



## EXHIBIT A: SCOPE OF SERVICES



The following work plan identifies and describes the major work elements proposed to be conducted for the preparation of the NeCD Redevelopment Plan. A chronological framework that highlights task-by-task timeframes is provided in Section Four: Project Schedule, along with the identification of milestones, product deliverables, and the identification of concurrent

activities required in order to meet the objectives of the planning process and the completion dates established by the LRA.

### PHASE A: PROJECT SCOPE REFINEMENT AND MANAGEMENT

Prior to initiating the project planning activities, Matrix Design Group will meet with and/or conference with the NeCDRA to review, modify, and/or refine the proposed Scope of Services as outlined in this submittal, along with the associated fees and time table initially set for conducting the study. The following sub-tasks will result in an agreed-upon Scope of Services and Lump Sum Fee for the NeCD Redevelopment Plan.

#### Task 1: Review / Refinement of Scope of Services and Schedule

Working directly with the designated leadership of the Newport Chemical Depot Redevelopment Authority and others, Matrix Design Group will review and discuss the level of effort and expected outcome of each of the following Plan components. The purpose of this discussion is to ensure that the proposed Scope of Services meets the goals and objectives of the LRA, and to modify, refine, delete or expand tasks and sub-tasks as needed to meet the LRA's expectations, established budget, and timeframe.

- ▶ *Community involvement and public participation*
- ▶ *Integration of the outreach to homeless / state and local interests process*
- ▶ *Environmental assessment and cleanup strategies*
- ▶ *Army's Environmental Condition of Property report status*
- ▶ *Preliminary milestone dates (week or month) for:*
  - *Monthly Project Update Meetings Internal Client workshops*
  - *Meetings, workshops and/or presentations to the NeCDRA Board, the general public, and/or others*



- ▶ *Website development and management options*
- ▶ *Consider of other cited options*
- ▶ *Other work scope and fee considerations*

### **Task 2: Project Team / Client Update Meetings**

In order to maintain the proposed 9-month schedule, coordinate, inform, and obtain guidance, and to adapt to any issues that might impact the schedule or the overall project, the Matrix Planning Team will meet monthly with the NeCDRA in Newport, Indiana. When possible, Matrix will coordinate these meetings with other planning activities in order to maximize efficiency and capitalize on the availability of LRA Board members and other representatives. It is also anticipated that meetings and/or conference calls throughout the process will occur as part of other scheduled planning activities, if appropriate.

### **Task 3: Final Contract Terms and Conditions**

At the conclusion of these discussions, Matrix Design Group will prepare the Final Scope of Services and associated Lump Sum Fees for conducting and completing the Newport Chemical Depot Redevelopment Plan.

## **PHASE A DELIVERABLES**

- ▶ Refined Project Scope of Services
- ▶ Refined Project Schedule / Milestones
- ▶ Final Contract for Base Reuse Planning Services

## **PHASE B: INVENTORY AND ASSESSMENT ACTIVITIES**

This phase of the planning study will inventory, investigate, record, map, and evaluate relevant man-made and natural conditions and characteristics that might influence redevelopment of the NeCD property. It also will provide for an extensive public engagement process through which public comment and ideas will be solicited, alternative plans discussed in order to inform the redevelopment plan. The following Tasks describe the planning activities proposed for this component of the study:

### **Task 1: Community Involvement and Public Participation**

The Matrix Planning Team recognizes that local public interest to date in the redevelopment of the base has not been significant; and, that maximizing the general public's participation in these types of projects and winning support for



redevelopment decisions will be particularly challenging. As part of this task, therefore, the Matrix Planning Team will conduct the following activities to help ensure that the maximum effort has been made to inform and engage the general public and key stakeholders into the decision-making process. The Matrix Planning Team will continue to work with the LRA throughout the 7-month process to refine, modify, and/or change this recommended approach to public participation based on the success of the proposed activities, and additional considerations gained from working more directly with the community:

#### **Sub-Task A: Stakeholder Interviews**

With the assistance of the LRA staff, Matrix will identify a list of key Newport, Vermillion County, west-central Indiana, state, and other key leaders who can share their thoughts on a variety of NeCD base redevelopment issues and community-wide issues that might influence the success of the project. Through twenty (20) face-to-face confidential interviews and/or telephone conferencing, the Matrix Planning Team will discuss issues such as:

- ▶ Jobs/housing balance
- ▶ Area-wide plans, policies and strategies for growth
- ▶ Labor force issues
- ▶ Community and Vermillion County business goals
- ▶ Regional economic development efforts and programs
- ▶ Issues and concerns and Ideas for redevelopment of the base
- ▶ Other related issues

#### **Sub-Task B: Focus Group Meetings**

While the stakeholder interview process described above will allow the Planning Team to meet in confidential one-on-one sessions, this task will provide for a more public venue through a series of topical Focus Group meetings. It is the intent of these sessions not only to allow the participants to talk about specific issues, but also to help ensure that the Planning Team has the information necessary to inform the Redevelopment Plan. NeCD contractors, local community government and Vermillion County staff, as well as local community residents and property owners will be encouraged to participate in one or more of the following proposed sessions.

- ▶ Land Use and Zoning Issues
- ▶ Transportation and Infrastructure Issues
- ▶ Economic / Business Development Issues



- ▶ Environmental cleanup Issues
- ▶ Others (as determined jointly with the LRA)

### **Sub-Task C: General Public Meetings**

Since previous public engagement activities described above have been focused information gathering about redevelopment issues and area-wide conditions, this sub-task will serve several primary purposes, and serve as the basis for three (3) General Public Meetings, as described below:

- ▶ **General Public Meeting 1 - *“Introduction to the Project and Planning Process”***

During this initial public meeting, the following activities will be conducted:

- Overview of the project and the planning process
- Presentation of BRAC closure and redevelopment successes
- Interactive workshop to document “Hopes and Fears”
- “Open Mic” session – initial public ideas for base redevelopment

- ▶ **General Public Meeting 2 - *“Presentation of Finding / Community Visioning”***

During this second public meeting, the following activities will be conducted:

- Presentation of Findings, to include overviews of:
  - Off-base conditions and characteristics
  - On-base issues and characteristics
  - Summary of Redevelopment Opportunities and Constraints / Barriers to Redevelopment
  - Summary of Developable vs. Non-Development Areas
- Discussion of the preliminary land use program options
- Interactive Visioning Workshop

- ▶ **General Public Meeting 3 - *“Presentation of Redevelopment Plan Alternatives” and the Recommended Preliminary Redevelopment Plan***

During this third and final public meeting (held during Phase C), the following activities will be conducted:

- Presentation and discussion of Redevelopment Plan Alternatives, to include evaluations and comparisons of:
  - Land Use Types and Location Aspects
  - Transportation and Infrastructure Aspects



- Environmental Cleanup and Phasing Aspects
- Disposition and Property Transfer Aspects
- Presentation and discussion of the Recommended Redevelopment Plan, considering the same issues itemized above
- Discussion of Next Steps

*Note: The level of involvement of the general public will be an unknown. We recommend that regardless of the level of public participation, these meetings be designed to also serve as working sessions for the LRA Board and staff as part of its review and approval process.*

#### **Sub-Task D: Teen / Youth Visioning Workshop**

To engage the “under twenty-one” population of Vermillion County, the Matrix Planning Team will work with local School Districts (north and south Vermillion County) to facilitate a one-half to full-day visioning workshop, including a tour of the property. The purpose of the workshop is to enable the area’s younger population to better understand economic opportunities in the community, and to provide an outlet to express their thoughts and ideas on future use of the base. If authorized, this session would be held the day before General Public Meeting 2. As a result of this session, teen facilitators will be named to assist the Matrix Planning Team in conducting similar visioning sessions with the general public.

#### **Sub-Task E: Website Development and Management**

Matrix Design Group will develop a website that will serve as the electronic portal to the Newport Chemical Depot Redevelopment Plan development process. The website will feature a simple, easy-to-navigate interface that will allow even those citizens with a slower dial-up Internet connection to enjoy full access to the website’s content. The NeCD Redevelopment Plan website could contain a number of important resources, such as:

- ▶ Project Maps and Photographs (static and downloadable in PDF form)
- ▶ Project Documents (downloadable in PDF form)
- ▶ Project Schedule/Calendar for notices of event and meeting dates
- ▶ Project Contacts/Feedback, including an email link for comments, questions, and suggestions
- ▶ Link to Related Sites (Regional / State Economic Development Agencies)



The website could be hosted by Vermillion County (or other entity) with a direct link to it from the website. The Matrix team will design the NeCD Redevelopment Plan website as a complete self-contained website that can be modified or updated over the course of the study. Matrix will author and produce all project website content and will be responsible for uploading regular updates to the website as the redevelopment plan project occurs. Matrix has provided similar website services for the redevelopment master planning for the Topsham Annex of BNAS Brunswick in Maine.

## **Task 2: Identification of Vermillion County, West Central Indiana, and Regional Social Economic Conditions**

Through this effort, we will develop an understanding of the local, Vermillion County, and West Central Indiana regional trends, dynamics and characteristics that could shape site development opportunities. We will utilize existing data, as well as interviews with local experts. Through the Team's analysis of the facility, we will define how the facility, its activities and employee skills may impact the marketplace. The following aspects will be addressed:

- ▶ The local/regional economic base – agricultural, commercial, industrial, and recreational activities, and the overall business environment; and, the assets, challenges, trend, and other factors that will affect the potential for short- and long-term economic diversification opportunities
- ▶ Real estate trends – those that will have implications for impact on the reuse strategy: by type of use, define current inventories, occupancy / vacancy, demand for space / sales, lease rates supported in the market, future demand based on demographic forecasts for the county
- ▶ Private institutional uses, such as health care and other key elements
- ▶ Educational institutions and their offerings
- ▶ Government needs such as correction facilities and homeland security
- ▶ Energy investment capital plans and needs
- ▶ Landfill / hazardous waste storage and remediation



One of two models (IMPLAN or RIMS II) will be used to identify the total impacts that are related to the operations and closure of the chemical plant. This will include current impacts and the impacts created by BRAC. This will be based on information from the facility on jobs, wages, and regional purchases in the economy (supplies, services), and how each scenario will play out with direct, indirection, and spin-off / multiplier impacts. The model will provide us the inputs to determine how the base closure will impact the fiscal situation (loss of taxes for wages, retail, housing, hotel tax, and others). This will provide substantiation for later requests for financial assistance for the state and region. The product of this effort will be an economic / real estate SWOT analysis that would take into account the location, the competition that exists, that prioritizes the opportunities that link to community objectives and the capacity (facilities and infrastructure) of the NeCD facility. The analysis will discuss some short-term strategies to capitalize on the area's assets and the related jobs that could be replaced through near-term initiatives.

### **Task 3: Identification of NeCD Facilities**

The Matrix Planning Team will collect and/or document applicable information that will be used during the planning process to determine the potential for new development, continued industrial uses of existing facilities, and/or other issues important for future consideration. A focus of this effort will be to determine not only physical site suitability for development, but also the extent of improvements and/or upgrades necessary to serve the entire property (and associated improvement costs). In addition to local, regional, and state jurisdictional resources, **the primary source of NeCD site information will be the extensive and in-depth studies and management plans prepared by others since 1998.** This information will be critical in assessing overall project financial feasibility.

In order to understand the existing base conditions that might impact, or be impacted by redevelopment of the base, the Matrix Planning Team will prepare an inventory and assessment of natural and man-made conditions within the property, and within the larger area immediately surrounding the base. Elements of this task will include the following sub-tasks:

#### **Sub-Task A: Digital GIS Base Mapping**

As a basis for documenting land use, transportation, utilities, buildings, facilities and other base resources, the Matrix Planning Team will prepare GIS-based maps for use throughout the planning process, and for later interactive GIS-





based marketing efforts of the LRA. GIS mapping will depend on the availability of GIS data available from the Army (and/or Mason & Hanger), as well as resources from Vermillion County, the State, and other local GIS sources. Additional layers of GIS data will be provided to supplement current resources, if applicable, and for use in future marketing opportunities, including the use of color aerial photographs, related off-site plans, and other useful information. It is assumed that the base map will illustrate the following features, at a minimum, with additional information layers provided as part of subsequent data collection and mapping sub-task.

- ▶ *Topographic conditions*
- ▶ *Ponds, streams and other identified drainage systems*
- ▶ *Roadway systems, rights-of-way*
- ▶ *Utility systems, corridors, easements and out-parcels*
- ▶ *Buildings and facilities*
- ▶ *Other applicable information*

#### **Sub-Task B: Off-Base Context and Influences Analysis**

Understanding off-site issues will facilitate overall planning considerations of the base in terms of potential impacts of adjacent uses, or impacts by adjacent uses on the site. This sub-task will look at and consider, therefore, those issues that might influence the redevelopment potential of the property, including:

- ▶ *Existing and proposed land use and zoning*
- ▶ *Local / regional transportation patterns and systems*
- ▶ *Local / regional wastewater treatment and collection systems including interceptor sewers and pumping stations based on topography and adjacent property uses*
- ▶ *Local / regional water treatment and large diameter transfer mains*
- ▶ *Local / regional energy utilities and infrastructure*
- ▶ *Local / regional drainage systems including regional detention/retention*
- ▶ *Other regional and community infrastructure issues*

#### **Sub-Task C: On-Base Conditions / Land, Buildings, and Facilities**

Based on existing real estate records, public works plans and documents, and other information readily available from Army and on-site contractors, Matrix Planning Team planners, architects and engineers will prepare an **Inventory and**





**Evaluation Matrix** of buildings to summarize available conditions and characteristics of all major buildings and facilities on the base.



To supplement and further verify the obtained data, the Planning Team will conduct a walk-through evaluation of key buildings (or common building types, such as the concrete bunkers), and prepare **Building Data Sheets** for the eleven (11) buildings over 10,000 Sq. Ft., documenting and illustrating the following:

- ▶ *Current location and accessibility*
- ▶ *Federal, state and local building code compliance*
- ▶ *Structural integrity and energy efficiency*
- ▶ *Potential expansion capability and feasibility*
- ▶ *Adaptive reuse potential*
- ▶ *Operational and maintenance issues and costs*
- ▶ *Recent and planned improvements*

#### **Sub-Task D: On-Base Conditions / Infrastructure Systems**

As part of the site assessment of the base, Matrix Planning Team members will meet with local utility providers, installation staff, and government officials to obtain a more in-depth insight into the overall off-base and on-base utility issues that could affect redevelopment of the base, part of which will include:

- ▶ *Storm water conveyance and management systems*
- ▶ *Sanitary sewers and treatment facilities*
- ▶ *Potable water supply and storage capability*
- ▶ *Raw water supply and storage capability*
- ▶ *Fire suppression supply lines and hydrants*
- ▶ *Above and below grade utility lines; telecommunications*
- ▶ *Fuel storage and distribution systems*
- ▶ *Electric and gas service issues*
- ▶ *Streets and access issues*



Also included will be an analysis of existing roads, parking and other installation facilities. The intent of this task is to document the following:

- ▶ *Locations and rights-of-way;*
- ▶ *Operating conditions, capacities, costs and future reuse potential*
- ▶ *Rehabilitation and/or demolition costs*
- ▶ *Estimate of costs to improve to local standards*
- ▶ *Potential residual capacity, expansion capability and feasibility*
- ▶ *Potential for incorporation of existing utility components into a regional system*
- ▶ *Potential for privatization of utilities*

**Note:** *These proposed assessment activities will rely on the accuracy and level of detail available from the extensive number of previous studies, reports, and management plans. It is not the intent of this task to duplicate this type of information and/ or findings, but to consolidate and summarize the data for conceptual-level planning purposes; and, through on-site observations, confirm the accuracy of data to the extent possible, and add information, if possible, where obvious voids exist.*

#### **Sub-Task E: On-Base Conditions / Environmental Assessment**

Reports and data generated under the IRP, RCRA, MMRP and ECP programs must be evaluated to support the preparation and implementation of the Redevelopment Plan in the identification of environmental opportunities and constraints. Based on our understanding of the existing status of these programs at NeCD, and in response to the RFP the following activities will be undertaken during this assessment:

- ▶ *Evaluate existing documents and status of Army investigations and planned remediation, as well as provide our opinion of data gaps or areas requiring additional evaluation based on historical site use*
- ▶ *Gain an understanding of regulatory requirements, cleanup standards, existing land use controls, and potential additional work that may be required to meet Redevelopment Plan requirements*



STATEMENT OF QUALIFICATIONS AND SCOPE OF SERVICES FOR  
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- ▶ *Develop environmental issues, opportunities, and constraints that will influence the NeCD Redevelopment Plan;*
- ▶ *Develop recommendations for future development phasing based on environmental investigation and remediation issues*
- ▶ *Provide input to the Army's planned NEPA investigation*

Using readily available information and documents, Matrix will identify potential environmental issues, opportunities and constraints existing within the NeCD property in order to establish an initial baseline of potential environmental issues that may influence, impact, and/or directly affect the formulation of the NeCDRA's Redevelopment Plan. At the outset of our environmental assessment task, we will review information contained in the following documents, which will form the basis of our initial assessment of the environmental issues that may affect reuse.

- ▶ *FY 2007 BRAC Installation Action Plan (or most recent available)*
- ▶ *US Army BRAC 2005 Environmental Condition of Property Report (Draft)*
- ▶ *NeCD Land Use Control Implementation Plan (October 2005 or most recent available)*
- ▶ *Military Munitions Response Program (MMRP) Historical Records Review*

Concurrent with our detailed review of the documents identified above, we will review the Administrative Record, which contains an archive of historical site data and environmental documentation available for NeCD. We will copy or request copies of the most recent pertinent investigation, corrective action, monitoring reports, or decision documents for sites that are currently in the US Army's environmental restoration program from appropriate entities (e.g., NeCD, Department of the Army). Readily available information regarding site utilities will also be reviewed.

As the data and reports are obtained, an electronic index of the documents obtained will be created. These reports will be reviewed at a cursory level to develop an understanding of the US Army's schedule for investigation and cleanup of these sites, and what, if any cleanup levels have historically been agreed to.

After development of an initial baseline understanding of the environmental issues that may affect redevelopment, we will facilitate a meeting between IDEM and NeCDRA, either personally or via teleconference, to discuss our understanding of





the environmental condition of the property, including cleanup levels that had been used at “Response Complete” or “No Further Action” sites. During this meeting, we will discuss potential reuse plans and redevelopment opportunities, and discuss any concerns or administrative constraints that the IDEM may have regarding site redevelopment. It is also suggested that a separate meeting between NeCDRA, IDEM, and the US Army be held to discuss the potential for additional investigation work to accommodate reuse.

Specific deliverables that would be provided to the NeCDRA include an analysis of known and potential environmental conditions at the site. As part of our written analysis, we will present environmental issues, opportunities, and constraints that will influence the NeCD Redevelopment Plan, including potential data gaps; provide specific recommendations to the planning team as to how the Redevelopment Plan should be adjusted to accommodate environmental issues and constraints; and, suggest a preliminary phasing of planned development activities that takes into account environmental investigation and cleanup activities mandated by IDEM. Specific information that our analysis will contain includes:

- ▶ Identification of primary contaminants and media of concern at IRP, MMRP, and RCRA investigation and cleanup sites
- ▶ Identification of completed environmental investigation and cleanup work performed at IRP, MMRP and RCRA sites
- ▶ Identification of what clean-up levels were used for sites which have been officially accepted by IDEM as Response Complete (RC) or issued a No Further Action (NFA) designation
- ▶ Recommendations of future use that should be considered by the US Army and IDEM during the development of cleanup levels for IRP, MMRP and RCRA sites currently under investigation
- ▶ Presentation of general data gaps for additional environmental investigation, if warranted, required prior to site redevelopment
- ▶ Identification of Land Use Controls in place on the installation and a preliminary opinion regarding whether those LUCs will affect planned redevelopment



It has been our experience during the BRAC 2005 process that the US Army will not allow representatives of the LRA (including consultants to the LRA) to review initial NEPA scoping material because that information is considered procurement sensitive material. However, *if the US Army's NEPA Disposal and Reuse scope is available, we will review and provide comments as soon as the document is made available to the NeCDRA.* Alternatively, we would provide the US Army with a summary of the alternatives under consideration in the Redevelopment Plan for the National Environmental Policy Act (NEPA) documentation that they are required to prepare in accordance with the regulations provided in Title 40 of the Code of Federal Regulations, Parts 1500 to 1508.

#### **Task 4: Market Potential of Land and Facilities**

The rural character of the property and surrounding environs, site conditions, and existing use characteristics will likely limit the types of land use options that are economically feasible, at least in the short-term. To determine an appropriate mix and identify types of potential land uses and adaptive reuse opportunities for the facilities, this task will focus on identifying revenue-generating uses that would be suitable for the property (given its natural/ environmental characteristics and rural location), and likely to have support from potential viable users. Initially, we will identify those public and private-sector uses that could meet government, institutional, agriculture and heavy industrial and/or manufacturing needs. In addition, work activities under this task will include the following:

##### **Sub-Task A: Summary of Redevelopment Barriers**

As part of this task, an assessment of market-related redevelopment barriers and/or challenges will be conducted, along with potential strategies for mitigation to better position the property for private-sector development. This information, which will include off-site as well as on-site issues, will be integrated with other SWOT issues identified earlier, all of which will in turn drive the land use program for redevelopment.

##### **Sub-Task B: Economic Development Targeting and Preliminary Land Use Programming**

Based on the results of previous tasks, a more detailed analysis of the prospect and the market parameters that will drive them will be prepared, including the following activities:



- ▶ The identification of potential industry / user trends and demand factors, including such aspects as:
  - *Business trends in the US and regionally for growth, job creation, investment, and other factors*
  - *Institutional needs and investment criteria (health care, for example)*
  - *Government requirements (federal / state correctional facilities, utility expansion)*
  - *New initiatives for facilities such as landfills, hazardous waste (storage and remediation) and renewable energy – linked to site and grid conditions*
  - *Agriculture demand and production in the region; and*
  - *Local, regional, and/or state recreational uses*
- ▶ The competitive position of the NeCD property as related to existing and/or proposed uses, and the potential to meet land and facility needs
- ▶ Potential for industrial / business uses that would capitalize on both locally-generated and opportunity projects defined through the focused analysis

The results of this task will be a clear definition of potential agricultural, commercial, industrial, and recreational uses. Specific market conclusions will be translated into a preliminary **Land Use Program** that can be used to facilitate preparation of the Redevelopment Plan.

#### **Task 5: Homeless Accommodation Considerations**

The Matrix Planning Team will assist the LRA in its outreach to homeless providers and state / local Interests to help determine how these interest groups might be accommodated within the redevelopment of the base, or how such uses might impact the short-term and long-term use, sale, and/or lease of base facilities. A goal of this session will be to help the LRA formulate a plan of action that will provide a balance between homeless needs and other interest groups against local economic development goals and objectives of the community.

#### **Task 6: Site-Wide Opportunities and Constraints Analysis and Development Suitability Map**

As a basis for subsequent conceptual planning, the Matrix Planning Team will prepare a summary analysis map to illustrate opportunities and constraints identified in previous tasks. This information will be used directly in the formulation of the





*Planning and Development Framework Plan*, discussed in Phase C. The results of the analysis undertaken during this task will include a determination of *Low, Moderate, or High Development Suitability* for business, commercial, industrial, agricultural, recreational and other viable uses identified for the property. Components of this analysis will include the following:

- ▶ Off-Base Context and Influences
- ▶ On-Base Conditions and Influences
  - Physical Elements
  - Man-Made Elements
  - Geo-Political Elements
- ▶ Environmental Contamination and Cleanup Issues

## PHASE B DELIVERABLES

- ▶ Draft “Chapters” of the NeCD Redevelopment Plan (including written documentation, support maps, and other illustrative graphics)
  - *Executive Summary*
  - *Chapter 1: Background and Overview*
  - *Chapter 2: Public Engagement Program*
  - *Chapter 3: Existing Conditions Overview and Assessment*
    - Land, Buildings, and Facilities
    - Infrastructure
    - Environmental Conditions and Assessment
    - Regional Socio-Economic Conditions
    - Market Potential of Land and Facilities
    - Homeless Accommodation Issues
  - GIS / Base Maps
  - Twenty Stakeholder Interviews
  - Two to Four Focus Group Meetings
  - One General Public Meetings



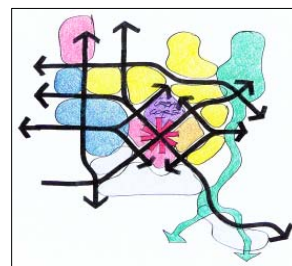


## PHASE C: CONCEPTUAL MASTER PLANNING

Through this Phase of the study, a variety of viable conceptual master plans will be formulated and evaluated as a basis for selection of a final redevelopment plan for the NeCD facility. Our approach will be to first consider “big picture” issues in terms of an overall development framework, followed by a series of more detailed and refined conceptual planning activities. The following Tasks support this approach:

### Task 1: Planning and Development Framework Plan Workshop

The intent of this one-to-two day internal LRA / Matrix Planning Team workshop is to review and discuss Phase A and B findings to date and, based on those findings, delineate preliminary potential **Planning and Development Framework Plans**, which will identify “super blocks” for future development. In addition and as part of super block planning, conceptual transportation service framework plans will also be developed. This session will be designed to capitalize not only on nearby Vermillion County and other regional economic and industrial development experts, but potentially, leaders who have gone through the process at similar facilities, bringing real-world experience to the project. Elements of this session will include the following:



- ▶ **Presentation of Phase B Findings**
  - *On-Base Conditions and Influences*
  - *Off-Base Context and Influences*
  - *Regional Market Overview and Assessment*
  - *Potential Barriers to Redevelopment*
  - *Environmental Contamination and Cleanup Issues*
  - *Site-Wide Opportunities and Constraints Analysis and Map*
  
- ▶ **Business and Development Issues**
  - *Site and Operational Requirements of the Industrial Market Types*
  - *Developer Issues Overview / “Lessons Learned”*
  - *Mitigation of Potential Barriers to Redevelopment*
  - *Developer Q&A*
  - *Considerations in moving forward*



- ▶ **Preliminary Infrastructure Service Concepts**
  - *Site-Wide Transportation Framework Plan Concepts*
  - *Site-Wide Utility Framework Plan Concepts*
  - *Site-Wide Super Block Planning Concepts*

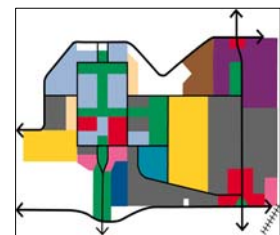
After completion of the LRA / Team workshop, the Matrix Planning Team will make refinements, as needed to the Preliminary Planning and Development Framework Plans and submit to the NeCDRA for approval, prior to commencing with conceptual development planning Tasks, described below.

### **Task 2: Potential Use Site Requirements / Characteristics Analysis**

In addition to previous findings that will inform the conceptual master plan alternatives, the Matrix Planning Team will investigate and document typical site requirements, utility needs, FAR considerations, parking, outdoor storage, recommended buffers / setbacks, and other related site requirements associated with the most viable land use types and users. This information will be used not only for redevelopment plan alternatives purposes, but also to provide a better understanding of costs associated with site development, which will be used in the preparation of the **conceptual-level Cost / Revenue Model**.

### **Task 3: Redevelopment Plan Alternatives**

The Matrix Planning Team will then prepare a series of Conceptual Development Plan Alternatives that meet the objectives of the Development Framework Plan described above, and that reflect the findings of previous studies related to existing conditions, market conditions and viable redevelopment land uses, and the public's vision for redevelopment of the property.



- ▶ *Developable and non-developable acres*
- ▶ *Common open space and other elements*
- ▶ *Sub-parcel breakdowns (if applicable)*
- ▶ *Proposed land use types, locations, and coverage*
- ▶ *Potential square feet of business / industrial development (yield)*
- ▶ *Access roads and points of entry*
- ▶ *Environmental cleanup areas and associated development impact*
- ▶ *Phasing and property transfer / disposition considerations*
- ▶ Preliminary cost estimates to position super blocks for development (trunk transportation and utilities infrastructure systems)



#### **Task 4: Disposition Strategies / Transfer Mechanisms**

Concurrently with Task 3, the Matrix Planning Team will consider and evaluate the various options for future parcel transfers from federal to local jurisdictions. Analysis will be based on the findings related to the Team's assessment of environmental conditions, cleanup options and associated costs, NeCDRA's community goals and objectives, infrastructure issues, and economic development opportunities and constraints, among others. Disposition strategies and property transfer mechanisms available under current legislation include:

- ▶ Master developer strategies and land sales by auction
- ▶ Federal lease-back potential for LRA owned buildings
- ▶ Public Benefit Conveyances
- ▶ Economic Development Conveyances
- ▶ Vertical and horizontal deeds
- ▶ Privatization of utilities
- ▶ Conservation Conveyances for parks, drainage and/or open spaces
- ▶ Finding of Suitable for Transfer (FOST)
- ▶ Finding of Suitability for Lease (FOSL)
- ▶ Transfer of environmental remediation responsibility from the Army to privatized parties using a Finding of Suitability for Early Transfer (FOSET)
- ▶ Environmental Services Cooperative Agreements (ESCA)
- ▶ Other applicable mechanisms and considerations

#### **Task 5: Alternative Plan Evaluation and Comparison**

During this task, the Team will identify and compare positive and negative implications from each of the concepts developed above, and determine Low, Moderate, and High levels of development suitability within the identified super blocks. The Matrix Planning Team will then summarize this information in an **Alternative Plan Evaluation Matrix** that will form the basis for discussions, leading to the selection of the Recommended Redevelopment Plan components to be addressed in this evaluation and comparison step will include the following:

- ▶ *Transportation and access improvements and associated development impacts*
- ▶ *Infrastructure improvements and associated development impacts*
- ▶ *Environmental cleanup and associated impacts*
- ▶ *Potential demolition of buildings*
- ▶ *Disposition strategies / property transfer issues*



- ▶ *Phasing of transportation and infrastructure improvements*
- ▶ *Land use, densities and development yield*
- ▶ *Preliminary financial/fiscal impacts and public investment needs – “Gap” analysis*
- ▶ *Socio-economic / employment impacts*
- ▶ *Regulatory issues*

### **Task 6: Alternative Plan Review Workshop**

After completion of Task 5, the Matrix Planning Team will meet with the NeCDRA in a workshop to review and discuss the various conceptual plans prepared for redevelopment of the base. Discussions will focus on how each of the plans addresses the overall goals and objectives, the site’s physical opportunities and constraints, relative impacts related to environmental cleanup, ROM (Rough Order of Magnitude) utility infrastructure and transportation improvement costs to service the parcels, and other major differences among the plan alternatives. The intent of the session is to identify a plan that can be developed into the Final NeCD Redevelopment Plan for the property, and serve as the basis for the LRA’s subsequent planning, marketing, and implementation.

### **Task 7: Preliminary “Preferred” NeCD Redevelopment Plan**

Based on the results of the previous tasks, the Matrix Planning Team will prepare the Preliminary “Preferred” NeCD Redevelopment Plan for the property. The Plan, which will most likely reflect a combination of elements from the plan alternatives previously established, will include the following:

- ▶ *Developable and non-developable acres*
- ▶ *Sub-parcel breakdowns (if applicable)*
- ▶ *Transportation framework / access points*
- ▶ *Proposed land use types, densities and yields*
- ▶ *Phasing considerations*
- ▶ *Preliminary financial / fiscal impacts and public investment needs – “Gap” analysis*
- ▶ *Preliminary Conceptual-level ROM Cost / Benefit Analysis Matrix*

The Matrix Planning Team will make the appropriate plan refinements, along with support documentation, land use tables and other descriptors, all of which can be used for presentations, discussions, and other activities to inform others about the plan’s vision and redevelopment component.



### **Task 8: Final NeCD Redevelopment Master Plan and Implementation Strategy**

After completion of the work elements described above, the Matrix Planning Team will prepare the Final NeCD Redevelopment Plan and Implementation Strategy Report, for submission to the DoD and HUD for approval. Each of the previous draft Chapters will be finalized, with illustrations, photographs, diagrams, appropriate maps, and other graphics included to support the Team's findings and recommendations. As part of this report, the Matrix team will prepare an implementation plan that identifies actions necessary to support redevelopment of the property, based on the recommended redevelopment plan selected by the LRA. The implementation plan will provide direction and specific actions necessary to move the LRA towards achieving the goals and objectives of the recommended redevelopment plan. Specifically, the implementation plan will include recommendations for:

- ▶ **Property Transfer / Acquisition Strategies** – an overview of the property transfer mechanisms for each of the major parcels at NeCD, and recommendations on how each parcel should be acquired, if appropriate, based on the Department of Defense's most recent guidelines
- ▶ **Financial Impact Analysis** – Concurrent with this task, an outline of market / economic development aspects of implementation and the steps that would need to be taken (and over what time period) to carry out the recommended redevelopment plan would be prepared. This task would include:
  - *The types of marketing approaches needed to be effective*
  - *Funding sources for targeted needs*
  - *Incentives for use through the LRA, regional planning, and the State*
  - *Public-private deal-making*
  - *Speculative investment to bring in business targets*
  - *Educational training needs*

The product of this task would be a road map / action plan that lays out time frames, responsibilities, funding links and would be input into appropriate elements of the business plan and the operations context. This again would link to the previous tasks, so that the implementation approach ensures that the high priority targets get the management focus and marketing that is needed.



- ▶ **Final Conceptual-level Cost / Revenue Model** - After working with LRA to select the final plan, the Matrix team will refine the conceptual-level ROM Cost / Revenue Model for the selected Redevelopment Plan. This analysis will provide information for the short-term (0-5 years); mid-term (6-10 years); and long-term (11 years and beyond), and will include:
  - *an evaluation of the potential revenues for the site, including revenues from redevelopment activities and revenues from ongoing operations*
  - *an overview of potential revenues from additional sources*
  - *an evaluation of expenses associated with the redevelopment, including marketing, management, development costs, capital improvements and administration*

These revenue and expense estimates will be based on realistic market and user assumptions, determined as part of previous plan alternative development.

#### **Task 9: Potential Future Planning Studies (Optional)**

Due to the timeframe envisioned for completion of this proposed study, and the specific funds available for conceptual master planning services, the LRA might want to move forward with subsequent planning-related studies that could enhance site development and success. During this task, therefore, the Matrix Planning Team could work with the LRA to determine the most appropriate subsequent planning needs to ensure that the plan moves forward toward realistic implementation. This activity will include a list and description of potential planning studies and/or activities that could be initiated in the months that follow completion of this initial planning effort, along with preparation of detailed scopes, schedules, and more detailed fees. Potential additional planning studies could include the following, among others:

- ▶ *Targeted Industries Study*
- ▶ *Solicitation Packages*
- ▶ *Industrial Landfill Feasibility Study*
- ▶ *Transportation and Utilities Infrastructure Master Plan*
- ▶ *Site Specific Design and layout for future lease or sale of existing buildings or land only*
- ▶ *Detailed Project Development Cost Model and Business Plan*





- ▶ *Additional Environmental Investigation Services* - As this project progresses, Matrix could provide the NeCDRA with a cost proposal for activities that are a continuation of work underway, or are work related to environmental concerns discovered during the initial reuse planning services provided in this scope. Potential optional activities include:
  - Attendance at the US Army's initial public scoping meeting for the NEPA Environmental Assessment (EA) or Environmental Impact Statement (EIS)
  - Review of the Draft EA or Draft EIS to ensure that the information presented regarding the description of the proposed action for community reuse is consistent with the Redevelopment Plan and that the environmental information presented in the document regarding hazardous and toxic substances in the affected environment is clear, complete, and correct
  - Preparation of an updated analysis of known and potential environmental conditions at the Site if additional environmental information becomes available after we have submitted our deliverables under this Scope of Work item
  - Participation in BRAC Cleanup Team Meetings and Restoration Advisory Board Meetings to understand the implications of ongoing environmental investigation and cleanup activities, ensure that new investigation and cleanup activities take into account future reuse, and advocate for investigation and cleanup schedule prioritization based on the phasing of redevelopment, and
  - Preparation detailed studies and reports to fill identified data gaps and coordinate with stakeholders (Army, IDEM) to facilitate additional approvals.

**Note:** *The additional planning studies and environmental services cited above are typically not included in this initial planning phase of the Redevelopment Plan, given the time and budget constraints of this conceptual-level study. Such studies require a more in-depth level of investigation, and an additional level of detail that will depend, in part, on the identification of specific users of the property, timeframes for site development, and other information.*





## PHASE C DELIVERABLES

- ▶ Planning and Development Framework Plan Workshop
- ▶ Redevelopment Plan Alternatives
- ▶ Alternative Plan Review Workshop
- ▶ Preliminary "Preferred" NeCD Redevelopment Plan
- ▶ General Public Meeting Three (3) - *"Presentation of Redevelopment Plan Alternatives" and the Recommended Preliminary Redevelopment Plan*
- ▶ Draft "chapters" of the NeCD Redevelopment Plan (including written documentation, support maps, and other illustrative graphics)
  - *Chapter 4: Redevelopment Alternatives and Plan Selection*
  - *Chapter 5: The Newport Chemical Depot Redevelopment Plan*
    - Plan Vision and Intent
    - Land Use and Transportation Framework
    - Environmental Influences
  - *Chapter 6: Plan Implementation Considerations*
    - Economic and Development Impacts
    - Transportation and Infrastructure Impact Considerations
    - Environmental Considerations / Phasing
    - Property Transfer Considerations
    - Homeless Assistance Provisions
    - Economic Feasibility
    - Management Considerations
- ▶ Final NeCD Base Redevelopment Plan Report – no later than December 31, 2009