

PROYECTO

06-MAR-2020

Richard Brown, Director
City of Santa Fe
Office of Economic Development
500 Market Street – 2nd Floor
Santa Fe, NM 87501

Re: MIDTOWN REDEVELOPMENT PROJECT MANAGER

Dear Mr. Brown,

It is my understanding that the City of Santa Fe (City) is seeking an experienced and qualified project manager to provide real estate development consulting services to achieve the City's goals for the redevelopment of the Midtown Santa Fe Site (Project). To that end, please find below my understanding of the proposed Project, along with a proposed scope of work, fee, and schedule for your review and approval. I am available to negotiate and amend aspects of it at your request. I would be honored to work with you and the City to implement the scope of work toward achieving the City vision and goals for the Project.

Project Site Area:

64.5 acres

1600 St. Michaels Drive, Santa Fe, NM 87505

Generally located in the geographic center of Santa Fe, NM, and formerly known as Santa Fe University of Art and Design and The College of Santa Fe (Midtown Site, or Site)

Background

On August 8, 2018, the Santa Fe City Council passed a resolution directing staff to “commence the Planning Stage of the Midtown Property”. Since that time, the City of Santa Fe, through the Office of Economic Development, has solicited proposals and procured professional services to increase the capacity of the City to enter into a sound public/private partnership arrangement for the disposition and development of the Midtown site.

Presently, in the first and second quarters of 2020, the City is in the process of entering into an Exclusive Negotiation Agreement (ENA) in which the City and a Finalist Master Developer (Finalist) will undertake a series of due diligence activities to develop a development plan and master plan, as well as negotiate the terms for a disposition and development agreement (DDA). The DDA terms will cover various responsibilities between the City and Finalist, as well as

include a Development Budget and Financing, Development Schedule and Phasing, Development Program, which will address public policy and community development objectives. These elements of the DDA will be developed in the Exclusive Negotiation Agreement.

The City is seeking a professional who will manage the predevelopment process to achieve the City's goals, which include:

- Develop a sound, implementable, flexible development plan that is based on economic feasibility, equity assessments, and financial yield viability
- Work with key City staff, including Midtown Steering Committee and Evaluation Committees, as well as the identified Finalist Master Developer, to create a development plan and master plan that achieves the City's goals, which include creating a development that connects to adjacent parcels, neighborhoods, and the city, and facilitates public policy and community development objectives.
- Collaborate with community and civic organizations, to design and implement meaningful public engagement processes
- Coordinate with elected officials and key City staff to establish priorities and basic requirements regarding the disposition and development of the site
- Coordinates and advises Midtown Steering and Evaluation Committees to ensure efficiencies in the decision making process for the disposition and development of Midtown
- Work with the Finalist to ensure that public policy and community development priorities and objectives are vetted and analyzed for incorporation into disposition and development terms and plans
- Advise on and assist in establishing a entrepreneurial, long term, governance structure (currently envisioned as a redevelopment authority) that initially considers Midtown, but provides for expansion to assume governance over other large-scale development in the City's portfolio

Project Name:

Midtown Site: Planning – Phase 3

Project Area:

64.5 acres

1600 St. Michaels Drive, Santa Fe, NM 87505

Generally located in the geographic center of Santa Fe, NM, and formerly known as Santa Fe University of Art and Design and The College of Santa Fe (Midtown Site, or Site)

Budget:

Not to exceed \$90,000, excluding gross receipts tax.

Duration: Estimate 7-12 months, through completion of Phase 3 (Phase 3 described below).

Hours:

Estimate 20-40 hours per week.

Contract:

The selected contractor will be required to enter into a Professional Services Agreement with the City of Santa Fe. In addition, contractor must have or obtain a city business license, New Mexico CRS number and applicable insurances. Standard contract terms would include thirty-day (30) termination provision. Subcontracting is permitted if, in its sole discretion, the City approves subcontractor in writing.

Reporting:

Project Manager will report to the Director of the Office of Economic Development.

Experience:

- At least twelve (12) years of project, program or general management experience related to large construction projects, urban planning, urban development, large institutional development such as a college campus or business park, real estate development, or other comparable work similar to the scale and opportunity presented by the Midtown Property as presented in the Planning Guidelines. The guidelines are available at https://www.santafenm.gov/midtown_campus_project.
- Administration experience and proven results to ensure successful implementation of large-scale urban development projects.
- Experience successfully working with a wide-range of stakeholders, such as residents, elected officials, city staff, community organizations, developers, state and regional agencies, and subject-matter experts.
- Successful experience and knowledge of best practices regarding effective community engagement and market research strategies and activities.
- Preference for contractors who have worked on mixed-use redevelopment projects that involve higher education, entrepreneurship, innovation, business growth, arts and creativity, public spaces and amenities, workforce and affordable housing or a combination thereof.

Scope of Work – Phase 1 and Phase 2 Completed

Phase 1 work completed. Some activities included: Create a preliminary project management timeline; Develop scopes of work for city's real estate development capacity in a public/private partnership, particularly in economics and land use, as well as public engagement; Work with Mayor and City Manager to establish the ongoing governance role of a Midtown Steering Committee to advise on disposition and development process, as well as asset and property management; Interview and navigate interested master developer, project developer and tenant inquiries; Create preliminary timeline for project planning purposes; Work with Mayor, City Manager and Public Information Office to produce a preliminary predevelopment plan of action to inform public, governing body and interested parties about the disposition and development process.

Phase 2 work completed. Some activities included: Develop and issue RFP's for economic and urban analysis and public engagement services, establish an RFP evaluation committee to review RFP proposals and select finalist; Work with Steering Committee to create and issue a

Requests for Expressions of Interest for developers and businesses; Manage contracts of economic and land use analysis team; Establish and manage the RFEI Evaluation Committee to assess RFEI responses and recommend Master Developer Finalists; Work with Mayor, City Manager and Steering Committee to provide ongoing factual updates; Maintain Project schedules during the RFEI process; Participate in City Council Executive Sessions to provide regular updates and respond to inquiries; Provide necessary materials and documents to assist the Evaluation Committee and the Governing Body in their due diligence process of reviewing RFEI responses; Develop and issue Request for Clarification to Master Developer Finalists, and maintain the integrity of the RFEI process; Conduct ongoing interactions with economic and land use advisors in the RFEI evaluation process to assist the Evaluation Committee in their responsibilities.

Scope of Work – Phase 3 (Proposed)

The Project Manager shall accomplish the following tasks in Phase 3:

- A. Administer and assist the Evaluation Committee in completing the evaluation of, and negotiating with, shortlisted master developers for the Project
- B. Facilitate the Evaluation Committee's due diligence in the master developer finalist Process
- C. Oversee and coordinate economic and land use analysis for shortlisted master developer responses, with a focus on Finalist Master Developer
- D. Oversee the creation of a development plan and master plan with key stakeholders
- E. Undertake Phase 3 scope of close coordination with Evaluation Sub-Committees – Master Development Sub-Committee, Community Development Sub-Committee, Public Engagement Sub-Committee, Finance Sub-Committee, Negotiation Sub-Committee, as well as Governing Body
- F. Advise and assist in developing and managing an Exclusive Negotiation Agreement to complete the due diligence, public engagement, and negotiations
- G. Manage and advise Midtown Steering Committee and respond to ongoing directives

by:

- 1. Creating a master plan for phased development
- 2. Developing a basic zoning model, land use plan, urban design guidelines, and performance standards
- 3. Creating a legal and governance model for tying the Midtown Guidelines and Public vision to the property in perpetuity
- 4. Exploring and designing connections and integration to main roads and adjacent land-owners
- 5. Managing and overseeing the City's public engagement plan for the Project
- 6. Managing data input and map the results to determine finalist master developer
- 7. Overseeing and guiding the evaluation of potential synergies between master developer and potential project developers, building tenants, and lease candidate proposals that will fulfill the goals of the Midtown Guidelines.
- 8. Serving as the point of contact for City and master developer in relation to the Project
- 9. Recommending and advising the City regarding a governance model for land use and zoning plan
- 10. Facilitating and managing internal stakeholder steering committees agendas, follow-up and coordination

11. In coordination with the City's Communications Director and Constituent Relations Director, crafting and disseminating public messages to inform constituents of progress
12. Presenting proposed finalist candidates to committees and Governing Body over the course of the negotiation and disposition process
13. Leading the City to reaching the Development Disposition Agreement phase of the Project
14. Overseeing and coordinating City resources and personnel to ensure the completion of the phased development agreed upon in the Disposition and Development Agreement, while continuing to involve and communicate with Midtown Committees, City, and other key stakeholders
15. Managing and facilitating the Project through the point of the City divesting all, or a majority of, financial and property interests, and operational and management responsibilities in the Midtown Site

Additional Information – Exhibits

Exhibit A: Curricula Vitae

Agreement

If this proposal meets with your approval, please sign below, which will indicate to both parties the intent to move forward with executing the City's standard Professional Services Agreement.

By:

Title:

Date:

[Proyecto]

By:

Title:

Date:

[City of Santa Fe]