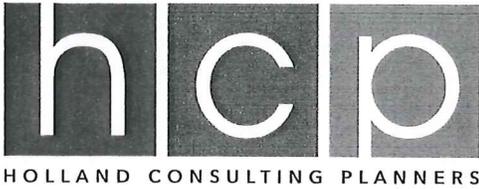


# Project Proposal



# Town of Emerald Isle: Comprehensive Plan/Land Use Plan Update





November 25, 2015

Mr. Frank A. Rush, Jr., Town Manager  
Town of Emerald Isle  
7500 Emerald Drive  
Emerald Isle, North Carolina 28594

Dear Mr. Rush:

We are pleased to submit our proposal for preparation of the Town of Emerald Isle Comprehensive Plan/Land Use Plan Update. As Project Lead, I will serve as the primary contact between the Town of Emerald Isle and Holland Consulting Planners. I will represent our firm at selected meetings with the Steering Committee, Planning Board, and Board of Commissioners, and will organize and conduct the public review meeting and public hearing. Landin Holland, Senior Planner, will provide assistance in data collection and analysis, required mapping, and will also attend some of the meetings.

Holland Consulting Planners, Inc., is enthusiastic about the opportunity to serve the Town of Emerald Isle, and earnestly solicits your award of this project to us. We are committed to our clients and encourage you to contact any of them to discuss our project performance. We would welcome the opportunity for a personal interview.

Sincerely,

T. Dale Holland, AICP  
Principal

TDH:cma  
Enclosure

cc: Mr. Josh Edmondson, Town Planner

## Firm Qualifications



**Holland Consulting Planners, Inc., (HCP)** was established in 1987 to provide quality comprehensive planning and grant management consultant services. T. Dale Holland, AICP, is the firm's owner and president. While a wide range of planning capabilities are provided, our principal focus is on land use planning and regulation, urban design, and community development. We strongly believe in providing exceptional service to our client base. We have particular interest in enriching the urban fabric in communities across the state of North Carolina.



The firm maintains offices in **Wilmington** and **Washington, NC**. The majority of our staff is located in our Wilmington office, our firm's headquarters. Our staff consists of experienced professionals who are members of the American Institute of Certified Planners and American Society of Landscape Architects, in addition to other organizations associated with the built environment.

The firm has prepared over 100 land use and comprehensive plans, and over twenty (20) zoning/unified development and subdivision ordinances. Other planning experience includes the preparation of hazard mitigation plans, sign regulations, recreation plans, urban design guidelines, and comprehensive housing strategies.

During the last 28 years, HCP has served fifteen (15) North Carolina beachfront municipalities and seven (7) of North Carolina's eight ocean coastline counties. We appreciate the diversity of economic and environmental issues facing those communities. This experience enables us to comprehensively address the issues involved with the Town's Comprehensive Plan/Land Use Plan Update.

### 2010 Marvin Collins Outstanding Planning Award

Urban Design Award Category  
Comprehensive Planning - Small Community

This certificate is awarded to  
Holland Consulting Planners, Inc.

In recognition of the  
Pitt County 2020 Vision Plan

Given this 29th day of September, 2010

*Rob Lewis*  
Chapter President

*Harve C. Smith*  
Award Committee Co-Chair





The following provides a summary of the capabilities of Holland Consulting Planners, Inc.

**Planning**

- Comprehensive and Growth Management Plans
- Code and Ordinance Preparation, including
  - Unified Development Ordinances
- Bicycle and Pedestrian Plans
- Corridor Plans
- Hazard Mitigation Plans
- Emergency Response Plans
- Economic Development Plans
- Downtown Plans
- Transportation and Parking Plans
- Open Space Plans
- Shoreline Access Plans
- Public Involvement Plans and Charrettes

**Community Development**

- Environmental Review Records
- HUD CDBG Administration
- Analysis of Impediments to Fair Housing Choice
- Consolidated Plans and Annual Action Plans
- CDBG Program Planning and Applications
- Housing Rehabilitation Administration
- HMGP Elevation and Acquisition
- Housing Needs Assessment

**Urban Design**

- Community Design Plans
- Placemaking Strategies
- Parks and Open Space Conceptual Design
- Streetscape Design
- Site Planning
- Computer Visualization (existing and proposed)
- Design Review
- Site Evaluation and Selection

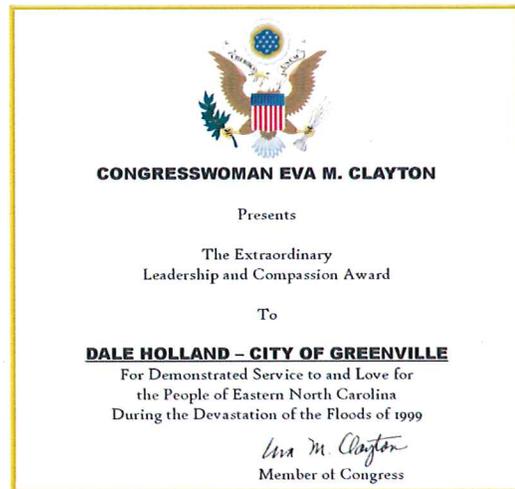
**Administrative & Management Services**

- Zoning and Planning Administration
- Planning and Design
- Project Management
- Program Development
- Grant Administration
- Graphics, Mapping, and Auxiliary GIS
- Business Retention, Expansion, and Recruitment
- Communication, Community, and Public Relations
- Workload Overflow

**Holland Consulting Planners, Inc.**

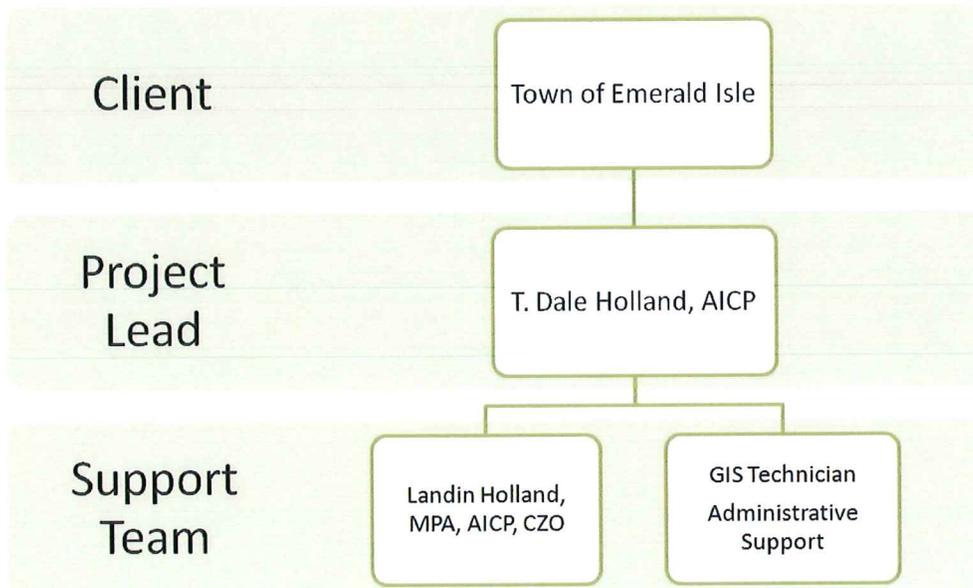
3329 Wrightsville Avenue, Suite F  
 Wilmington, North Carolina 28403  
 Phone: 910/392-0060 • Fax: 910/392-2839  
 Website: [www.hcpplanning.com](http://www.hcpplanning.com)  
 E-mail: [wilmington@hcpplanning.com](mailto:wilmington@hcpplanning.com)

Peterson Building, 310 West Main Street  
 Washington, North Carolina 27889  
 Phone: 252/946-0877 • Fax: 252/946-7912  
 E-mail: [washington@hcpplanning.com](mailto:washington@hcpplanning.com)



## Project Team Organization

**T. Dale Holland, AICP**, will serve as Project Lead and primary project contact. He will be responsible for overall project design, coordination, quality control, public presentations, and final product. Mr. Holland has over 30 years of planning and administrative experience, including a thorough knowledge of North Carolina land-use laws and regulations. **Landin W. Holland, AICP, MPA, CZO**, Senior Planner, will assist with preparation of data collection and analysis, general project assistance, public presentations, and required mapping. In addition, the HCP project team is supplemented by an **administrative support staff** which has 25 years of experience in producing planning documents in an efficient and timely manner. Resumes for all project team members, including experience with similar communities, are attached.



## Team Capabilities

- ◆ NCI Charrette training
- ◆ Multi-modal transportation planning experience
- ◆ Form-based code institute training
- ◆ Smart code training
- ◆ Extensive health and wellness (active living) planning experience
- ◆ Urban design experience
- ◆ Experience with coastal form and design
- ◆ Extensive CAMA planning experience
- ◆ Experience with Traditional Neighborhood components
- ◆ Experience with web-based codes
- ◆ Specific corridor analysis, including land use impact on transportation



## **Qualifications**

### ***Envision 35: Goldsboro Urbanized Area Comprehensive Plan***

City of Goldsboro, North Carolina

Jennifer Collins, Senior Planner

200 N. Center Street, Goldsboro, NC 27530

919/580-4327, [Jcollins@goldsboronc.gov](mailto:Jcollins@goldsboronc.gov)

*Project Commenced:* September 2011

*Project Completed:* March 2013

*Public Participation:* public meetings, survey instrument, charrette, open house meetings, project website, public hearing

### ***Plan Oak Island (Comprehensive Plan)***

Town of Oak Island, North Carolina

Jake Vares, Planning & Zoning Coordinator

4601 E. Oak Island Drive

Oak Island, NC 28465

910/201-8054, [planner@ci.oak-island.nc.us](mailto:planner@ci.oak-island.nc.us)

*Project Commenced:* January 2015

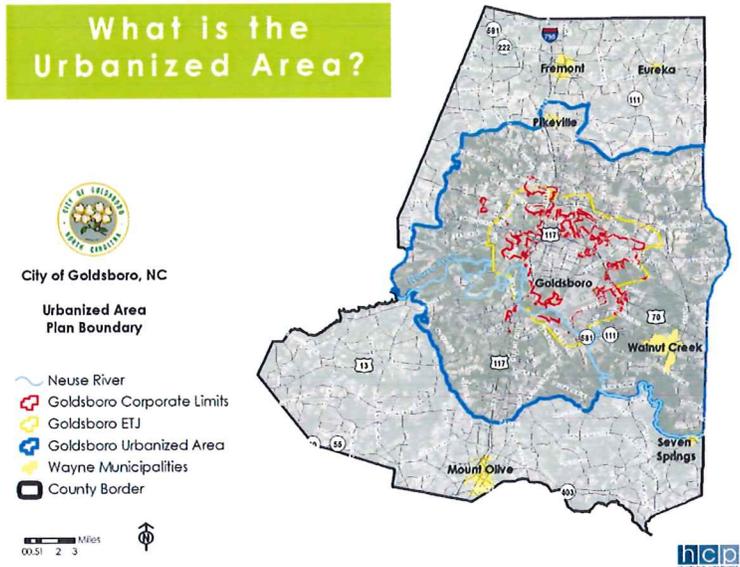
*Project Completed:* February 2016

*Public Participation:* public meetings, survey instrument, charrette, open house meetings, project website, public hearing

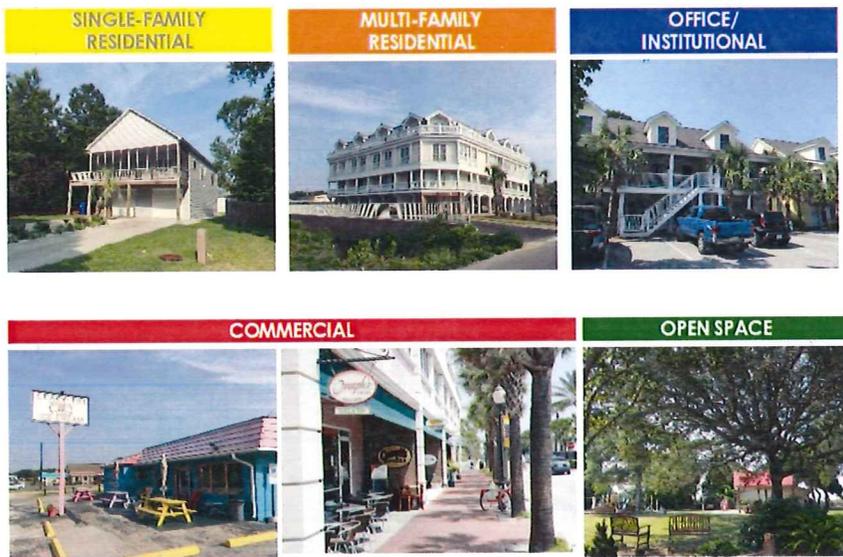
Please refer to the attached project sheet for more detailed information regarding the above-listed projects.

### Envision 35: Goldsboro Urbanized Area Comprehensive Plan - Goldsboro, NC

The City of Goldsboro, lead agency for the Goldsboro MPO, undertook the preparation of a Comprehensive Plan to provide a 20-year plan for the Goldsboro Urbanized Area and the five (5) future interchanges to be constructed along the US 70 Goldsboro Bypass. The plan area included the City of Goldsboro, its extraterritorial jurisdiction (ETJ), and an area of unincorporated Wayne County beyond the City ETJ. The major focus of the plan included a coordination of future land use with transportation planning and coordination of land use with healthy/active living activities. The goal of this planning effort was to provide a creative and dynamic plan to guide the future long-term growth and development of this rapidly developing urban area. The Envision 35 Plan was the recipient of a 2014 NCAPA Marvin Collins Outstanding Planning Award - Honorable Mention for Large Community Comprehensive Planning.



### Plan Oak Island (Comprehensive Plan ) - Oak Island, NC



*Future Land Use Visual Preference Survey*

The Plan Oak Island Comprehensive Plan is a long-range policy document with a particular time horizon - twenty years in the case of Oak Island. The plan includes an assessment of existing conditions, a summary of public input, projection of future needs for topics relating to land use and development, and a comprehensive listing of goals, policies, and strategies. Because the Town of Oak Island is located in one of the twenty Coastal Area Management Act (CAMA) counties, the plan will address issues relating specifically to coastal growth and development.



## Resumes

### T. DALE HOLLAND, AICP

#### PRINCIPAL

#### PROFESSIONAL AFFILIATIONS:

American Institute of Certified Planners (AICP)

#### EDUCATIONAL BACKGROUND:

East Carolina University, A.B. Geography, 1969  
East Carolina University, M.A. Geography, 1971  
NCI Charrette Planner Training, April 2008

#### PUBLICATIONS, AWARDS, PRESENTATIONS:

"The Effect of Water Pollution on Industrial Locations within the Roanoke River Basin," Master's Thesis

2010 Marvin Collins Outstanding Planning Award (Comprehensive Planning - Small Community) - Polk County 20/20 Vision Plan

2014 Marvin Collins Outstanding Planning Award (Honorable Mention, Comprehensive Planning - Large Community) - Envision 35: Goldsboro Urbanized Area Comprehensive Plan

#### RELEVANT PROJECT EXPERIENCE:

**Bladen County, North Carolina**  
Bladen/Columbus County Regional Hazard Mitigation Plan

**Town of Edenton, North Carolina**  
Police Department Redevelopment Plan  
Housing Inventory Assessment

**City of Goldsboro, North Carolina**  
Envision 35: Urbanized Area Comprehensive Plan

**City of Kinston, North Carolina**  
2013 Unified Development Ordinance  
Plan Kinston (Comprehensive Plan)

**City of Laurinburg, North Carolina**  
Laurinburg Walks: A Plan for Health & Mobility  
2015 Unified Development Ordinance  
Plan Laurinburg 2035 (Comprehensive Plan)

**Polk County, North Carolina**  
20/20 Vision Plan (Comprehensive Plan)  
2010 Unified Development Ordinance

**Town of Sunset Beach, North Carolina**  
Sunset Boulevard Vision Plan

**Town of Wadesboro, North Carolina**  
2015 Comprehensive Pedestrian Plan

Mr. Holland earned his B.A. and M.A. in **Geography** with a minor in **Planning** from East Carolina University. Before starting his own planning firm in 1987, he worked in various planning positions in Virginia and in Rocky Mount and Wilmington, NC. The firm has prepared over **100 land use and comprehensive plans**, over twenty (20) zoning/unified development and subdivision ordinances, and has been actively involved in North Carolina's Disaster Recovery Program, including the management of Hurricane Fran HMGP elevation/acquisition projects and Hurricane Floyd acquisition/ rehabilitation projects. Mr. Holland has extensive experience working with municipalities in southeastern North Carolina. He is a member of the **American Institute of Certified Planners**.

#### PUBLIC INVOLVEMENT EXPERIENCE:

Mr. Holland has extensive public participation experience including training by the **National Charrette Institute**. Engaging the citizenry within the jurisdiction of a given project is an integral process of nearly all planning efforts completed at Holland Consulting Planners (HCP). Some projects require a greater level of participation than others. Over the years, HCP has established proven techniques and exercises to include the public, solicit valuable input, establish consensus, and limit controversy. More information for planning and urban design projects completed in the past, the majority of which included public involvement, is available on the HCP website: <http://hcpplanning.com/work/>





**LANDIN HOLLAND, MPA, AICP, CZO**  
**SENIOR PLANNER**

**PROFESSIONAL AFFILIATIONS:**

American Planning Association (APA)  
American Institute of Certified Planners (AICP)  
Urban & Regional Information Systems  
Association (URISA)  
NC Certified Zoning Officials (CZO)

**EDUCATIONAL BACKGROUND:**

B.S. Geography, 1998  
B.S. Urban Planning, 1998  
M.A. Public Administration, 2004  
East Carolina University

NC Association of Zoning Officials Certification Program, UNC  
School of Government, May 2010  
Form-Based Code Institute Training, 2008-09  
SmartCode Workshop, 2008

**PUBLICATIONS, AWARDS, PRESENTATIONS:**

"Funding the Town of Ayden Stormwater Management Program,"  
Master's Thesis

**RELEVANT PROJECT EXPERIENCE:**

**Town of Atlantic Beach, North Carolina**  
2004-06 CAMA Core Land Use Plan  
2008 Unified Development Ordinance

**City of Goldsboro, North Carolina**  
Envision 35: Urbanized Area Comprehensive Plan

**City of Kinston, North Carolina**  
Plan Kinston (Comprehensive Plan)

**City of Laurinburg, North Carolina**  
Laurinburg Walks: A Plan for Health & Mobility  
2015 Unified Development Ordinance  
Plan Laurinburg 2035

**Pender County, North Carolina**  
Southeastern NC Regional Hazard Mitigation Plan

**Polk County, North Carolina**  
20/20 Vision Plan (Comprehensive Plan)

**Sampson County, North Carolina**  
Sampson/Duplin Regional Hazard Mitigation Plan

**Town of Sunset Beach, North Carolina**  
Sunset Boulevard Vision Plan

**Town of Wadesboro, North Carolina**  
2015 Comprehensive Pedestrian Plan

Mr. Holland earned his B.S. in **Geography**, B.S. in **Urban Planning**, and M.A. in **Public Administration** from East Carolina University. He has worked for Holland Consulting Planners, Inc., since 1999. His principal focus has been on land use planning and hazard mitigation. Other areas of experience including stormwater regulations and supervision of the firm's Geographic Information Systems (GIS) work. Mr. Holland has administrative planning experience on 20 Environmental Review Records, 25 Hazard Mitigation Plans, administration of flood recovery projects, and assistance on or supervision of 14 **CAMA Land Use Plans**. Mr. Holland has recently attended training workshops on Form-Based Code and SmartCode. He is a member of the **American Institute of Certified Planners**.





## **Project Approach**

### ***Introduction to Planning Process***

The HCP project team experience has proven that the development of a solid foundation for the preparation of a successful Comprehensive (CAMA) Plan is crucial. Accomplishment of thorough, effective public/stakeholder participation will be essential to the construction of an adequate plan foundation. Emphasis must be placed on broad-based participation in the orientation phase of overall plan development, including key non-government stakeholders and town representatives. A plan which has not been developed with broad-based participation will not be properly implemented; therefore, it is vital that Emerald Isle's effective participation efforts be continued.

Using a website for outreach has proven to be a very successful tool in soliciting public input. During an 8-month period, a similar website established for the Town of Oak Island Comprehensive Plan had 4,464 "hits." It is an efficient way for the members of the public who may not have time to attend scheduled meetings to "weigh in" and comment on drafts of the plan as it is developed. Such a website will be developed as a facilitation tool for the Town of Emerald Isle Comprehensive Plan/Land Use Plan Update planning process. The website will be interactive, and provide a wide range of information including meeting dates and times, surveys, documents, and drafts of the plan.

The planning process and, ultimately, the Comprehensive Plan/Land Use Plan Update should:

- Provide historical, current, and forecast data with regard to demographics/economics (in-town, ETJ, County, and relative to the town's essential interaction with its Coastal North Carolina surroundings).
- Identify strategic public initiatives supported by the community and aimed at achieving the overall Town vision.
- Future land use goals and policy statements to address, at a minimum, the following: land use management, public access, land use compatibility, infrastructure carrying capacity and services, natural hazard areas, water quality, transportation, economy, and other areas of local concern.
- Focus on the Village East, Village West, and Marina Village areas to create more defined and welcoming areas.

Specifically, this scope of work provides for the full range of planning services to facilitate the creation of the Comprehensive Plan/Land Use Plan Update and defines tasks necessary for the completion of the plan, including:

- Project Initiation (organization).
- Citizen Participation Plan.
- Research and Analysis (data collection).
- Plan Framework (plan structure and organization).



### ***Project Initiation***

Project initiation will involve multiple tasks which will result in the definition of the concerns/issues/objectives that must be addressed in overall development of the plan update. The initiation phase will begin immediately following the issuance of a notice to proceed. The following tasks will be accomplished:

- Conduct a 1-day study area visit to refine the project team’s understanding of the existing conditions. This visit will be scheduled concurrent with a start-up meeting with the town during which the following will be discussed: contract details/scope, project schedule, existing plans/data, refinement of project activities, meeting schedule, stakeholders, etc. This site visit will include a physical orientation tour of the town.
- Develop a specific citizen participation plan (CPP) in order to define a collaborative effort with the partners/stakeholders, public at-large, town, and affected organizations.
- Conduct meetings with staff, elected officials, and representatives of various boards to discuss/collect pertinent data.
- Establish an interactive website dedicated to the Comprehensive Plan/Land Use Plan Update.
- Develop a citizen (including absentee property owners) survey for widespread distribution and posting on the project website.
- Initiate review of existing plans, ordinances, and documents pertaining to Emerald Isle and the surrounding area.

The project team will conduct a data needs inventory to identify the types and formats of data required for the project, including geographic, demographic, and economic data. This effort will include local plans, studies, and regulations that must be reviewed. The project team will compile and assess GIS data layers available from the town, county, and NCDOT, and identify additional GIS data layers available from other sources that will augment analyses. A data-needs analysis will be compiled that addresses additional data needed, along with the desired format. The results of the data needs inventory will be provided to the town for discussion on specific data to acquire. The project team will need the support/direction of the town to assist in the gathering of data, as needed, using the analysis.



### ***Citizen Participation Plan***

Effective continued citizen participation must be sustained throughout the process of developing the Comprehensive Plan/Land Use Plan Update. This effort should be specifically defined in a Citizen Participation Plan (CPP). The following summarizes the potential elements of the CPP:

- Establish protocol with the town staff, Steering Committee, and Board of Commissioners.
- Conduct up to six (6) work sessions with the Steering Committee and two (2) work sessions with the Board of Commissioners (total of eight [8] work sessions). All meetings will be advertised, posted on the website, and open to the public.
- Conduct a mid-project public review meeting to report overall project status and to obtain public input on progress to date. This meeting will be scheduled approximately six (6) months into the project, and will provide a summary of data and issues identification obtained to date in the process.
- Submit draft plan to the Steering Committee. Following approval of a draft plan by the Steering Committee, open house meetings for public review (number and location(s) to be determined) will be conducted to allow the public to question and comment on the draft plan prior to formal public hearing(s).
- Conduct a meeting with the town Planning Board for presentation of the plan.
- Submit the plan to the Board of Commissioners for consideration.
- Present final plan at a public hearing.

To ensure that the public is informed of meeting times and has access to the draft Comprehensive Plan/Land Use Plan Update throughout this process, the following steps will be taken:

- Social media will be utilized on an as-needed basis.
- Sign-up sheets will be placed in the Emerald Isle Administration Building. Individuals who place their names on this list will be mailed or emailed notices announcing meeting times for review of the Comprehensive Plan/Land Use Plan Update.
- Notices of all public meetings will be advertised in a non-legal advertisement section of the Carteret County News-Times, in addition to being placed in the Town Administration Building.
- Notices of all public meetings will be, at a minimum, e-mailed to civic groups and other interest groups (to be determined in concert with the town).
- Copies of the draft plan will be placed at the Town Administration Building for citizen review, as well as being available at all meetings to ensure that the citizens in attendance can review items being discussed.

- The project team will create and maintain an **interactive project-dedicated website** to both collect and disseminate information regarding the project. The website will be especially valuable in reaching out to absentee property owners. The draft plan (as well as all notices) will be posted on this Comprehensive Plan/Land Use Plan Update website so that citizens may either review the document online or print it out. Having the Comprehensive Plan/Land Use Plan Update posted online will ensure that the most recent information is available and will reduce printing costs. Information regarding the project website will be posted in the Carteret County News-Times.

## **Research and Analysis**

### *1. Review of Data, Regulations, Plans, and Studies*

The project team will review data collected as the result of project initiation. The project team will also review information supplied by the town (or identified by the town) related to local services, programs, initiatives and private investments that will have a bearing on future growth and development in the town and its immediate surroundings. Included in the information provided by the town should be relevant reports and budget information from town departments, capital improvement program information, reports from various local boards and organizations, private development proposals, State of NC initiatives, etc. This information will be used in combination with information acquired through other sources (i.e., stakeholder interviews, study area visit, etc.) in the assessment of existing conditions and considered in the development of implementation strategies once the Plan begins to take shape.

### *2. Stakeholder Interviews*

The project team will conduct up to fifteen (15) interviews with key stakeholders (including major property owners) and service providers who can speak to the issues identified and share plans and information that will have an impact on the direction of the Plan. The list of interviews will be determined by the town with input from the project team. These interviews may include key community and neighborhood leaders, including local business representatives. The interviews will be conducted in-person, and scheduled immediately following project start-up.

### *3. Inventory and Assessment of Existing Conditions/Results of Interview Process and Data Review*

The Consultant will inventory the existing conditions gathered during the previous review process and stakeholder interviews to provide a “snapshot” of the Emerald Isle area in 2015. These conditions will be assessed to determine the issues and opportunities to be considered as the Plan is developed. Consistent with the Comprehensive Plan/Land Use Plan Update, the Consultant will address each of the elements as follows:

- Community appearance.
- Return on investment.
- Land use/infrastructure relationship/coordination, including capacity analysis.
- Preservation of residential areas.

- Multi-modal transportation planning including local management issues.
- Consideration of the impact of current or pending State planning legislation.
- Emerald Isle’s “role” in a developing Coastal North Carolina.
- Future land use map.
- Comprehensive documentation that will help guide political decision makers for rezonings and land use decisions.
- Reference to or incorporation of existing planning documentation.
- Assessment of ongoing planning efforts and projects currently underway.
- Sound coastal planning principles and practices.
- Response to the new/proposed CAMA land use planning guidelines (75A NCAC 7B).

4. *Planning Board (or Advisory Committee) Meeting/Issues and Opportunities*

In a regularly scheduled meeting with the Steering Committee, the project team will discuss key issues identified through the Research and Analysis phase. Following the meeting, the project team will summarize the issues and opportunities related to the plan elements that should be considered in the development of the Plan. These results will be presented to the Board of Commissioners in written form, in addition to being posted on the Comprehensive Plan/Land Use Plan Update website.

***Plan Framework***

The project team will undertake the primary responsibility for editing and writing the final plan document. Specific focus will be provided in drafting clear, concise policies that can be supported by findings from Town studies and surveys, best practices, and/or successful application in other jurisdictions. The project team will design the plan document, including development of the format and layout, as well as producing high-quality illustrations and graphics relevant to data gathered and any maps which may be needed. The Comprehensive Plan/ Land Use Plan Update will include, at a minimum, the following key elements:

- *Community Concerns and Aspirations*
  - Key Issues
  - Community Vision
- *Existing and Emerging Conditions*
  - Population, Housing, and Economy
  - Natural Systems
    - Natural features (including Areas of Environmental Concern, soil characteristics, flood and other natural hazard areas, storm surge areas, non-coastal wetlands, water supply watersheds, primary nursery areas, environmentally fragile areas, and additional natural features)
    - Environmental conditions (including water quality, natural hazards, and natural resources)

- Land Use and Development
  - Existing land use patterns
  - Historic, cultural, and scenic areas
- Community Facilities
  - Public and private water supply and wastewater systems
  - Transportation systems
  - Stormwater systems
- *Future Land Use*
  - Policies
  - Land Use Plan Management Topics
    - Public access
    - Land use compatibility
    - Infrastructure carrying capacity
    - Natural hazard areas
    - Water quality
  - Future Land Use Map
- *Tools for Managing Development*
  - Guide for Land Use Decision-making
  - Existing Development Program
  - Action Plan/Implementation Schedule
- *Executive Summary* (an executive summary of the final Comprehensive Plan/Land Use Plan Update will be prepared).

### ***Consultant's Expectations of the Town***

The project team will rely on the town for the following:

- Provide timely review of material provided by the project team.
- Serve as a directional resource for data collection.
- Provide local knowledge/input.
- Provide project contacts to attend all public meetings.
- Assist with distribution of hard copies of the project survey.
- Provide payment of invoices for publication of meeting notices.
- Provide coordination with the Planning Board (or Steering Committee) and Board of Commissioners.



**Plan Document Design**

Plan document presentation will be essential to its ultimate acceptance and implementation. If the document is not inviting in its appearance, it will not be read. At a minimum, the plan document will include:

- Extensive color graphics;
- Before and after design concepts, including photographic simulations;
- Extensive mapping including individual vision areas/study areas and corridor analysis;
- Implementing strategies connected to applicable goals, objectives, timelines and responsible agency;
- Graphic presentations of data;
- Preparation of an executive summary following document adoption;
- Specific plan document implementing actions to aid in continuing planning process beyond plan preparation;
- Incorporation of important graphic components of existing documents;
- Minimize unnecessary verbage. Focus on core goals, priorities, strategies.

**Project Schedule**

The project will be completed over a 12-month time period. The target deadline for adoption is December 2016. See chart below for a listing of tasks and associated timeframe.

Project Task	Timeframe
<b>Phase I:</b> – Issue Notice to Proceed	January 2016
– Project Initiation	January-February 2016
<b>Phase II:</b> – Research and Analysis	February-June 2016
<b>Phase III:</b> – Plan Format/Development	June-October 2016
<b>Phase IV:</b> – Open House(s)	November 2016
– Public Hearing	December 2016

**Deliverables**

1. Hardcover bound copies (number to be determined).
2. Two digital files of report - PDF and Microsoft Word format.
3. All illustrative conceptual designs and renderings shall be submitted as standalone digital files.
4. GIS files and maps submitted to the town and integrated into the town’s GIS system.
5. Thirty executive summaries.

**Please note that it is expected, that if selected, a scoping meeting will take place in which all deliverables will be finalized.**



## **Fee Proposal**

### ***Project Budget***

The proposed scope of work will be accomplished within the anticipated project budget of \$25,000 to \$30,000. A final project budget will be negotiated following consultant selection.

### ***Hourly Rates***

T. Dale Holland, AICP	\$160.00
Landin Holland, MPA, AICP, CZO	\$100.00
GIS Technician	\$ 65.00
Administrative/Clerical Staff	\$ 60.00