

Real Estate Advisory Services

Moving the City Forward



A Proposal Prepared for The City of Mountlake Terrace

Prepared by



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Who We Are

ClearPath works with clients to develop real estate strategies and implementation approaches that support the broader strategic vision of the community. By working with clients in the earliest stages of the development of a real estate strategy, we help develop an approach that respects the core values of the community and enhances the city's economic development objectives, rather than merely having the real estate transaction drive the broader strategy.

The ClearPath team proposed for this assignment is lead by Rob Larsen with a core staff and a network of top expert associates. Rob has guided corporate-wide real estate efforts throughout the world for many of the Northwest's largest companies including Boeing and Microsoft. He has and continues to assist several Washington cities with real estate and economic development.

Project Understanding

The City of Mountlake Terrace has as a key Mission to deliver public facilities and buildings that ensures municipal and community services are delivered in an efficient and effective manner, while helping to create and maintain a community identity and community pride. In addition to other compatible facilities strategies the City plans to:

- Identify Civic Center 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, Public Safety, Arts, etc.)
- Develop a services and space needs assessment to determine the appropriate size and characteristics for Civic Center, City Hall, Library, Senior/Community Center, Recreation Pavilion, Public Safety, Fire Station #18, Ballinger Lake Golf Course Clubhouse, Parks Maintenance, Public Works, Arts, Youth, etc.
- Identify site alternatives and conceptual design options for city public facilities
- Identify financing options and alternatives including potential partnerships (i.e., state, public/private, public/public, etc.)
- Appoint a Civic Facilities Advisory Task Force to facilitate the review and development of options and a recommendation to the City Council
- 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
- Develop a community outreach program to educate and inform citizens on condition of aging public facilities and seek input and feedback

The City of Mountlake Terrace recognizes that it is best served by involving real estate advisors and special planning professionals in the development of defensible facilities options. ClearPath understands that the City has identified the broader goal of not only siting public facilities, but also complimenting and energizing economic development in the general

area of the project. To that end, ClearPath will work to ensure appropriate integration of economic development considerations in the identification and selection of an overall strategic and tactical plan recommendation. This integration is a critical component to the success of the Civic Center, especially as people identify it as a place of community energy and interest and a key component of the Town Center.

Our Outcomes Based Approach

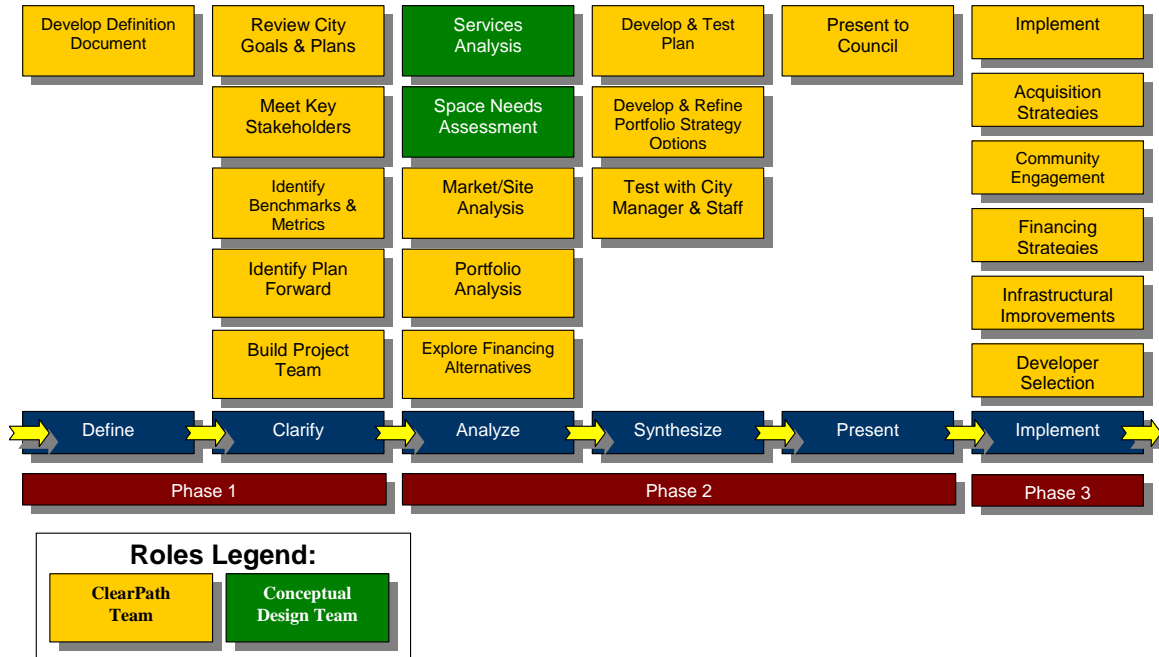
At ClearPath, we help you navigate a “clear path” from your vision to success. We recognize that people, processes, and real assets are all elements that factor into the success of your efforts. Our methodology helps you leverage those assets into measurable results and effective change.

Scope of Work

The success of the Mountlake Terrace Town Center Plan is dependent upon creating a comprehensive and coordinated effort that is rooted in the shared vision of the future by the community and all key influencer stakeholders.

Collaboration and coordination among the consulting team, City staff, prospective developers, the affected property owners within the project area and the community at-large, is critical to the project’s success. To ensure collaboration and coordination ClearPath proposes to achieve the desired outcomes of the project with their expertise and experience in all aspects of property transactions and commercial development in the context of municipal goals and regulations. ClearPath’s team members have applicable experience in every aspect of the type of special project being undertaken by the City of Mountlake Terrace.

We propose undertaking the following 6 tasks over the duration of the Civic Facilities project, as outlined in the following diagram and the explanation which follows. It is recommended that an initial phase of work include tasks 1 and 2. Once complete, it is recommended that the next phase of work include tasks 3, 4 and 5. The final phase of work recommended includes task 6.



Task 1, Define

During Task 1, Define, we will work with you and/or your designated manager to:

- Confirm the mission, vision and values of the City as they relate to this project
- Review with Staff the City’s intensions, issues and expectations
- Determine roles and responsibilities of all team members;
- Define the deliverables that our advisory effort will produce;
- Identify key influencer/stakeholders;
- Confirm timing for the engagement;

Upon commencement of this phase, we will submit a Definition Document as a framework for discussion.

Task 2, Clarify

During Task 2, Clarify, we will:

- Review any existing city plans, policies and development requirements related to the town center;
- Meet with property owners to understand their issues and interest in working with the City to realize the Town Center;
- Work to align the interests of the property owners and the City to identify opportunities and barriers to success;
- Meet with key stakeholders EG. City Council, Civic Facilities Task Force to understand their perspective on civic facilities;
- Identify comparable City projects that may offer processes, cost and finance structures worthy of further review, analysis and benchmarking;
- Review benchmark findings with City staff;
- Assist the City as needed in the selection of space planning/programming and design consultant team members;

- Create the plan forward to align the project team/staff and bring all elements of the work effort together;
- Create an overall strategy to identify property locations for City facilities;
- Present findings of Tasks 1 and 2 to City Council (Recommend - property acquisition strategy discussion in executive session only).

Task 3, Analyze

During Task 3, Analyze, we will:

- Review and understand Conceptual Design Team's findings related to services analysis and space needs assessment;
- Test adjacency findings of Conceptual Design Team;
- Initiate a project funding level appraisal for each site alternative and existing City owned real estate (develop scope, coordinate appraiser selection);
- Review appraisals and evaluate ramifications;
- Evaluate City real estate assets and contribution to the solution;
- Evaluate City's infrastructure improvement plan and potential fee requirements;
- Work to align the interests of the property owners and the City to identify opportunities and barriers to success;
- Develop and analyze alternatives, including financing options based on above findings.

Task 4, Synthesize

During Task 4, Synthesize, we will:

- Review and understand Conceptual Design Team's recommended plans related to organizational and operational analysis;
- Test conceptual designs on site alternatives;
- Develop and refine portfolio strategy options;
- Establish partnerships where possible, especially Public/Private
- Review and test options with City Manager and staff.

Task 5, Present

During Task 5, Present, as directed by City Manager we will:

- Meet with City Council in executive session to present portfolio strategy options;
- Meet with Council in public session for decision on selected strategy.

Task 6, Implement

During Task 6, Implement, we will:

- Implement all aspects of the selected Civic Facilities strategy. (Details for Task 6 to be identified in Task 5.

Engagement Team

All efforts shall be carried out under the direction of Rob Larsen as project lead and real estate/development advisor.

- Rob Larsen - Team Leader, Real Estate Advisor
- John McFarland –Municipal Advisor
- Charlie Heffernan - Real Estate Advisor
- Mike Ragsdale – Real Estate and Community Engagement Advisor
- Crystal Wendekier- Real Estate Coordinator

Other ClearPath support team members or associates will be utilized as needed with approval of the City of Mountlake Terrace.

Pricing

The exhibit below presents our budget estimate for ClearPath's role in this project, allocated by task and team member. We reserve the right to re-allocate hours among tasks and team members as the work progresses, staying within the total budget amount. This budget has been developed based upon our experience with projects of this nature. It is very difficult to provide more than a conceptual budget estimate for the entire project prior to undertaking the first phase. We recommend reviewing the scope of work and budget together upon completion of phase one.

	Clearpath			Total
	Principal \$200	Associate \$175	Assistant \$75	Cost
Step 1. Define	8	6	12	\$3,550
Step 2. Clarify	42	24	16	\$13,800
Step 3. Analyze	52	52	24	\$21,300
Step 4. Synthesize	56	66	32	\$25,150
Step 5. Present	32	8	16	\$9,000
Subtotal hours	190	156	100	\$72,800
	Expenses @ 2.5%			\$1,820
				\$74,620

Note: ClearPath recommends engaging the services of an appraisal to initially complete a "preview funding estimate." It is anticipated that the cost of this service for several site alternatives will be around \$10,000. This cost has not been included in the pricing estimate.

Schedule

It is the City's goal to complete this work (phases 1 and 2) to the point of implementation by November 2008.

Terms

This work will be invoiced monthly based upon the hours worked at the rate schedule above.

Acceptance

The signatures below indicate agreement to the business terms of this proposal. The terms of this agreement shall not become binding on the parties until incorporated into a standard form City contract which is approved in writing by both parties.

Rob Larsen – Principal
ClearPath RE, LLC
815 Western Avenue, Suite 300
Seattle, WA 98104

John Caulfield – City Manager
City of Mountlake Terrace
23204 58th Ave. West
Mountlake Terrace, WA 98043-4629

By 
Principal

By _____
City Manager

Date _____

Date _____