



VANDEWALLE & ASSOCIATES INC.

Scope of Services for Dane County Alliant Energy Center Vision Facilitation and Redevelopment Process Management March 29, 2017

The following scope of services is designed to conduct a process and provide the following key deliverables in advance of the more detailed AEC Master Planning to occur in Phase 2 of the project:

- Clarity on the most important AEC functions and roles and the community objectives that should shape the Master Plan
- Proactive public awareness of the planning process, timeline, and AEC vision to create a common base of knowledge prior to decision making
- Clarity on the core uses, facility upgrades, and redevelopment/planning concepts to be included
- Public input on objectives for AEC area redevelopment and general concepts to be included
- Define the long term Vision for the AEC grounds
- Redevelopment process framework and timeline for moving forward into Phase 1 and beyond with milestones and key considerations

Work Element I – Project Start-up and Redevelopment Planning Process Work Plan

Guiding all of the Committee's and our activities will be a detailed Redevelopment Planning Process Work Plan that will include a detailed list of tasks necessary to complete each element of the project, the party(s) responsible for each, time schedules and deadlines, project milestones, and expected outcomes. The tasks will be carefully sequenced to maximize efficiencies and to maintain a pace that is comfortable to everyone directly involved as well as the public. Pacing is particularly important with this project to ensure it moves fast enough to sustain a high level of interest and commitment from all parties, while at the same time ensuring that everyone can keep up and that no one feels left behind. Accordingly, six months has been allotted to complete Phase 1 of the project. Specific components of this Work Element include the following:

Task 1.1: Project Start-up and Review of Past Studies and Area Opportunities

This Task involves a review of all pertinent information prepared and collected to date by the Consultant and a full Committee meeting dedicated to reviewing all previous studies and area opportunities to help determine the key findings, opportunities, alternatives, ideas, and data points to be carried forward into the Vision and Redevelopment Framework and Master Plan.

Task 1.2: Communications Plan

- a. The primary portion of the Communications Plan will identify all of the key individuals, organizations, media, and segments of the public to be informed and engaged throughout the Planning Process. While some of these communications may be intended to elicit some type of feedback/input, they primarily will be designed to inform and educate the recipients throughout the County about the process itself and the progress being made in order to establish a common base of knowledge before detailed public input is solicited and decisions are made. For each identified entity to be communicated within Work Element II, this Plan will include the following:
 - o The specific entity or groups to receive the communication
 - o The primary information to be conveyed in each communication
 - o The point(s) in the process when the communication will occur
 - o The method of communicating/type of media
 - o The entity responsible for completing the communication (Consultant, County staff, or other)
 - o The estimated cost for the Consultant to complete each of its assigned communications to be carried out under Work Element II, with the total cost not to exceed the total budget allocated to Work Element II under this scope of services
- b. In addition to the above, this Communications Plan will also include direct contacts with key project decision makers – the County Board Executive Committee, County Executive, and Mayor – at one to two points in the process to be determined at the time the Communications Plan is prepared.

Task 1.3: Public Engagement Plan

Understanding that transparency and inclusiveness are essential to the project, a comprehensive public engagement plan will be prepared that will provide a variety of different methods and formats for stakeholders and the general public throughout the County to learn about the project and provide meaningful input. This Plan will draw on best practices and specific strategies for involving historically underrepresented populations and communities and methods to overcome the socio-economic and cultural barriers that often prevent or diminish participation by these groups. For each identified entity to be engaged with, the Plan will include the following:

- The specific entity or groups to be included
- The types of information/input sought
- The types of information to be provided to participants
- The point(s) in the process when the engagement will occur
- The meeting format(s) and general location(s)
- The entity responsible for completing the engagement (Consultant, County staff, or other)
- The estimated cost for the Consultant to complete each of its engagements to be carried out under Work Element III, with the total cost not to exceed the total budget allocated to Work Element III under this scope of services

Task 1.4: Vision and Redevelopment Framework Process Plan

This document will identify the general components to be included in the Vision, Redevelopment Framework, and Action Plan to be prepared in Work Element IV and the process for making decisions throughout the process and final adoption. Expected components include:

- Identification of the geographic area to be included (just AEC or AEC and surrounding properties)
- Identification of the primary facilities at the AEC to be addressed
- Description of the general inputs to be considered
- Description of the decision-making process to be used for finalizing the Vision and Framework

Task 1.5: Consolidated Redevelopment Planning Process Work Plan

The outcomes of all of the above Tasks will be fully and efficiently integrated into a Final Work Plan that will serve as the guiding document for all Committee and Consultant activities throughout Phase 1 of the process (approximately 6 months).

WE I Time Schedule – Months 1-2

WE I Budget – \$12,000

Work Element II – Communications Implementation

This Work Element entails the execution of the Consultant's responsibilities as identified in the Communications Plan developed under Task 1.2. These are likely to include some combination of the following in addition to the direct communications with the key decision makers as described in Task 1.2.b. Task 1.2.a. will include a cost estimate for each of the Consultant's responsibilities; however, the overall cost estimate allocated for this Work Element is reflective of the anticipated level of effort based on our experiences with similar projects.

- Website postings
- Draft press releases
- Engaging with the media
- Preparing and presenting PowerPoint presentations and scripts
- Newsletters and mailers
- Email blasts
- Video and audio recordings
- Event booths/displays

WE II Time Schedule – Months 1-6

WE II Budget – \$10,000

Work Element III – Public Engagement

This Work Element entails the execution of the Consultant's responsibilities as identified in the Public Engagement Plan developed under Task 1.3. The goal of the engagement process is to seek public input on: the overarching/primary objectives to be achieved through the redevelopment of the AEC; linkages between the AEC and the surrounding area; and long-term core functions, future role and vision for the campus. Accordingly, the engagement process will focus on the following four key constituencies:

- Surrounding Neighborhoods
- Historically Under-represented Communities
- Adjacent Property Owners
- Broader Community/Business/Stakeholder Leadership

Obtaining this input, then, will likely include some combination of the following techniques. Task 1.3 will include a cost estimate for each of the Consultant's responsibilities; however, the overall cost estimate allocated for this Work Element is reflective of the anticipated level of effort based on our experiences with similar projects as well as efficiently allocating available budget resources across the entire scope of services.

- Focus group interviews
- Participatory workshops
- Community surveys

- Interactive websites/apps
- Walking tours

WE III Time Schedule – Months 1-6

WE III Budget – \$20,000

Work Element IV – Vision and Redevelopment Framework and Action Plan

The primary outcome of Phase 1 will be a comprehensive, sound, and unambiguous vision for the AEC that is crafted from extensive stakeholder and public input with a full vetting by the Committee prior to being presented to the County Board for approval. Accordingly, all of the proceeding Work Elements will be designed and executed with this one objective in mind and to move from a wide variety of ideas and options to a strategic Vision and Redevelopment Framework that has strong political and community support. Once approved, the Vision, Framework, and Action Plan will serve as *the* guiding document for all actions and master planning efforts that follow to allow the master planning process to be as efficient as possible in Phase 2 and beyond. Components to be included in the Vision, Framework, and Action Plan include:

1. A summary of stakeholder and community input
2. A summary of the key inputs from the studies and plans for the AEC prepared to date
3. The objectives to be achieved by future investment in and redevelopment of the AEC.
The types of anticipated objectives include, but are not limited to:
 - The core functions and role of the AEC
 - The types and levels of economic impacts on the community at-large
 - The types and level of impacts on adjoining non-residential properties and ability to catalyze other redevelopment
 - Desired physical integration/buffering with surrounding properties
 - Types and level of impacts on special populations such as the elderly, youth, and minorities
 - Desired extent of redevelopment of existing facilities and addition of others
 - Type and level of usage expected for each AEC component/facility
 - The general types of “experiences” to be created for future facility users
 - Types and level of impacts on the surrounding residential area
 - Expectation of return on investment for AEC facility improvements
 - General metrics for creating sustainable governing and funding structures
 - General needs and methods for the inclusion of stakeholders and the public in future decision making
4. A concise Vision statement and graphic for the future of the AEC
5. A Framework graphic illustrating the specific initiatives (master planning, governance and finance structure, etc.) to be undertaken to address the objectives and advance the Vision
6. An Action Plan describing the next steps, responsible parties, expected outcomes, and time schedule for guiding the efforts in Phase 2 of the project and beyond

WE IV Time Schedule – Months 4-6

WE IV Budget – \$25,000

Work Element V – Project Management and Committee Meetings

This Work Element includes:

Task 5.1: Committee Meeting Attendance

Attending a total of **six** Committee meetings (approximately one per month) to discuss the topics and deliverables outlined in all of the Work Elements.

Task 5.2: Committee Meeting Preparations

Preparing agendas with County staff, preparing meeting materials / presentations, and summarizing meeting outcomes.

Task 5.3: Coordination with County Project Staff

Ongoing communications with County staff via email and calls, and a weekly, half-hour tele- web-conference with County project staff to discuss progress and plan next steps.

Task 5.4: Progress Reports

Monthly progress report tracking with the Work Plan prepared under Task 1.5 for distribution to the Committee indicating tasks completed in the past month and key outcomes and those tasks to be undertaken in the following month.

For Committee meetings, County staff will be responsible for selecting appropriate venues, preparing and posting required notices, reproduction and distribution of meeting materials, and preparing official meeting minutes.

WE V Time Schedule – Months 1-6

WE V Budget – \$18,000

Summary of Work Elements I-V

Time Schedule – 6 Months

Budget – \$85,000

Optional Work Element VI: Master Plan Scope & Selection Process

As currently contemplated, the first step in implementing the Vision, Framework, and Action Plan will be creating a detailed, physical Master Plan for the entire AEC grounds. The Master Plan will not only address the future of current AEC facilities, but also will include new uses (perhaps both public and private) that emerge through the visioning process in order to meet the needs of the community and the County. Given the complexities involved, finding the right consulting team will be paramount. Accordingly, we will work with the Committee to prepare an appropriate master planning scope of work for incorporation into a request for qualification/proposal and to design and guide a successful consultant selection process. The above notwithstanding, we recognize that the results from Phase 1 could take the project in a very different direction that may necessitate delaying or significantly modifying this step and will work with the Committee following the completion of the Vision to determine the specific next steps to be taken.

OWE VI Time Schedule – End of Phase 1 or beginning of Phase 2

OWE VI Budget – \$8,000

Optional Work Element VII – Target Industry Alignment Analysis and Strategy

The City of Madison, Dane County, and the larger region represented by MadREP have identified several key emerging industries that provide the area with unique competitive advantages and that are the focus of ongoing economic development efforts. These include industries such as Agriculture and Food Systems, Health Tech, Life Sciences, and Advanced Manufacturing as well as Tourism in addition to other emerging industries. This Work Element would summarize these targets and identify opportunities to align future improvements and redevelopment initiatives at the AEC with the needs of these sectors for the benefit of the AEC, these growing industry clusters, and the Dane County economy as a whole.

OWE VII Time Schedule – Part of Phase 1 or Beginning of Phase 2

OWE VII Budget – \$17,500

Meeting Schedule and Timeline

SCHEDULE							
April		May	June	July	August	September	Beyond
I Redevelopment Planning Process Work Plan							
1.1 Project Start-up							
	1.2 Communications Plan		II Communications Implementation				
	1.3 Public Engagement Plan		III Public Engagement				
	1.4 Vision & Redevelopment Framework Process Plan						
		1.5 Consolidated Work Plan					
				IV Vision and Redevelopment Framework and Action Plan			
V Committee Management <ul style="list-style-type: none">• Committee Meetings (6)• Ongoing Communications with County Staff• Project Management/Strategy/Meetings						Committee Management <ul style="list-style-type: none">• Committee Meetings• Communication Advising• Management/Strategy	