

## EXHIBIT A: SCOPE OF WORK

### Consultant Team

The Walker Collaborative (TWC) shall serve as the lead firm, with the other two firms - Third Coast Design Studio and Skipper Consulting, Inc. - serving as subconsultants to TWC. TWC shall contract directly with the City of Wetumpka, while the subconsultants will contract with TWC. The following four components are proposed for the Scope of Work:

- Task 1.0: Background Research & Analysis
- Task 2.0: Charrette & Concept Plan
- Task 3.0: Draft Plan Preparation
- Task 4.0: Plan Presentation & Revisions

### Support to the Consultant Team

#### Central Alabama Regional Planning & Development Commission (CARPDC)

While CARPDC will not be a direct party to the legal agreement between the Consultants and the City, CARPDC has agreed to provide up to 50 hours of supporting services toward this project. It is proposed that they provide all GIS mapping services needed for this project. The only GIS-generated maps anticipated for this project are a series of existing conditions maps (land use, zoning, building footprints, etc.), as well as the base map needed for the charrette workshop and for creating the overall plan map.

#### City of Wetumpka

The City will provide all logistical support related to public input and notifications, including: placing advertisements and otherwise publicizing all meetings, securing meeting space, inviting meeting participants, and similar support as needed. It is also recommended that the City appoint a Project Steering Committee represented by roughly 8 to 12 key stakeholders, including public officials, property owners, business owners, economic development representatives and citizens in general to provide on-going input to the consultant Project Team.

Below is a summary of each task.

### DETAILED SCOPE OF WORK

#### **Task 1.0: Background Research & Analysis**

This initial task will serve as the research and diagnostic phase on which the balance of the work will rely. The Project Team will perform the sub-tasks described below during a one (1) day trip to Wetumpka, as well as through work conducted prior to and following this trip:

##### Task 1.1 Review of Background Information

Prior to making the initial trip to Wetumpka, the Project Team will gather and review key information to gain insights into the project's context. Such information will include, but not be limited to: existing land uses, zoning and development regulations, previous plans and studies (including the recently-completed downtown plan), economic and demographic data, real estate market information, base map data, aerial photo maps, historic resources (historic sites inventory, historic photographs, etc.), and information related to the casino.

##### Task 1.2 Kick-Off Meeting & Study Area Tour

This meeting with the recommended Project Steering Committee will fine-tune the project details and allow the Project Team to gain additional insights from Committee members. The study area tour will be led by members of the Steering Committee and/or City staff, with additional follow-up work by the Project Team as part of Task 1.3. During this task, the team will also be provided with any available information not previously provided up to this point.

### Task 1.3 Physical Analysis

As part of the initial fieldwork for the project, the Project Team will document and evaluate the study area's general physical characteristics through mapping, measurements, field notes and photography. Based upon that field research and existing data, the Project Team will conduct an evaluation of Downtown Wetumpka's existing conditions, with an emphasis on:

- Existing land uses
- Buildings/sites with potential for enhancement
- Buildings/sites with potential for redevelopment
- Streetscapes
- Streets and parking
- Existing/potential public spaces
- Pedestrian circulation

### Task 1.4 Economic & Policy Evaluation

The economic component of this evaluation will rely heavily upon the economic and market analysis conducted as part of the City's recently-completed downtown plan. The Project Team will communicate directly with the economist who completed that earlier work to gain additional insights to his work completed in that previous project for Downtown Wetumpka. Key components of this task will address:

- Overall economic context
- Optimal tenant mix
- Potential for leveraging the gaming market
- Zoning and development regulations
- Parking requirements and management
- Relevant entities that are (or could be) part of downtown's organizational structure

### Task 1.5 Public "Kick-Off" Meeting

Although the exact agenda will be determined with input from the City and Steering Committee, this interactive evening forum might feature the following components:

- Introduction of Committee/City representatives and the Project Team
- Explanation of the project process and objectives
- Identification of the study area's challenges and opportunities
- Identification of other model downtowns

*Deliverable:* PowerPoint Presentation (Task 1.5 meeting)

## **Task 2.0: Charrette & Concept Plan**

Although the proposed project methodology has been designed to encourage strong public input throughout the life of this project, Task 2.0 offers the single greatest opportunity for meaningful hands-on involvement of downtown stakeholders - including the Project Steering Committee, public officials, business and property owners, residents, and the public in general. The goal of the charrette process is to provide a forum for the public to achieve a consensus on the future of Downtown Wetumpka. The most tangible outcome of the charrette will be *a realistic and implementable Vision for the study area - the Concept Plan*. This four (4) day task will require strong teamwork between the Project Team and the City/Steering Committee, as they will recruit and schedule all public participants with the guidance of the Project Team. The following sub-tasks will occur:

### Task 2.1 Studio Set-Up & Follow-Up Field Work (Day 1 - morning & afternoon)

This task will give Project Team members another opportunity prior to the evening Public Workshop to build on previous impressions of the study area gained during Task 1.0. In particular, examples of land uses, development and urban design features in Downtown Wetumpka that "work" and "don't work" will be identified. Also, any field information not previously obtained, but since recognized as necessary, can be gathered as part of this task.

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### Task 2.2 Public Workshop (Day 1 - evening)

Prior to Task 2.0, the City will recruit participants to be involved in the Public Workshop. Participants should be key stakeholders representing a variety of interests in the study area. Among the stakeholders, the Project Steering Committee and City officials should be well-represented. The Project Team and Public Workshop participants will gather at the charrette facility (to be determined) and achieve the following steps over a roughly 2.5 hour period:

#### *Workshop Orientation*

The Project Team will present the following items:

- Workshop Purpose & Overview
- Background Research Findings
- Results of the Public Input

#### *Planning Session*

The specific method used to engage the public in the concept planning process will be determined prior to Task 2.0 based upon input from the City and Steering Committee. There are a variety of techniques that might be used. Among them is the approach of splitting participants into teams of approximately ten (10) members each, and each team creating their own concept plan for the study area. The concept plans would be created on “existing conditions” base maps with the help of colored markers coded to particular land uses and/or design issues. Another approach is to similarly break participants up into teams, but to ask a series of questions that will build consensus, rather than actually creating a plan. Other techniques will also be considered with the City and Steering Committee. Regardless, it is recommended that an approach be avoided that duplicates or too closely mimics the process used in the recent planning project for downtown.

#### *Workshop Team Presentations & Wrap-Up*

Following the completion of the Planning Session, the Workshop Teams will reassemble into a single group and one or more members of each team will briefly present their plans and/or ideas for Downtown Wetumpka. After each presentation, there will be time for questions and comments. Following the Workshop Team presentations, the Project Team consultants will conclude the evening by identifying common elements between the various ideas, and suggest how those ideas might be combined to form the basis for the Concept Plan that the Project Team consultants will produce as a prelude to the ultimate revitalization plan.

### Task 2.3 Concept Plan Development (Day 2 through Day 4)

Based upon the Task 1.0 background research and findings, and the results of the Day 1 Public Workshop, the Project Team will develop the Concept Plan. It will include an illustrated plan map and schematic renderings to the extent that time allows. The Concept Plan will address the following key issues:

- Historic resources
- Land uses
- Transportation and parking
- Buildings and urban design
- Public spaces and pedestrian realm
- Economic, market-based and public policy strategies
- Riverfront - access, improvements and uses
- Linkages between downtown and the surrounding context

At some point relatively early during this task (likely mid-day on Day 2), the Project Team will meet with the Project Steering Committee to receive feedback on the work accomplished up to this point of Task 2.0.

### Task 2.4 Concept Plan Presentation (Day 4 - evening)

Similar to the Task 1.5 public “kick-off” meeting, this evening meeting will be widely-publicized to encourage a strong turn-out and will include the following components:

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- Opening Comments & Project Methodology
- Overview of Existing Conditions
- Explanation of the Public Input Results
- Presentation of the Concept Plan

The majority of time will be dedicated to the Concept Plan, as opposed to the background information. Because of the importance of public interaction, a generous amount of time will also be provided for an open discussion.

*Deliverables:* Concept Plan PowerPoint Presentation

### **Task 3.0: Draft Plan Preparation**

Based upon the public's and Project Steering Committee's response to the Concept Plan presented during Task 3.0, a detailed draft plan will be prepared to provide *a roadmap to implement the community's Vision*. Key components of the plan will include the following:

#### Task 3.1: Summary of Existing Conditions

This plan section will be based upon the Task 1.0 background research and address all of the issues noted for that task.

#### Task 3.2: Public Input Results & Planning Principles

The public input results will be based upon the Task 1.0 public kick-off meeting and the input solicited during the Task 2.0 charrette public workshop. At some point prior to the charrette a set of draft planning principles will be prepared by the Project Team and tested on the public participants during the charrette workshop prior to their planning session. These principles, once agreed upon, will serve as a "guiding light" for the plan.

#### Task 3.3: Illustrated Physical Master Plan

This illustrated plan will constitute a formalized version of the Concept Plan and include the following components:

- Graphically coded land plan (to factor in land uses, density and character for each land classification)
- Urban design plan illustrating streets, sidewalks, public spaces, parking and buildings (distinguishing between existing buildings and proposed infill development)

#### Task 3.4: Buildings: Historic Rehabilitation & Infill Development Design Principles

This plan section will contain a general set of design principles addressing, in both text and graphics, principles for historic and new buildings. Principles for historic buildings will be based upon federal preservation standards. The following considerations will apply to proposed new "infill" buildings:

- Building heights and setbacks
- Building scale and massing
- Facade design - openings, materials, etc.
- Roof forms

These design principles will be general and will not constitute detailed guidelines that could be used for a formal design review process for development approval, although they could serve as a foundation for such guidelines to be prepared at some point later.

#### Task 3.5: Mobility & Parking Strategies

The issues addressed in this plan section, to the degree they are relevant, will include:

- Street layout and connections
- Street and streetscape cross-section designs
- Potential gateway locations and treatments
- Traffic calming opportunities
- On-street and off-street parking: amount, location, design and management

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### Task 3.6: Streetscapes & Public Spaces Design

This plan section will address the issues of pedestrian circulation, as well as public space concept designs for any proposed parks, plazas and/or markets. The streetscape portion of this section will address sidewalks, landscaping, lighting, and streetscape furnishings. Products for this task will include streetscape cross-sections and plan segments, in addition to prototypical streetscape furnishings.

### Task 3.7: Economic Restructuring & Marketing

As noted previously, this topic will rely heavily upon the economic and market-based recommendations from the recently-completed downtown plan. It will address issues such as the optimal tenant mix, approaches to business development, branding/identity development, and marketing strategies such as special events. It will also offer suggestions for leveraging the area's gaming market to the extent that concept might be viable.

### Task 3.8: Plan Implementation Strategy

This final plan section will address the various tools to implement the plan, including general recommendations to revise the existing zoning and design standards. An implementation matrix will summarize each key recommendation of the plan organized by issue category, reference page numbers within the plan for more detail, and suggest each recommendation's sequencing within a general range (short-term, mid-term, long-term). If the City wishes, the matrix can also suggest responsible parties (City, Chamber of Commerce, private sector, etc.).

*Deliverable:* Draft Revitalization Plan

### **Task 4.0: Plan Presentation & Revisions**

Following sufficient time for the Client's review, key members of the Project Team will present the draft plan in a public forum, which will be followed by a thorough question and answer session to engage the community. Based upon a review of the draft plan by the Project Steering Committee and City, input from the public presentation, and the Committee's/City's submission of a single "red-lined" copy (serving as a composite of all comments) back to the Project Team for any necessary revisions, the draft plan will be revised and submitted.

*Deliverables:* One (1) PowerPoint Presentation and one (1) electronic copy of the plan (PDF)