

COUNCIL ACTION FORM

SUBJECT: **AWARD OF CONSULTING CONTRACT FOR THE
DEVELOPMENT OF A NEW COMPREHENSIVE PLAN**

BACKGROUND:

One of the priorities the City Council is the preparation of a new Comprehensive Plan for the City of Ames. This Plan is a forward looking policy document intended to help guide change for the community. It will address city priorities through a 2040 planning horizon. The new Comprehensive Plan will replace the City's current Land Use Policy Plan adopted in 1997.

The City Council reviewed the draft Request for Proposals (RFP) at its April 24, 2018 meeting and provided direction to staff to proceed with soliciting proposals. The RFP incorporated City Council feedback from an August 2017 workshop and provided direction to potential consultants about addressing the planning needs of the City of Ames for issues related to growth and expansion, infill, neighborhoods, housing, infrastructure, and economic development. The City Council requested growth scenarios also be evaluated as part of the development of the new Plan. Community outreach is a principal component identified within the RFP to help identify community interests and issues in support of drafting a Comprehensive Plan. The project is envisioned to take 18 to 24 months. The City Council has set aside \$225,000 within the FY 2017/18 budget for the preparation of the Plan.

The RFP was issued to 28 firms with responses received from nine firms. **An evaluation team comprised of three Planning staff members ranked the nine returned proposals using a uniform ratings matrix.** Each proposal was evaluated based on a combination of the cost, understanding of the community and project requirements, qualifications and experience of the principal consulting staff and sub-consulting staff, quality and format of representative work for similar Comprehensive Plan documents, project approach/methodology in completing the scope of services, experience with similar projects, response from references, and the proposed timeline for the completion of the Plan.

The score for each of these criteria was based on a scale of 1 to 10 and then assigned a corresponding weight factor. The maximum possible score, combining all three evaluators, was 3000. The knowledge and experience related scores represented 95% of the overall score, and proposed fees accounted for 5%. The proposal rankings and fees listed below:

Firm	Total Score	Rank	Fee Proposal
RDG Planning & Design, Des Moines, IA	2328	1	\$225,000
Confluence, Des Moines, IA	2258	2	\$223,850
MSA Professional Services, Ankeny, IA	2230	3	\$214,600
Planning Next, Columbus, OH	2055	4	\$224,750
Dover, Kohl & Partners, Coral Gables, FL	1995	5	\$225,000
HKGi, Minneapolis, MN	1978	6	\$225,000
Houseal Lavigne Associates, Chicago, IL	1888	7	\$223,350
Clarion, Denver, CO	1518	8	\$224,680
Newmark Knight Frank, Kansas City, MO	1073	9	\$223,000

The evaluation team invited the top four firms for interviews. All four were asked to provide a brief presentation introducing their team members, their roles and demonstrate their understanding of the scope of services. Staff provided specific follow up issues for their response within the interviews. These issues included elaborating on resources needed for the proposed outreach plan and how the outreach efforts form the development of the Plan; reviewing the approach to developing and analyzing scenarios; addressing the importance of the economic analysis and market viability; and determining how these factors work into the development of the Plan.

Interviews were evaluated based on methods for achieving the desired outcomes, a clear understanding of the City and the goals of the project, experience related to similar projects, outreach approach, project approach, methodology and style of how the plan is put together, and what set the firm apart from the other firms. As with the proposal scoring, each criterion was weighted and given a score based on a scale of 1 to 10. The interview scores, with a maximum possible of 4000 were as follows:

Firm	Score
RDG Planning & Design, Des Moines, IA	3310
Confluence, Des Moines, IA	3220
Planning Next, Columbus, OH	3065
MSA Professional Services, Ankeny, IA	2760

The combined scores of the written proposals and interviews resulted in the following ranking:

Firm	Rank
RDG Planning & Design, Des Moines, IA	1
Confluence, Des Moines, IA	2
Planning Next, Columbus, OH	3
MSA Professional Services, Ankeny, IA	4

The RDG proposal included a team of planning and design professionals from RDG, engineering expertise from HDR, and economic expertise from the firm Gruen Gruen + Associates. RDG is the lead for the project with Corey Scott and Marty Shukert as their lead personnel. RDG articulated a diverse range of experience, both locally within Iowa and on broader regional and national levels. The RDG team demonstrated experience with a diverse range of Comprehensive Plan styles, scenario analysis, and an appropriate

community outreach and involvement approach that would be supportive of the needs for the City of Ames.

The scope of work includes a number of meetings with City Council throughout the process to provide direction on progress of the planning process. Elements of the Comprehensive Plan will be defined as the project develops based upon community input, analysis of background information, and direction from Council on priorities and issues.

A summary of the primary tasks and major deliverables are described in the following table. Each task is defined in greater detail within the scope of work.

Task and Deliverables	Schedule	Fee
1. Meetings and Engagement - Communication Plan - Kick-off meeting - Public Meetings and Events - Summary of Community Input	Months 1-4	\$38,000
2. Ames Today - Report	Months 1-4	\$41,000
3. Ames Future - Concept Plans and Information - Council Workshop - Community Design Studio - Subarea planning studio - Report back to Council on feedback	Months 5-10	\$67,000
4. Comprehensive Plan Elements - Draft plan recommendations - Supporting Narrative and Graphics	Months 8-13	\$52,000
5. Implementation - Workshop on implementation approach - Community open house (boards/presentation)	Month 12-14	\$18,000
6. Publication - Publication of Draft Plan	Month 14	\$5,000
7. Finalize plan - Public hearing process with P&Z - City Council, present final plan for adoption	Months 15-18	\$4,000
Total Fee For Services		\$225,000

ALTERNATIVES:

1. Approve the award of contract with RDG Planning & Design of Des Moines, IA, for a Comprehensive Plan in the amount not to exceed of \$225,000.
2. Direct the staff to negotiate a contract for a Comprehensive Plan with one of the other firms that submitted a proposal to the City.
3. Do not award contract for the Comprehensive Plan.

CITY MANAGER'S RECOMMENDED ACTION:

The four final consulting firms had varied levels of experience and provided different strategies for creating a Comprehensive Plan consistent with the RFP. After evaluating the scope of services and experience of each consultant team, meeting the consultant's staff, listening to the presentations, and asking questions; RDG Planning & Design of Des Moines, IA was identified as the top choice to perform the desired functions to produce a Comprehensive Plan.

The proposed RDG scope of work includes community involvement throughout the process and flexibility in developing a plan tailored to the needs of the City. Within the framework of preparing a new plan as described by City Council within the RFP process, RDG has prepared a scope work that meets the goals of the City Council.

Therefore, it is the recommendation of the City Manager that the City Council approve Alternative #1, thereby approving the contract with RDG Planning & Design, Des Moines, IA for a new Comprehensive Plan for an amount not to exceed \$225,000.

Attached to the report are supplemental materials pertaining to RDG and a draft contract document with the scope of work.

Proposal to prepare a
Comprehensive Plan
for the City of Ames, Iowa



July 17, 2018

Karen Server
City of Ames Purchasing Division
515 Clark Avenue
Ames, IA 50010

Dear Karen:

RDG Planning & Design, in association with HDR, Inc. and Gruen Gruen + Associates, is pleased to submit this proposal to develop a Comprehensive Plan for the City of Ames.

RDG was honored to be a part of the planning for Ames' future with projects that span several decades in association with the City, Iowa State University, and the business community. These projects include the Long Range Transportation Plan, Housing Plan Update (2004), Skunk River Stabilization (2016), Furman Aquatics Center (2009), ISU Research Park Master Plan (2013), and Healthy Life Center (2018). This experience, along with our nearby presence, gives us a wealth of insight about the city and its citizens.

RDG specializes in the preparation of comprehensive plans that combine innovative design for land development and environmental practices, housing strategies, mobility for all, marketing, design guidelines and development regulations, and a strong bias for implementation. This comes with decades of experience in planning, design, and team members who have been on the government-customer side of the table. Perhaps most importantly, our team specializes in processes that build engagement, partnerships, and collaboration.

We are excited to reunite with our partners, HDR and Gruen Gruen + Associates. HDR provides a wealth of information in understanding the community's transportation and infrastructure systems, having completed the 2040 Long Range Transportation Plan Update and Flood Mitigation Study. Gruen is a frequent partner of RDG and has a strong understanding of the regional economy through their experience on the Des Moines Tomorrow Plan and subsequent studies for developers and surrounding communities. Altogether, our team brings a history of collaboration, decades of experience, and significant understanding of the city.

The combination of our nationwide experience with our Iowa pride make us a valuable and committed partner. In recent years, we had the pleasure of planning for growing cities that are close to home like Cedar Rapids and Bettendorf, and further away like Oklahoma City, Oklahoma and Midland, Texas. Our diverse experience and convenience to Ames positions us well to develop friendships, share dialogue, and create an innovative plan that could become a model for other cities.

Thank you for your consideration. We would be honored to work with you on this exciting project!

Sincerely,

RDG Planning & Design



Cory Scott, AICP
Project Manager
cscott@rdgusa.com



Martin Shukert, FAICP
Principal Planner



G.W. Justin Platts, PLA, ASLA, LEED AP
Principal Landscape Architect
Ames Resident



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Click the section title to be taken to the page.



Contact:

Cory Scott, AICP
 Project Manager
 cscott@rdgusa.com

Contact's Office Location:

301 Grand Avenue
 Des Moines, IA 50309
 515.288.3141
 www.rdgusa.com

Years in Business: 51

Current Employees: 175

Clients in past 5 years: 140



RDG Planning & Design is a network of design and planning professionals, dedicated to applying our talents in extraordinary ways. **We're architects, landscape architects, engineers, artists, and planners** with a passion for design, and a drive to make a difference. Beyond creating a space you love, we want you to enjoy the process of getting there. With offices in Omaha (NE); St. Louis and Kansas City (MO), Des Moines (IA), and Ft. Myers (FL), RDG Planning & Design is employee-owned. More than 69% of our employees own stock in the company.

From our newest staff to the founding fathers that began their practices in the 1960's; RDG Planning & Design is dedicated to the collaborative design process. Officially formed in 1989 as the Renaissance Design Group and crafted to bring well established firms together into practice, our organization provides the right people for integrated solutions. Areas of specialization, include: Community and Regional Planning, Historic Restoration, Public Art, Parks and Recreation, Government and Public Safety, Transportation Enhancements, Urban Design, Athletic Fields and Complexes, Corporate, Healthcare, Higher Education, K-12 Education, Senior Living and Worship Facilities.

RDG's Community and Regional Planning group provides a wide variety of design and planning services. With a growing national practice, RDG is a regional leader in urban design, downtown and housing planning, comprehensive planning, and enhancement of transportation corridors. Since our formation in 1989, we have worked in more than 300 large and small communities throughout the Midwest.

We believe in applying new ways of thinking and innovative approaches to the preparation of plans that address community and regional issues. At the same time, plan recommendations must be based upon a realistic assessment of the practicality of implementation. The resultant product, as evidenced by our numerous successful planning efforts and awards, is an innovative plan with an emphasis upon implementation.

Community and Regional Planning Awards and Recognitions:

- 2018 National APA Daniel Burnham Award; planokc
- 2017 Nebraska APA Implementation Award; Plattsmouth Downtown Revitalization
- 2016 Iowa APA Implementation Award; Marshalltown City Center Plan
- 2015 Iowa APA Daniel Burnham Award; EnvisionCR
- 2014 Iowa APA Transportation; Activate Mason City Bicycle and Pedestrian Plan
- 2013 Iowa APA Daniel Burnham Award; Tomorrow Plan for Des Moines Metropolitan Area
- 2012 Iowa APA Urban Design; Federal Avenue Plaza Mason City

RDG

has been recognized as the AIA firm of the year in both Iowa and Nebraska

#118 OF 300

nation's top producing firms, *Architectural Record Magazine - 2017*

TOP 100

Green Design firms, *Engineering News Record Magazine - 2015*

#88 OF 333

architectural firms, *The Almanac of Architecture and Design - 2016*

GOLD LEVEL

bicycle friendly business, *The League of American Bicyclists*

175 EMPLOYEES | **82** LICENSED PROFESSIONALS | **28** OF STAFF LEED APS | **65%** OF STAFF ARE STOCKHOLDERS





GRUEN GRUEN + ASSOCIATES

Applying Knowledge, Creating Results, Adding Value

1121 Lake Cook Road, Suite A, Deerfield, IL 60015 - (847) 317-0634

Primary Areas of Specialization: Strategic Planning for Development
Real Estate Market Research
Real Estate Economic / Feasibility Analysis
Demographic and Economic Analysis
Survey Research
Fiscal and Economic Impact Analysis
Land Use Policy Analysis

Results of Areas of Specialization: Adaptive Reuse, Disposition and Development of Surplus Real Estate
Public Real Estate Asset Enhancement Strategy and Implementation
Downtown Development and Redevelopment
Comprehensive and Specific Plans
Economic Development Strategy and Policy
Business Park Development
Office Development
Industrial Development
Shopping Center Development and Redevelopment
Hotel and Entertainment Development
Brownfield Development
Housing Policy and Housing Development
Capital Facilities Financing
Transit-Oriented Development
Waterfront Development
Recreation and Tourism

GRUEN GRUEN + ASSOCIATES SERVICES AND EXPERIENCE

The urban economists, market and financial analysts of Gruen Gruen + Associates (GG+A) are dedicated to helping make the best use of land, real property, and urban and environmental resources. GG+A provides public and private entrepreneurs with contract research and analysis, consulting, and pre-development services. Our clients develop, lease, manage, sell and influence real property. GG+A helps them realize the highest returns from their efforts. GG+A has a 45 year history of addressing the priorities of local communities with custom-designed research and analytical strategies that answer questions, and help communities make and implement decisions. Our sensitivity to local community concerns has garnered support from the private sector, including merchants and developers, and resulted in successfully-implemented economic development and real estate plans and projects.

GG+A is a leader in combining survey research, demographic analysis, and economic analysis to identify and forecast demands for a broad variety of land uses and activities. Our innovations in marketing research have been particularly effective in accurately predicting the demand for innovative real estate products and location-enhancing programs. GG+A has also built a portfolio of computer models that aid in the evaluation of complex real estate alternatives under varying market and regulatory conditions.



HDR has partnered with clients to **shape** communities and **push the boundaries** of what's possible since 1917.

We specialize in planning, engineering, architecture and consulting services. With nearly 10,000 employees in more than 225 locations around the world, **we think global and act local.**

While we are most well-known for adding beauty, structure, and connections to communities through high performance buildings and smart infrastructure, we provide much more than that. We create an unshakable foundation for progress because our multidisciplinary teams also include planners, transportation engineers, economists, environmental scientists, landscape architects, builders, analysts, and artists.

Our proposed transportation planning staff has been involved in many Comprehensive Plan projects the past 20 years and have the experience to offer a fresh perspective for addressing the City of Ames' current and long-term mobility, travel safety and access needs.

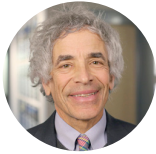
key personnel



Cory Scott, AICP

Project Manager | Des Moines

Cory will manage the planning process and production. He is one of the Midwest's leading planners, having presented at numerous state and national conferences, and received numerous awards for a range of projects - comprehensive plans, active transportation, downtowns, neighborhoods, and corridors.



Martin Shukert, FAICP

Principal Planner and Designer | Omaha

Marty will lead the overall design concept for each project segment. Marty is fluent in all aspects of community development, having been the past planning director for Omaha. Marty and his team have prepared numerous plans for college/university communities throughout the country.



Justin Platts, PLA, ASLA, LEED®AP and Laura Kessel, PLA, ASLA, LEED®AP

Land Use, Urban Design, and Parks | Des Moines

Justin and Laura have led major development and park projects throughout Iowa. They will be key contributors to developing the land use scenarios. Justin is a past member of Ames' Planning and Zoning Commission and recently relocated to Ames.



Charlie Cowell, AICP and Greg Galbreath

Planner and Management Support | Des Moines

Charlie will provide daily support on the project. Prior to joining RDG, he coordinated the re-write of Sioux City's zoning ordinance and managed their historic preservation commission. Greg is an architect and planner who will contribute to the development scenarios and public outreach.



Pat Boddy, PE

Event Facilitation and Inclusivity | Des Moines

Pat has facilitated hundreds of large events, including the Cedar Rapids Plan, Tomorrow Plan (Des Moines region), LiveDSM (Park Plan), APA Iowa Smart Planning Workshop, and other signature projects.



Greg Pierce, PE

Natural Systems | Des Moines

Greg is one of Iowa's leading water resources engineers. He will contribute to the environmental review of the plan and present policy strategies for best management practices of stormwater.



Amy Haase, AICP and Project Support

Housing Expert | Omaha and Des Moines

Amy is a Principal of RDG and will provide behind-the-scenes support, particularly on housing policy. Amy, Marty, and Cory have worked together for over 18 years, and are supported by a team of 175 professionals including planners, graphic designers, architects, landscape architects, artisans, and engineers. As project needs arise, RDG has additional support to attend major events.





key personnel



Joe Spradling, PE

HDR Project Manager | HDR, Des Moines

Joe will be HDR's primary contact and project manager. His past experience working in the City of Ames gives him a strong understanding of the city's existing and projected needs. This plan presents the opportunity to reunite Joe with Cory, Marty, Justin, and Laura.



Brian Ray, PE, PTOE

Transportation Engineer | HDR, Des Moines

Brian will review and test the concept scenarios. Ultimately, Brian will offer recommendations to maximize the safety and mobility for all modes of transportation.



Jason Carbee, AICP

Transportation Planner | HDR, Omaha

Jason, like Joe, contributed to the Ames Long Range Transportation Plan and Grand Avenue Extension. Jason will contribute behind-the-scenes unless the city elects to expand the mobility elements.



Stephanie Fleckenstein, PE, ENV SP

Infrastructure Planner | HDR, Omaha

Stephanie will manage the infrastructure elements of the plan and coordinate with Charlie on final documentation for the plan.



Debra Jeans and Aaron Gruen

Economists | Gruen Gruen + Associates, Chicago

Debra and Aaron are economists who have partnered with RDG on numerous projects throughout the Midwest, including retail market studies (Waupaca, WI), redevelopment proformas (Downtown Olathe, KS), facility reuse studies (Downtown Park Rapids, MN), and annexation cost/benefit analysis (Bettendorf, IA Comp Plan). Their independent approach presents an unbiased opinion to the feasibility of projects, has positioned communities to become even more successful. Debra and Aaron will be involved in the redevelopment strategy to identify the best use of tax incentives given the projected economic and real estate market.





PROJECT
COORDINATION +
COMMUNICATION



Cory Scott
Project Management



Justin Platts
Meeting Support



Pat Boddy
Event Facilitation



Greg Galbreath
Outreach

LAND USE +
URBAN DESIGN
HOUSING



Marty Shukert
Concepts + Program



Justin
Design



Laura Kessel
Design



Greg Galbreath
Design

ECONOMICS +
DEMOGRAPHICS
(+ANNEXATION)



Marty Shukert
Housing



Aaron Gruen
Economist, GG+A



Debra Jeans
Economist, GG+A



Amy Haase
Neighborhood Support

PARKS +
ENVIRONMENT



Marty
System Concepts



Greg Pierce
Natural Resources



Laura
Park Needs

MOBILITY



Marty
Active Transportation



Joseph Spradling
Manager



Brian Ray
Transportation Eng.



Jason Carbee
Planner, HDR

CITY SERVICES
+
INFRASTRUCTURE

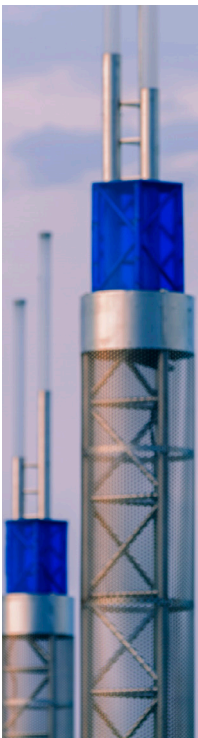


Stephanie Fleckenstein
Infrastructure Eng.



Charlie
Planner

create. meaning. together.



A. PROJECT MANAGER

RDG'S management team includes Cory Scott, Marty Shukert, and Justin Platts. Cory will manage the day-to-day coordination of the plan, while Marty and Justin will provide leadership of the plan elements and have a significant presence in the plan.

B. LOCATION OF PERSONNEL

Location of personnel is identified in the staff introduction.

C. PERSONNEL PROJECT EXPERIENCE

Project experience are identified in the resumes.

D. REFERENCES FOR MANAGEMENT TEAM

References are identified on project sheets.

Adam Lindenlaub (Cory+Pat)

Project: EnvisionCR
City of Cedar Rapids
319.286.5041
a.lindenlaub@cedar-rapids.org

Aimee Nassif (Cory+Marty)

Project: Envision Olathe
City of Olathe
Chief Planning & Development Officer
913.971.8946
anassif@olatheks.org

Geoffrey Butler (Marty)

Project: planOKC
Oklahoma City Planning Department
405.297.2288
geoffrey.butler@okc.gov

Charles Harrington (Marty)

Project: Tall City Tomorrow Plan
City of Midland
432.685.7442
charrington@midlandtexas.gov

E. WORKLOAD AND AVAILABILITY

Availability statement is located in the schedule.



Cory Scott, AICP



URBAN PLANNER

Since joining RDG in 2000, Cory has been involved in all phases of project development, including conducting research and focus groups to producing graphics and publications. Cory has been published in numerous articles, cited in academic studies, and spoken at conferences about market-based planning. His plans and passion for communities have resulted in millions of dollars of new investment - both public and private funds, and honored by numerous awards. As an intern for the City of Johnston, Cory worked extensively with the planning department in preparing staff reports.

EDUCATION:

2010

University of Nebraska-Omaha, Masters of Science, Urban Studies

2000

Iowa State University, Bachelor of Science Community and Regional Planning

REGISTRATIONS:

American Institute of Certified Planners, 2005

National Charrette Institute - Management and Facilitation, 2015

Downtown Planning

<i>Iowa</i>	<i>Illinois</i>	<i>Nebraska</i>	Ogallala	<i>Wisconsin</i>
Belle Plaine	Mount Vernon	Auburn	Plattsmouth	De Pere
Burlington		Beatrice	Schuyler	Waupaca
Clear Lake	<i>Minnesota</i>	Columbus	Wayne	Wauwatosa
Council Bluffs	Bemidji	Falls City		
Marshalltown	Detroit Lakes	Gothenburg	<i>North Dakota</i>	<i>Wyoming</i>
Mason City	Park Rapids	Kearney	Mandan	Buffalo
		Laurel	Williston	Gillette
		Lexington		Rawlins
		McCook	<i>South Dakota</i>	
		Nebraska City	Deadwood	
			Sturgis	
			Yankton	

Land Use and Comprehensive Planning

<i>Iowa</i>	Kalona	<i>Nebraska</i>	Sargent	<i>North Dakota</i>
Ankeny	Ottumwa	Atkinson	Schuyler	Jamestown
Anita	Polk City	Brownville	Springfield	
Bettendorf	Windsor Heights	Central City	Douglas County	<i>Wyoming</i>
Carter Lake		Gothenburg	Madison County	Gillette
Cedar Rapids	Cass County	Osmond	Nemaha County	
Denison	Mills County	Peru	Sarpy County	

Neighborhood and Corridor Planning

- Courthouse Avenue - Auburn, NE
- Hwy 100 Corridor Study - Cedar Rapids, IA
- Bluff Street Redevelopment Plan - Council Bluffs, IA
- 6th Avenue Corridor Plan - Des Moines, IA
- Ingersoll Avenue Improvement Study - Des Moines, IA
- Southside Revitalization Plan - Des Moines, IA
- Highway 169 Study - Fort Scott, KS
- Stocktrail Neighborhood - Gillette, WY
- South Locust Corridor Plan - Grand Island, NE
- Merle Hay Road Mixed Use Center Plan - Johnston, IA
- West Adams Street - Macomb, IL
- Original Town Neighborhood Plan - North Platte, NE
- Highway 163 Corridor - Pleasant Hill, IA
- Spencer Complete Streets - Spencer, IA
- Blackstone Neighborhood - Omaha, NE
- Green Streets - Omaha Plan, NE
- Streetscape Handbook - Omaha, NE
- Maple Street Corridor Plan - Omaha, NE
- Mt. Rushmore Corridor Master Plan - Rapid City, SD
- East Tosa North Avenue - Wauwatosa, WI

Campus Planning

- University of Nebraska Medical Center Master Plan - Omaha, NE
- University of Nebraska at Kearney South Campus Master Plan - Kearney, NE
- Hastings College - Hastings, NE
- Blue River Community College Precision Driving Center - Blue Springs, MO





Bicycle, Pedestrian, Trails and Recreation Planning

- Bike DSM! Bicycle Commuter Map - IA
- Iowa City Bicycle Plan - IA
- Bellevue Parks Plan - NE
- Mason City Bicycle and Pedestrian Plan - IA
- Sioux Falls Trails Plan - SD
- Papillion Parks Plan - NE
- Leawood Pedestrian and Bicycle Plan - KS
- State of Nebraska Trails Plan
- Gillette Trails Plan - WY
- Topeka Bikeway Plan - KS



Public Safety Planning

Fremont, NE Schaumburg, IL Blackstone, VA State of West Virginia Grand Island, NE Luzerne Co., PA



Market Studies

Cory has prepared numerous market studies as part of downtown, neighborhood and redevelopment planning. Preparing reports from a detailed retail study for the Greater Beloit, Wisconsin to facility reuse studies in Park Rapids, Minnesota.

Other Planning and Urban Design

- Marion Active Living Guidelines - IA
- South Omaha Plan - Omaha, NE
- Lake Panorama Plan, IA
- Cedarhurst Museum - Mount Vernon, IL
- Clive Greenbelt Study, IA
- Riverfront Plan - Yankton, SD
- Harborside Memorial Plaza - Bremerton, WA
- Iowa Parks & Rec Association Strategy
- Riverfront Plan - Spencer, IA
- Outdoor Classroom - Park Rapids, MN
- Conservation Districts of Iowa Strategy

AWARDS:

2016 Des Moines Business Record's Forty Under 40 Recipient

Projects that have received recognition:

- 2016 Implementation - APA Iowa Chapter - Marshalltown City Center Plan, IA*
- 2015 Daniel Burnham Award for Comprehensive Plan - APA Iowa Chapter - EnvisionCR - Cedar Rapids, IA*
- 2014 Transportation Plan - American Planning Association (APA) Iowa Chapter - Mason City Bicycle and Pedestrian Plan*
- 2013 Best Plan - APA Wyoming Chapter - Downtown Gillette, Wyoming*
- 2011 Best Practice - APA Nebraska Chapter - Downtown Lexington, Nebraska*
- 2010 Planning - ASLA Iowa Chapter - The Neighborhood at Indian Creek - Marion, Iowa*
- 2010 Best Practice - APA Nebraska Chapter - Downtown Nebraska City, Nebraska*
- 2009 Implementation - APA Iowa Chapter - Downtown Council Bluffs, Iowa*
- 2009 ASLA Central States Chapter - Green Streets and Streetscape Handbook for Omaha*
- 2008 Merit Award, Analysis and Planning - ASLA Great Plains Chapter - Streetscape Handbook for Omaha*
- 2008 Lady Bird Johnson Award - National Arbor Day Foundation - Green Streets for Omaha*
- 2007 Best Practice - APA Iowa Chapter - Marshalltown City Center Plan, Iowa*
- 2007 Honor Award, Analysis and Planning - ASLA Great Plains Chapter - Green Streets for Omaha*
- 2007 Plan - ASLA Iowa Chapter - Green Streets for Omaha*
- 2005 Outstanding Plan - APA Iowa Chapter - Downtown Clear Lake, Iowa*

AFFILIATIONS:

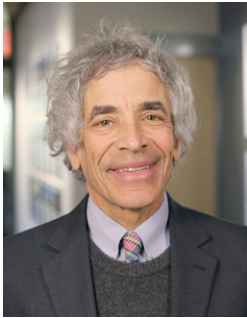
- Member - American Planning Association, National and Iowa Chapter*
- Board of Directors, At-Large Member - Iowa Chapter of the American Planning Association*
- Board of Directors, Vice-President - Iowa Bicycle Coalition*

CONTACT:

Cory Scott, AICP
515.288.3141
cscott@rdgusa.com



Martin H. Shukert, FAICP



PRINCIPAL PLANNER

Martin is a city planner/urban designer with over 40 years of experience. He served as Omaha’s Planning and Community Development Director in the 1980s, leading major downtown/neighborhood reinvestment programs, writing comprehensive plan elements, developing/implementing the city’s zoning ordinance, and beginning the process of trail development. Since 1989, he has continued his commitment to planning excellence and innovation in a variety of areas including transportation, transit and trails; downtown; housing; large scale land use; redevelopment planning and implementation; corridor design; wayfinding; and more.

EDUCATION:

1974
 University of California-Berkeley, Masters of Architecture

1971
 Yale University, Bachelor in Division IV Studies (City Planning) Magna Cum Laude

REGISTRATIONS:

2004
 Fellow of the American Institute of Certified Planners

1984
 American Institute of Certified Planners

Urban Design, Town Center, and Corridor Plans

<i>Nebraska</i>	Scottsbluff-Gering	<i>Illinois</i>	<i>Minnesota</i>	<i>Wisconsin</i>
Alliance	South Omaha	Macomb	Bemidji	De Pere
Fremont		Mount Vernon	Detroit Lakes	Wauwatosa
Grand Island	<i>Iowa</i>		Park Rapids	Waupaca
Hastings	Burlington	<i>Kansas</i>		<i>Wyoming</i>
Lincoln	Clear Lake	De Soto	<i>Missouri</i>	Buffalo
Kearney	Council Bluffs*	Fort Scott	Excelsior Springs	Gillette
Nebraska City*	Marshalltown*	Hays	Saint Louis	Rawlins
Omaha*	Mason City*	Shawnee	Trenton	
Ralston	Oskaloosa	Topeka		<small>*Indicates awards</small>
Papillion	Pella		<i>South Dakota</i>	
	Perry		Deadwood	
	Shenandoah*		Rapid City	

Comprehensive Plans

<i>Iowa</i>	Mount Vernon	<i>Missouri</i>	Norfolk	<i>Oklahoma</i>
Altoona	Oskaloosa	Excelsior Springs	Papillion	planOKC
Ankeny	Ottumwa		Plattsmouth	Oklahoma City
Bettendorf	Pella	<i>Nebraska</i>	Ralston	
Cedar Rapids		Beatrice	Wayne	<i>Texas</i>
Clear Lake	<i>Kansas</i>	Columbus		Midland
Denison	Hays	Chadron	<i>North Dakota</i>	
Mason City	Junction City	Fremont	Dickinson	<i>Wyoming</i>
		Kearney	Jamestown	Gillette

Trails and Active Transportation Plannig

- Keystone Trail - Omaha, NE (*Omaha’s first trail - 1983*)
- Comprehensive Trails Plan - State of Nebraska (*1994, 2004*)
- Trail Plan - Blair, NE
- Trail Plan - Nebraska City, NE
- Trail Plan - Gillette, NE
- Trail Plan - Sioux Falls, SD
- Trail Plan - Western Douglas County, NE
- Bike Omaha - Omaha, NE
- Omaha Bicycle Commuter Map, NE
- Lewis and Clark Trail - Iowa Department of Transportation
- Bicycle and Pedestrian Plan - Leawood, KS
- Bicycle and Pedestrian Plan - Mason City, IA
- Bikeways Master Plan - Topeka, KS
- Bicycle Master Plan - Barton County, KS
- Active Byways for the State of Kansas
- Flint Hills (KS) Nature Trail Master Plan Community Transit Study - Des Moines, IA
- Trails and Transit Plan - Casper, WY
- Trails and Transit Plan - Gillette, WY



Martin H. Shukert, FAICP



Large Scale Master Planning

- Aksarben Campus Concept - Omaha, NE
- Core to Shore Master Plan - Oklahoma City
- Innovation Campus - Former Nebraska State Fair Park Grounds
- Shell Point Village - Fort Myers, FL
- University of Nebraska Medical Center Campus Master Plan and Updates - Omaha, NE
- University of Nebraska Lincoln Master Plan - Lincoln, NE



Master Planning for Innovative New Community Projects

- Millard Town Center - Omaha, NE
- Morningside Pointe - Fremont, NE
- McKinley Commons - Great Bend, KS
- Miami Heights - Omaha, NE



Innovative Housing Planning Programs

- Ames/Story County, IA
- Columbus, NE
- Gering, NE
- Hall County Housing Authority - NE
- Iowa Falls, IA
- Marshalltown, IA
- Siouxland Metropolitan Area
- Scottsbluff, NE
- State of Iowa Housing Study
- Webster City, IA
- Over 100 community housing studies

Neighborhood Redevelopment Plans

- East Tosa Neighborhood Plan - Wauwatosa, WI
- North Omaha Development Plan - Omaha, NE
- Park Avenue Redevelopment Plan - Omaha, NE*
- South Omaha Business District - Omaha, NE*
- 6th Avenue District - Des Moines, IA
- East Grand District - Des Moines, IA
- Northside Neighborhood - North Platte, NE
- Live Salina - Salina, KS

Wayfinding and Community Graphics

- Des Moines Downtown, IA
- Clear Lake, IA
- Mason City, IA
- Scottsbluff-Gering, NE
- Nebraska City, NE
- Yankton, SD

Award-Winning Urban Design and Streetscape Projects

- Pella Molengracht - Pella, IA
- Omaha Green Streets Master Plan
- South 24th Street Streetscape - Omaha, NE

Major Public Sector Redevelopment Projects (City of Omaha-Partial List)

- Riverfront Redevelopment Area
- Northeast Downtown Redevelopment Plan
- Omaha Downtown Housing Program
- Boys Town Urban Program Redevelopment
- 24-Vinton Redevelopment Area
- Various North Omaha Redevelopment Projects
- Business Improvement Districts in Benson, Vinton Street, Dundee, South Omaha districts
- Single-Family Homeownership Program

HONORS:

- Member, Phi Beta Kappa
- Fellow, American Institute of Certified Planners (elected in 2004)
- Nebraska Housing Hall of Fame (2010)
- Metropolitan Commercial Real Estate Hall of Fame (2016)
- Central High School Hall of Fame

CONTACT:

Martin H. Shukert, FAICP
402.392.0133
mshukert@rdgusa.com



Martin H. Shukert, FAICP

PAST EXPERIENCE:



Planning and Community Development Director - City of Omaha, NE

- Responsible for the administration of a department of over 120 staff members, with an annual budget of over \$10 million
 - Managed public/private partnerships accounting for over \$600 million of development, including the Riverfront Development Project
 - Along with staff, was responsible for Omaha's award-winning neighborhood development program, completed a new Zoning Ordinance for the City, managed the preparation of major comprehensive plan sections, and was involved in many aspects of city development and policy
-



AFFILIATIONS:



- Past Chair - Mayor's Bicycle and Pedestrian Advisory Committee
- Past Executive Committee - Live Well Omaha Kids
- Leadership Committee - Live Well Omaha
- Certified Instructor - League of American Bicyclists
- Board Member, 75 North Community Development Corporation
- Board Member, Nebraska Bicycling Alliance

G.W. Justin Platts, PLA, ASLA, LEED® AP

PRINCIPAL



Justin is the Urban Design Focus Market Leader with RDG Planning & Design. As an award-winning designer and project manager, Justin is involved in a variety of project types ranging from master planning and design guideline development to construction documentation and administration. Justin's talent and passion for design, experience managing complex projects, and his coordination and communication skills make him a valued member of any team.

EDUCATION:

Iowa State University,
Bachelor of Landscape
Architecture, 2001

REGISTRATIONS:

Iowa #519

North Carolina #1727

USGBC LEED® Accredited
Professional, 2009

AFFILIATIONS:

Member - American
Society of Landscape
Architects, Iowa Chapter

Certified - Council of
Landscape Architectural
Registration Board (CLARB)

Member - Urban Land Institute

2007-2010 Member - City
of Ames, Iowa Planning
& Zoning Committee

2005-Present Iowa
Architectural Foundation:
Community Design Program

Gray's Station - Hubbell Realty - Des Moines, Iowa

Harbach Lofts - Des Moines, Iowa

Douglas Avenue Corridor Plan - Des Moines, Iowa

Cowles Commons - Des Moines, Iowa

Iowa State University - Jack Trice Stadium Phase 3: Green Space - Ames, Iowa

Iowa State University - Area East of University - Ames, Iowa

Krause Gateway Center Area Master Plan - Des Moines, Iowa

Iowa Events Center Adjacent Property Master Plan - Des Moines, Iowa

Northcrest Retirement Community - Ames, Iowa

Federal Avenue Streetscape Improvements - Mason City, Iowa

ISU Research Park Core Economic Development Facility - Ames, Iowa

ISU Research Park Phase III Master Plan - Ames, Iowa

Iowa Riverfront Master Plan - Coralville, Iowa

Drake University 27th Street Promenade - Des Moines, Iowa

Hillsborough Street Streetscape Art Integration - Raleigh, North Carolina

Grinnell Placemaking Plan - Grinnell, Iowa

Louisiana State University Tiger Stadium Plaza - Baton Rouge, Louisiana

Iowa State University Research Park Phase 3 Master Plan - Ames, Iowa

Simpson College Pedestrian Plaza - Indianola, Iowa

Capitol Avenue Streetscape - Springfield, Illinois

Sheldon Downtown Streetscape Plan - Sheldon, Iowa

CONTACT:

G.W. Justin Platts, PLA, ASLA, LEED® AP
515.288.3141
jplatts@rdgusa.com



Laura Kessel, PLA, LEED® AP



URBAN PLANNER

As a member of the landscape architecture studio, Laura combines her education and experience in landscape architecture and planning to create designs that work from the regional scale to the human scale. Laura strives to create timeless and sustainable designs that enhance our communities from an economic, environmental, aesthetic, and social perspective. Laura takes great care in servicing a community's needs whether designing a plaza that serves as the heart of a community; a park that nourishes the land and the people who use it; or a land use plan that allows for a strategic look toward the future.

EDUCATION:

2005
 Iowa State University,
 Bachelor of Landscape
 Architecture with Honors

2005
 Iowa State University, Bachelor
 of Science in Community and
 Regional Planning with Honors

REGISTRATIONS:

Iowa #609; 2012
 USGBC LEED® Accredited
 Professional, 2006

63rd Street and Hickman Road: Vision Plan & Market Analysis - Windsor Heights, Iowa

Nollen Plaza - Des Moines, Iowa

Crossroads Park Elementary - West Des Moines, Iowa

Ankeny Comprehensive Plan - Ankeny, Iowa

Iowa State University South Campus Gateway - Ames, Iowa

Iowa State University Cyclone Sports Complex - Ames, Iowa

Sheldon Parks Master Plan - Sheldon, Iowa

Jester Park Master Plan - Polk County, Iowa

Iowa River Landing Concept Planning - Coralville, Iowa

Charlie Cowell, AICP



URBAN PLANNER

Charlie has experience across many fields of urban planning and implementation including historic preservation, code writing, and active transportation. As a former Planner with the City of Sioux City, he worked one-on-one with developers on site plan proposals, downtown greenspace improvements, code reviews, and drafting recommendations to local officials. Charlie's experience assisting developers and implementing plans translates into his success as a consultant creating realistic and sustainable recommendations for communities of all sizes.

EDUCATION:

2013
 University of Iowa, Master
 of Science Urban and
 Regional Planning

2011
 University of Northern Iowa
 Bachelor of Arts, Economics

REGISTRATIONS:

American Institute of Certified
 Planners, 2016

Camdenton Zoning Update - Missouri

Waupaca Downtown Plan - Wisconsin

Wauwatosa MidTown Corridor Plan - Wisconsin

Dyersville Downtown and Comprehensive Plan - Iowa

Douglas Avenue Corridor Plan - Des Moines, Iowa

Spencer Riverfront Master Plan - Iowa

Pella Zoning Administration - Iowa

Grimes Comprehensive Plan Update - Grimes, Iowa

Kalona Comprehensive Plan Update - Kalona, Iowa



Patricia Boddy, P.E.



SUSTAINABILITY DIRECTOR

With an extensive background in government administration and business ownership, Pat brings a wealth of experience in public engagement, outreach, strategic/master planning, and overall parks, natural resources and watershed management. Her work focuses on projects with the means to achieve social, environmental and economic results. Pat has served as Executive Director of the Polk County Conservation Board, Interim and Deputy Director of the Iowa Department of Natural Resources, and President of Boddy Media Group – a national award-winning communications/research firm focused on applied science and conservation.

EDUCATION:

2005
 Drake University, Certificate of Public Management

1990
 Iowa State University, Masters of Science, Water Resources

1980
 Iowa State University, Bachelors of Science, Agricultural Engineering

REGISTRATION:

Professional Engineer, Iowa License #11433

Adverse Childhood Experiences - *Strategic Facilitation* - West Des Moines, Iowa

Iowa Department of Cultural Affairs - *Strategic Plan Facilitation* - Des Moines, Iowa

Iowa Sister States Commission - *Strategic Planning* - Des Moines, Iowa

Healthy Polk 2020 Initiatives Focus Group - Des Moines, Iowa

The Tomorrow Plan: Steering Committee - *Ongoing Facilitation* - Des Moines, Iowa

West Des Moines City Staff - *Strategic Planning* - West Des Moines, Iowa

Lowe Park - *Fundraising* - Marion, Iowa

Metropolitan Planning Organization - *Regional Sustainable Development Plan* - Des Moines, Iowa

KDOT - *Johnson County Intermodal District Plan - Bull Creek Watershet* - Edgerton/Gardner, Kansas

Greg Galbreath, AIA



ARCHITECT/PLANNER

Greg joined RDG in May of 2015 and for more than 10 years, Greg's focus has been on the programming, design, and execution of projects. Greg has built a strong interest and knowledge of trends associated with creating sustainable communities. These trends are critical in defining a community's future, as well as informing its design. He seeks to craft spaces and communities reflective of their mission and best prepare them for the future.

EDUCATION:

1993
 California Polytechnic State University, Bachelor of Science in City and Regional Planning

1997
 Washington University, Master of Architecture

REGISTRATIONS:

NE #A3833

Omaha Public Schools (OPS) - Omaha, Nebraska

Elementary Schools:

Sarah H. Joslyn Elementary
 Lothrop Science Technology Magnet Center

Omaha Learning Center at Kennedy - Omaha, Nebraska

Hearts and Minds Early Childhood Program at Westwood Church - Omaha, NE

Council Bluffs Community School District* - Council Bluffs, Iowa

Elementary Schools:

Carter Lake Elementary - Carter Lake, Iowa
 Crescent Elementary
 College View Elementary
 Franklin Elementary
 Lewis & Clark Elementary
 Longfellow Elementary

*Indicates work completed while employed with another firm.



Greg Pierce, P.E.



WATER RESOURCE ENGINEER

Greg joined RDG in 2014 as a Water Resource Engineer and has over 19 years experience in Civil Engineering—planning, designing and providing bid assistance/construction administration for both public and private projects. Planning efforts include comprehensive plans, large-scale master plans, watershed/city-scale stormwater management and neighborhood-scale design. Construction projects include water distribution, wastewater collection, stormwater quality and quantity best management practices, transportation facilities, urban streetscapes, ADA sidewalk accessibility, civil site design and stream corridor preservation and restoration. Greg has served on the Iowa DNR's Iowa Stormwater Management Manual Technical Committee since 2012.

EXPERIENCE:

RDG: 2 years
 Other Firms: 17 years

EDUCATION:

1997
 University of Iowa, Bachelor of Science in Engineering, Civil Engineering

REGISTRATIONS:

Kansas #24557
 Iowa #16321
 Missouri #2015015903
 Nebraska #E15598
 Wisconsin #E44232
 Minnesota #53293
 Certified Professional in Erosion and Sediment Control #2824

Walnut Creek Management Plan - Polk and Dallas Counties, Iowa

A comprehensive approach to reduce key pollutant loads (nitrogen, phosphorus, pathogens and sediment), improve streambank stability and address flooding within the 53,000-acre watershed.

Forest Grove Park - Phase 1 - Bettendorf, Iowa

Design of the utilities and stormwater management features needed to support the first phase of a regional park on the north side of this community.

Central Park - Grinnell, Iowa

A \$3 million redesign of the city's downtown park featuring new sidewalks, a water feature, playground, shelter building and performance stage.

Big Bull Creek Park Master Plan - Johnson County, Kansas

Outlined methods of stormwater management, water quality improvements, stream restoration, and wetland establishment as part of development of the master plan.



Amy A. Haase, AICP

PRINCIPAL

Since joining RDG in 1999, Amy has managed numerous projects including transportation studies, comprehensive plans, housing market studies, downtown and corridor redevelopment, neighborhood revitalization, and park master plans. Amy is a trusted leader in developing plans and leading public engagement processes that fit the needs of communities for communities of all sizes throughout the Midwest.

EDUCATION:

1999
 University of Nebraska-Omaha, Masters of Science, Urban Studies
 1995
 Wayne State College, Bachelor of Arts, Social Science Field Endorsement

REGISTRATIONS:

American Institute of Certified Planners, 2003
 Certified Public Facilitator, International Association of Public Participation(IAP2)

Land Use and Comprehensive Planning

<i>Nebraska</i>	Seward	<i>Iowa</i>	<i>Missouri</i>	<i>South Dakota</i>
Beatrice	Superior	Grimes	Excelsior Springs	Sturgis
Norfolk	Wayne	Pella	Maryville	Yankton
Papillion	Waverly		Camdenton	
Plattsmouth	Valentine	<i>Kansas</i>	<i>North Dakota</i>	<i>Texas</i>
Ravenna	Douglas, Sarpy &	Hays	Bismarck	Midland
Schuyler	Cuming Counties	Ellis County		
		Junction City	<i>Oklahoma</i>	
		Geary County	Oklahoma City	

Urban Design

- Kansas Byways Interpretive Plan Implementation
- Kansas Byways Bike and Pedestrian Plan
- Plattsmouth Downtown Historic Design Guidelines
- Old Lincoln Highway Preservation Plan





Aaron N. Gruen, Principal



Aaron applies the analytical concepts and techniques of sociology and economics in conducting market research to estimate demands for a broad variety of land uses and real estate products and business opportunities. He combines market and economic research with financial analysis to identify and evaluate land use and economic development policies and development and redevelopment alternatives. Aaron has led or played a key role in the completion of more than 510 assignments for public entities, universities, corporations, financial institutions, retailers, law firms, and publicly-traded and privately-held real estate investors and developers. Many of these assignments have involved pre-development market, financial, and impact evaluation and forecasting, land use programming, the formulation of economic or business development strategy, and transaction advisory and implementation support.

Experience:

Arizona, California, Colorado, Illinois, Indiana, Kentucky, Michigan, Missouri, Texas, and Wisconsin - Market research, economic analysis, and investment analysis has contributed to the programming and implementation of the development and redevelopment of office, retail, industrial, hotel, residential, and mixed-use properties

He has serviced over 75 communities throughout: **Arizona, California, Colorado, Illinois, Indiana, Kansas, Massachusetts, Mississippi, New Mexico, Nevada, Ohio, Pennsylvania, and Wisconsin, including: City of Crystal and Park Rapid, Minnesota** - Demographic, economic, real estate or industry market, investment, and fiscal and economic impact analysis served as the inputs and framework for the preparation and adoption of comprehensive and specific land use plans, and making decisions about economic development and infrastructure programs, taxation, and housing and land use policies and real estate transactions

Education:

B.A. Honors
University of Chicago

J.D.
DePaul University of
College of Law

Debra Jeans, Principal



Debra Jeans, Principal, an economist, conducts market and economic research, investment analysis and economic and fiscal impact analysis to evaluate and program a broad variety of land use and economic development plans and policies and land development and redevelopment, and adaptive reuse projects. She has frequently constructed complex investment and statistical models for evaluating and identifying strategic action plans for public real estate asset management enhancement strategies and public-private real estate transactions. She has also built models to forecast future municipal revenues and expenditures under varying land use and economic development policies and real estate development conditions

Experience:

Arizona, California, Colorado, Illinois, Indiana, Iowa, Massachusetts, Nevada, New Mexico, Pennsylvania, and Wisconsin - Market, economic, and real estate analysis, and foundation for the revitalization of downtowns and commercial corridors and land use planning and zoning decisions, infrastructure programs and economic development plans

Napa County Fairgrounds, Calistoga, California - Market analysis for a meeting and conference space facility

City of Tempe, Arizona – Several economic evaluations of development proposals

Chino, California - Solicitation and evaluation of proposals for the ground-lease and development of surplus land at a correctional institution

New Mexico Junior College and the College of the Southwest, Del Webb - directed economic impact analyses

Education:

M.B.A Specialized in Finance
University of Chicago

B.A. in Economics
Scripps College



Joe Spradling, PE

HDR Project Manager

Joe is a senior transportation engineer and project manager in HDR's downtown Des Moines office, specializing in transportation planning, design and construction. He has specific experience in municipal engineering, roadway geometric design, traffic control planning and traffic operations analysis with the completion of numerous contract plans, specifications and estimates, roadway location/corridor studies, intersection design studies and leading traffic engineering on-call contracts. Other project experience includes roadway drainage design, utility coordination, right-of-way plats, land acquisition, services and constructability reviews.

Living and working in Des Moines and through his management of local projects and participation on the Greater Des Moines Partnership's Physical Capital Committee, Joe has an unmatched understanding of the transportation challenges and opportunities in central Iowa. Joe is currently serving as Project Manager for the City of Des Moines' Market District Study and leads both of the City of Des Moines' Traffic On-Calls.

EDUCATION

Bachelor of Science,
Civil Engineering, 2000

PROFESSIONAL REGISTRATIONS

Professional Engineer (IA)

INDUSTRY TENURE

17 Years

RELEVANT EXPERIENCE

City of Ames, Grand Avenue Extension Location Study, Ames, IA. HDR Project Manager.

Ames Area MPO, 2040 Long Range Transportation Plan, Ames, IA. Alternatives Development/Public Outreach.

Iowa DOT, NE 22nd Street Roadway Design, Polk County, IA. Roadway Task Manager.

Iowa DOT, NE 54th Avenue Roadway Design, Polk County, IA. Roadway Task Manager.

City of Des Moines, Market District Study, Des Moines, IA. Project Manager.

City of Muscatine, Mississippi Drive Corridor Reconstruction, Muscatine, IA. Project Manager.



Brian Ray, PE, PTOE

Multimodal / Transportation Planning Lead

Brian is a transportation engineer specializing in transportation planning and traffic operations. He has experience in traffic operations analysis, traffic forecasting, traffic capacity analysis, and alternative development and evaluation. Brian's project experience includes transportation planning studies, corridor studies, traffic impact studies, intelligent transportation systems and environmental documentation. He has experience with software packages for traffic engineering including SYNCHRO, Highway Capacity Software (HCS), CORSIM, MicroStation, AutoCAD and ArcGIS.

RELEVANT EXPERIENCE

Ames Area MPO, 2040 Long Range Transportation Plan, Ames, IA. Transportation Alternatives Lead.

City of Ames, Grand Avenue Extension Location Study, Ames, IA. Traffic Task Manager.

Metropolitan Area Planning Agency and Nebraska Department of Transportation, Metro Area Travel Improvement Study, Council Bluffs, IA - Omaha, NE. Transportation Planner.

Sarpy County, Sarpy County Comprehensive Plan Update, Sarpy County, NE. Transportation Lead.

Bismarck-Mandan MPO, 2015-2040 Bismarck-Mandan Long Range Transportation Plan, Bismarck-Mandan, ND. Transportation Planning Process Lead.

City of Lexington, Lexington Comprehensive Plan, Lexington, NE. Transportation Lead.

City of Kearney, Kearney Comprehensive Plan, Kearney, NE. Transportation Lead.

Ames Area MPO, 2035 Long Range Transportation Plan, Ames, IA. Project Manager.

EDUCATION

Bachelor of Science,
Construction Management,
1995

PROFESSIONAL REGISTRATIONS

Professional Engineer (NE)

Professional Traffic
Operations Engineer

INDUSTRY TENURE

23 Years



Jason Carbee, AICP

Transportation Planner

Jason is a transportation planner who has served as Project Manager and Task Manager on a wide range of multi modal travel demand forecasting applications, model development; transportation environmental analyses and long range transportation planning projects for various clients. His projects include establishing, upgrading and validating regional travel models (most recently in TransCAD and CUBE software packages). This work focuses on refining each step of existing travel models, developing new models, refining travel model output for development of travel forecasts and application of models for performance measurement.

EDUCATION

Master of Science,
Urban Planning, 1996

Bachelor of Arts,
Economics, 1994

PROFESSIONAL REGISTRATIONS

American Institute of
Certified Planners

INDUSTRY TENURE

22 years

RELEVANT EXPERIENCE

Ames Area MPO, 2040 Ames Area Long Range Transportation Plan, Ames, IA.
Project Manager.

Metropolitan Area Planning Agency and Nebraska Department of Transportation, Metro Area Travel Improvement Study, Omaha, NE. Planning & Model Lead.

Morgantown Monongalia Metropolitan Planning Organization, I-79 Access Study, Morgantown, WV. Model Development Lead.

Sarpy County, Sarpy County Comprehensive Plan Update, Sarpy County, NE.
Transportation Planner.

Bismarck-Mandan MPO, 2015-2040 Bismarck-Mandan Long Range Transportation Plan, Bismarck-Mandan, ND. Project Manager.

City of Dubuque, Comprehensive Plan, Dubuque, IA. Transportation Planning Lead.

City of Ames, Grand Avenue Extension Location Study, Ames, IA. Traffic Forecasting.



Stephanie Fleckenstein, PE, ENV SP

Infrastructure Planner

Stephanie is a project engineer in Utility Management Services. She is routinely involved with future planning scenarios. She has completed master plans, pipe risk evaluations and designed knowledge management systems all with the target of establishing comprehensive and proactive solutions for utilities through use of existing data and future projections. She has performed analysis at the utility, city and river basin level to understand challenges and provide planning solutions.

RELEVANT EXPERIENCE

Des Moines Water Works, Long Range Plan, Des Moines, IA. Future Scenario Development Lead.

City of Iowa City, Water Distribution System Future Growth Study, Iowa City, IA.
Modeling Lead.

City of Cedar Rapids, Cedar Rapids Automated Flow and Rail Metering, Cedar Rapids, IA.
Assistant Project Manager.

Des Moines Water Works, City of Ankeny and Polk County, Water System Master Plan, IA.
Future Scenario Development Lead.

City of Des Moines, Market District Study, Des Moines, IA. Project Engineer.

City of Cedar Rapids, Stormwater Master Plan, Cedar Rapids, IA. Staff Engineer.

EDUCATION

Master of Engineering,
Civil Engineering, 2016

Bachelor of Science,
Civil & Environmental
Engineering, 2010

PROFESSIONAL REGISTRATIONS

Professional Engineer (NE)

ISI Envision Sustainability
Professional

INDUSTRY TENURE

8 Years

comprehensive planning

EnvisionCR CEDAR RAPIDS, IOWA

Cedar Rapids is a city of great resiliency and vision. Following the 2008 floods, many of the 128,000 neighborhoods of this city were ravaged. The process included development of a shared vision among hundreds of Cedar Rapids residents. Through open public meetings, stakeholder workshops, sessions with high school students, and a series of tabletop talks, numerous voices in the community have been heard. The public engagement process began with a communications plan. During the meetings, common themes emerged and became the founding principles of the plan for a unified vision, including live healthy, strengthen neighborhoods, keep business vibrant, connect the city, and embrace the outdoors.



Student Engagement



Kick-off Celebration (200+ people)



Small Group Discussions



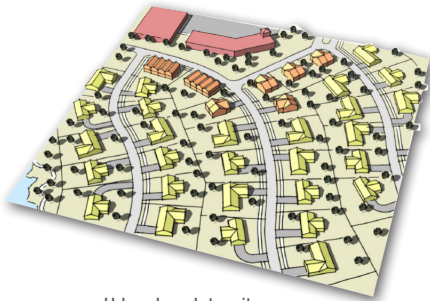
Designing with the Public

REFERENCE:
 Adam Lindenlaub
 MPO Manager
 Cedar Rapids Community
 Development Department
 101 First Street SE
 Cedar Rapids, IA 52401
 319.286.5041(department)
 a.lindenlaub@cedar-rapids.org

comprehensive planning

planokc
 OKLAHOMA CITY, OKLAHOMA

Oklahoma City is a community of energy, hope, optimism, and purpose. After nearly four years of working with local residents and completing important supporting studies, the city hired RDG to assist in the completion of **planokc**. RDG worked closely with city staff to coalesce the vision and policies that will guide development in Oklahoma City for many years to come. **planokc** represents the intersection of people, vision, time, and modern planning tools to create a practical vision for a healthy and sustainable city, based on the community spirit that has propelled Oklahoma City forward since its inception. With the completion of **planokc**, a unique interactive website (www.planokc.org) was created to offer a high level of community accessibility to the plan.



Urban Low Intensity



Urban High Intensity

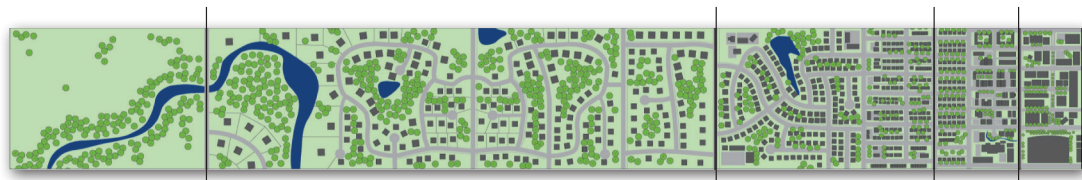


RECOGNITION:
 2018 Daniel Burnham Award
 for Best Comprehensive Plan,
 American Planning Association

REFERENCE:
 Geoffrey Butler
 Oklahoma Planning & Urban
 Design Division
 405.297.2288
geoffrey.butler@okc.gov



Efficiency



Market



Envision Olathe
OLATHE, KANSAS

The Envision Olathe Plan, a downtown plan for a community of 132,000, demonstrates a need for a nimble plan that is capable of maintaining a meaningful vision while presenting multiple development options for private market response. This flexibility allows policy makers to negotiate for desirable development, and allows developers flexibility and creativity in a changing marketplace. At the plan's core is the goal of building memories for all and stimulating interest in private investment. Also, the plan responds to the county's intent for building a new \$200 million courthouse, and leveraging the project to strengthen downtown into a new neighborhood for the city.



REFERENCE:

Emily Carrillo
Neighborhood Planning
Coordinator
City of Olathe
100 E. Santa Fe Street
Olathe, KS 66061
913.971.8917
ECarrillo@olatheks.org

Aimee Nassif
Chief Planning &
Development Officer
City of Olathe



The Tomorrow Plan

GREATER DES MOINES

The Tomorrow Plan is an unprecedented effort to create an action plan for a vibrant, enduring Des Moines region. The planning effort brings together those who live, work and play in the region's 17 communities and 4 counties to work toward a shared future. RDG worked with the Metropolitan Planning Organization and a team of consultants from across the nation to analyze how the Des Moines region can make more sustainable decisions regarding land use, infrastructure, economic development, environmental management, governance, and other areas. RDG is an integral part of facilitating the public engagement effort, interpreting data and ground-truthing consultant recommendations.



THE TOMORROW PLAN

Partnering for a Greener Greater Des Moines



RECOGNITION:
2011 Daniel Burnham Award, Comprehensive Plan, American Planning Association - Iowa Chapter

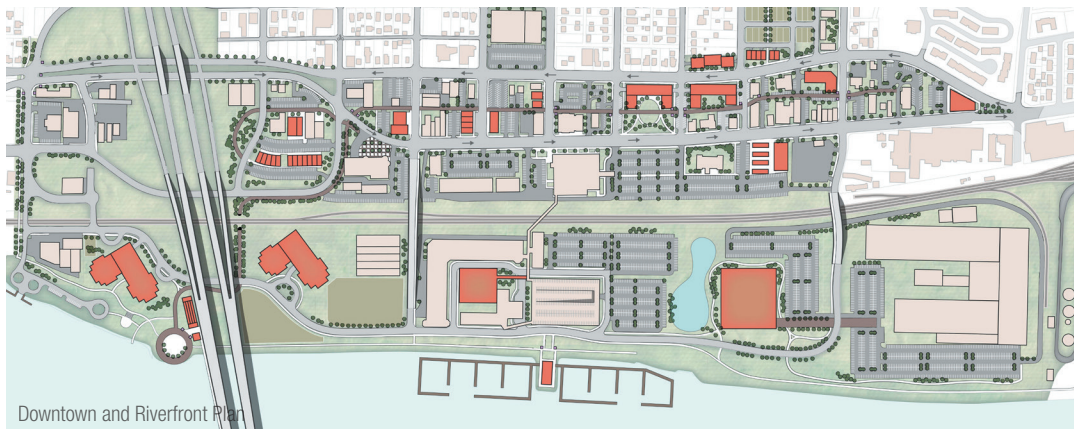
REFERENCE:
Dylan Mullenix
Assistant Director
Des Moines Area Metropolitan Planning Organization
515.334.0075
dmullenix@dmampo.org

comprehensive planning

Premiering Bettendorf

BETTENDORF, IOWA

Bettendorf is rapidly growing and the city is moving north toward Interstate 80. With this growth comes tremendous opportunity for economic development, new housing options, expansions to the parks system, and more. Meanwhile, the downtown and riverfront face considerable opportunity with the reconstruction of the Interstate 74 bridge. The planning process involved over 500 people and an extensive outreach program of going to the people in schools, celebrations, and clubs. The plan includes a detailed implementation strategy, focusing on the cost/benefits of annexing growth areas and the commissioning of a new zoning ordinance to provide more flexibility for both the developer and city through intensity-based land use.



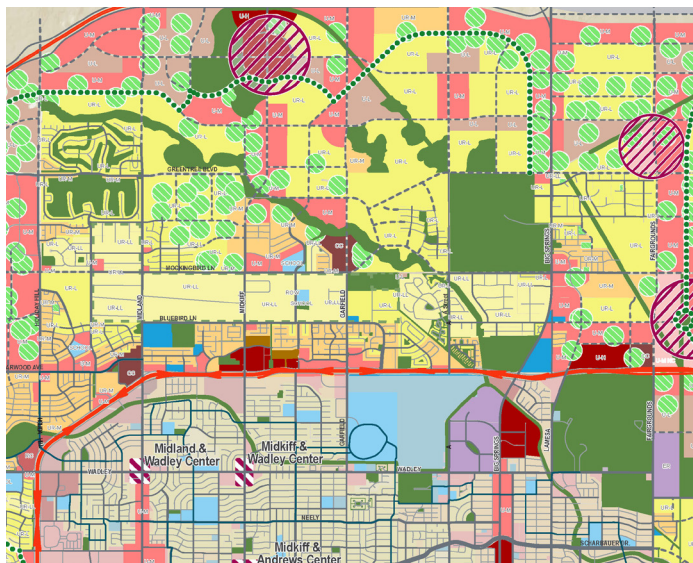
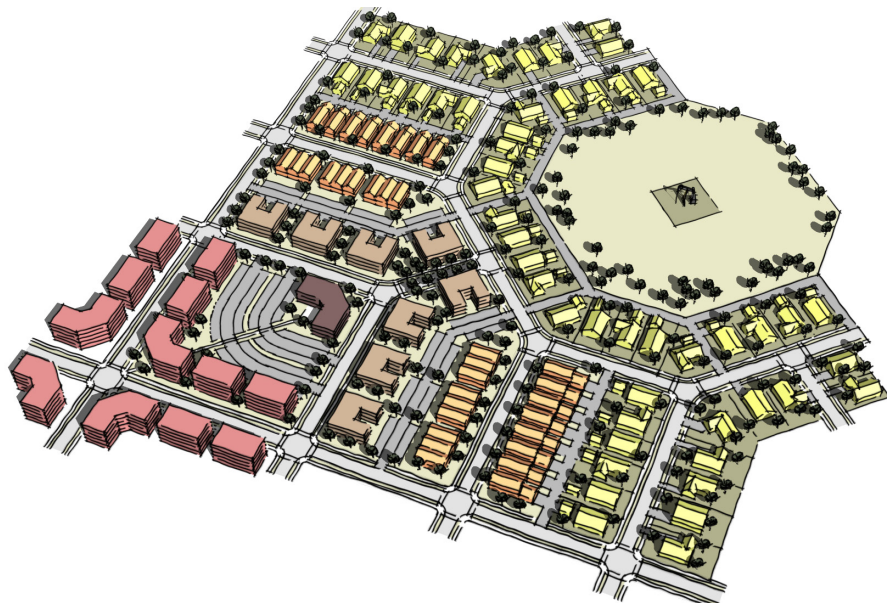
REFERENCE:

Bill Connors
Community Development
Director
City of Bettendorf
1609 State Street
Bettendorf, IA 52722
563-344-4079
bconnors@bettendorf.org



Tall City Tomorrow
MIDLAND, TEXAS

Midland is a city that grew up in the boom and bust oil market of the 20th Century. As a 21st Century city it is a growing and vibrant community trying to balance its small town history with big city challenges. The Tall City Tomorrow Plan lays out action oriented initiatives that will help the city address these challenges. These include: transportation improvements that fill gaps and offers more multi-modal options; accommodating resources like drainageways and the ever present pumpjack; and quality of life features that attract and retain young families and retirees alike.



OWNER REFERENCE:
 Charles "Chuck" Harrington
 Development Services Director
 City of Midland
 432.685-7472
 charrington@midlandtexas.gov

college and university experience



RDG has a strong understanding of the unique challenges facing communities with a significant presence of a college and university. These challenges are perceived differently between the city, university, visitors, business, and residents.

Plans (sample)

- Brookings, South Dakota (South Dakota State University)
- Hays, Kansas (Fort Hays State University);
- Kearney, Nebraska (University of Nebraska at Kearney)
- Maryville, Missouri (Northwest Missouri State University)
- Wayne, Nebraska (Wayne State)
- Yankton, South Dakota (Yankton College)
- Lincoln, Nebraska - College View Neighborhood Plan (Wesleyan University)
- Macomb, Illinois - Adams Street Corridor Plan (Western Illinois University)
- Bemidji, Minnesota - Downtown Plan (Bemidji State University)
- Ames, Iowa - 2004 LRTP Plan and Housing Study
- Iowa City, Iowa - Bicycle Master Plan and Parks Plan
- Cedar Fall, Iowa - Comprehensive Plan (University of Northern Iowa)
- Pella, Iowa - Comprehensive Plan (Central College)

Iowa State University Experience (sample)

RDG has a strong commitment to Ames and its higher learning institutions. Project experience includes: Memorial Union Master Plan, Morrill Hall Renovation, Palmer Human Development & Family Studies, Lied Recreation/Athletic Facility, Reiman Gardens Remodel 2008, Research Greenhouses, Research Park - Master Plan, Residence Halls Strategic Facility Plan, Seed Laboratory Addition, South Campus Gateway Plan, State Gym Expansion & Renovation, Theta Chi Fraternity House Renovation, and Wallace Wilson Learning Center.

Campus Master and Programming Plans (sample)

- Des Moines Area Community College - Ankeny, Iowa
- Des Moines Area Community College Newton Polytechnic Campus - Newton, Iowa
- Des Moines Area Community College Urban Campus - Des Moines, Iowa
- Des Moines Area Community College West Campus - West Des Moines, Iowa
- Rochester Community & Technical College - Rochester, Minnesota
- Western Nebraska Community College - Scottsbluff, Nebraska
- Western Technical College - La Crosse, Wisconsin



GRUEN GRUEN + ASSOCIATES'

EXPERIENCE

Since its founding in 1970 Gruen Gruen + Associates has worked with land owners and public entities that regulate land use to identify market responsive plans that maximize land values and private and public returns from development and redevelopment. The market research and real estate financial analysis Gruen Gruen + Associates conducts results in land use plans and development programs in which the whole of the development guided by the plans equals more than the sum of the individual parts. Our pre-development services for land owners go beyond identifying the general plan and uses of land value maximizing plans. We position the land and help effectively market it to the developers, builders, or users whose unique capabilities can best implement the land value maximizing identified development.

Market research, financial analysis, and studies of the real estate economic conditions within relevant market areas have frequently been combined to assist cities to make and implement decisions about planning, redevelopment, and policies to enhance and revitalize existing retailing areas and program new retail, office, residential, hotel, and mixed-use developments. Survey research, focus panels, and demographic analysis have been frequently used by GG+A teams identifying re-tenanting, modernization, and other strategic actions to improve the competitive strength of downtowns and regional, specialty, and community shopping areas. Examples include the Downtown Scottsdale waterfront program/new Nordstrom's in Scottsdale (AZ); the San Francisco Centre vertical mall in San Francisco (CA); Regency Centers' Shops at Highland Village development in Highland Village (TX); the Briargate Town Center in Colorado Springs (CO); Third Street Properties in Naples (FL); Settler's Landing in Downtown Cleveland (OH); and the multiple award-winning Rivermark Village in Silicon Valley.

We have learned that each community has its own economic and social culture so that what works well for one community cannot be used as a template for others that differ in their histories and social geographies. We have also learned that success depends upon knowing the right questions to ask and having the expertise to know which tools and techniques are most cost-effective in obtaining answers.

We also believe that our clients obtain the best value from the realistic and implementable action plans and transactions we produce, rather than four-color reports that are not grounded in economic and market realities. The examples of prior assignments describe GG+A's expertise in conducting *realistic* market demand forecasts and evaluations. If a market analysis is unable to be translated into improved decision-making and implementation actions, including giving developers and their financing sources a leg-up on their due diligence, it will be merely consigned to a dust-covered shelf when the objective should be viable on-the-ground- projects or other actions.

REFERENCES

Matthew A. Carran

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DES MOINES REGIONAL PLAN FOR SUSTAINABLE DEVELOPMENT

Des Moines Area Metropolitan Planning Organization (Iowa)

Gruen Gruen + Associates (GG+A), as part of a team lead by Sasaki Associates, was engaged by the Des Moines Area MPO to develop a long-range regional plan for the Des Moines metro area. The planning effort was a part of HUD's sustainable communities initiative. GG+A's role in the plan was to develop long-term economic, demographic, and land use forecasts and to provide analysis and strategy concerning regional economic development, housing, and redevelopment.

In order to prepare an analysis of existing conditions and to develop baseline projections of population, households, employment, and building space and land use demands, GG+A performed the following principle tasks:

- Analysis of relevant demographic, housing, and labor force characteristics and trends;
- Analysis of employment change and shifts in the make-up of the economic base over time and between areas within the region, and review of secondary economic forecasts in order to: (a) derive a profile of the economic structure and employment base of the planning area; and (b) prepare forecasts of employment growth by economic sector and geographic subarea within the planning area;
- Analysis of land use and real estate market data to help define appropriate submarkets for which to prepare the long-term housing and space demand projections;
- Examination of retailing conditions to: (a) provide an information base on retail sales' activity; (b) identify the degree to which retailers and commercial businesses within subareas of the planning area are capturing more or less sales than would be expected to be supported by local expenditure potential or retail demand; and to estimate the demand for future retail space; and
- Interviews with knowledgeable members of the local land use, real estate, and economic development community and representatives of municipalities within the planning area.



THE TOMORROW PLAN

Partnering for a Greener Greater Des Moines

RELEVANT PAST EXPERIENCE



Envision Olathe Market Study – RDG and GG+A

- Market Reconnaissance and Strategic Polices for Bell Road Corridor – Scottsdale, AZ
- Real Estate Economic Analysis of Use Options in Southern Scottsdale, AZ
- Market for Retail and Office Uses and Strategy for Enhancement of Southern Scottsdale, AZ
- Retail and Entertainment Strategy for Downtown Riverside, AZ
- Facility Reuse Study of Historic Armory – Park Rapids, MN (in association with RDG)
- Retail Assessment and Forecast for Waupaca, WI (in association with RDG)
- Development Demand and Proforma Analysis for Olathe, KS (in association with RDG)
- Potential Demand for Office, Retail, and Residential Space in Downtown Reno and the Retrac Corridor
- Market for Retail, Residential, and Office Space in Downtown Santa Rosa
- Market Analysis and Strategic Action Plan for Queen Creek Town Center Plan Update
- Economic, Social, Demographic, and Technological Shifts, Real Estate Market Trends and Implications for Menomonee Falls, WI
- Market for Office and Industrial Uses in the North Washington Subare – Thornton
- Economic Development Strategy and Incentive Policy for Gurnee, IL
- Market Analysis and Strategic Action Plan for Downtown Lincoln, CA
- Market Analysis and Strategic Action Plan for Downtown Glen Ellyn
- Market Analysis and Strategic Action Plan for Downtown Haverhill
- Development Forecasts and Policy for Comprehensive Plan – Menomonee Fall, WI



Ames Flood Mitigation Study

City of Ames

Ames, IA

In August 2010, the City of Ames experienced significant flooding from Squaw Creek and the South Skunk River, with widespread damage of City and Iowa State University property resulting. The peak flood stage in 2010 exceeded the previous record by more than a foot.

In 2013, HDR completed the following elements as part of the flood mitigation study:

- Updated the flood hydrology
- Performed additional sensitivity analyses
- Updated the Squaw and Skunk hydraulic models
- Updated the City of Ames floodplain maps
- Developed flood mitigation alternatives with City and public input
- Screened the alternatives, and made recommendations for future implementation

The Project included extensive public involvement to gather input, including a web-based public meeting that capitalized on visualization tools developed in conjunction with IIHR. The City of Ames hosted a series of workshops and Public Meetings to integrate the knowledge and expertise of the City, the public, and the project team into the decision-making process.

The result is a multi-year planning document that provides a roadmap of prioritized projects and actions.



2040 Long Range Transportation Plan Update Ames Area Metropolitan Planning Organization

Ames, IA

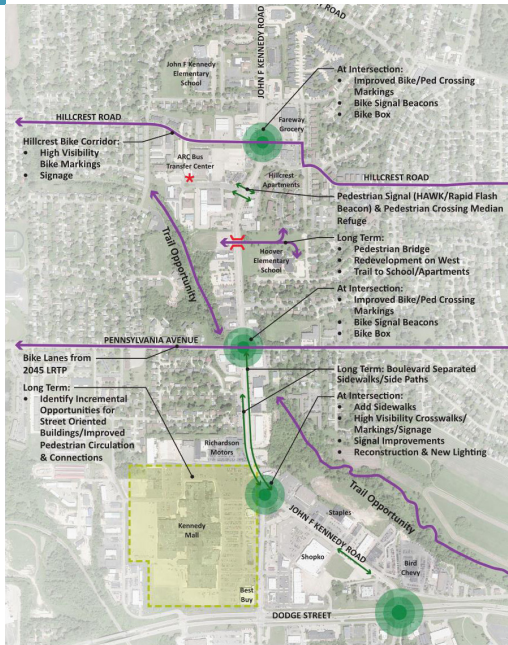
HDR worked with the Ames Area Metropolitan Planning Organization (AAMPO) to update the region's 2040 Long Range Transportation Plan. A comprehensive public engagement campaign for the LRTP update included branding the study as "Ames Mobility 2040." The Ames area is a metropolitan region with approximately 63,000 citizens in the MPO's urbanized area. A diverse community that is home to Iowa State University, a big priority for the Ames community was developing more multimodal options across the region.

Key elements of the 2040 The Long Range Transportation Plan update included:

- HDR staff assisted Iowa DOT staff develop a mode split/transit component to the Ames Area MPO travel demand model.
- HDR staff led a comprehensive and multifaceted public engagement program that included:
 - Project Website, including an Online Candidate Projects Open House with embedded video of presentation materials Virtual Town Hall forum
 - Grass roots events
 - Traditional engagement tools such as focus groups, public open house meetings, newsletters, household surveys, and email campaigns

- Extensive assessments of current and future multimodal system operations, including bicycle and pedestrian level of service, identification of primary freight corridors, transit quality of service, safety/crash and traffic operations
- Development of a "Complete Streets Policy Framework" for the LRTP, which the MPO used to develop a Complete Streets Policy for the MPO. Along with the Complete Streets Policy Framework, the LRTP provided an implementation plan for how the Plan's diverse set of bicycle and pedestrian recommendations could be integrated into a Complete Streets network
- Development of a performance-based alternatives development and assessment process, which tied MAP-21 national performance goals and the Ames Community's vision to a set of performance measures used for assessing candidate project and strategies

During plan acceptance, one City Council representative noted that the positive feedback provided by various stakeholders was a testament to the efforts of the study team, and he "appreciated the effort to enfranchise the community."

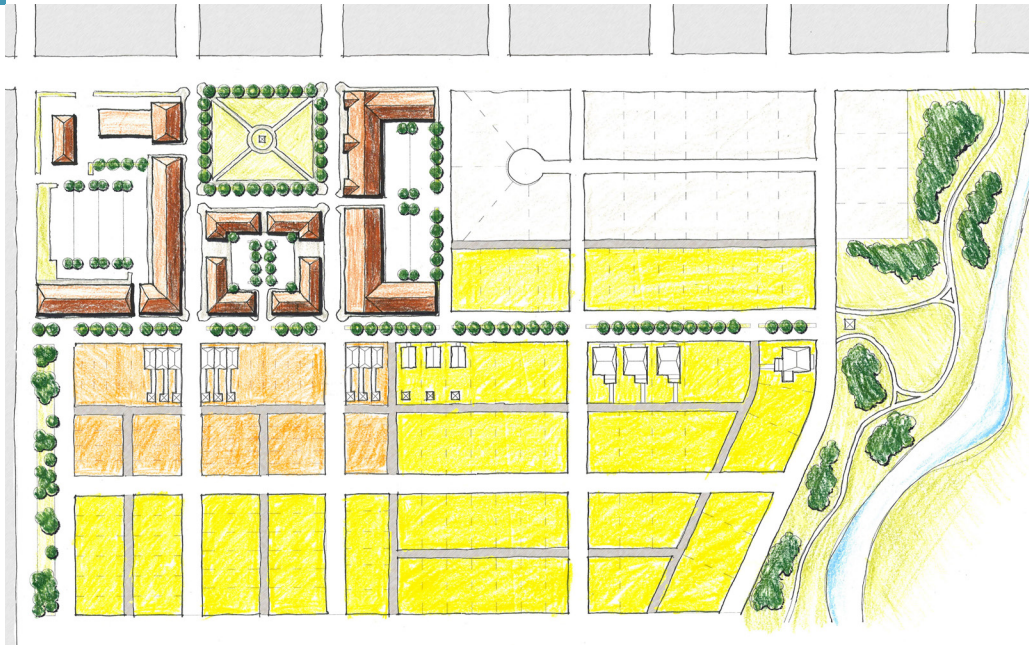


Dubuque Comprehensive Plan City of Dubuque

Dubuque, IA

Teamed with Orion and Teska, HDR was a subconsultant that led the transportation planning and mobility elements of the 2017 update to the Dubuque Comprehensive Plan. The plan was branded “Imagine Dubuque” and provided a guide for the City’s physical, social, and economic development. The transportation and mobility elements of the

plan focused on implementing complete streets, continued refinement of transit services, enhanced regional connections to surrounding markets, implementation of roundabouts and technology to address vehicular mobility. The plan also developed complete street concepts in downtown and suburban settings.



Lexington Transportation Plan and Comprehensive Plan

City of Lexington

Lexington, NE

HDR was the Transportation Planning subconsultant on a consulting team charged with updating the City of Lexington's Comprehensive Plan and Transportation Plan. Both plans built upon prior planning efforts, but incorporated new census data and included extensive public input. The Transportation Plan activities included an inventory of existing multimodal conditions, including bicycle, pedestrian, transit and roadway systems. A broad community input approach included town hall meetings and a design charrette that focused on potential multimodal system improvements. Transportation planning elements were coordinated with the Comprehensive Plan, which included a land use study, design strategies and policies for future urban design, housing and neighborhood planning.

Lexington has two parcels on the edge of town that are ideal for traditional neighborhood development. While building on the residential character of Lexington's neighborhoods, each site acts as a focal point for the adjacent neighborhood. Mixed uses are encouraged, such as apartments built above retail and office space, as well as a diversity of housing types. These developments are also no larger than a ¼ mile across, making everything on the site within a comfortable five minute walk.

Opportunities exist to redevelop key areas of downtown Lexington, including higher density housing and retail nodes that frame public greens and plazas. As Adams Street becomes a major thoroughfare, there is an opportunity to incorporate a parking plaza that will meet parking requirements throughout the week, but can be converted into an open air plaza for farmers markets and other events. An incremental growth of infill development will serve multiple family types and sizes and can occur within existing neighborhoods as the housing stock ages and homes need to be rebuilt.

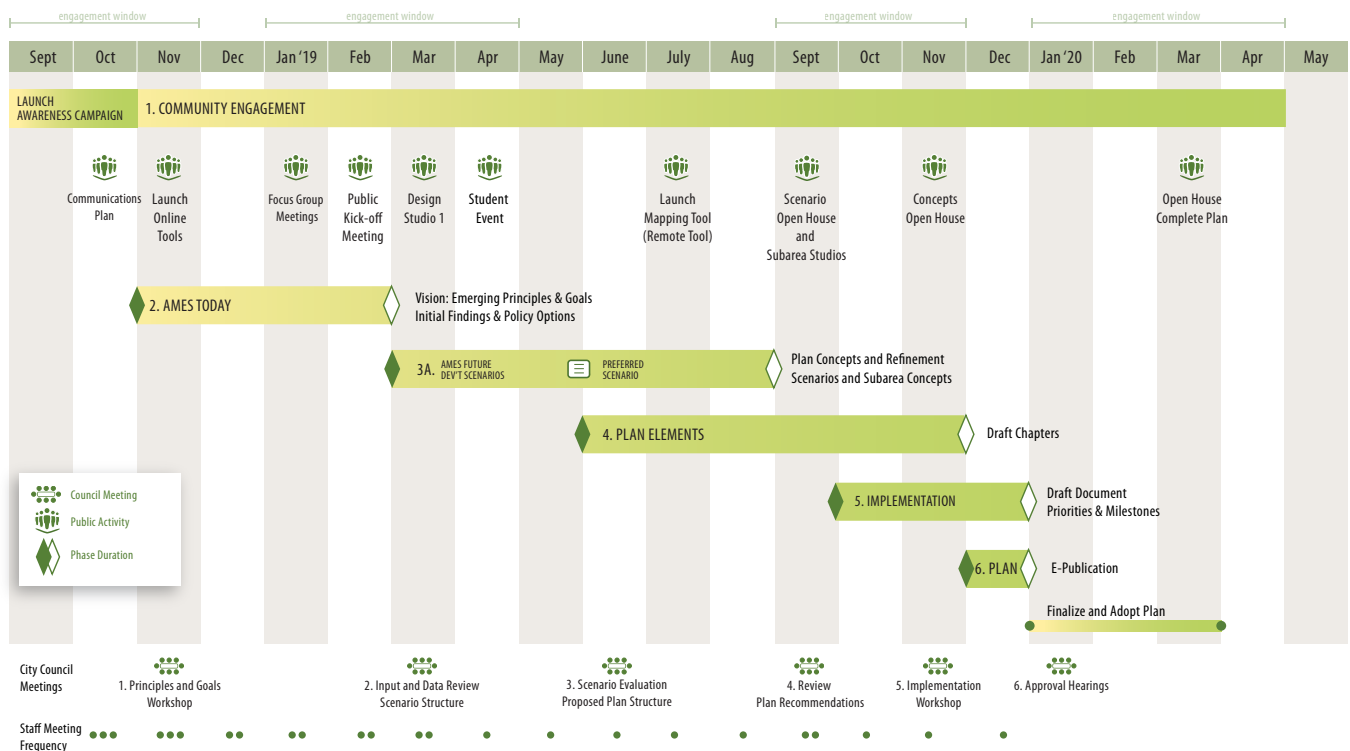
Plum Creek Parkway and Highway 30 serve as the 'front door' into Lexington. By improving both of these corridors through streetscape enhancements, attractive lighting, trails, and sidewalks, as well as the Interstate 80 interchange at Plum Creek Parkway, Lexington will stand out from other small towns in Nebraska, helping it attract visitors and show them everything the community has to offer.

schedule update

The updated schedule shows the Ames City Council providing direction throughout the project, supported by ongoing guidance from city staff. The city council is expected to meet every three months on average, while city staff will meet more frequently (sometimes weekly or monthly) to ensure progress. In addition, the update schedule for public events now align with the University's calendar. Additional check points can be scheduled with city council. This schedule is based on available information, and this can be revised to better match your needs.

Highlights of the City Council Schedule

- **October 2018:** RDG will develop a communications plan with city staff, which includes refining the meeting schedule to add or subtract the number of meetings with city council.
- **November 2018:** Meet with city council to discuss the principles and goals of the plan. What does success mean?
- **March 2019:** Meet with city council to confirm principles and goals, report trends from public input and data analysis, and discuss the initial criteria for developing the land use scenarios.
- **June 2019:** Meet with city council to discuss the evaluation of the scenarios. Seek council's direction for selecting a scenario or developing a hybrid. If time permits, discuss recommendations related to other segments of the plan.
- **September 2019:** Meet with city council to discuss plan recommendations as it relates to all parts of the plan.
- **November 2019:** Meet with city council to discuss implementation strategies.
- **January 2020:** Participate in approval meetings.

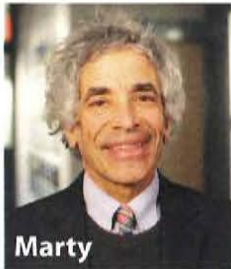




AMES COMPREHENSIVE PLAN



Cory



Marty



Justin



Laura



Joe



Multidisciplinary Experience

Private and public experience

Vertical

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GOLD Level Bicycle Friendly Business By League of American Bicyclists - 2017
 #85 of Top 100 Green Design Firms By Engineering News Record - July, 2014
 #110 of Top 300 Architectural Firms by Architectural Record - July, 2013
 397 total design awards since 1989, of which 86 are in planning and landscape architecture.



GROUP 07 01 GROUP
 Parris Haggis
 Liana Obermiller
 Schreffl King K
 Chapman Robinson
 Wismer King
 Holladay Anderson
 Cahoon Robinson
 King Schae
 Jean Hall
 Romero Adams
 Klein Feltner
 Steiner Feltner
GROUP 07 02 GROUP
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re:vision

Why the RDG Team?

- » **We are Committed to Ames.** We have colleagues who have lived and volunteered in Ames. We're proud of that and believe that no one else will show as much commitment to make this a successful process and project.
- » **We Know Comprehensive Plans.** We have completed over 100 comprehensive plans, including more recent acclaimed plans for Oklahoma City, Cedar Rapids, and the Des Moines Area's Tomorrow Plan. We are leaders in the field of planning.
- » **We Create Practical Land Use Plans.** Our land use plans are detailed yet flexible, and are grounded in economic reality.
- » **We Engage All Stakeholders to Create a Unified Vision.** Our process helps to open lines of communication, generate excitement and build partnerships that make implementation possible. We engage the public, neighboring jurisdictions and other stakeholders, to build cooperation across boundaries.
- » **Our Plans Are Implementable and Influential.** Several members of our team are former public agency directors who know what it takes to generate action.
- » **RDG and You - A Long-Lasting Partnership.** Our relationship doesn't stop with plan adoption - we hope to continue our long relationship with Ames, taking concepts into reality.

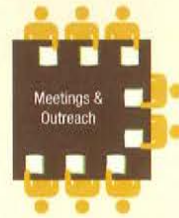
1 Community Assessment



- Demographics & Population Projections
- Housing and Development
- Land Use
- Economic Trends
- Transportation
- Public Facilities
- Infrastructure & Utilities
- Cultural & Environmental Resources
- Opportunities & Issues



2 Initial Input Phase



- Kick-Off and Awareness Campaign
- Technical and Steering Committee Meetings
- Online Survey and Mapping Tools
- Website, Social Media, and Guest Articles
- Stakeholder Discussions
- Interactive Workshops and Open Houses
- Implementation Workshop
- P&Z and City Council Discussions



3 Input + Plan Development



Workshops and Design Studios

Land Use Framework



4 Plan Promotion Phase

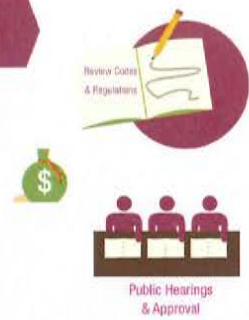


- Vision & Goals
- Land Use
- Economic Development
- Special Districts
- Transportation
- Infrastructure & Utilities
- Parks & Recreation
- Public Facilities
- Emergency Preparedness
- Housing
- Communications & Public Safety
- Intergovernmental Coordination
- Cultural/Natural Resources

5 Plan Adoption



Community Members

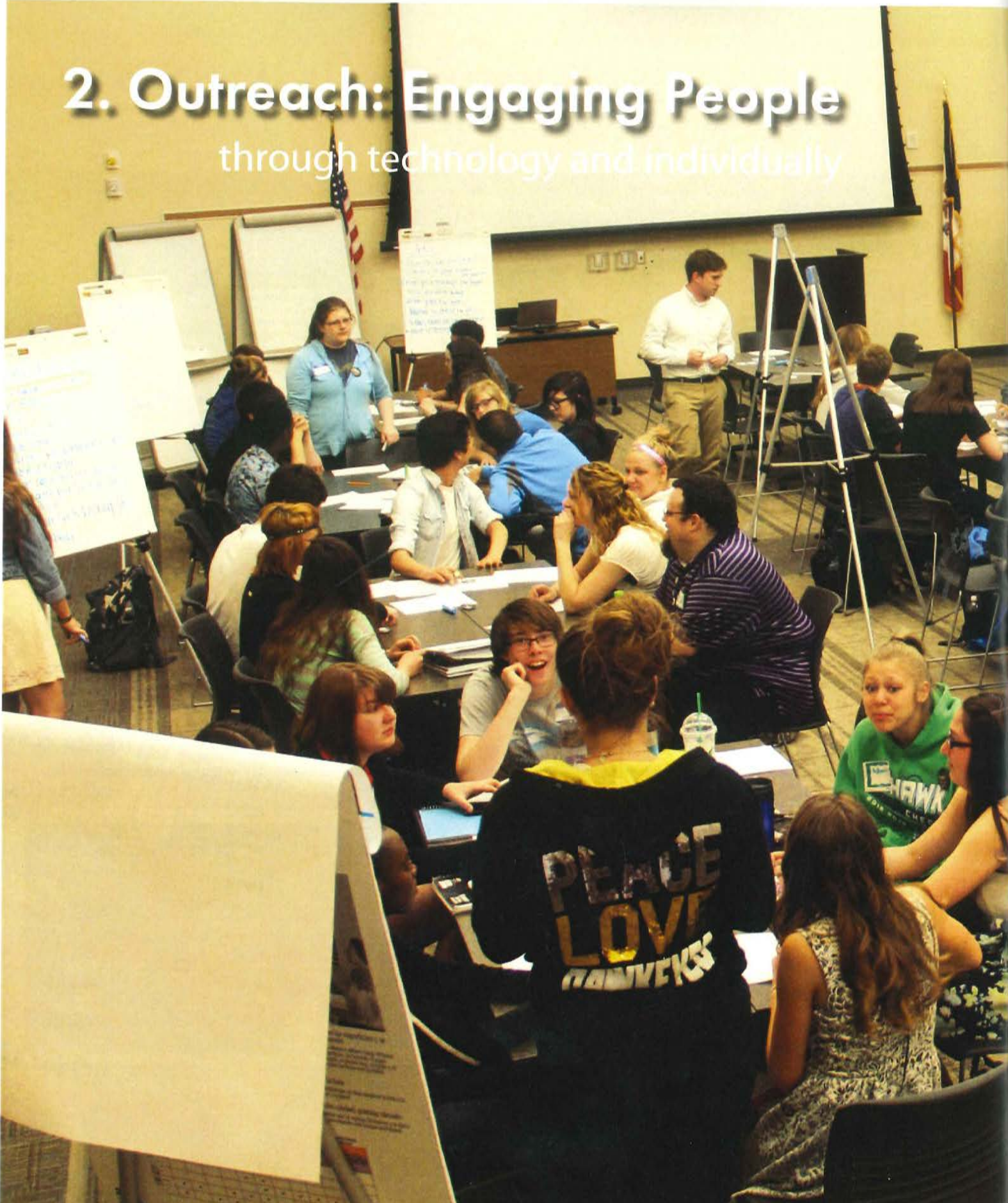


Listening and receiving feedback are critical to the process.

The community engagement element of the plan is what often defines the success of the process. A strong community engagement effort results in a plan that is driven by residents' hopes and desires. However, it can also be one of the most challenging facets of the planning process. There are many competing factors for residents' time and attention. For that reason a community engagement process must be multi-dimensional and approached carefully to avoid fading interest.



2. Outreach: Engaging People through technology and individually



EnvisionCR - Cedar Rapids

2015 Daniel Burnham Award for a Comprehensive Plan by the Iowa Chapter of the American Planning Association



Why the RDG Team?

RDG lives by the principle that great plans require processes that are collaborative and transparent. The best ideas inevitably grow from collaboration and partnership, and our planning philosophy maximizes participation by people with both a love for and a stake in their communities. We employ a variety of collaborative techniques, tailored to the community and the nature of the project.

Our most important conceptual work is done in on-site studios, where we work directly with the people and develop key ideas with our community partners in “real time.” More community involvement produces stronger ideas, more useful documents and ultimately more support and action for implementation.

We value the concept of partnership with our clients and believe that the personal relationships that we build with them are key to our effectiveness. Our clients become our friends, and the communities in which we work truly become our communities.

On-site Techniques

- Listening
- Notification Package and Handouts
- Stakeholder Groups
- Kick-off Events and Large-group Facilitation
- Meeting in a Box (Self-facilitation toolkit)
- “My Ames” Youth Program
- Visual Listening Instant Polling
- Neighborhood Meetings
- Community Celebrations and Socials
- Open Houses

Online Techniques

- Visual Preference Surveys
- Business and Customer Survey
- Resident Survey
- Social Media
- Interactive Mapping Tools
- Instant Polls

<< Tailor the process. Be tactical. >>

Avoid complex online engagement.

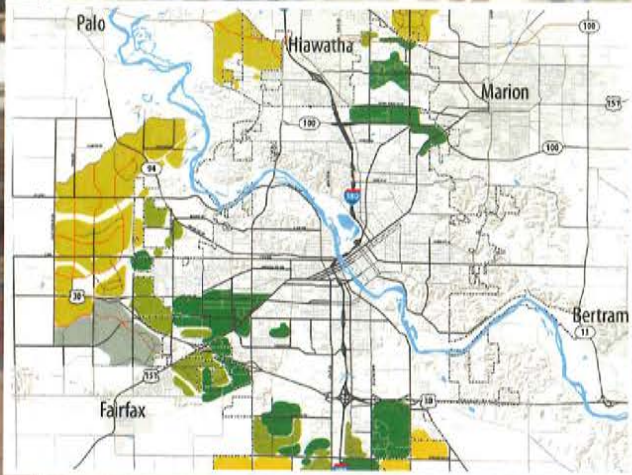
3. Scenario Planning

innovation through applied technology

ArcGIS. RDG's GIS Specialists and climatologist uses the latest extension software and provide regular feedback to ESRI. RDG has prepared "programming script" language that automates tasks, making the evaluation of scenario planning quick and easy.

CONDITIONS, INFRASTRUCTURE & ENVIRONMENTAL REVIEW

Infrastructure Suitability

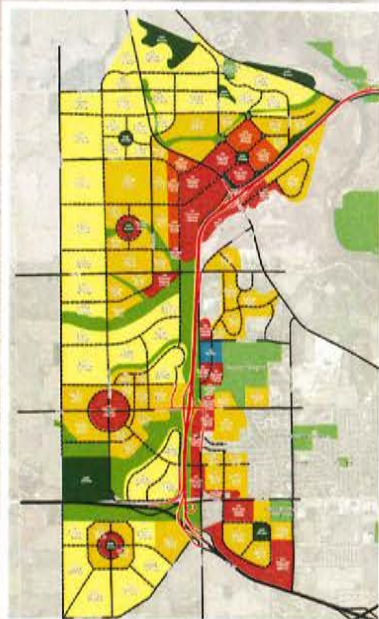


Land Use and Environmental Conditions

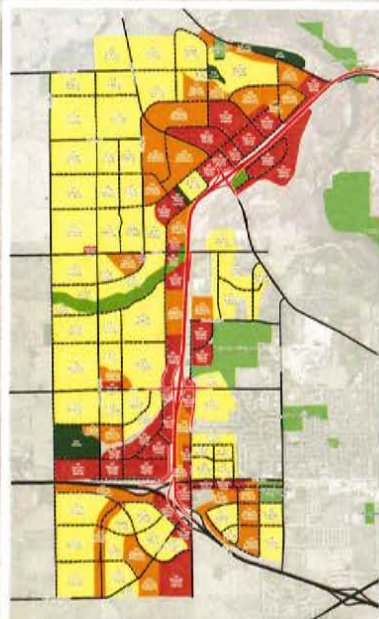


SCENARIO PLANNING & IMPLICATIONS

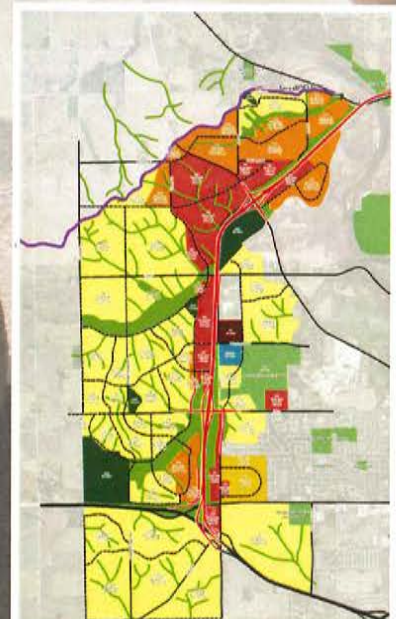
Urbanism



Business-As-Usual



Conservation



Why the RDG Team?

RDG's Development Framework process uses:

- (1) The detailed land use, demographic and economic projections.
- (2) Review of opportunities, scenarios, and challenges to achieve a desirable outcome.
- (3) Principles for sustainability tied back to the public engagement process.

This information is used to develop a unified Framework Plan for the city and neighborhoods through a highly participatory process.

One of our team's strengths is its ability to integrate different trends and development areas into a coherent vision of the city's physical development. This involves looking at the city's development patterns with a long-term perspective. The Development Concept provides a design for the community that is then realized through other parts of the Plan.

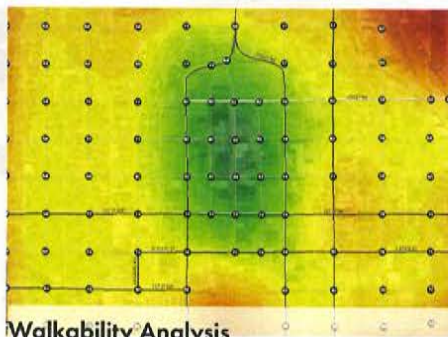
RDG's Development Concept goes beyond generalized land use maps by including specific development plans for Ames' growth areas. It will reinforce previous planning initiatives to ensure that projects are connected to each other and to the existing street system. Also, it will consider such issues as development yield, active recreation, open space and greenways, development layout and sustainability. The Development Concept is to guide the development of the area by illustrating a desirable outcome.

Analysis

- Property data
- Environmental data including drainage
- Demographic analysis
- Consumer spending (supply/demand)
- Walkability analysis
- Housing conditions
- Transportation
- In-the-field data collection

Design

- Scenario-based planning
 - Instant yield for housing units, population, office and commercial square footage.
- Suitability
- SketchUp
- ArcGIS with numerous extensions
- Before/After simulations



Walkability Analysis



Development and Population Yield - Cedar Rapids

4. Economic Analysis



The economic analysis must provide a realistic road map of land use planning, housing policy and economic development options. This requires the identification of a market demand-based program to provide a framework for the Comprehensive Plan, whose implementation over the next 20 years will achieve the City's goals and objectives of making efficient and sustainable use of land and other urban and environmental resources, while maintaining the high-quality infrastructure, public services and economic vitality for which Ames is known.

One strategic objective is to encourage development patterns and forms that will maximize the economic development, fiscal and social opportunities to be gained by clustering land uses in a complementary fashion so that each separate development, redevelopment or adaptive reuse construction in a given area will enhance the locational value of the node of which it is a part, and complement other existing and newly evolving nodes. Efficient and sustainable development patterns fostered by sensitive redevelopment will preserve and enhance the livability and locational value of Ames. This, in turn, will appeal to knowledge- and creative-oriented households and firms that contribute to and benefit from Ames' economic dynamism and its social and fiscal health.

Define goals and policy to maximize economic development efforts.

RETAIL

Maximize consumer choice and retail sales potential in a longer-range view by complementing and encouraging the growth of 21st century jobs, business activities and tourism to the following:

- Protect the Downtown and maximize its growth potential at community nodes.
- Encourage the diversity of shopping opportunities and build on the growth potential.
- Encourage the redevelopment and reuse of obsolete uses in priority urban areas.
- Recognize that the growth of a retail job market is a function of the long-term demand for goods and services.

OFFICE AND INDUSTRIAL

- Enhance existing job centers and the positive spillover benefits of evolving job centers or opportunities to build on the growth of multiple economic centers that also serve to increase the volume of economic activity and expansion of goods and services jobs to increase local markets, broaden the tax base and diversify the economy. Lose with the loss of economic activities likely to diminish their viability in the globalized job economy of the 21st century.
- Identify the conversion, reuse and redevelopment of obsolete and under-

used properties:

- Increase the proportion of "high-impact" private firms located and anchored in Ames.
- Encourage mutually reinforcing linkages between retail, workplace and rental activities used to create sustainable competitive advantages in attracting and retaining businesses and visitors.

ECONOMIC DEVELOPMENT

Ames needs to enhance its information base and strategic direction for implementing and monitoring programs and policies. Realizing market opportunities/challenges for attracting and retaining businesses and institutions is necessary to assess development and marketing options. Refining and expanding economic development initiatives in the plan requires:

- A profile of the City's present and future economic base and its relative position in the regional economy.
- Identify existing and new economic activities that enjoy comparative advantages in the City as well as an exploration of the location-specific advantages that should be emphasized to retain existing and attract new activities.
- Assess availability, transportation, infrastructure, land and building space, profitability, responsible goals, access to labor, quality of labor, housing availability, support services, training,

and other issues. Comparative advantages information is vital. Location decisions that influence the ability of local firms to prosper by doing business in Ames.

- A strategic action plan that leverages resources and community strengths to enable healthy growth/expansion of businesses.

HOUSING

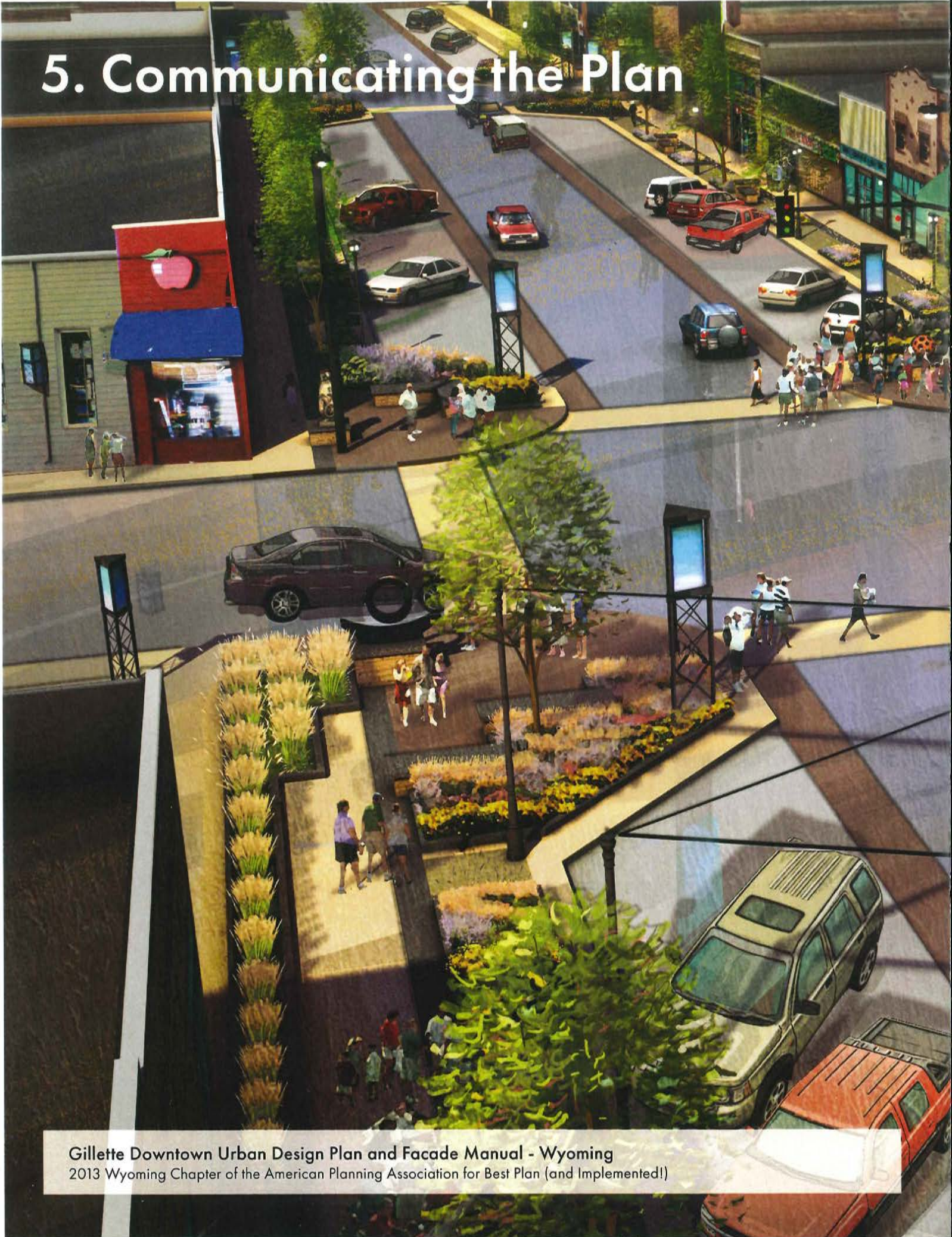
One challenge is identifying whether housing policy should emphasize redevelopment with a primary issue including how to encourage private redevelopment and in locations that increase linkages with workplaces, shopping, healthcare and educational services, and recreational opportunities or whether annexation or other opportunities to encourage the development of sufficient amounts of well-located diverse types of housing are also viable.

This requires identifying the relationships between jobs and demographic lifestyle shifts, and housing needs student housing/enrollment projections for Iowa State University.

FISCAL

The economic analysis can provide a framework for the identifying fiscal implications of alternative land use allocations and mixes.

5. Communicating the Plan



Gillette Downtown Urban Design Plan and Facade Manual - Wyoming
2013 Wyoming Chapter of the American Planning Association for Best Plan (and Implemented!)



Omaha Bike Map



Coralville, Iowa



Springfield, Illinois



MidTown Tosa Neighborhood Plan - Wauwatosa, Wisconsin (2018)

Vision to Implementation

Planning and designing from MACRO to MICRO.

RDG has prepared a number of plans for Mason City, a community not far from Ames. We started with a Comprehensive Plan followed by a Downtown Plan, then to the detailed design of the Federal Avenue Streetscape and Plaza. Later, we prepared a Bicycle and Pedestrian Master Plan and wayfinding program for active transportation. All of these projects resulted in astounding public and financial support by committing to a transparent process.

RDG wants to have the same relationship with you - we're committed to your success for decades to come.

Federal Plaza and Streetscape - Mason City, Iowa

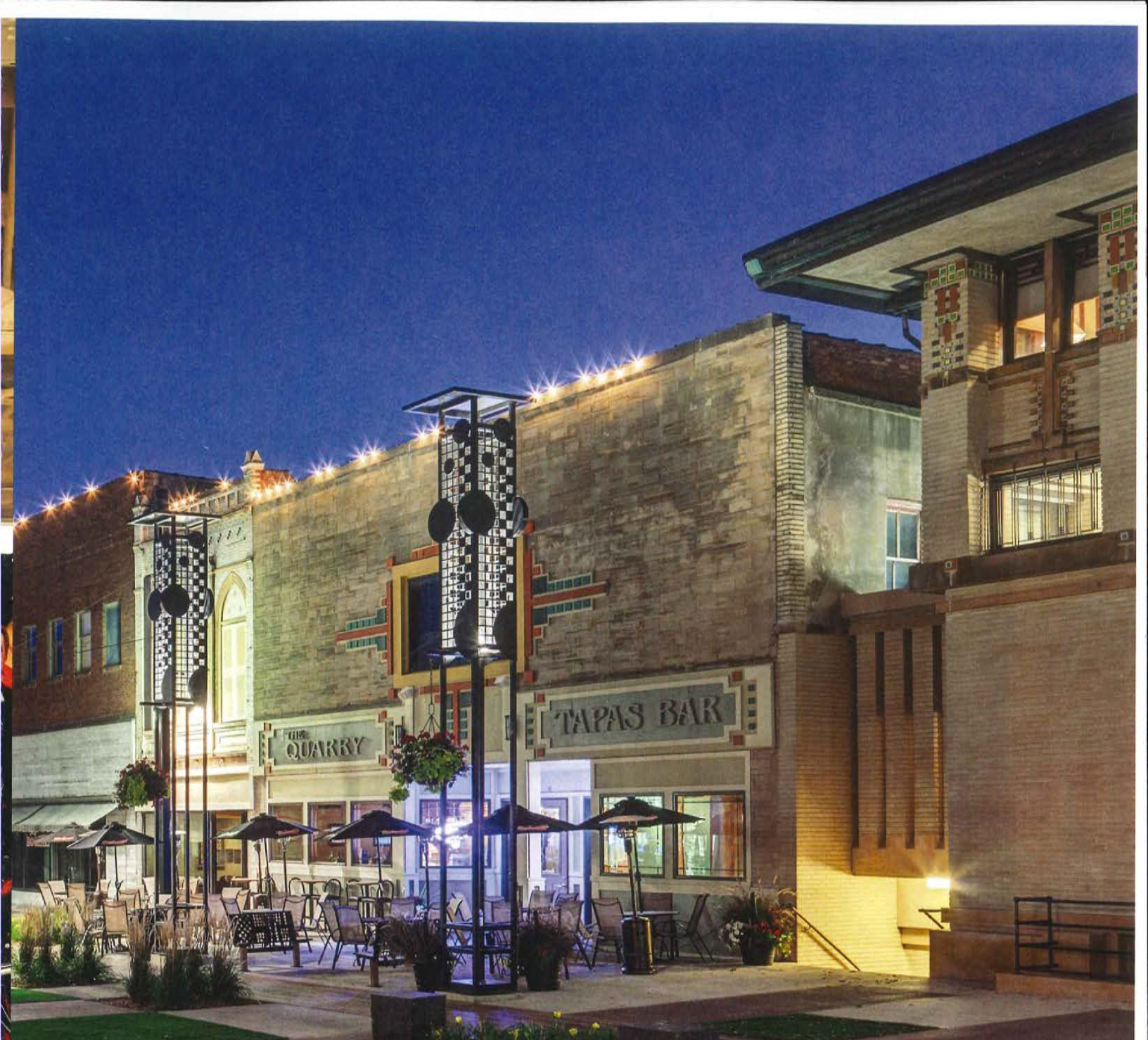
2013 Great Places in America by the American Planning Association

2012 Iowa Chapter of the American Planning Association award for Urban Design

2012 Main Street Iowa - Signature Project of the Year

Activate Mason City: Bike and Pedestrian Plan

2014 Iowa Chapter of the American Planning Association award for Transportation



Why the RDG Team?

We believe that comprehensive plans should use a strategic investment perspective – the best plans have a basis in market realities and are designed to produce the maximum desirable private investment response.

Good planning identifies community actions that generate sustained and widespread private market reactions that improve the economic, environmental, and experiential quality of life of a city. Few cities can afford to make significant investments because they are “nice to do.” Rather, they must be seen as economic and organizational investments that produce a measurable and sustainable economic benefit.

HDR’s expertise in understanding the needs of transportation and infrastructure serviceability will provide guidance for priorities, while GRUEN’S understanding of land use economics will provide the implications for potential growth and reinvestment. The RDG Team brings valuable national experience working with cities and developers to analyze the details of the market.

PREPARED BY



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**EXHIBIT A
CITY OF AMES
SCOPE OF SERVICES
FROM REQUEST FOR PROPOSAL NO. 2018-174
COMPREHENSIVE PLAN**

I. PROJECT

The City of Ames (City) will receive from RDG Planning & Design (RDG) a completed Comprehensive Plan (hereinafter referred to as the “Project”). The goal of this process is to development of a Comprehensive Plan for the City of Ames looking out to a horizon year of 2040. The new Comprehensive Plan would replace the City’s current Land Use Policy Plan adopted in 1997.

RDG will prepare of a new Comprehensive Plan to help guide the City forward in a strategic manner, with goals and guidelines that are tangible and achievable during the planning horizon. The City intends for the Comprehensive Plan to help guide long term policy decisions and be directive to specific development issues when relevant. The goal for the Plan is to garner long term support and commitment of stakeholders and the City Council for realizing the goals and vision of the Comprehensive Plan.

II. COMPREHENSIVE PLAN TASKS

A. Community Engagement

The City considers citizen input essential to developing a community vision for the city. The Comprehensive Plan process will be structured to maximize citizen involvement and participation in understanding issues facing the community, visioning for the future, and on the content of the Plan itself. RDG is encouraged to follow a process that is both creative and interactive for soliciting input from a diverse population, including but not limited to students, long term residents, minority groups, and the business community. Focus should be placed on the development of a holistic approach to public participation in this process, employing multiple techniques to ensure an open public dialogue throughout the development of the plan through regular meetings and presentations available to the public. A formal steering committee is not planned for in the Comprehensive Plan process.

B. Themes

The City is a diverse community with well established thriving neighborhoods, areas of expansion and growth for residential and commercial/industrial uses, infill and redevelopment interests, all serving a mix of short term residents, visitors, and long term residents. The City also works to coordinate community interest with other governmental institutions such as Story County and Iowa State University. With the broad range of issues affecting the community, the Comprehensive Plan, and the process employed to develop the Plan, will likely include issues or topics related to the following:

- expansion of the City
- opportunities for infill development
- future demand for housing and commercial use
- sustaining neighborhoods
- support of social and cultural connections
- transportation choices
- sustainability
- well being and healthy living
- subarea planning, and
- urban fringe management

Additional themes or topics may be identified in the community engagement steps and through the RDG's professional experience that are relevant to the City. Ultimately, the final Comprehensive Plan may take on any format that appropriately addresses the priority themes for the community and is a well thought out and clear approach to addressing the identified priorities.

C. Coordination of Other Infrastructure and Planning Documents

The City has evaluated a variety of issues in recent studies. The findings and policies of these recent studies will assist in providing background and policy guidance for the preparation of the new Comprehensive Plan.

Recent plans and data that should be considered or incorporated as part of the Project include:

- Complete Streets Plan (2018, in progress)
- Lincoln Way Corridor Plan (2018)
- CyRide System 2.0
- Ames Mobility 2040 Long Range Transportation Plan
- Land Use Policy Plan (adopted 1997, with amendments)
- Ames Urban Fringe Plan and Agreement (2011)
- Apartment Development Trends past 5 years (2017)
- 2013-2018 Parks Master Plan
- Retail and demographic assessment data from ESRI and Buxton analytics (available upon initiation of project)

D. Scenario Analysis

As an interim step in the preparation of the Comprehensive Plan the City desires to review growth assumptions and evaluate development options for directional growth of the City. City staff will provide technical data work with RDG to create an evaluation of the growth scenarios. The scenario analysis may inform components needed for the preparation of the Comprehensive Plan.

III. COMPREHENSIVE PLAN CONTENT

The Project will include analyzing data regarding the existing conditions within the City. An understanding of existing conditions is expected to help with the development of policies, actions and an implementation plan to guide future development and decision making within the community with a horizon year of 2040. It is expected that the Project will include the following specific topics:

1. Demographics
 - a. Population, housing and demographic trends, including projections to 2040. Insight into demographic projections for the future needs.
2. Natural Resources and Stormwater Management
 - a. Incorporate data, policies and action steps related to natural resource protection
 - b. Floodplain management
3. Land Use
 - a. Future land use plan, with an appropriate balance of commercial, industrial, and residential uses. The plan should include policies and action steps for implementation to guide future development and land use decisions, including proposals and policy for strategic land annexation related to both residential growth and economic development initiatives.
4. Housing
 - a. Analysis of existing conditions, proposals and policies for expansion and development of housing at all price points and housing needs.
5. Economic Development and Business
 - a. Employment trends, including projections to 2040
 - b. Retail and Industrial Sector trends
 - c. Commercial Development
 - d. Industrial Area Expansion
6. Multi-modal Transportation
 - a. Utilize Complete Streets and Long Range Transportation Plan as framework for future transportation needs.
 - b. Identify policies for future integration and improvements to multi-modal needs.
7. Parks and Recreation
 - a. Park and Open Space needs.
8. City Services and Infrastructure
 - a. Electric Services
 - b. Water System
 - c. Sanitary Sewer System
 - d. Stormwater
 - e. Emergency Services
 - f. Resource Recovery Plant
 - g. Other Utility Providers
9. Implementation

IV. RDG'S RESPONSIBILITIES AND DELIVERABLES

RDG will work under the direction of the Planning and Housing Department Director.

In addition, RDG is responsible for the following items:

- General management of the Project
- Data collection, analysis and presentations (with City staff support)
- Content for project webpage hosted on City website (with City staff support)
- Organization and facilitation of public meetings (with City staff support)
- Budgeting project funds
- Drafting and preparation of the plan documents, graphics, mapping, presentation materials, and other support services
- Regular updates and milestone presentations to the Planning and Zoning Commission and City Council

Projects and deliverables shall be as follows:

- Maps and associated data shall be in ARCGIS format and shall be provided to the City (existing City data will be provided to RDG as needed).
- Text and report files shall be in MS Word and PDF formats, or other agreed upon publishing software format.
- All final reports shall be presented in digital format for archiving and reproduction.
- Format of the Plan shall be of style, font, and layout conducive to online viewing as a PDF.

It is the City's intent that upon final payment to RDG, all final Project documents, studies or graphic materials, drawings, plans and digital files prepared by RDG and sub-consultants shall be deemed property of the City. The project includes one hard copy and digital copy of the final document. Additional reproduction is at the City's expense using their preferred printer. RDG and sub-consultants shall be permitted to retain copies, including reproducible copies of the RDG's documents, studies or graphic materials, drawings, plans and digital files.

V. PROJECT TASKS, DELIVERABLES DETAILED BY RDG

PART I: COMMUNITY ENGAGEMENT

1.1 COMMUNICATIONS PLAN

RDG will tailor the communications plan with city staff before the start of the project. Elements of the communications plan must be considered carefully to design an effective process that maximizes the City's resources and community participation. The process will include a spectrum of tools:

- A. Project Branding and Marketing. The project will create a recognizable identity that is reinforced throughout the entire process.
- B. City Council. The City Council will meet every three months on average and can meet more often if necessary to provide direction on key decision points. The City Council will provide direction, mid-course correction, and review deliverables.
- C. City Staff/Technical Committee. The project team will meet with City staff on a regular basis, often starting with weekly meetings, then meet on alternate weeks. This group will manage the project, schedule, and review content in the greatest detail.
- D. Online Tools.

- E. On-site Tools.
- F. Messaging Swag.

1.2 ONLINE INTERACTIVE FORUMS

Online tools can engage people from their home, office, or cafe. We will use the following elements:

- A. Project Website. RDG will either develop a website that will provide updates of the planning process or provide content and copy for a city-maintained site.
- B. Social Media Content. RDG will schedule and create content for existing social media forums.
- C. Survey Monkey. RDG will develop surveys and questionnaires to understand community perspectives of the community planning issues. The results of this questionnaire will be compared with other community input to identify trends, issues, and opportunities.
- D. Interactive Map. The RDG online mapping tool provides yet another method for stakeholders to engage in the planning process. Using this platform, users navigate throughout the community and offer their input.

1.3 ON-SITE MEETINGS

- A. City Council Kick-off Meeting. This initial meeting will establish principles and objectives for the study area and help refine the specific objectives of this plan.
- B. PUBLIC WORKSHOP #1: Kick-off Meeting and Community Roundtable. The kick-off meeting is an opportunity for the public to understand the value of planning for Ames. Displays at the event encourage people to identify priorities for the plan. In tandem with the kick-off meeting, RDG will host a community roundtable discussion, inviting the public to participate in identifying goals, issues, and aspirations with their peers.
- C. Neighborhood/Quadrant Meetings. We propose a series of neighborhood meetings to the diverse sections of the city. These meetings are like an open house, having a short presentation with interactive stations to create an exciting and celebratory tone. We believe that going to the people, rather than coming to us, ensures greater inclusivity among all.
- D. Focus Group Interviews. Working with the Technical Committee, RDG will identify stakeholders and conduct a two- to three-day program of focus group discussions. We frequently use this technique on a variety of projects and find it uniformly indispensable in helping us know the people and understand the special issues and challenges that they experience.
- E. **Student Engagement.** Involve ISU students with an engagement program that includes a half day event or other multiple smaller events. , A similar program will be tailored for K-12 student input The online tools are another portal for interaction.
- F. **Other Meetings & Events.** We pride ourselves on maximizing community involvement throughout the process. RDG's close proximity allows us to meet with other regulatory and advisory groups, such as student groups, business associations, and clubs. Presentations may be 10 minutes to describe the project and process, or up to one-hour discussions. Participation in these events are subject to availability and schedule.
- G. **"Meeting in a Box."** In recognition that not all stakeholders will come to a public meeting, we provide multiple ways for people to engage in the planning process - a "meeting in a

box” is one such method for established organizations, coffee chats, and sub-committees. A “meeting in a box” is a self-contained guide to facilitating discussions about the future of the City that allows diverse groups to host their own meetings (or be facilitated by City staff) and return to the planning team as public input.

- H. **City Council Workshop – Scenario Criteria.** See Task 3.2.
- I. **PUBLIC WORKSHOP #2: Community Design Studio.** See Task 3.2.
- J. **PUBLIC WORKSHOP #3: Special Area Plans.** See Task 3.3.
- K. **PUBLIC WORKSHOP #4: Implementation Summit.** See Task 3.4
- L. **Open Houses and Celebration.** See Task 3.5.
- M. **Approval.** RDG will attend approval meetings for Planning Commission and City Council.

DELIVERABLE: GOALS AND PRINCIPLES REPORT

RDG will provide a report that summarizes the results of the public engagement process and articulates emerging themes for incorporation in the Comprehensive Plan.

PART 2: AMES TODAY - WHERE ARE WE TODAY?

2.1 FOUNDATIONAL DOCUMENT REVIEW

Many plans and studies have been completed in the past few years and these will help establish “where we are today.” This will save time, money, and help leverage the effort and energy that went into past planning efforts. The review will be exhibited at the Kick-off Meeting through display boards.

2.2 ECONOMIC AND DEMOGRAPHIC SNAPSHOT

This component includes a review of population and economic factors.

- Review of population change, growth rates over time, and health.
- Analyze growth and migration trends, including growth rates, historic migration patterns, age cohort changes, school enrollment, and birth rates.
- Population forecast scenarios, based on growth rate and migration models.
- Employment and income analysis.
- Assess relative economic strengths and weaknesses, both quantitative and qualitative.
- Assessment of current economic development policies and their impact.

2.3 COMMUNITY HEALTH

This component includes a review of Ames’ well-being and health, summarizing existing data and policy recommendations.

2.4 HOUSING AND NEIGHBORHOOD DEVELOPMENT

This component includes a review of Ames’ existing and future housing.

- Inventory the taxonomy of neighborhoods and needs through discussion and fieldwork.
- Review economics of housing, including the comparison and analysis of changes in housing occupancy and density.
- Mapping of major development areas.

2.5 NATURAL RESOURCES

This component will include the following components.

- Identify and map important environmental, geographic, and historic features, including topography, soils, water-bodies, wetlands, drainage system, and flooding areas.
- Create an environmental basemap and identify natural areas to preserve to mitigate flooding.
- Set goals for preservation and/or mitigation of development effects on natural areas and agricultural land.

2.6 LAND USE INVENTORY

Using existing GIS data, RDG may field verify and complete a closer analysis of land uses. An assessment of the land uses within the urban fringe will also be completed.

2.7 TRANSPORTATION ISSUES AND CHANGES

The transportation planning elements will provide a set of strategies to meet Ames’s long-term mobility, safety and connectivity needs. The plan will assess the current and emerging trends for the multi-modal system, identify improvement opportunities, and outline policies, strategies, and guidelines. This plan will build upon concepts and recommendations of previous efforts, and the Ames Mobility 2040 Long Range Transportation Plan (LRTP), Complete Streets Plan, Lincoln Way Corridor Plan and CyRide System 2.0.

2.8 CITY SERVICES & INFRASTRUCTURE REVIEW (REFER TO SECTION III.8)

A representative from each of the City Services or Utility Providers including Infrastructure will complete a questionnaire and attend a discussion group. Results will reveal current deficiencies (real and perceived) and ability to meet future growth. Based on responses to the questionnaire, the team may include select additional interviews.

2.9 UTILITY REVIEW

This component includes:

- Planning-level summary of current water, wastewater, and storm sewer systems, including a review most recent master plans and facility plans
- Planning-level assessments of the capacity for expansion of public utilities, including water treatment, storage & distribution, electric, storm sewer, sanitary sewer, and waste water treatment facility.

2.10 OPPORTUNITIES AND ISSUES

RDG will develop an opportunities map for review by the Technical Committee and City Council.

DELIVERABLE:

Ames Today report, including initial findings and policy options.

PART 3. AMES FUTURE – WHERE DO WE WANT TO GO?

3.1 FUTURE LAND DEVELOPMENT NEEDS

RDG will calculate future growth needs for residential, commercial, industrial, mixed-use, and civic land by analyzing projected growth and the operation of commercial and housing markets.

3.2 DEVELOPMENT CONCEPT SCENARIOS - DESIGN STUDIOS

The City Development Concept provides a design for the community that is then realized through other parts of the Comprehensive Plan. The concept goes beyond general land use maps by including specific development plans for how Ames can “connect the dots” with roads, trails, redevelopment and infill development, and other investments.

The studio will consider such issues as development yield, open space and greenways, street patterns, and development design. These specific plans illustrate how development might occur in new growth areas but also strategies for strengthening existing neighborhoods.

- A. City Council Workshop – Scenario Criteria. A two-hour workshop with the City Council in the design of Ames’ future, We will review case studies of best practices in scenario planning and consider the best approach for future land use planning.
- B. Community Design Studio. A three-day interactive design studio (charrette) is the venue for much of the land use planning, which builds on the work completed by the committee. This studio will focus on generating a land use scenarios and development framework.
- C. Subarea Planning Studio. A three-day interactive design studio (charrette) will target individual areas of the City that emerge as a priority of the steering committee. Potential subareas may include retrofitting/rehabilitating neighborhoods with a high concentration of vacant lots.
- D. Neighborhood Design Studios (Option). Rather than a centralized design studio, the neighborhood design studios extend to each quadrant, creating a decentralized approach.

3.3 DEVELOPMENT CONCEPT - PREFERRED SCENARIO

RDG will refine the land use scenarios into a preferred concept. Some concepts will be high-level bubble diagrams, while other concepts will show building footprints. Land use scenarios will be imported into an interactive mapping tool for technical committee members to provide direct comments and recommendations for areas.

DELIVERABLES: SCENARIOS

- Concept plans and graphics, comparative analysis, and supportive narrative posted on the project website.
- Land Use and Development Concept
- Special Area Concepts

PART 4: COMPREHENSIVE PLAN ELEMENTS - HOW DO WE GET THERE?

The plan elements translate issues and interest to goals and policies that will implement the community vision and achieve the preferred development concept. The goals and principles define the program and design of the City; the specific plan elements are the systems that help the design come to life. **THE FINAL FORMAT AND STRUCTURE OF THE PLAN WILL BE FORMULATED THROUGH THE COMMUNITY ENGAGEMENT AND DIRECTION BY THE CITY COUNCIL. THE PLAN WILL INCLUDE THEMES DESCRIBED IN THE RFP AND AT A MINIMUM THE ISSUES DESCRIBED BELOW.**

4.1 LAND USE

The land use plan refines the City Development Concept into a Future Land Use Plan. The plan includes:

- A. Land Use and Policy Areas. This analysis examines planning and land use issues within the established city and growth areas. Areas of consideration include full use of under-utilized parcels, potential redirection or redevelopment of obsolete land uses, neighborhood conservation and stabilization issues, land use conflicts, and areas of special community character and significance.

- B. Future Land Use Map and Subarea Studies. The future land use plan will indicate both the city-wide plan and the specific area plans for the deployment of residential, commercial, industrial/employment center, and mixed-use space. Increasingly, we find that a land use map illustrating single-use districts offers little flexibility to decision makers and invites frequent comprehensive plan changes. To solve this problem, we developed a land use planning system that groups together ranges of uses, based on similar intensity and operating effects.

4.2 TRANSPORTATION AND MOBILITY CHOICES

The team views this as a key formative system that will address the street network and alternative modes, including pedestrian, bicycle, and transit.

- A map of the future transportation network.
- Perform planning-level assessments of street capabilities to support identified growth areas. This includes evaluating the Ames MPO travel model output for street capacity / issues / growth trends.
- Select roadway cross-sections and corridor preservation policies ensure future roadway network functionality. The cross-section standards will accommodate choices for mobility as the system continues to build-out.
- Infrastructure sustainability is critical and maintenance should be considered an equal partner to transportation planning efforts. Maintaining and rehabilitating infrastructure at appropriate times saves dollars in the long term.
- Identify strategies, initiatives, and policies needed for Plan implementation
- Active transportation strategies. RDG understands the need for mobility choices and has prepared active transportation plans for several college towns, including Iowa City.
- HDR, in coordination with stakeholders (City staff, MPO and Iowa DOT staff), will facilitate a planning-level screening of multi-modal travel demands and needs that result for the growth scenarios. This assumes using the existing travel demand model and discussing implications to the potential model output.

4.3 NATURAL AREAS, GREENWAYS, PARKS AND TRAILS

The element will integrate the findings of recent park plans and focus on the role of parks (maintenance, enhancement, and neighborhood access) as a basis for community and neighborhood support.

- Integrate past and current planning efforts.
- (delete here-this is an infrastructure issue for us) Use population and growth forecasts to update predicted parks and recreation needs. This includes park demands by geography for healthy lifestyles and diverse population.
- Review of community open space needs and opportunities
- Locations of parks and greenways. Park facility location is related to the City development concept and the demand for additional park space.
- Trail and pedestrian system, coordinated with the transportation plan.

4.4 COMMUNITY AND PUBLIC INFRASTRUCTURE

The analysis includes a review of public infrastructure by interviewing City staff to define facility adequacy, and ability to provide service into the future.

- Compare technical analyses to input received from other studies and plans to determine suitability of existing infrastructure to support future land use projections.

- Provide planning-level analysis of additional capacity improvements necessary to support future land use plan.

4.5 COMMUNITY CHARACTER AND DESIGN

The policies and actions recommended related to community character and urban design will be driven by the public input process but may include the following elements:

- The **green** environment, including the relationship of the City's major open space to each other and the surrounding neighborhoods.
- The **transportation** environment, addressing the experience of traveling through and around the city (by car, bike, or foot). This element considers gateways, wayfinding, street design, and similar features.
- **Neighborhood and District** character, focusing on the design and density of proposed residential neighborhoods, and developing concepts that strengthen established areas. In developing areas, these factors will include the mix and target densities of various forms of housing and commercial development projects and the transitions between them. **Civic** character, addressing key focuses in the City's designed public environment, such as image features and thematic consistency.
- **Historic** character, addressing the historic and cultural resources of the city. Our approach is pragmatic and focused on the economic benefits of preserving and leveraging historic character.

4.6 HOUSING, NEIGHBORHOODS, AND COMMUNITY DEVELOPMENT

This component considers housing and neighborhood issues in Ames and establishes an implementation-based housing and neighborhood conservation policy.

- Review of recent and current housing activity, using and expanding information gathered during the previous planning processes.
- Neighborhood conditions, including a general review of housing and neighborhood conditions based on perceptions of housing conditions, site maintenance issues, streets, sidewalks, infrastructure, and physical design and appearance. This considers the number of vacant lots throughout the City.
- Housing needs to achieve overall City housing objectives and needs by type and cost.
- Housing and neighborhood implementation program, addressing such issues as available sites, mix of housing types, and neighborhood rehabilitation needs.

PART 5: IMPLEMENTATION STRATEGIES

5.1 IMPLEMENTATION WORKSHOP

RDG will host a joint workshop with the City Council (and possibly a joint meeting with the planning commission and technical committee, to review key plan concepts and recommendations before the formal approval process. This step includes review of concepts with staff prior to the meeting.

5.2 GROWTH STAGING AND ANNEXATION PLANNING

The Ames Plan will address future growth policies for expansion in light of the findings from the scenario analysis. The program will be based on market demands and tied to the infrastructure and City services analysis of the plan to ensure the cost-efficient expansion of those facilities. GG+A will develop targeted studies for annexation and development for the City's review.

5.3 REGULATORY REVIEW

RDG will review current zoning and subdivision ordinances and identify segments that are inconsistent with the development principles of the Comprehensive Plan.

5.4 COMMUNITY OPEN HOUSE

An open house meeting will invite the public to review a draft of the plan and provide feedback. RDG will use this feedback to revise the plan before formal approval.

5.5 PLAN REVIEW AND UPDATE

Milestones will be identified to track the plan's implementation, along with indicators that will track changes that may warrant modifying the implementation schedule.

PART 6. PUBLICATION

6.1 PUBLICATION AND FILES

The plan will be user-friendly and graphic-focused, with maps, graphs, photos, and renderings used to illustrate the main points.

- An executive summary, written for a general audience, will be provided along with the full document. RDG will provide a digital copy of the plan in PDF and MS Word / InDesign.
- A hardcopy of the plan and coordination for reproduction of the plan at a local printer.
- GIS and other map files.
- Renderings and graphics - high-resolution version.

6.2 E-PUBLICATION

The plan will be published to www.issuu.com, which allows easy access for readers.

6.3 POSTERS AND PRESENTATIONS

A copy of the posters and presentations will be available for use by the City or local groups.

6.4 CHECKLIST REVIEW

RDG has completed numerous plans following state and national guidelines. The checklist will include:

- National APA Comprehensive Plan Checklist (PAS report)
- Iowa Smart Planning Principles

VI. SCHEDULE, FEE, AND PAYMENT SCHEDULE

Progress reports will be submitted on a monthly-basis. Reimbursable expenses are included in the fixed-fee.

Task and Deliverables	Schedule	Fee
1. Meetings and Engagement <ul style="list-style-type: none"> - Communication Plan - Kick-off meeting - Public Meetings and Events - Summary of Community Input 	Months 1-4	\$38,000
2. Ames Today <ul style="list-style-type: none"> - Report 	Months 1-4	\$41,000
3. Ames Future <ul style="list-style-type: none"> - Concept Plans and Information - Council Workshop - Community Design Studio - Subarea planning studio - Report back to Council on feedback 	Months 5-10	\$67,000
4. Comprehensive Plan Elements <ul style="list-style-type: none"> - Draft plan recommendations - Supporting Narrative and Graphics 	Months 8-13	\$52,000
5. Implementation <ul style="list-style-type: none"> - Workshop on implementation approach - Community open house (boards/presentation) 	Month 12-14	\$18,000
6. Publication <ul style="list-style-type: none"> - Publication of Draft Plan 	Month 14	\$5,000
7. Finalize plan <ul style="list-style-type: none"> - Public hearing process with P&Z - City Council, present final plan for adoption 	Months 15-18	\$4,000
Total Fee For Services		\$225,000