

Memorandum

To: City Council

From: Christina Smith, Management Analyst

Via: John J. Caulfield, City Manager

Date: April 17, 2008

Subject: Capital Investment Strategy: Next Steps & Process

OVERVIEW:

As a follow-up to the comprehensive Capital Investment Strategy presented at Council's March 13, 2008 Work/Study Session, Steps A – D are recommended (as explained and identified below) to implement Council's goal to **Develop and Implement a Strategy to Address the City's Aging Public Facilities**. Each step will generally occur concurrently.

Objective: Public facilities and buildings that ensure municipal and community services are delivered in an efficient and effective manner, while helping to create and maintain a community identity and community pride.

Action Strategies for this goal is as follows:

- Develop and implement a Capital Improvement Program (CIP) for all city public facilities (i.e., City Hall, Library, Senior/Community Center, Recreation Pavilion, Public Safety, Fire Station #18, Ballinger Lake Golf Course Clubhouse, Parks Maintenance, Public Works, etc.)
- Evaluate green building practices and technologies in the design and construction of the City's buildings, showing the City's commitment to creating healthy, high quality structures in a manner that is both fiscally and environmentally responsible. This approach results in "green" buildings that enhance occupants' health and well-being, cost less to operate and require fewer resources to build and maintain.
- Identify options that incorporate public facilities not only as an anchor for the community, but also as a catalyst for economic development (e.g., downtown redevelopment and revitalization)
- Evaluate public/private and public/public partnerships (e.g., Senior/Community Center, Library, City Hall, etc.)

Step A:

Develop and Advertise a Request for Qualifications (RFQ) for a firm to conduct a Services and Needs Assessment and Identify Site Alternatives and Conceptual Design Options for City Facilities

As outlined above, one part of the Capital Investment Strategy process is to develop a services and space needs assessment, as well as identify site alternatives and conceptual design options for our City facilities. This step will be facilitated by developing (and advertising for) a RFQ to select a qualified professional to: (1) Conduct a Services and Needs Assessment; (2) Assist in Identifying Site Alternatives; and (3) Develop Conceptual Design Options for City Facilities.

Key Components of the RFQ will include:

- The Purpose of the RFQ
- Background, Current Conditions and Status of the Process
- Scope of the Project
- Background information about the applicant with a summary of the approach they would use for the project
- Resume of participating individuals and estimated level of involvement, including identification of project manager
- List of past experience and projects, including:
 - o Project name and location
 - o Summary of role/responsibility in overall project
 - o Summary of the firm's deliverables
 - o Contact information for the owner's project manager
- Summary of approach used in dealing with, and communicating with public officials about, complex analytical data regarding facility planning
- Statement of ability to complete this work during 2008

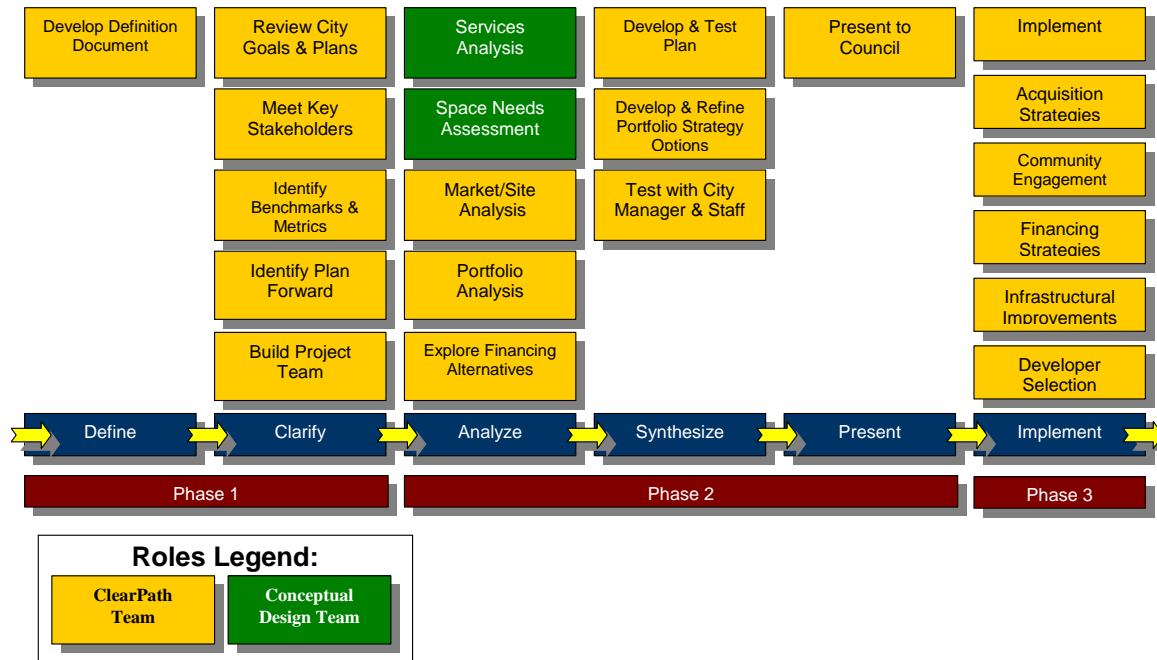
A firm will be selected based on their demonstrated competence and qualifications related to the services to be performed to assist the City in completing the preliminary plans for the project.

Step B:

Select ClearPath LLC to Identify Financing Options, Alternatives and Potential Partnerships (e.g., public/private)

As with Step A, another part of Council's Workplan for Council Goal 4 ("Develop and Implement a Strategy to Address the City's Aging Public Facilities") is to develop a way to identify financing options and alternatives coupled with potential public-private partnerships. Accordingly, we propose accomplishing this objective by selecting the real estate services firm of ClearPath LLC to analyze and test the market and generate a report that will outline the most current and feasible financing options and alternatives available to the City as well as public-private partnering opportunities. ClearPath is a full-service real estate services firm that brings a non-traditional approach to real estate transactions and development. They specialize in a full-spectrum of scalable expertise in property acquisition, tenant marketing, economic analysis,

public-private partnering, and financing. Using an outcome based approach, ClearPath proposes undertaking the following six (6) tasks over three (3) phases (May – November):



(Please see the attached “Real Estate Advisory Services: Moving the City Forward” for the explanation of each component).

ClearPath LLC has demonstrated that they have the expertise and experience in all aspects of property transactions and commercial development in the context of municipal goals and regulations. As a result, we believe that ClearPath is fully equipped and capable of providing the City with the most comprehensive analysis of our financial options.

Step C:

Appoint a Civic Facilities Advisory Taskforce

Council has the opportunity to appoint a Civic Facilities Advisory Taskforce that would assist in facilitating the review and development of options for the Civic Facilities and make a recommendation(s) to the City Council accordingly. Three (3) options have been identified:

POSITION	REPRESENTATIVE	OPTION 1 (9 members)	OPTION 2 (9 members)	OPTION 3	
1	Chairperson	✓	✓	C i t y C o u n c i l	
City Council Boards and Commissions (Volunteers)					
2	• Arts Advisory Commission – Judy Ryan, Chair (or designee)	✓	✓		
3	• Board of Adjustment – Chuck Mellinger, Chair (or designee)	✓	✓		
4	• Community Policing Advisory Board – Yvonne Jones, Chair (or designee)	✓	✓		
5	• Library Board – Pat Chandler, Chair (or designee)	✓	✓		
6	• Planning Commission – Alice Kier, Chair (or designee)	✓	✓		
7	• Recreation and Park Advisory Commission – Gerald Conner, Chair (or designee)	✓	✓		
Community Groups/Organizations					
8	▪ Mountlake Terrace Business Association – Don Andrews, President (or designee)	✓	✓		
9	▪ Mountlake Terrace Seniors Group – Al O'Brien, President (or designee)	✓	✓		
At-Large					
10	Member from the Community		✓		

If Council decides to appoint a Civic Facilities Advisory Taskforce, Council would consider and approve a resolution to establish the taskforce. Components of this 'type' of resolution would include:

- Purpose and Outcome
- Powers and Duties
- Task Force Member Responsibilities & Operating Principles
- Task List
- Compliance with Statute, Ordinances, and Policies
- Consultants and Advisors as approved by Council
- Time Period for Operation
- Expenditures
- Governing Authority (e.g., City Council)
- Membership Guidelines
- Organization
- Term
- Vacancies and Removal of Members
- Voting
- Staff Support

Step D:

Develop and Implement Community Outreach Campaign/Program

In order to successfully create and maintain a community identity and community pride, it is important to work collaboratively, communicating and partnering with community leaders, community based organizations, local businesses, volunteer groups, neighborhood groups and residents making certain that all stakeholders in the community embrace and take part in the vision. The intention of a Community Outreach Campaign/Program is fourfold:

- ✓ **Gather.** . . all pertinent information and details about the proposed project in order to conduct an effective analysis and develop an efficient process.
- ✓ **Educate.** . . the community about what currently exists; what we propose as a plan; and how we intend to execute the plan.
- ✓ **Inform . . .** all interested parties and stakeholders about the community-driven vision for the future by answering questions and providing historical background and detailed information about the project to the community.
- ✓ **(Gain) Input and Feedback.** . . from the community that will provide Council with the guidance and opinions of our community and increase communication between Council and the community as it relates to developing and/or maintaining public facilities and buildings.

There are several different types of resources that can be utilized when implementing a Community Outreach Campaign/Program. Some recommendations are:

- Advertising/Marketing at Community Events (i.e. 4th of July Family Celebration; Tour de Terrace; National Night Out)
- City Happenings Newsletter
- City Website
- Civic Facilities Advisory Taskforce
- Community Open Houses
- Marketing Materials and Publications

RECOMMENDATION:

We are looking for consensus from the Council on the following action items:

- (1) Move forward in developing and advertising for a RFQ for a firm to conduct a services and needs assessment, assist in identifying site alternatives and develop conceptual design options for city facilities (City Council Consideration: June 16, 2008).
- (2) Move forward in entering into contract with ClearPath LLC to identify financing options and alternatives (including Potential Partnerships) (City Council Contract Consideration: May 5, 2008)

- (3) Appoint a Civic Facilities Advisory Taskforce(City Council Consideration of Resolution: May 5, 2008)
- (4) Begin Community Outreach and Information Campaign/Program

ATTACHMENTS:

- Clearpath LLC: Statement of Qualifications
- Clearpath LLC: Real Estate Advisory Services – Moving the City Forward
- Map #10: Inventory of City Facilities 2008 – 2013 Unfunded
- Capital Investment Strategy: Process Timeline