership and a community divided by extraordinary socioeconomic differences, the "Planapalooza" process won over even the most resistant individuals. A similar process is suggested in Joliet as a strategy to provide meaningful civic engagement, a strong turn-out, and high quality work products produced in a short time period of time.

Size:	City-wide Comprehensive Plan & 4 Area Plans
Status:	Comprehensive Plan - Adoption in Progress
Type:	Comprehensive Plan
Year:	Charrette 2013
Negotiated Fee/Final Fee:	$90,000
Reference:	David Hediger, Deputy Director/City Planner City of Lewiston, ME (T) 207-513-3125 (E) dhediger@lewistonmaine.gov
Key Team Members:	Brian Wright and Matt Noonkester
Document Available At:	www.facebook.com/LegacyLewiston (Full document available for viewing)



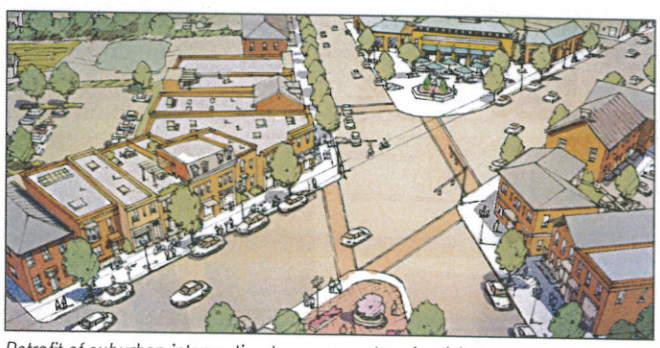
Proposed Master Plan for infill of suburban area along Lisbon Street

Re-design of civic plaza to activate the space



Suburban retrofit of outer Lisbon Street with park and mixed-use

Plan for repairing gap in the street with civic plaza and new buildings



Retrofit of suburban intersection to a new center of activity

Comprehensive Master Plan

Town of Londonderry, New Hampshire

The Town of Londonderry, determined to take a unique approach to their Comprehensive Master Plan, selected TPUDC after a rigorous RFP selection process. The plan is intended to replace their existing conventional Master Plan and establish a new course for environmental, economic, and cultural sustainability, while keeping intact the character that the community dearly loves. During the week-long 'Planapalooza', TPUDC addressed the Elements of the Comprehensive Plan while also preparing vision plans for specific areas where the community was comfortable with walkable, mixed use growth. The process allowed TPUDC to gain consensus in a deeply divided community where none could be reached before. Based on broad interest in addressing the Town's existing unpredictable zoning ordinance, the Team set up the Master Plan and the Future Land Use Map to accommodate character-based zoning in the future.

Size:	42 square miles
Status:	Adopted
Type:	Comprehensive Master Plan
Year:	Planapalooza 2012
Negotiated Fee/Final Fee:	$125,000
Reference:	Cynthia May, Town Planner Community Development Dept. Town of Londonderry, NH (T) 603-432-1100 ext. 103 (E) cmay@londonderrynh.org
Key Team Members:	Brian Wright and Matt Noonkester
Document Available At:	issuu.com/tpudc/docs

Existing common is activated with new low density retail and housing

Conservation & Growth Map prioritizes character as guide for land use

Conventional industrial park is reimagined as a mixed-use village

Recreation village with new housing is envisioned around existing schools

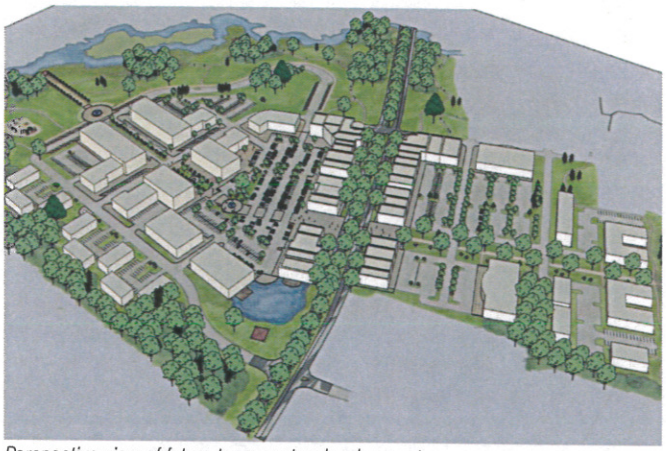
Comprehensive Plan

City of Havelock, North Carolina

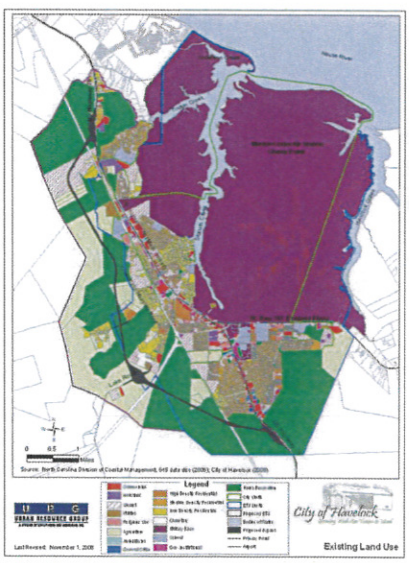
Matt Noonkester (then an employee of Kimley-Horn and Associates, Inc.) worked with the City of Havelock to prepare a Comprehensive Plan pursuant to the rules and requirements set forth in Rule 15A NCAC 07B.0702 and the Coastal Area Management Act. As project manager, he was responsible for all phases of the project, including public participation, data inventory and analysis, emerging trends, land suitability analyses, review/critique of the current CAMA Land Use Plan, the future land use map, and supporting goals, objectives and policies. The comprehensive plan was formatted to meet needs of the community for a policy document while being compliant with CAMA rules for a Core Land Use Plan.

Size:	Citywide
Status:	Adopted
Type:	Comprehensive Plan (compliant with Rule 15A NCAC 07B.0702)
Year:	2008
Negotiated Fee/Final Fee:	$72,000
Reference:	Mr. Scott Chase (then Planning Director for the City of Havelock) Town Manager (current position) Town of Swansboro, NC (T) 910-326-4428 (E) schase@ci.swansboro.nc.us
Key Team Members:	Matt Noonkester & Mike Rutkowski
Document Available At:	www.havelocknc.us/download/planning/LandUsePlan.pdf

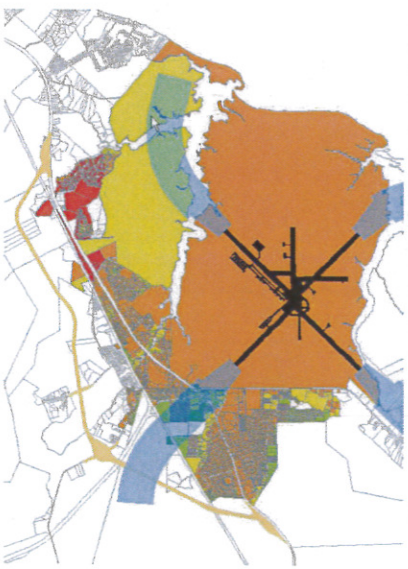
Site plan for future town center development



Perspective view of future town center development



Future Land Use Map guides future growth and development



Land suitability analysis highlighted most appropriate areas for future development

The community grabbed ownership of the document through several outreach events

4 Project Understanding & Approach

Pender County is well-positioned in size, proximity and resources to be a model for growth and development in North Carolina. Beautiful beaches, scenic rivers, endless nature and environmental features, and farmland offer resources most counties envy. A long and colorful history, comfortable atmosphere, and southern charm make Pender County a desirable place for people to live, work, visit and invest. Six towns and seven communities provide needed identities and order in a county 870 square miles in size. And great events — like the Blueberry Festival, Spring Fest and Dolphin Dip — bring the communities together and remind everyone why they are so lucky to live in Pender County.

Pender County is ready to grow now and long into the future — currently one of the fastest growing counties in North Carolina. Its proximity to Jacksonville, Wilmington and Raleigh is an asset, and expanding infrastructure inside the county (transportation, water and sewer systems, schools, etc.) will attract future development. Large amounts of undeveloped land and environmental features throughout the county could make investements costly, and thus means they should be strategic and provide a high return on investment. The county is also inside the 'military mission footprint' for MCB Camp Lejeune and other nearby installations, and benefits regularly from their investments and those of their soliders living in Pender County.

We are encouraged by local leaders' commitment to grow in a responsible and well-timed manner. These decisions — first captured in the new comprehensive plan and then implemented in other policies, ordinances and investments — will maximize Pender County's competitive advantages and safeguard its infrastructure, financial resources and quality-of-life for future generations. Like you, our team is deeply committed to a successful outcome, because some of us live in the county (various times of the year), pay taxes and want to see it become something we are all proud of for years to come.

The Stantec team's approach for developing a comprehensive plan is simple; organize around four principles most important to the planning process and its end result.

Leadership

Strong leadership from the consultant team rests soundly on our demonstrated experience, adaptability, and accessibility during a project. Matt Noonkester, the Stantec team project manager, offers a single point of contact with direct experience leading this same type of project for cities, counties and regions throughout the United States. His home in Surf City means he is regularly in the county and can stay for long periods of time during critical steps in the planning process.

Resources

It takes a deep bench of resources to complete some phases of the comprehensive planning process. The various business line services and 15,000 employees of Stantec provide the project team with unmatched resources for this assignment — whether they are needed to accelerate a deadline or address new issues or opportunities not anticipated at the start of the project.

Innovation

Our experience finds no two comprehensive plans are the same, and all require some level of innovation or flexibility to properly align with state requirements, the planning process, or specific community outreach activities. We have a long history of creating documents that are unique to the needs of the community and put leaders in the best position for future implementation.

Legacy

We want to partner with Pender County staff to update the comprehensive plan because it will provide cost savings, increase project efficiency, and ensure implementation is in good hands. Starting with data collection, we will work side-by-side with county staff throughout the project and create our tools and deliverables in ways that are most effective for moving foward. The hour estimate on page 23 intentionally includes county staff as a contributing member of the team.

5 Statement of Qualifications

A comprehensive plan serves as the blueprint for long-term, sustainable growth in a community, making sure that community character and local values are instilled in every future decision impacting the county. And while we have firsthand experience working with Rule 15A NCAC 07B.0702 and the Coastal Area Management Act, we also understand that "one size does not fit all" for developing a comprehensive plan that truly energizes the community.

The Stantec team values the uniqueness of the communities it serves, and approaches every project with an open mind for the process, technologies, partnerships and deliverables needed to successfully complete the project. Our staff is well-versed in popular planning theory — rational planning process, new urbanism, sustainable development, rural stewardship, complete streets, and light imprint design to name a few — and routinely speaks at professional conferences throughout the country on the general topics of community planning, scenario planning, form based codes, and urban design. Most important, our eye in the planning process is always toward implementation, resulting in a comprehensive plan that positions staff well for carrying forward the vision while not overburdening local government.

We think the following aspects of our planning philosophy, process and project deliverables set us apart from the rest of the competition:

Outreach Strategies

Stantec team members are very proud of their skills and reputation for planning and facilitating the community and stakeholder involvement process. We utilize creative and outside-the-box techniques to encourage the participation of a broad cross section of stakeholders.

Outreach strategies we have used in the past include: visioning workshops, interviews with elected officials, focus group discussions, kick-off parties, art contests, children's design workshops, multi-day design charrettes, various large-scale meetings (open houses, summits, public forums, etc.), project steering committees, surveys, and other innovative techniques to engage people in planning decisions. The Stantec team is also adept at social media to disseminate information and gather public input.

Our approach to outreach also reflects a belief that community engagement is most effective when combined with effective visual communication tools. To this end, our team is adept at creating a variety of graphics (hand-drawn renderings, photo simulations, street and building sections, SketchUp models and fly-throughs, analysis diagrams, photographic examples, summary maps of community input, etc.) to help communicate complex planning ideas, articulate community visions and aspirations, and help build consensus toward a common goal.

Scenario Planning Experience

The Stantec team actively uses scenario planning in places ranging from small, newly incorporated towns to large metropolitan regions. We have experience developing both numerical data models and spatial data models that provide real-time representation of growth alternatives and the trade-offs between them. Stantec team member Matt Noonkester is a leading authority for scenario planning in North Carolina, having successfully led projects in the Triangle, Triad and Charlotte Regions representing 35 counties and 227 cities and towns in the state. He also has firsthand experience of the process and tools used for the FOCUS study in the region and can quickly adapt those tools for a county-wide planning process.

Illustrative Plans

Our comprehensive plans are grounded in reality and based on an understanding of how lines on paper will look and function in their built form, the interplay with development and market realities, and the interwoven nature of transportation, infrastructure, open space, housing, and all the other elements of place-making.

We ask stakeholders in the planning process what they want their community to look like in the future and translate those ideas into images so we can ask simple questions like: Did we hear you correctly? Did we get it right? We want to test broad goals or statements in the comprehensive plan and make sure they work, and ensure everyone understands the direction for moving forward in enough detail to feel confident about intended outcomes.

Photos from Past Outreach Activites & Events:

Illustrative plans included in the document, which capture many of the physical goals of the community, are also used by some clients as the basis for securing grant money or federal funds for planning and infrastructure projects.

Graphic-Based Deliverables

The Stantec team has particular interest in generating comprehensive plans that are visual in nature, that use few words and as many graphics as possible to convey the community's vision. When possible, we also use infographics to convey important information, such as statistics, so that people can easily and quickly digest the information. We strive to make all of our documents incredibly clear and user-friendly for the community (see samples from previous project documents on page 18).

Implementation & Follow Up Activities

Many counties spend significant resources on comprehensive plans, yet when the process is over, they are left without a defined vision and plan for action. Though analysis of data has its place in the comprehensive plan, the Stantec team carefully balances this with the important goal of generating a robust vision and identifying a set of priority actions.

This frequently takes the form of ordinance and zoning recommendations, and may also include establishment of specific area standards, design guidelines, and other plan implementation approaches, as needed, to encourage compatible and environmentally-responsive development. Whether one is dealing with standards that will determine the general form and appearance of an area, or with guidelines that will establish the county's character, the team will work with county staff, and with other agencies, as needed, to develop the specific design approaches and the best strategy for ensuring implementation after completion of the comprehensive plan.

We look forward to working with you to generate an implementation strategy with significant horse power, while making sure the community is getting the most bang for its buck.

Client References

Don't let us do all the talking! Please contact the references listed here for more information about our problem-solving skills, quality deliverables, and committment to the client for a successful outcome.

Mrs. Jennifer Rigsby, AICP
Long Range Planner
New Hanover County
(T) 910-798-7237
(E) jrigby@nhcgov.com

Matt Noonkester worked with Jennifer on the Plan It! Greenville Comprehensive Plan Update (SC).

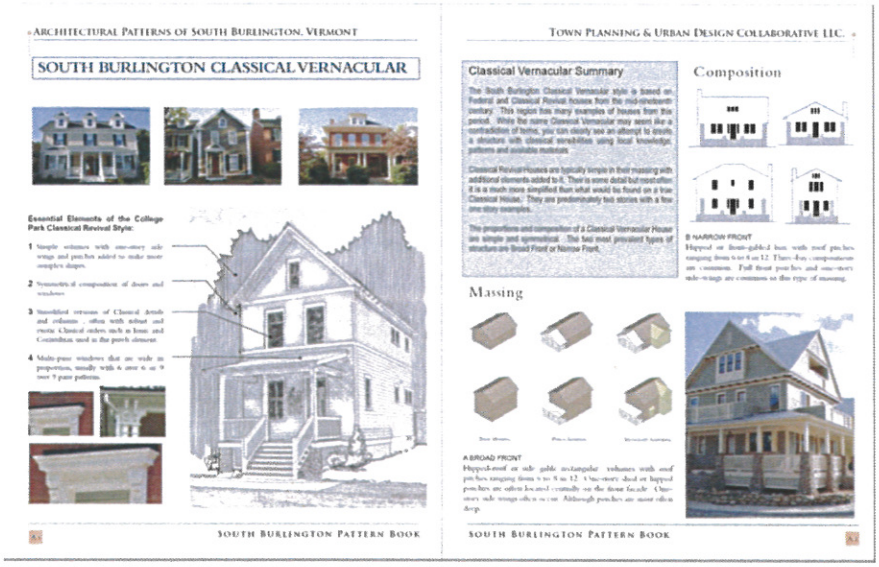
Mr. Gene Foxworth
Planning & Inspections Director
Carteret County
(T) 252-728-8545
(E) eugene.foxworth@carteretcountync.gov

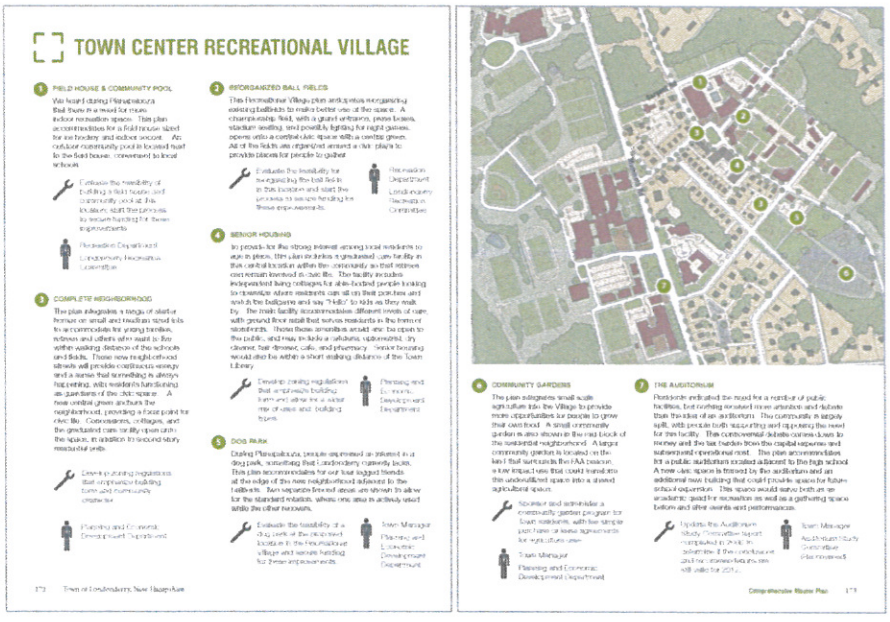
Matt Noonkester and Mike Rutkowski are working with Gene on the Joint Land Use Study for Marine Corp Air Station Cherry Point.

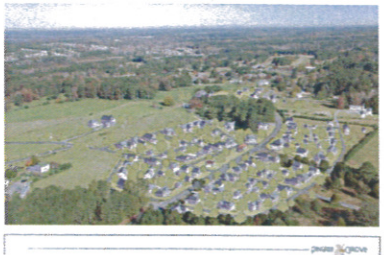
Mr. Scott Chase
Town Manager
Town of Swansboro
(T) 910-326-4428
(E) schase@ci.swansboro.nc.us

Matt Noonkester and Mike Rutkowski worked with Scott on the Havelock Transportation – Land Use Plan. Matt also completed the Havelock Comprehensive Plan (CAMA complaint document) with Scott when he was the Planning Director.

Sample Pages from Previous Project Documents:







6 Work Plan

The following work plan — encompassing a partnering strategy, scope of work, project deliverables and process map — is recommended for creating a dynamic planning process and project deliverables that are clear, practical and user-friendly for the community.

Partnering Strategy

A visionary and well-grounded comprehensive plan will be the foundation for future decision-making in Pender County. Thus, it is imperative that the resulting document capture the spirit of the community and represent planning themes important to the planning area. Soliciting input and building widespread support for the plan's vision will require a comprehensive partnering strategy that brings together property owners, developers, county staff, service providers, elected officials and the general public early and then throughout the planning process.

The Stantec team will employ a constant contact strategy with plan participants to ensure a successful comprehensive plan update. Our initial ideas include: a citizen survey, social media (including Mindmixer at no charge to the client), steerting committee meetings, community meetings, multiday design workshop, service provider coordination meetings, staff coordination, and policy-maker briefings/adoption proceedings.

The final decision on community involvement events and strategies appropriate for the planning process will be made in consultation with County staff. The timing and frequency of recommended outreach activities are identified in the process map on page 23.

Scope of Services

The following scope of services is recommended for preparing the new Comprehensive Plan. Key steps, milestones and events are indicated in the process map presented on page 23.

Phase 1: Diagnosis Report

A diagnosis report will be prepared to summarize existing conditions and key features in the county. It will communicate how land is organized, used or designed to reinforce sense of place and community character. Information included in the document will address the requirements of Rule 15A NCAC 07B.0702; however, we will format key components of the document to meet local needs. General headings in the document might include: community profile (demographics & trends), regional context, natural environment, built environment (existing development patterns, development potential and development compatibility), transportation and supporting infrastructure and community design.

Steps to develop the diagnosis report will also document emerging trends or early ideas / themes for capturing a vision and guiding principles to move forward. It will provide context for the planning process and start to build common ground for plan participants.

Phase 2: General Growth Framework

A general growth framework (addressing both development and conservation needs) will summarize the vision and guiding principles from which the comprehensive plan is developed. The long-term horizon for the framework keeps it somewhat general; however, the broad range of development issues and supporting infrastructure addressed makes it a blueprint for sustainable growth and development throughout the county. Scenario planning, using the CommunityViz model developed for FOCUS, may be used to test growth alternatives and evaluate their impacts.

The future land use map, as part of the general growth framework, will represent the county's preferred development locations, types, patterns and intensities for the planning area. It will also identify high growth areas for further study and refinement. The consultant team will measure development impacts and evaluate supporting infrastructure needed to serve the future land use map, and start coordinating with service providers to ensure infrastructure improvements keep pace with anticipated growth. Patience may be needed for some recommendations included on the map as it may be 10 or 20 years before they are fully realized.

Phase 3: Design-in-Detail

The Stantec team will prepare a detailed master plan for up to five high growth areas in the county to illustrate many of the big ideas expressed in the general growth framework. They might include new (or improved) streets, blocks, parks and building footprints in the study area using a plan view format (top-down map).

Growth & Conservation Map (FLUM) from the Londonderry Comprehensive Master Plan, NH

Perspective drawings, street view scenes, or architectural details (deemed appropriate by the consultant for conveying information) will highlight the community's preferred development principles for key corridors and development areas (see examples on page 18).

The centerpiece for this phase in the planning process will be a four-day, on-site design workshop. County staff and other key stakeholders will be invited to work side-by-side with consultant team members to refine the vision and guiding principles established for the general growth framework (focused on the five high growth areas). A general schedule for the four-day event follows:

Day One

- Consultant Team Arrives
- Project Kick-Off Meeting & Study Area Tours
- Discuss Big Ideas & Begin Site Specific Concept Drawings

Day Two

- Begin Illustrative Master Plan Drawings
- Refine Site Specific Concept Drawings
- Pin-Up Session with Project Team

Day Three

- Refine Illustrative Master Plan Drawings
- Create Maps, Diagrams and 3D Drawings
- Pin-Up Session with Project Team

Day Four

- Finalize Illustrative Master Plan Drawings
- Finalize Site Specific Concept Drawings
- Final Presentation with Project Team
- Consultant Team Departs

Photos captured from previous design workshops are presented on page 16 to better explain the scale, energy and work generated from this type of multiday planning event. Example maps, graphics and drawings produced by the consultant team during similar events are provided on page 18.

Phase 4: Inviting Success

Implementing the community's vision for the comprehensive plan will depend greatly on the ability of property owners, developers, county staff, service providers, elected officials and the general public to work together for a common purpose. The "action plan" presented in the comprehensive plan document will organize projects, policies and action items important to keeping Pender County a close-knit community

while informing future county investments and key decision-making.

The intent of the action plan is three-fold; first it provides decision-makers with a blueprint for implementation. Second, clearly defined projects and action items identify public or private investment opportunities that are healthy, sustainable and achievable. Third, regularly measuring achievements against the action plan provides stakeholders the opportunity to track progress and hold others accountable for implementing the plan.

General topics addressed under the "Inviting Success" initiative may include: target setting; recommended projects, plans and policies; plan implementation matrix; key partners in the region; and monitoring the plan.

Deliverables

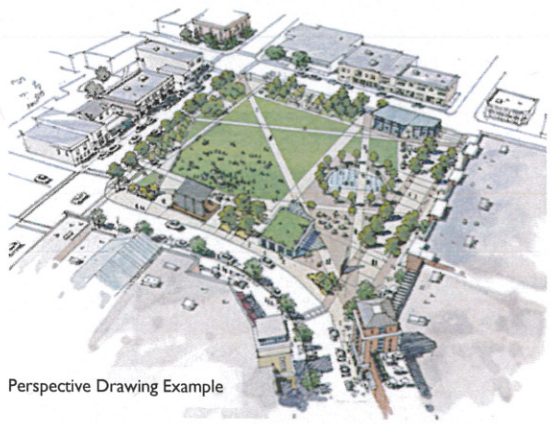
The Stantec team will prepare a comprehensive plan that summarizes the planning process and key findings and recommendations for Pender County. The document will be graphically-oriented and supported by text and tables appropriate for conveying information.

General headings in the document may include: introduction, the process, the vision, existing conditions / emerging trends, economic vitality, general growth framework (conservation and development), illustrative master plans for the high growth areas, community facilities and services and implementation plan. A matrix near the end will demonstrate compliance for the document with Rule 15A NCAC 07B.0702.

Please see our response to *Statement of Qualifications* (starting on page 15) for the team's expectations of what constitutes a high-quality document.

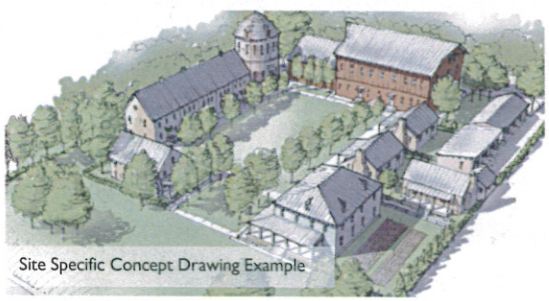
Process Map

The process map presented on page 23 highlights major milestones in our Work Plan. We envision the combined efforts of county staff, community and consultant to last approximately twelve months. Completion dates are subject to delay to accommodate meeting schedules, integrate with other county initiatives, staff and state review time, or holiday schedules.


Perspective Drawing Example

Street View Example

Illustrative Master Plan Example


Site Specific Concept Drawing Example

7 Staff Availability

Stantec's project management program monitors the scope of services, budget, schedule, staff capacity, work flow, and contingency for every project we participate in. It helps both the client and consultant manage risk, and provides the opportunity to make timely and informed decisions about adjustments, if necessary, to address unforeseen circumstances.

The project management program requires a weekly coordination meeting between department managers and project managers to examine project backlog, upcoming deadlines, production schedules, staff availability, and other factors for meeting client expectations. Using computer software, we balance workload and track project needs and timelines to deliver projects on-time and on-budget.

Stantec also checked with our subconsultant partners and asked them to forecast their staff availability for the next twelve months using their adopted tools and procedures.

As we look ahead to your project needs, we have time available to devote to successfully complete the project work plan within twelve months. To demonstrate, below is a table summarizing our projected hourly staff workload vs. staff capacity for tasks leaders identified in the organization chart on page 2.

8 Contract Personnel Hours

An hour estimate to complete the recommended scope of services (Phases 1 – 4) is summarized on the following page. It assumes a true client-consultant partnership for the assignment, which will transfer ownership of tools and build capacity for successful implementation moving forward (independent of the consultant).

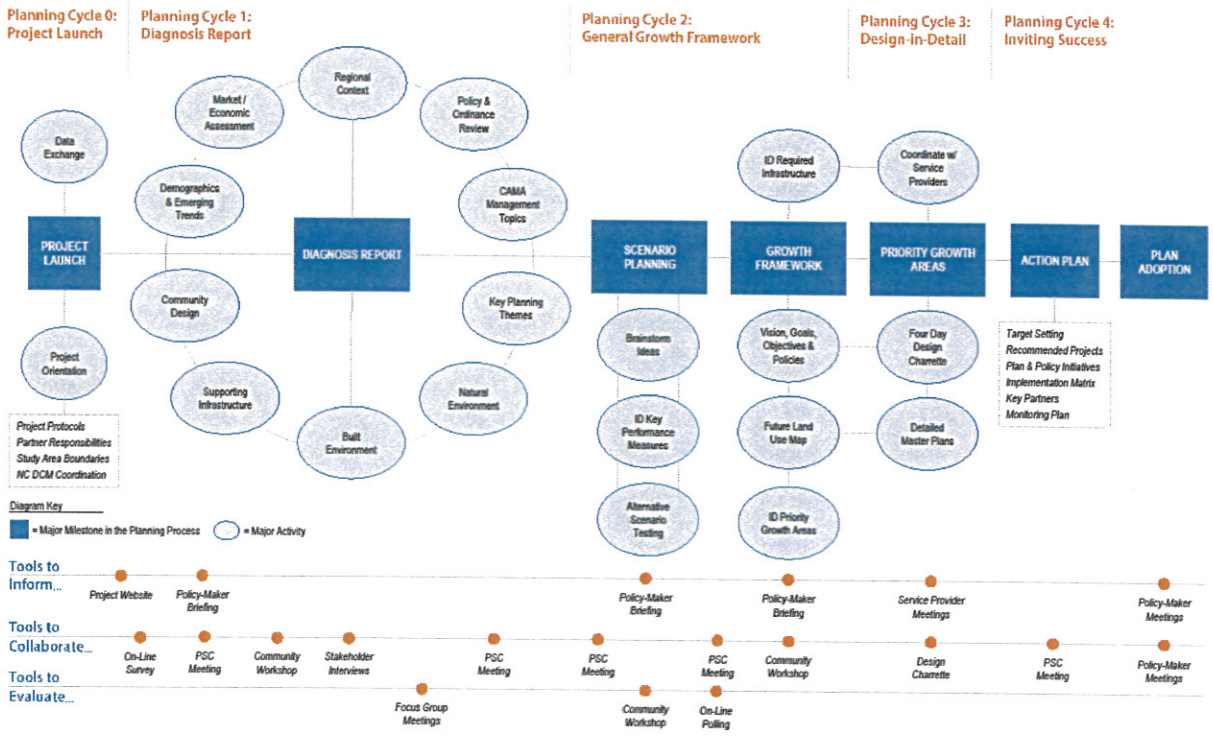
Stantec Team Staff Allocation Matrix

Team Member	Staff Capacity for One Year Period		Time Devoted to Other Projects		Time Assumed for this Project		Remaining Capacity	
	Weeks	%	Weeks	%	Weeks	%	Weeks	%
Matt Noonkester	52	100%	20	38%	14	27%	18	35%
Scott Lane	52	100%	22	42%	3	6%	27	52%
Amy Sackeroff	52	100%	21	40%	2	4%	29	56%
Brian Wright	52	100%	30	58%	5	10%	17	32%
Amber Coleman	52	100%	28	54%	1	2%	23	44%
Mike Rutkowski	52	100%	32	62%	2	4%	18	34%
Three Support Staff	156	100%	78	50%	10	6%	68	44%

Stantec Team Hour Allocation Matrix

Team Member	Phase 1 Hours	Phase 2 Hours	Phase 3 Hours	Phase 4 Hours	Total Hours
Matt Noonkester	120	130	230	80	550
Scott Lane	80	20	0	20	100
Amy Sackeroff	40	20	20	0	80
Brian Wright	60	40	80	20	200
Amber Coleman	20	10	10	0	40
Mike Rutkowski	0	20	40	20	80
Consultant Support Staff	200	100	80	20	400
Pender County Staff	200	80	80	120	480

Pender County Comprehensive Plan Process Map



AGREEMENT FOR PROFESSIONAL SERVICES BETWEEN CITY EXPLAINED, INC. AND PENDER COUNTY GOVERNMENT

This AGREEMENT is made and entered into effect on this _____ day of _____, 2016 (the "AGREEMENT DATE") by and between:

the "CONSULTANT"

Name:	CITY EXPLAINED, INC.
Address:	728 Wild Berry Court, Marvin, NC 28273
Telephone:	919-606-1620
Representative:	Matt Noonkester, President/Principal

— and —

the "CLIENT"

Name:	Pender County Government
Address:	805 S. Walker Street, Burgaw, NC 28425
Telephone:	910-259-1202
Representative:	Kyle Breuer, Planning Director

For the Pender County Comprehensive Plan Update (the "PROJECT").

(1) **DESCRIPTION OF WORK**: The CONSULTANT shall render the services described in "Attachment A" (hereinafter called the "SERVICES") in accordance with this AGREEMENT. The CONSUTLANT may, at its discretion and at any stage, engage subconsultants to perform all or any part of the SERVICES. The CLIENT will approve, in writing, any subconsultants used in the PROJECT. The CLIENT and the CONSULTANT by written amendment to this AGREEMENT may, from time to time, make changes to the SERVICES. All changed work shall be carried out under this AGREEMENT. The time for completion of the SERVICES shall be adjusted accordingly if changed work is identified.

(2) **COMPENSTATION:** Charges for the SERVICES rendered will be made in accordance with the CONTRACT PRICE indicated in "Attachment A", or, if no CONTRACT PRICE is indicated, in accordance with the CONSULTANT'S Schedule of Fees and Disbursements in effect at the time the SERVICES are rendered.

Invoices shall be paid by the CLIENT in the currency of the jurisdiction in which the SERVICES are provided without deduction or setoff upon receipt. Failure to make any payment when due is a material breach of this AGREEMENT, and will entitle the CONSULTANT, at its option, to suspend or terminate this AGREEMENT and the provision of the SERVICES. Interest will accrue on accounts overdue by 45 days at the lesser of 1.5 percent per month (18 percent per annum) or the maximum legal rate of interest in the State of North Carolina.

(3) **REPRESENTATIVES:** Each party shall assign in the space provided above a representative who is authorized to act on behalf of that party and receive notices under this AGREEMENT. Such representatives have complete authority to act on behalf of their principals in respect to all matters arising under this AGREEMENT.

(4) **NOTICES:** All notices, consents, and approvals required to be given hereunder shall be in writing and shall be given to the representatives of each party. All notices required by this AGREEMENT to be given by either party shall be deemed to be properly given and received within two (2) business days if made in writing to the other party by certified mail, telegram or email addressed to the regular business address of such part as identified above.

(5) **CLIENT'S RESPONSIBILITIES:** The CLIENT shall provide to the CONSULTANT in writing, the CLIENT'S total requirements in connection with the PROJECT, including the PROJECT budget and time constraints. The CLIENT shall make available to the CONSULTANT all relevant information or data pertinent to the PROJECT that is required by the CONSULTANT to perform the SERVICES. The CONSULTANT shall be entitled to rely upon the accuracy and completeness of all information and data furnished by the CLIENT, including information and data originating with other hired consultants employed by the CLIENT whether such consultants are engaged at the request of the CONSULTANT or otherwise. Where such information or data originates either with the CLIENT or its hired consultants, the CONSULTANT shall not be responsible to the CLIENT for the consequences of any error or omission contained therein.

The CLIENT shall give prompt consideration to all documentation related to the PROJECT prepared by the CONSUTLANT and, whenever prompt action is necessary, shall inform the CONSULTANT of the CLIENT'S decision in such reasonable time so as not to delay the schedule of providing the SERVICES.

When applicable, the CLIENT shall arrange and make provision for the CONSULTANT's entry to the PROJECT site as well as other public and private property as necessary for the CONSULTANT to perform the SERVICES. The CLIENT shall obtain any required approvals, licenses or permissions from governmental or other authorities having jurisdiction over the PROJECT so as not to delay the CONSULTANT in the performance of the SERVICES.

(6) CONSULTANT'S RESPONSIBILITIES: The CONSULTANT shall furnish the necessary qualified personnel to provide the SERVICES. The CONSULTANT represents that it has access to the experience and capability necessary to and agrees to perform the SERVICES with the reasonable skill and diligence required by customarily accepted professional practices and procedures normally provided in the performance of the SERVICES at the time when and the location in which the SERVICES are performed. This undertaking does not imply or guarantee a perfect PROJECT and, in the event of failure or partial failure of the product of the SERVICES, the CONSULTANT will be liable only for its failure to exercise diligence, reasonable care and professional skill. This standard of care is the sole and exclusive standard of care that will be applied to measure the CONSULTANT'S performance. There are no other representations or warranties expressed or implied made by the CONSULTANT. In particular, but not by way of limitation, no implied warranty of merchantability or fitness for a particular purpose shall apply to the SERVICES provided by the CONSULTANT, nor shall the CONSULTANT warrant or guarantee economic, market or financial conditions, pro forma projections, schedules for public agency approvals, or other factors beyond the CONSULTANT'S reasonable control. The CONSULTANT does not warrant the SERVICES to any third party, and the CLIENT shall indemnify and hold harmless the CONSUTLANT from any demands, claims, suits or actions of third parties arising out of the CONSULTANT'S performance of the SERVICES.

In performing the SERVICES under this AGREEMENT, the CONSULTANT shall operate as and have the status of any independent contractor and shall not act as, or be an employee of, the CLIENT.

(7) **TERMINATION:** Either party may terminate this AGREEMENT without cause upon thirty (30) days' notice in writing. If either party breaches this AGREEMENT, the non-defaulting party may terminate this AGREEMENT after giving seven (7) days' notice to remedy the breach. On termination of this AGREEMENT, the CLIENT shall forthwith pay the CONSULTANT for the SERVICES performed to the date of termination. Non-payment by the CLIENT of the CONSULTANT'S invoices within 45 days of the CONSULTANT rendering same is agreed to constitute a material breach of this AGREEMENT and, upon written notice as prescribed above, the duties, obligations and responsibilities of the CONSULTANT are terminated.

(8) **SUSPENSION OF SERVICES:** If the project is suspended for more than thirty (30) calendar days in the aggregate, the CONSULTANT shall be compensated for services performed and charges incurred prior to receipt of notice to suspend and, upon resumption, an equitable adjustment in fees to accommodate the resulting demobilization and remobilization costs. In addition, there shall be an equitable adjustment in the project schedule based on the delay caused by the suspension. If the PROJECT is suspended for more than ninety (90) days, the CONSULTANT may, at its option, terminate this AGREEMENT upon giving notice in writing to the CLIENT.

(9) **LIMITATION OF LIABILITY:** The CLIENT releases the CONSULANT from any liability and agrees to defend, indemnify and hold the CONSULTANT harmless from any and all claims, damages, losses and/or expenses, direct and indirect, or consequential damages, including but not limited to attorney's fees and charges and court and arbitration costs, arising out of, or claimed to arise out of, the performance of SERVICES, excepting liability arising from the negligence or willful misconduct of the CONSULTANT.

It is further agreed that the total amount of all claims the CLIENT may have against the CONSULTANT under this AGREEMENT or arising from the performance or non-performance of the SERVICES under any theory of law, including but not limited to claims of negligence, negligent misrepresentation and breach of contract, shall be strictly limited to the lesser of the fees paid to the CONSULTANT for the SERVICES or $500,000.00. No claim may be brought against the CONSULTANT in contract or tort more than two (2) years after the cause of action arose. As the CLIENT'S sole and exclusive remedy under this AGREEMENT any claim, demand or suit shall be directed and/or asserted only against the CONSULTANT and not against any of the CONSULTANT'S employees, officers or directors.

The CONSULTANT'S liability with respect to any claims arising out of this AGREEMENT shall be limited to direct damages arising out of the SERVICES, and the CONSULTANT shall bear no liability whatsoever for any consequential loss, injury or damage incurred by the CLIENT, including but not limited to claims for loss of use, loss of profits, and loss of markets.

(10) **DOCUMENTS:** All documents prepared by the CONSULTANT or on behalf of the CONSULTANT in connection with the PROJECT are instruments of service for the execution of the PROJECT. The CONSULTANT retains an interest in the property and shares a copyright in these documents with the CLIENT, whether the PROJECT is executed or not. These documents may not be used for any other purpose without the prior written consent of the CONSULTANT. In the event the CONSULTANT'S documents are subsequently reused or modified in any material respect without the prior consent of the CONSULTANT, the CLIENT agrees to defend, hold harmless and indemnify the CONSULTANT from any claims advanced on account of said reuse or modification.

Any document produced by the CONSULTANT in relation to the SERVICES is intended for the sole use of the CLIENT. The documents may not be relied upon by any other party without the express written consent of the CONSULTANT, which may be withheld at the CONSULTANT'S discretion. Any such consent will provide no greater rights to the third party than those held by the CLIENT under this AGREEMENT, and will only be authorized pursuant to the conditions of the CONSULTANT'S start from reliance letter.

The CONSULTANT retains an interest in all documents and information generated in connection with the performance of services and retains a permanent non-exclusive, royalty-free license to use these documents. Upon payment in full hereunder, the CONSULTANT shall transfer a copy of all appropriate digital files in an editable format to the CLIENT for its use. A copyright on all images and text are retained jointly by the CONSULTANT and the CLIENT. Reproduction may be granted with credit in print.

(11) **FORCE MAJEURE:** Any default in the performance of this AGREEMENT caused by any of the following events and without fault or negligence on the part of the defaulting party shall not constitute a breach of contract: labor strikes, riots, war, acts of government authorities, unusually severe weather conditions or other natural catastrophe, or any other cause beyond the reasonable control or contemplation of either party.

(12) **GOVERNING LAW:** This AGREMENT shall be governed, construed and enforced in accordance with the laws of the State of North Carolina.

(13) **DISPUTE RESOLUTION:** If requested in writing by either the CLIENT or the CONSULTANT, the CLIENT and the CONSULTANT shall attempt to resolve any dispute between them arising out of or in connection with this AGREEMENT by entering into structured non-binding negotiations with the assistance of a mediator on a without prejudice basis. The mediator shall be appointed by agreement of the parties. If a dispute cannot be settled within a period of thirty (30) calendar days with the mediator, if mutually agreed, the dispute shall be referred to arbitration pursuant to laws of the State of North Carolina or elsewhere by mutual agreement.

(14) **ATTORNEY FEES:** In the event of a dispute hereunder, the prevailing party is entitled to recover from the other party all costs incurred by the prevailing party in enforcing this AGREEMENT and prosecuting the dispute, including reasonable attorney's and expert's fees, whether incurred through formal legal proceedings or otherwise.

(15) **ASSIGNMENT AND SUCCESSORS:** Neither the CLIENT nor the CONSULTANT shall, without the prior written consent of the other party, assign the benefit or in any way transfer the obligations of this AGREEMENT or any part hereof. This AGREEMENT shall inure to the benefit of and be binding upon the parties hereto, and except as otherwise provided herein, upon the executors, administrators, successors and assigns.

(16) **PROTECTION OF PRIVACY LAWS:** The CONSULTANT will comply with statutory obligations respecting the collection, use, disclosure, access to, correction, protection, accuracy, retention and disposition of personal information that may be collected or created under this AGREEMENT. The CONSULTANT will refer any request for access to or correction of personal information that is made under statute to the CLIENT and will comply with any directions from the CLIENT respecting the access request, or respecting correction and annotation of personal information.

(17) **ENTIRE AGREEMENT:** This AGREEMENT constitutes the sole and entire agreement between the CLIENT and the CONSULTANT relating to the PROJECT and supersedes all prior agreements between them, whether written or oral respecting the subject matter hereof and no other terms, conditions or warranties, whether express or implied, shall form a part hereof. This AGREEMENT may be amended only by written instrument signed by both the CLIENT and the CONSULTANT. All attachments referred to in this AGREEMENT are incorporated herein by this reference; however, in the event of any conflict between attachments and the terms and conditions of this AGREEMENT, the terms and conditions of this AGREEMENT shall take precedence.

(18) **SEVERABILITY:** If any term, condition or covenant of this AGREEMENT is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions of this AGREEMENT shall be binding on the CLIENT and the CONSULTANT.

THE PARTIES EXPRESSLY ACKNOWLEDGE THIS AGREEMENT CONTAINS LIMITATION OF LIABLITY PROVISIONS RESTRICTING RIGHTS FOR THE RECOVER OF DAMAGES.

The Parties, intending to be legally bound, have made, accepted and executed this AGREEMETN as of the Agreement Date noted above.

CITY EXPLAINED, INC.

By: _____
(signature)

_____
(printed name and title)

PENDER COUNTY GOVERNMENT

By: _____
(signature)

_____
(printed name and title)

PROFESSIONAL SERVICES AGREEMENT
"ATTACHMENT A"

Attached to and forming part of the AGREEMENT between:

CITY EXPLAINED, INC.
(herein called the "CONSULTANT")

— and —

PENDER COUNTY GOVERNMENT IN NORTH CAROLINA
(herein called the "CLIENT")

This Attachment details the Scope of Services, Contract Time, Contract Price and Insurance Requirements forming part of the above described AGREEMENT.

PART 1: SCOPE OF SERVICES — PENDER COUNTY COMPREHENSIVE PLAN UPDATE

The CONSULTANT shall perform the following Scope of Services:

Task 0 — Project Management & Kick-Off Activities

Task 0A – General Coordination

The CONSULTANT'S Project Manager will attend, make presentations, and participate in up to three general coordination meetings (scheduled to coincide with other trips to Pender County identified under Task 1) and up to six conference calls with the CLIENT'S Project Manager to discuss matters related to the comprehensive planning process or comprehensive plan document. Coordination activities may be used to present preliminary findings, discuss on-going issues, or obtain feedback on draft deliverables. Routine coordination in between milestone meetings or conference calls will occur via telephone, email or interaction over a share point site.

Total Meetings: 3
Total Conference Calls: 6

Task 0B – Tour of the County

The CLIENT will organize a one-day driving tour of the county for the CONSULTANT'S Project Manager; highlighting important themes, areas of interest, etc. that will be critical for developing the new comprehensive plan document.

Total Meetings: 1

Task 0C – Open Project Office in Pender County

The CONSULTANT will establish a project office in Surf City, NC for the duration of the project. The space will be used by the CONSULTANT to carry out their responsibilities under the Scope of Services. No CLIENT or public meetings will occur at the project office.

Task 0D – Baseline Data Exchange

The CLIENT will make available to the CONSULTANT GIS data, resource documents, growth forecasts, economic data, stakeholder lists, development data, etc. identified as important to the comprehensive plan update process. Data will be exchanged via a share point site or hard drive disk. The CONSULTANT will rely on this data for its recommendations in subsequent phases of the comprehensive planning process.

The CONSULTANT will review data provided by the CLIENT, identify deficiencies, and suggest alternative methods for collecting or creating missing data. The CLIENT will be responsible for the timely collection (or creation) of all data needed for the comprehensive plan update (including a parcel-level existing land use survey and place type coding for the scenario planning process).

Task 1 — Partnering Strategy

Soliciting input and building support for the plan's vision will require a comprehensive partnering strategy that brings together property owners, developers, county staff, service providers, elected officials and the general public early and then throughout the planning process. The CLIENT will lead general public involvement activities with information provided by the CONSULTANT (see responsibilities summarized in the subtasks below). CONSULTANT attendance at meetings under Task 1 will be consolidated into five trips to Pender County, scheduled around the five meetings identified for the project steering committee.

Task 1A – Project Website

The CONSULTANT will create and maintain a project website that will 1) provide on-going information and updates for participants, 2) solicit thoughts, reactions and opinions using a series of interactive polls in mySidewalk (formerly known as Mind Mixer), 3) post interim project deliverables and meeting notices, and 4) make available final project deliverables. The project website will be linked to the Official Pender County Government Website and a project specific Facebook site (maintained separate from the official Pender County Facebook site), and go live before the first scheduled community workshop series (see Task 1D).

The CONSULTANT will secure a domain name and hosting services for the project website for one calendar year. The website will include four general pages: welcome, plan background, engage on-line, and project documents. The project website will also provide links to sign-up for email updates, see recent posts, or provide comments. The CLIENT will approve all content material for the project website prior to posting.

Deliverable: *Comprehensive Plan Project Website*

Task 1B – Stakeholder Interviews

The CONSULTANT will attend up to four stakeholder interviews for developing the new comprehensive plan document. The CLIENT will provide a list of individuals to interview and arrange all meeting dates, times and locations. The CLIENT is encouraged to attend stakeholder interviews with the CONSULTANT. All stakeholder interviews will be completed over a one day period.

Total Meetings: *4*

Task 1C – Project Steering Committee

A project steering committee will validate the planning process and provide a direct conduit between the CLIENT, the CONSULTANT, service providers, special interest groups and general public. Input from the project steering committee will be used to verify data; identify key planning themes; create a vision, guiding principles and maps for guiding future growth; review draft deliverables, etc. The CLIENT will select members for the project steering committee. Membership on the committee will be limited to twelve individuals, unless an increase is agreed to by both the CLIENT and CONSULTANT.

Up to five meetings will be scheduled with the project steering committee; including a project kick-off meeting, community inventory and assessment report briefing, growth framework plan discussion, action plan briefing, and final document presentation. Most meetings will last up to two hours each. The CLIENT will be responsible for identifying meeting dates and times and securing meeting locations.

The CONSULTANT will prepare a resource binder for the CLIENT and each member of the project steering committee (to up 14 binders maximum) to organize information generated during the project. The resource

binder will be three inches thick with eight tabs. The CONSULTANT will prepare artwork for the cover and spine of the binder. Handouts for each project steering committee meeting will be created by the CONSULTANT, printed by the CLIENT, and saved in the project binder after each meeting for future reference.

Total Meetings: *5*
Deliverable: *Comprehensive Plan Resource Binders*

Task 1D – Community Ideas Exchange Workshop Series

A community workshop series (a.k.a. traveling roadshow meetings) will be held in various locations throughout the county to officially kickoff the comprehensive planning process. A town hall style meeting format will be used to introduce the project, highlight basic data for existing conditions and future opportunities, and share insights from previous partnering activities (see Tasks 1B & 1C). An informed group of participants will then be asked to identify issues, opportunities, big ideas, etc. facing the county that could be addressed in the new comprehensive plan.

The CONSULTANT will prepare necessary maps, handouts, etc. for the meetings. The CLIENT will be responsible for identifying a meeting date/time/location and advertising the events (using outreach materials prepared by the CONSULTANT). All handouts for the meetings will be printed by the CLIENT. The CLIENT will host all meetings under Task 1D independent of the CONSULTANT.

Deliverable: *Materials for Traveling Roadshow Meetings*

Task 1E – Community Learning Workshop Series

A community learning workshop series (a.k.a. traveling roadshow meetings) will be held in various locations throughout the county to build on thoughts and ideas generated at the Community Ideas Exchange Workshop (see Task 1D). Participants will be asked to provide input on broad categories of development choices (organized around emerging themes identified at the Community Ideas Exchange Workshop series) ahead of the scenario planning process and alternative growth scenario testing. Participants will "report back" their ideas for the different planning themes at the end of the meeting, which will be further refined by the CLIENT, CONSULTANT, and project steering committee ahead of creating information for the Growth Framework (see Task 4).

The CONSULTANT will prepare necessary maps, handouts, etc. for the meetings. The CLIENT will be responsible for identifying a meeting date/time/location and advertising the events (using outreach materials prepared by the CONSULTANT). All handouts for the meetings will be printed by the CLIENT. The CLIENT will host all meetings under Task 1E independent of the CONSULTANT.

Deliverable: *Materials for Traveling Roadshow Meetings*

Task 1E – Policy Maker-Briefings & Public Hearings

The CONSULTANT will be available (as extension of staff) for up to four presentations with elected officials, appointed officials, voluntary board members, etc. to provide comprehensive plan project updates and seek input. At least three of these meetings are assumed to occur during the formal comprehensive plan adoption process (planning board and board of commissioners). The CONSULTANT will prepare a slide presentation for each meeting and speak to the group as directed by the CLIENT.

Total Meetings: *4*
Deliverable: *Policy-Maker Briefing Slide Presentations*

Task 2 — Data, Inventory & Analysis

The CLIENT (with assistance from the CONSULTANT noted in the subtasks below) will use information collected in Tasks 0 or 1 to assess seven general areas important to preparing the comprehensive plan: policy and ordinance review, regional context and demographics, market and economic assessments, natural environment, built

environment, supporting infrastructure, and issues identification/planning themes. The seven general areas will first be examined separately to document existing conditions and emerging trends. They will then be evaluated together, looking for cross-cutting topics and inter-dependencies that will need to be addressed together in the comprehensive plan.

Data, findings and insights from studies or assessments under Task 2 will be presented in text, maps, tables or info-graphics (as deemed appropriate by the CLIENT, with input from the CONSULTANT, for conveying information).

Task 2A – Policy & Ordinance Review

The CLIENT will review existing plans, policies and ordinances enforced by Pender County Government and provide the CONSULTANT with a "goals and policies matrix" for all documents that may be relevant to the comprehensive plan update. General headings for the matrix may include: goal or policy statement, source, reference number, measurable target for evaluating implementation, baseline condition when the goal or policy was adopted, current condition, and comments for updating the comprehensive plan. The CONSULTANT will rely on this information to support recommendations in subsequent phases of the comprehensive planning process.

The CONSULTANT will prepare a narrative summarizing a list of rules, policies, ordinance or regulations that may be in conflict with recommendations for the new comprehensive plan. Recommendations for change will be presented in simple text format (i.e., no strike-through/underline format).

Deliverable: *Pender County Plans, Policies & Ordinances Diagnosis Summary (made part of the new comprehensive plan document)*

Task 2B – Regional Context & Demographics

Region influences (economic, cultural, environmental, military or political) in and around Pender County will be identified and summarized by the CONSULTANT for the comprehensive planning process based on a list provided by the CLIENT. Demographic data will summarize housing, households, population, income and employment data for Pender County using information from the US Census Bureau, American Community Survey, Five Year Estimates, 2014 Data Release or ESRI ArcGIS Business Analyst Software.

Deliverable: *Community Inventory & Assessment Summary Report (made part of the new comprehensive plan document)*

Task 2C – Market & Economic Assessments

A concise market and economic analysis for Pender County (county-wide reporting) will be completed to identify market demand for housing, retail and other relevant commercial land uses based on current land use or proposed redevelopment plans. Demand analysis will incorporate a variety of methodologies, which may include: economic base analysis, neoclassical/central place theory, tapestry and sales potential, and highest and best uses. The market demand analysis will include a study of local population projections, lifestyle segments, employment projections, housing choices and potential support for retail, office and industrial product types. It will also compare current and anticipated market demands to the stated vision or goals for land use and development in previously-adopted Pender County plan documents (see Task 2A) and identify general support or conflict with the collective list of stated vision or goals.

Deliverable: *Market Analysis Summary & Findings Technical Memorandum*

Task 2D – Physical Assessments

The CLIENT will inventory and evaluate conditions and features in Pender County for the following general categories: natural environment, built environment, community design and supporting infrastructure. Together, these sections will describe how land is currently organized, used and supported by public facilities and services.

Specific topics addressed under each of the general headings will be influenced by the type and quality of data provided in Task 0D.

The CONSULTANT will provide the CLIENT with sections from previous documents used to describe conditions and features for the identified physical assessment general categories. The CLIENT will be responsible for all duties required to complete the physical assessments (i.e., text, tables and maps). The CONSULTANT will review and provide feedback on the initial draft documents (one round of comments only).

Deliverable: *Summary of Physical Features in Pender County (made part of the new comprehensive plan document)*

Task 2E – Important Planning Themes

Thoughts, opinions, issues or themes will be summarized quantitatively and qualitatively (as deemed appropriate by the CONSULTANT) from previous steps in the comprehensive planning process (see Tasks 0 through 2). Information will be organized into planning themes representing important issues for Pender County. The CLIENT and project steering committee will be asked to reach consensus and prioritize planning themes important for preparing the new comprehensive plan. In some cases, two or more opposing viewpoints may be captured for an important planning theme, which will be studied in more detail during the scenario planning process (see Task 3).

Terms or phrases used to describe important planning themes in Task 2E will evolve into value-based/ preference-stated guiding principles for the document following the scenario planning process (see Task 4B).

Deliverable: *Summary of Important Planning Themes in Pender County (made part of the new comprehensive plan document)*

Task 2F – Community Inventory & Assessment Report

The CONSULTANT will prepare a community inventory and assessment report to summarize existing conditions and key features in the study area (limited to items described in Tasks 2A through 2E). General headings in the document may include: introduction, study area, regional context, demographics, market conditions, natural environment, built environment, community design and supporting infrastructure. All information for creating the report will come directly from subtasks 2A through 2E described previously).

Important planning themes identified in the document will become the framework for subsequent phases in the comprehensive planning process.

Deliverable: *Community Inventory & Assessment Summary Report*

Task 3 — Scenario Planning

Task 3A – Future Year Growth Forecasts

The CONSULTANT will use growth forecasts developed in Task 2C for the scenario planning process. The planning horizon for the comprehensive plan will be 2035 (with an interim horizon year of 2025 for some sections of the document). The growth categories and units used in CommunityViz (see Task 3B) will include: single-family residential dwelling units, multifamily residential dwelling units, retail employees, office employees, and industrial employees.

The CONSULTANT will also prepare average person per household assumptions and employee space ratio statistics based on the market analysis (see Task 2C). This information will be used to convert dwelling units to population and non-residential square feet to employees for some sections of the comprehensive plan document.

Deliverable: *Population, Dwelling Units, Non-Residential Square Feet & Employees by general category for 2025 and 2035*

Task 3B – CommunityViz Model

The CONSULTANT will create a computer scenario planning model using CommunityViz software to measure and evaluate alternative growth scenarios contemplated for Pender County. The model architecture and other key decisions will be determined with input from the CLIENT. Data, assumptions, analysis tools, etc. from FOCUS (completed in 2014) will be used to the maximum extent possible for building the CommunityViz model for the Pender County Comprehensive Plan. General components of the model will include: carrying capacity analysis, land suitability analysis, build out potential analysis, growth allocation analysis, and reporting.

The CONSULTANT will provide the CLIENT with a full copy of the model and all associated files at the end of the project for their future use independent of the CONSULTANT. The CLIENT will purchase their own copy of CommunityViz software for running the model (if desired).

Deliverable: *CommunityViz Model for the Pender County Comprehensive Plan (ArcGIS Desktop v. 10.2 & CommunityViz v. 5.0)*

Task 3C – Performance Measures

The CONSULTANT will prepare a list of performance measures for CommunityViz (up to eight) based on information provided in the Community Inventory & Assessment Report (see Task 2F). The performance measures will be used to measure the impacts of competing growth scenarios contemplated for Pender County and evaluate their tradeoffs. The CLIENT and project steering committee will be asked to reach consensus and prioritize performance measures for the scenario planning process. The CONSULTANT will summarize statistics for the performance measures in a set of info-graphics (up to eight).

Deliverable: *Growth Scenario Report Card Summarizing Results for Up to Eight Performance Measures (made part of the new comprehensive plan document)*

Task 3D – Alternative Growth Scenario Testing

The CONSULTANT will prepare up to three alternative growth scenarios, with input from the CLIENT and project steering committee, for the comprehensive planning process (i.e., community plans scenario plus two alternative scenarios). Each scenario will be different enough to pose real alternative choices for addressing the important planning themes (see Task 2E). A map, development profile chart, and narrative will be used to summarize each of the three alternative growth scenarios.

Deliverable: *Alternative Growth Scenario Summary Workbook*

Task 4 — Growth Framework

A growth framework will summarize the vision and guiding principles from which the comprehensive plan, zoning ordinance, subdivision ordinance and capital improvements plan are guided (everything but the comprehensive plan prepared independent of the CONSULTANT). The long-term horizon for the growth framework (2035) keeps it somewhat general; however, the broad range of development issues and supporting infrastructure addressed makes it a true blueprint for sustainable growth.

Task 4A – County Vision for Growth & Development

A vision statement will be included in the comprehensive plan document. It will be developed with input from the CLIENT and project steering committee, and should be a quick, concise synopsis of where Pender County would like to move related to growth and development.

Deliverable: *Vision Statement for Growth & Development in Pender County (made part of the new comprehensive plan document)*

Task 4B – Guiding Principles

One or more guiding principles (similar to goals in the previous comprehensive land use plan document) will be included in the comprehensive plan document. They provide simple statements about preferred growth and development patterns for Pender County, presenting specific values/preferences/attitudes that should be followed to reinforce the County's stated vision for growth and development.

Deliverable: *Guiding Principles for the Pender County Comprehensive Plan (made part of the new comprehensive plan document)*

Task 4C – General Development Map

A general development map (similar to the future land use map in the previous comprehensive land use plan document) will represent the community's preferred development locations, types, patterns and intensities throughout the county. It will also identify 1) major activity centers and neighborhood commercial nodes for further study and refinement (see Task 5) and 2) significant capital projects/infrastructure investments (summarized from other elements of the comprehensive plan document) that influence preferred development locations, types, patterns and intensities throughout the county.

Deliverable: *General Development Map for the Pender County Comprehensive Plan (made part of the new comprehensive plan document)*

Task 4D – Supporting Infrastructure

The CONSULTANT will summarize development impacts and evaluate supporting infrastructure needed to serve the general development map (qualitative analysis only). Infrastructure categories studied under Task 4D include: transportation, potable water, sanitary sewer, school system, parks and recreation, and police protection and fire protection.

Deliverable: *Infrastructure to Support the Pender County Comprehensive Plan (made part of the new comprehensive plan document)*

Task 4E – Applications Toolkit

The applications toolkit is a source of concepts, ideas and actions (similar to policies in the previous comprehensive land use plan document) to support the vision, guiding principles and general development map in the comprehensive plan. The type, number and categories for applications in the toolkit will be determined based on Pender County's important planning themes (see Task 2E).

Deliverable: *Applications Toolkit to Support the Pender County Comprehensive Plan (made part of the new comprehensive plan document)*

Task 4F – Land Conservation Strategy

The CLIENT will prepare a land conservation strategy for Pender County that identifies 1) pristine natural areas, environmentally-sensitive areas, important view sheds, etc. ideal for conservation, 2) federal and state laws applicable to a land conservation strategy, 3) potential funding strategies, and 4) a toolkit of concepts, ideas and actions to preserve these areas in the future. The CONSULTANT will include a portion of the document (based on an excerpt or executive summary provided by the CLIENT) in the comprehensive plan document.

Task 5 — Action Plan

An action plan prepared for the comprehensive plan will organize projects, policies and action items (whether capital, operating or future studies) presented in the document. General topics addressed in the action plan may include: target setting; recommended projects, plans and ordinance changes; plan implementation matrix; key

partners in the region; and monitoring the plan. Information for the action plan will be summarized from other chapters in the comprehensive plan document.

Deliverable:	*Action Plan for the Pender County Comprehensive Plan (made part of the new comprehensive plan document)*

Task 6 — Deliverables

The CONSULTANT will prepare a comprehensive plan document to summarize the planning process, background information, and future year recommendations. The document will be graphically-oriented and supported by text and tables appropriate for conveying information. General headings in the document may include: introduction, the process, the vision, existing conditions/emerging trends, growth framework, community facilities and services, and inviting success. Pender County will be responsible for preparing all materials required to formally amend rules, policies, ordinances, regulations, etc. recommended in the comprehensive plan following adoption of the document (independent of the CONSULTANT).

Task 6A – Comprehensive Plan Document (Discussion Draft)

The CONSULTANT will prepare and submit a comprehensive plan document (discussion draft) to the CLIENT and project steering committee for review and comment. An outline for the comprehensive plan document will be submitted to the CLIENT for approval at the completion of Task 2F. One electronic copy (PDF format) of the document will be delivered to the CLIENT under Task 6A. The CLIENT will be responsible for all printing responsibilities under Task 6A.

Task 6B – CLIENT 30-Day Review Period (Discussion Draft)

The CLIENT and project steering committee will have 30 days to review and provide comments on the discussion draft comprehensive plan document. Comments and requests for revision will be consolidated by the CLIENT Project Manager and provided to the CONSULTANT for review.

Task 6C – Comprehensive Plan Document (Public Hearing Draft)

The CONSULTANT will revise the discussion draft of the comprehensive plan document to reflect comments or requests for revision from the CLIENT (see Task 6B). This version of the document will be made public to start the official adoption process. One electronic copy (PDF format) of the document will be delivered to the CLIENT under Task 6C. The CLIENT will be responsible for all printing responsibilities under Task 6C.

Task 6D – Comprehensive Plan Document (Final)

The CONSULTANT will revise the public hearing draft of the comprehensive plan document based on requests made through formal motion by the Board of Commissioners during adoption hearings (see Task 1E). The revised document will constitute the adopted Comprehensive Plan for Pender County. One electronic copy (PDF format) of the document will be delivered to the CLIENT under Task 6D. The CLIENT will be responsible for all printing responsibilities under Task 6D.

PART 2: CONTRACT TIME

Commencement Date:	March 22, 2016
Estimated Completion Date:	June 30, 2017

PART 3: CONTRACT PRICE

The CONSULTANT shall perform the Scope of Services described in Part 1 above for a lump sum fee of $100,000.00; including all expenses incurred as part of the identified PROJECT.

PART 4: INSURANCE REQUIREMENTS

Before any SERVICE are provided under this AGREEMENT, the CONSULTANT shall procure, and maintain in effect during the term of this AGREEMENT, insurance coverage in amounts and on terms not less than set forth below.

General Liability: Commercial general liability insurance for personal and bodily injury, including death and property damage, in the amount of $1,000,000.00 combined single limit each occurrence and not less than $2,000,000.00 in the aggregate.

Automobile Liability: Automobile liability insurance for bodily injury, including death and property damage, in the amount of $1,000,000.00 for each occurrence.

Professional Liability: Professional liability insurance for damages incurred by reason of any negligent act, error of omission committed or alleged to have been committed by the CONSULTANT in the amount of $1,000,000.00 per claim and in the aggregate.

Workers' Compensation: As prescribed by State Law in North Carolina

Certificates: Upon request, the CONSULTANT shall provide certificates of insurance evidencing coverage required above. Each certificate shall provide that the coverage therein afforded shall not be cancelled except with thirty (30) days prior written notice to the CLIENT.

Pender County Comprehensive Plan

Fee Estimate Worksheet - February 24, 2016

Task Number & Description	City Explained, Inc.			Stantec Consulting Services, Inc.				TPUDC, LLC			Total Consultant Hours	Total Consultant Dollars	Total Client Staff Hours
	Project Manager $140.00	Senior Planner $120.00	Planner $100.00	Senior Engineer $170.00	Senior Economist $165.00	Senior Planner $115.00	Planner $70.00	Senior Urban Designer $165.00	Illustrator $125.00	Desktop Publisher $100.00			
Task 0 - Project Management													
General Coordination	12										12	$1,680	15
Tour of the County	4										4	$560	8
Open Project Office											0	$0	0
Baseline Data Exchange			2				4				6	$480	160
Subtotal (Hours)	*16*	*0*	*2*	*0*	*0*	*0*	*4*	*0*	*0*	*0*	*22*	—	183
Subtotal (Dollars)	*$2,240*	*$0*	*$200*	*$0*	*$0*	*$0*	*$280*	*$0*	*$0*	*$0*	—	*$2,720*	—
Task 1 - Partnering Strategy													
Project Website						26	24				50	$4,670	4
Stakeholder Interviews	8										8	$1,120	16
Project Steering Committee	20		8		8						36	$4,920	20
Community Ideas Exchange Workshop Series		8									8	$960	40
Community Learning Workshop Series		8									8	$960	40
Policy-Maker Briefings & Public Hearings	12		4								16	$2,080	15
Subtotal (Hours)	*40*	*16*	*12*	*0*	*8*	*26*	*24*	*0*	*0*	*0*	*126*	—	135
Subtotal (Dollars)	*$5,600*	*$1,920*	*$1,200*	*$0*	*$1,320*	*$2,990*	*$1,680*	*$0*	*$0*	*$0*	—	$14,710	—
Task 2 - Data, Inventory & Analysis													
Policy & Ordinance Review		8					8				16	$1,520	40
Regional Context & Demographics		4			4		16				24	$2,260	2
Market & Economic Assessments					32						32	$5,280	2
Physical Assessments		8		4							12	$1,640	80
Important Planning Themes		8					4				12	$1,240	2
Community Inventory & Assessment Report		8	40		8		16				72	$7,400	16
Subtotal (Hours)	*0*	*36*	*40*	*4*	*44*	*0*	*44*	*0*	*0*	*0*	168	—	142
Subtotal (Dollars)	$0	$4,320	$4,000	$680	$7,260	$0	$3,080	$0	$0	$0	—	$19,340	—
Task 3 - Scenario Planning													
Future Year Growth Forecasts					8						8	$1,320	2
CommunityViz Model		40									40	$4,800	2
Performance Measures		8	16								24	$2,560	2
Alternative Growth Scenario Testing		40									40	$4,800	2
Subtotal (Hours)	*0*	*88*	*16*	*0*	*8*	*0*	*0*	*0*	*0*	*0*	112	—	8
Subtotal (Dollars)	*$0*	*$10,560*	*$1,600*	*$0*	*$1,320*	*$0*	*$0*	*$0*	*$0*	*$0*	—	$13,480	—

Task 4 - Growth Framework													
County Vision for Growth & Development		4									4	$480	2
Guiding Principles		8									8	$960	4
General Development Map		8							30		38	$4,710	4
Supporting Infrastructure		8	40	8							56	$6,320	8
Applications Toolkit		8	60						24		92	$9,960	4
Land Conservation Strategy									4		4	$500	120
Subtotal (Hours)	0	36	100	8	0	0	0	0	58	0	202	—	142
Subtotal (Dollars)	$0	$4,320	$10,000	$1,360	$0	$0	$0	$0	$7,250	$0	—	$22,930	—
Task 5 - Action Plan													
Prepare Action Plan Items		24		4							28	$3,560	0
Coordination with Client		4									4	$480	4
Subtotal (Hours)	*0*	*28*	*0*	*4*	*0*	*0*	*0*	*0*	*0*	*0*	32	—	4
Subtotal (Dollars)	*$0*	*$3,360*	*$0*	*$680*	*$0*	*$0*	*$0*	*$0*	*$0*	*$0*	—	$4,040	—
Task 6 - Deliverables													
Comprehensive Plan Document (Initial Draft)		40	60	4	4					20	128	$14,140	0
Client 30-Day Review Period (Initial Draft)											0	$0	40
Comprehensive Plan Document (Public Hearing Draft)		24	24	2	2					16	68	$7,550	0
Comprehensive Plan Document (Final)											0	$0	0
Subtotal (Hours)	*0*	*64*	*84*	*6*	*6*	*0*	*0*	*0*	*0*	*36*	196	—	40
Subtotal (Dollars)	*$0*	*$7,680*	*$8,400*	*$1,020*	*$990*	*$0*	*$0*	*$0*	*$0*	*$3,600*	—	$21,690	—
Project Totals													
Total Project Hours by Staff Position	**56**	**268**	**254**	**22**	**66**	**26**	**72**	**0**	**58**	**36**	**858**	—	**654**
Total Project Dollars by Staff Position	**$7,840**	**$32,160**	**$25,400**	**$3,740**	**$10,890**	**$2,990**	**$5,040**	**$0**	**$7,250**	**$3,600**	—	**$98,910**	—
Total Project Expenses by Staff Person	**$490**	**$0**	**$0**	**$0**	**$500**	**$100**	**$0**	**$0**	**$0**	**$0**	—	**$1,090**	—
Total Project Hours by Consultant Team Member		**578**			**186**				**94**				**654**
Total Project Dollars by Consultant Team Member		**$65,400**			**$22,660**				**$10,850**				**—**
Total Project Expenses by Consultant Team Member		**$490**			**$600**				**$0**				**—**
Total Project Cost (All Inclusive)	**$100,000**												