

Qualifications for
**Riverfront
Renovation Project
Manager**

CWC Latitudes LLC

**City of Columbus
Redevelopment Department
City Hall
123 Washington Street
Columbus, IN 47201**



March 21, 2016

Ms. Heather Pope, Executive Director
City of Columbus, Redevelopment Department
City Hall
123 Washington Street
Columbus, IN 47201

Dear **Ms. Pope** and Members of the Riverfront Project Committee:

CWC Latitudes LLC (**Latitudes**) is pleased to submit our qualifications to provide project management services for the Riverfront Renovation Project in Columbus, Indiana. Latitudes offer a qualified professional with the creativity, technical competence, and project understanding and communication skills needed to take this project from concept through implementation and ribbon cutting.

Latitudes will:

Define the Scope – of the umbrella project as well as the sub-projects and present estimated timelines to the Riverfront Project Committee.

Coordinate the Design – by assisting the Committee in selecting the best consultant team for each project, overseeing the design, reviewing options and making recommendations to the Committee.

Coordinate the Permitting – by coordinating efforts between governmental agencies (federal, state and local) to obtain the necessary permits.

Coordinate the Bidding – by coordinating the efforts of each team to produce the necessary bid documents to solicit bids for each project that meet all Federal, State and Local regulations and by reviewing those bids, identifying opportunities for value engineering and making recommendations to the Committee.

Managing the Contracts – by working with the Redevelopment Commission's legal counsel to develop and review contracts for each project and negotiate with the consultants and / or contractors for each contract.

Provide Construction Observation - by being the owner's representative and the eyes and ears of the Redevelopment Department during the construction process. As Project Manager we will coordinate between all governmental agencies for final review and inspection, process invoices and complete project closeout.

Manage Communication – by serving as an advisor to the Redevelopment Commission/Director of Redevelopment/Riverfront Project Committee and providing recommendations and advice on issues related to the above items and others as they arise.

Latitudes applaud your efforts to advance the Riverfront Renovation Project, as this is the major entrance into Columbus. Latitudes look forward to working with you in the development of this project. Thank you in advance for your consideration.

Sincerely;



C. Edward Curtin, FASLA
Owner CWC Latitudes LLC

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Company Information

CWC Latitudes LLC was established in Indiana in 2010. Mr. C. Edward Curtin, FASLA is the sole proprietor of the business. Offices for Latitudes are located at:

193 East County Road 925 North
Seymour, Indiana 47274

This is the office where work for the Riverfront Renovation will be completed.

Latitudes currently works with a variety of public and private clients providing a range of services including but not limited to: project management, strategic planning, funding strategy, and project implementation. Latitudes was created to provide a vehicle that allowed Mr. Curtin to utilize the knowledge, skills and abilities gained over the course of his career in landscape architecture, planning, parks and recreation, economic development, redevelopment, and business. Mr. Curtin believes that a collaboration of creative and innovative professionals and stakeholders who believe that quality design, strategic planning and bold vision lead to long lasting solutions and are among the most powerful instruments of healthy, thriving communities.

Regardless of whether the project is a revitalization plan, economic strategy, redevelopment of brownfields, or riverfront, engaging the thought leaders in the community, evaluating the alternatives, and being willing to embrace bold ideas allows a community or business to identify those solutions that will provide the best return over the long term.

Knowing that to have successful solutions the community values need to be translated into bricks and mortar and be reflective of adding to the quality of life and connection to the community.

Qualifications for C. Edward Curtin, FASLA

Education

Indiana University - MBA
Indiana University - Executive Development Program
Purdue University - BS in Landscape Architecture

Fellow of American Society of Landscape Architects
Member Redevelopment Association of Indiana
Registration Landscape Architecture - Indiana 1984, Registration Number LA
80050211

Experience

CWC Latitudes LLC

Columbus, Indiana 2010 - Present

Owner

Responsibilities: Mr. Curtin is the owner of CWC Latitudes LLC; a company focused on helping communities realize their redevelopment and economic development potential. Mr. Curtin currently provides consulting services to communities in Indiana and Kentucky. Mr. Curtin provides services to corporate and public clients. Mr. Curtin is working on a variety of projects including Comprehensive Plans, Park and Recreation Master Plans, Stellar Communities submittals and assisting communities with project implementation. Mr. Curtin currently assists Nashville Redevelopment Commission with its economic development efforts. Prior to starting his company Mr. Curtin served as the Executive Director for the Columbus Redevelopment Commission of Columbus, Indiana where he worked to implement the Vision 20/20 plan as well as support economic growth in Columbus and Bartholomew County. Mr. Curtin worked on approximately \$180 million in projects including housing, indoor and outdoor sports complexes, 3 parking garages, and redevelopment of the Commons. Mr. Curtin oversaw the creation and management of Columbus's 4 Tax Increment Financing (TIF) Allocation Areas, and 2 Technology Parks. Under Mr. Curtin's leadership the City saw an ROI of \$4.06 for every dollar the city contributed. These accomplishments were attained over a span of 5 years.



Columbus Redevelopment Commission

Columbus, Indiana January 2007 - 2012

Executive Director

Responsibilities: See description above.

Columbus Parks and Recreation Department

Assistant to the Director - Columbus, Indiana May 1997 – December 2006

Responsibilities: full responsibility of the department in the absence of the director, all planning, design and permitting for all construction projects, budget responsibility for over construction projects, development of capital improvements plan, implementation, observation and processing of capital plan, grant writing, development of short and long range plans for department, guide site selection (criteria development), consultant selection, development and implementation of People Trails plan, develop signage plan for park system, project manager for the five bond projects totaling \$10 million,, primary contact for many partners with the department and to neighborhood groups, and default city landscape architect.



Howard Needles Tammen & Bergendoff (HNTB) Indianapolis, Indiana Project
 Landscape Architect and Planner - March 1989 - April 1997

Columbus/Bartholomew Planning Department

Columbus, Indiana March 1984 – 1989 – Assoc. Planner and LA

Mr. Curtin has worked with a number of funding sources to implement a variety of projects, a variety of agencies in the process of seeking project approvals as well as completing projects and has also played an active role in moving projects through the public approval processes. . Below is a list of some of the funding sources, agencies and boards and commissions:

Types of Funding

- Edit
- TIF
- Tech Park
- Bartering
- TE Grants
- Riverboat
- Foundation Grants
- In Kind services
- Economic Development Bonds
- Indiana Bond Bank
- Brownfields
- State Revolving Funds
- General Obligation Bonds
- INDOT / FHWA

Boards and Commissions

- Redevelopment Commission

- City Council
- Board of Zoning Appeals
- Board of Works
- County Council
- County Commissioners
- Park Board
- Plan Commission
- Commons Board
- Board of Aviation
- City Utilities Board

Agencies (Local, State & Federal)

- Plan Department
- Engineering Department
- Risk Management
- Community Development
- Human Resources
- City Services
- City Utilities

- Aviation
- Clerk Treasurer
- Mayor's Office
- IT
- MPO
- IDEM
- Corps of Engineers
- INDOT
- OCRA
- IHCDA
- IEDC
- DNR
- SBOA
- DLGF
- Surveyor
- Auditor
- Treasurer
- Fire
- Police
- Economic Development
- Code Enforcement

Experience

River Centre - Jasper, Indiana

While assisting the City of Jasper in creating their first TIF area, Mr. Curtin became aware of a derelict industrial riverfront site that needed to be redeveloped. Mr. Curtin approached a developer, Boxer Girl LLC, with concept for redevelopment for a mixed used development. The concept is for a standalone hotel, 36,000 SF of office / commercial space on the 1st floor and about 70 apartments on the 2nd and 3rd floors. Jane Hendrickson of Boxer Girl became excited about the project. We then approached Mayor Seitz and his staff with the idea, they were ecstatic. We met with the Redevelopment Commission, City Council, City department heads, IDNR – Division of Water, IHEDA, and will be meeting with IEDC for Dinosaur Tax credits. To date we have received the necessary approvals to keep moving forward. Mr. Curtin has been responsible for creating the concept, sheparding it through the approval processes at the local and state levels, working with consultants to develop plans and drawings to communicate the intent of the project. A major hotelier has provided a letter of intent for the project; we have a financial backer signing a letter of



intent and are working with a number of businesses for individual space.

The project is approximately \$35 million and will use TIF as one of the funding mechanisms.



People Trails – Haw Creek Reach - Columbus, Indiana

Mr. Curtin served as owner's representative, project manager and landscape architect for these projects. Mr. Curtin wrote the grant that allowed the City of Columbus to receive \$926,000 for the trail. Mr. Curtin developed the process to select the consultants. He oversaw design, negotiated with property owners for donations of property, oversaw construction and worked with construction engineers and contractors to resolve any issues as they arose in the construction process. The Haw Creek section is approximately 6 miles long. Mr. Curtin has also been involved in almost all other sections of trail totaling 20 miles.



Huntingburg Stellar Community - *Huntingburg, Indiana*

Mr. Curtin assisted the City of Huntingburg in the preparation of their Letter of Interest, Strategic Investment Plan (SIP), and assisted in the preparations for the site visit from the Stellar Community Evaluation Team. Mr. Curtin also assisted in the development of the presentation and coordination of the site visit. Huntingburg was successful in being a finalist in the Stellar Community Program for 2014 and was selected as a Stellar Community Designee for 2014. The SIP for Huntingburg included 12 different projects, with funding from 3 different state agencies (INDOT, OCRA, & IHCDA), the community foundation, the county and the City. The City was able to leverage their funds for an additional \$33 million. The City is currently working with the Department of Homeland Security to secure funding for a safe room and new disaster management offices. Mr. Curtin is presently assisting the City of Huntingburg with the implementation of these projects. This includes the selection of consultants, overseeing design, working with various state agencies and local departments to get approvals and proceed with construction documents.



Sculpture Invitational and Mural Program - *Columbus, Indiana*

Mr. Curtin worked with Columbus Area Arts Council to site and coordinates the placement of over a dozen sculptures as part of the first Columbus Sculpture Invitational. The invitational was geared towards sculptors placing existing or new works in Columbus for up to two years. This very successful project brought both national and local artists and their work to Columbus. Eos was purchased as part of the efforts of two local young professionals and their community wide fundraising efforts.

The mural program, also in conjunction with the Arts Council, was designed to take large blank space that could be converted to murals. These sites were throughout the community and the program ran for about 12 years. An artist in residence would come to Columbus and work with at risk youth out of our detention facility to help them develop positive self-esteem and have a very public and positive place in the community.



Downtown Redevelopment - Columbus, Indiana

Economic Impacts

While Mr. Curtin served as the Executive Director of the Columbus Redevelopment Commission, he served as project manager and owner's representative for multiple, multi-million dollar projects. Mr. Curtin managed multiple consultant teams, contractors and agency coordination with projects at various stages of development. These projects were carried out simultaneously. There were a number of measurable and significant economic impacts to the City of Columbus.



Projects

- There were 35 projects in and around the downtown area that Mr. Curtin was directly or indirectly involved in.
- These are a mix of public projects, private projects and public / private projects.
- They varied from small business to large corporations



Investment

- Private sector is investing \$128,243,000
- City has leveraged its investment for an additional \$18,250,000 from the State, Riverboat, Income Tax, EDIT and state



Construction

- Estimated construction for all projects was \$158,718,000.
- Return on investment for construction for every one time dollar the city invested was \$3.40

Property Taxes

- The new investment would yield approximately \$1,988,260 in property taxes annually.

Jobs

- As a result of all the projects 3,041 direct jobs were or will be created.
- As a result of the 3,041 jobs created an additional indirect 3,747 jobs.
- This is 6,788 jobs created in and around Columbus.

Payroll

- As a result of the direct jobs, \$201,371,018 in payroll would be generated.
- As a result of the indirect and induced jobs \$282,309,360 in payroll would be generated.
- This is an annual payroll of \$483,680,378 in annual payroll.

Income Tax

- As a result of the direct jobs, indirect and induced jobs \$17,124,752 in personal income tax will be paid annually.



The Commons - Columbus, Indiana

Mr. Curtin served as owner's rep and project manager for this project. The \$18.25 million renovation and expansion of the Commons to a 50,000 + square foot building was a multiyear, complex project. Working with Koetter Kim of Boston and CSO of Indianapolis. Mr. Curtin was responsible for overseeing the design, construction, site plan approval through the Plan Commission, variances through the Board of Zoning Appeals and dealing with changes and issues that occur during a construction process. Mr. Curtin worked with stakeholders and staff to insure that the building would be as they had intended and would suit their needs for operations. This project was funded by a \$9 million bond and private donations of \$9.250 million in private donations. This unique public / private partnership allowed a community centerpiece a much needed renovation and a new life in downtown.



Foundation for Youth - Columbus, Indiana

Mr. Curtin served as owners rep, PM and landscape architect for this project. The \$5.5 million renovation and expansion of the Foundation for Youth to a 50,000 + square foot building was a multiyear, complex project. Working with HOK out of Texas Mr. Curtin was responsible for overseeing the construction, site plan approval through the Plan Commission, and dealing with changes and issues that occur during a construction process. Mr. Curtin worked with staff to insure that the building would be as they had intended and would suit their needs for operations. This unique public / private partnership allowed a needed and appreciated facility to gain new life and a new place in the community. Mr. Curtin went on to manage the Columbus Gymnastics portion of the facility and currently acts as a resource for staff regarding ongoing changes at the facility. The facility includes: pool, gymnastics center, basketball court, activity space, playgrounds, and office space.



2nd Street Parking Garage / Cole Housing Development - Columbus, Indiana

Mr. Curtin served as owner's representative and project manager for these projects.

Before the first garage was complete it was determined that a second was needed. Mr. Curtin pushed for a creative solution to the project. At Mr. Curtin's suggestion, the site was offered for development. Mr. Curtin believed that the garage could be placed at the core of the block and allow for development on three sides of the garage. After a request for proposal process, Buckingham of Indianapolis was selected for the development. The \$7.6 million, 700 space garage has been developed, and because of that Cummins built a 100,000 SF facility to house 550 new employees and generate \$40 million annually in salaries. Buckingham is set to start their \$18.5 million project this fall for 146 apartments and 9,000 SF of retail space. Mr. Curtin developed the original solution to this issue and oversaw the project from the beginning until the apartment complex was started.



Depot Plaza / Main Street Bridge - Lafayette, Indiana

While at HNTB, Mr. Curtin served as landscape architect for this component of the railroad relocation project. The historic depot was moved four blocks and raised one story at the new site along the new railroad alignment where it can once again functioned as a train station. Additionally, a plaza was created that brings together the depot, railroad, and pedestrian bridge in a seamless design that will also provide a gathering spot for the citizens of the community. This is also part of a \$190 million railroad relocation project which Mr. Curtin served as the landscape architect.



While previously employed, Mr. Curtin worked on a variety of projects. These include but are not limited to:

Columbus Redevelopment Commission

- Jackson St. Garage
- The Cole / 2nd. Str. Garage
- Cummins Parking Garage
- Outdoor Sports Complex
- Indoor Sports Complex
- Ski Lake Complex
- The Commons
 - Playground
 - Performance Space
 - Retail Space
 - Meeting Space
- Blackwell Park Soccer Complex
- 4th Street Reconstruction
- Pumphouse
- Woodside NW
- Walesboro Master Development
- Tech Parks
- Old St. Bartholomew



- Morningside Park
- Ninth Street Park
- Pence Street Park
- Oakbrook Park
- Richards School Park
- Freedom Field
- State Route 46



HNTB

- Falls of the Ohio River Greenway - Southern Indiana
- Depot Plaza, Railroad Relocation, & Main Street Bridge – Lafayette / West Lafayette, IN
- Twin Bridges 700 Acre Master Plan - Danville, Indiana
- Crawfordsville Trail – Crawfordsville, IN
- Zionsville Trail – Zionsville, IN

Columbus Planning Department Projects for Columbus, Indiana

- Columbus Parks and Recreation Master Plan
- Mill Race Center
- Mill Race Park Master Plan
- Richard's School / Park
- People Trails System
- Erosion Control Manual
- Streetscape
- Carscape

Projects for Bartholomew County Park Board, Indiana

- Bartholomew County Parks and Recreation Master Plan
- Anderson Falls
- Azalia Park
- Clifford Park
- Dunn Stadium
- Elizabethtown Park
- Grammar Park
- Heflen Park
- Mount Healthy
- Owens Bend Park
- Petersville Park
- Wayne Park

Columbus Parks & Recreation

- The Commons
 - Playground
 - Performance Space
 - Retail Space
 - Meeting Space
- Blackwell Park Soccer Complex
- Greenbelt Golf Course
- Par 3 Golf Course
- McCullough's Run
- Clifty Park
- Noblitt Park
- Mill Race Park
- IUPUC
- Senior Center
- Mill Race Center
- Mead Village
- Donner Park
- Park Operations Center
- Foundation for Youth
- Columbus Parks and Recreation Master Plan
- Lincoln Park
- Amberly Park
- Clifty Park
- Everroad Park
- Harrison Ridge Park



Project Understanding

CWC Latitudes LLC's understanding of the project is that there is an umbrella project area called Riverfront Renovation Area which is to be considered holistically not just within the context of the Riverfront but the adjacent current and potential uses and connections. Under that umbrella are 6 – 8 individual projects that may be independent of each other or may be combined with one or more projects. This area is also a project that may affect this area due to its potential proximity and scope, which is the proposed overpass project. While the overpass project is in its early stages, it is best to keep those team members in the loop to avoid potential conflicts that could increase costs or create time delays. While the scope is yet to be determined there is an expectation of the roles and responsibilities the project manager will fulfill.



Under the Riverfront Redevelopment / Renovation Project the following projects have been identified:

1. Potential Overpass Project – While not part of the Riverfront project area, this project has the potential to significantly impact one or more of the projects within the Riverfront project area.
2. Potential Remediation Project – The 19-acre Columbus Old Municipal Landfill #1 site is located in Columbus, Indiana. An unpermitted landfill operated on site from 1938 to 1966. It reportedly accepted municipal and industrial wastes, including solvents, acids, bases, paints and heavy metals. Landfill operations led to soil and groundwater contamination. Following cleanup, EPA is planning to take the site off the Superfund program's National Priorities List (NPL), though is still listed as a Superfund site.
<https://cumulis.epa.gov/supercpad/cursites/csinfo.cfm>
3. Eroded Bank on west side – The west side of the bank has severely eroded and continues to erode with each flood. The cause of the erosion is the failure of the dam at the west end under 3rd Street Bridge. The project would likely entail a combination of stabilization and repair of the dam.
4. Dam Failure –The River has circumvented the dam at the west end. This is likely in part is due to the heavy sedimentation behind the dam, lack of long term maintenance, and the natural tendency of the river to change course.



5. Dam Project – The dam is a low head dam design that is extremely dangerous. The issue is that due to the design of the dam if a person goes over the dam they can be held underwater due to the dynamics of the water flow, making it almost impossible to escape by themselves. Additionally the dam is damaged in a number of locations and is in need of repair or replacement or a completely new solution that could include riffles that allow for the migration of fish up and down stream.



6. Utility outfalls – there are a number of outfalls in the area and likely other utilities that would need to be addressed as part of any overall solution and in particular for each project.



7. Potential Trail Connection – a People Trail connection has been planned for the area for some time though funding and constructability have delayed implementation of any solutions. This link is critical as this section will connect to significant portions of the Columbus Trail system.



8. Railroad Bridge Repair / Reconstruction – while this isn't likely to be part of the Riverfront Renovation Project, this will likely be done by the railroad or as part of the overpass solution. This bridge is in need of repair and is likely to be done as part of the planned upgrade of the line to accommodate the expected 15 – 20 trains a day. This construction is likely to impact the area.



While this is the preliminary list, the list may grow or shrink depending on the direction the Riverfront Project Committee (RPC) wishes to take.

To carry out the roles and responsibilities of the project manager (PM) or owner's representative, the PM will take on and complete a number of tasks and objectives. The PM will report directly to the Executive Director of Redevelopment and will engage the Executive Director for guidance and input at each step of the process. These include but are not limited to:

1. **Scope** - the PM will draft the scope for the Riverfront Renovation Area and seek consensus from the RPC and the Redevelopment Commission (RDC). Once consensus is accomplished then separate scopes will be developed for each project and at which time some projects may be combined or additional projects identified and consensus will be sought from the RPC and the RDC. At that point estimated timelines will be developed for each project. Each scope will include a site analysis, survey, identification of limitations and opportunities, and identification of stakeholders including local, state and federal agencies.



2. **Design** – the PM will develop the necessary documents; secure the necessary approvals to solicit proposals for each identified project. The request for proposals will be marketed to known firms as well as advertised in local and national outlets to elicit the greatest response to ensure the most competitive responses. These responses will be reviewed and evaluated. Then a recommendation will be made to the governing body as to which team was the most responsive and best suited for accomplishing the desired goals.

Once selected each team for each project will be expected to provide the following design services and associated cost and schedule at each phase, once the contract is negotiated:

- PHASE 1 – Schematic Design (30% Drawings) - minimum 3 concepts
- PHASE 2 – Design Development (60% Drawings)
- PHASE 3 – Construction Documents (90% Drawings)
- PHASE 4 – Bid Documents (100% Drawing Set)
- PHASE 5 – Construction Administration (CA)

The information provided will be provided to the RPC and RDC for approval and signature. At each phase feasibility and value engineering will be reviewed. Once the project has been approved for construction, the PM will work with the consultant team, legal counsel, RDC and Clerk Treasurer to solicit bids for each project consistent with local, state and federal guidelines.

3. **Permitting** – the PM will coordinate between the consultants, contractors and agencies with jurisdiction to obtain the required permits.
4. **Bidding** – the PM will coordinate all responsible parties and activities necessary to bid each project in accordance with all Federal, State and Local regulations, including but not limited to preparing bid documents necessary for a City bid project and the necessary legal advertisement of the bids.
 - a. Once the bids are received the PM will create a bid tabulation sheet
 - b. Review each bid with legal counsel
 - c. Determine if each bidder is compliant with bid requirements
 - d. Interview the lowest three bidders if necessary
 - e. Make recommendations to the Executive Director, RPC and RDC on which bid to accept
5. **Contract** – Once the most responsive and responsible bidder has been identified the PM will work with legal counsel to develop the contract necessary to execute the desired work and provide the necessary and / or desired protections for the City and RDC. This contract will then be presented to the RDC for approval and execution.
6. **Construction** – From the initial kick off meeting with the contractor to identify their superintendent and PM, to locating their field office, through project

completion, the PM will act as the RDC's owner's representative and be on site daily or as needed to review construction activity and provide construction observation. Should it be necessary at this stage value engineering will be reviewed. The PM will also provide the following services but not limited to:

- a. Review and recommendation of change orders
 - b. Review and recommendation of pay requests
 - c. Identification of punch list items
 - d. Coordination of weekly or monthly progress meetings
 - e. Facilitate responses for requests for information
7. **Communication** - The PM will serve as an advisor to the RDC, the Executive Director of Redevelopment and the RPC and provide recommendations and advice on issues related to the above items and others as they arise. Additionally the PM will:
- a. The Project Manager will report to the Director of Redevelopment
 - b. The Project Manager will attend Redevelopment Commission meetings to provide status updates on the Riverfront Project as determined necessary.
 - c. The Project Manager will coordinate and communicate with other community partners who have a stake in the project, including definition of maintenance responsibilities and costs.
 - d. Likely would meet with Executive Director at least weekly, and provide written reports monthly to RDC and stakeholders.

The above list is not to be considered a complete list of work to be performed as the scope may change as the project evolves.

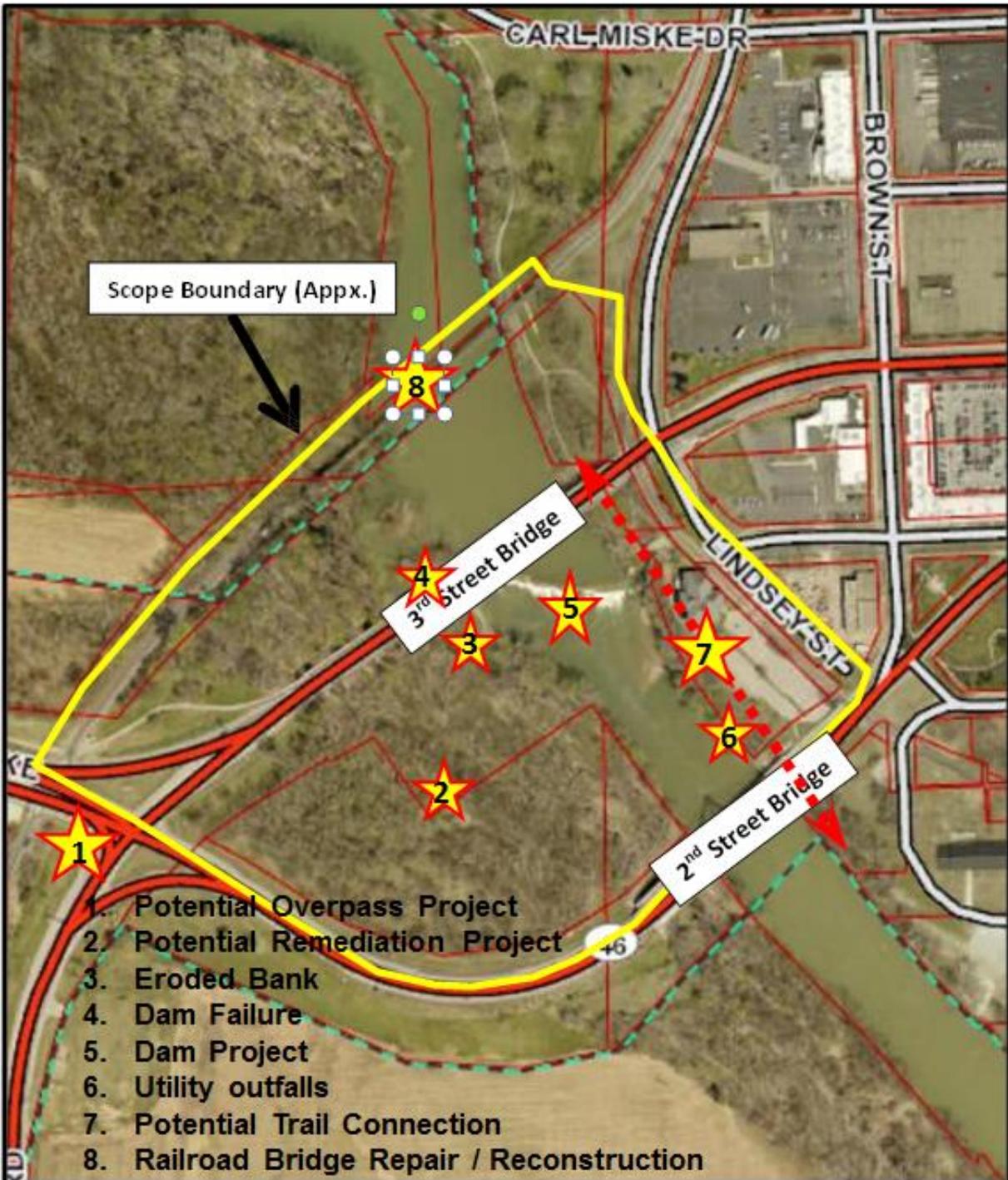
Project Approach

The approach to the overall project and the subprojects will be similar. This is based on some assumptions that may or could change once we begin working on the scope of each project.

1. Base Date – this will include but not be limited to:
 - a. GIS information – topo, zoning, aerials, property data, ownership
 - b. Reports
 - c. Environmental information
 - d. Existing Construction documents
 - e. Plans or designs for adjacent projects or property
2. Identification of Stakeholders
 - a. Community members
 - b. Property owners
 - c. City Departments affected or that could be affected
 - d. State and Federal Agencies

- e. Potential Funders
- f. Likely operators / maintenance responsibilities
3. Site analysis – identifying opportunities and constraints
 - a. Identify constructability issues
 - b. Restrictions of use or access or disturbance
4. Identify team to develop project(s) from concepts through construction documents
 - a. Define scope
 - b. Issue RFP
 - c. Review and make recommendations to Executive Director, RPC and RDC
5. Ceremonial ground breaking will be conducted if desired
6. Develop and negotiate contract for services
7. Recommend contract to Executive Director, RPC and RDC.
8. Work with team to develop concepts, schedules and cost opinions for each of the phases of work from schematic to bid documents.
9. At each phase of development, stakeholders will be engaged to solicit input and consensus. This may also include public open house events to engage and educate the public about the project, associated issues and benefits of the project.
10. Once the final phase is complete and bid documents are prepared and accepted by RDC the project will be bid.
11. Bids will be evaluated and reviewed for compliance.
12. Bidders may be interviewed to insure completeness of bid and project understanding by contractor.
13. A recommendation will be made to the Executive Director, RPC and RDC for acceptance
14. Project contract will be developed and presented to Executive Director, RPC and RDC for acceptance
15. Project kickoff meeting will be held to layout schedule and identify key staff and points of contact and identify any coordination issues
16. Construction observation will occur daily or on an as needed basis.
17. Construction issues will be addressed in a timely fashion
18. Change orders will be reviewed with recommendations to Executive Director, RPC and RDC for acceptance
19. Pay requests will be reviewed with recommendations to Executive Director, RPC and RDC for acceptance
20. Punch list will be created
21. Project will be accepted once substantial completion is achieved
22. Ribbon is cut and project will become active

Site Location of Approximate Scope Boundary – with potential projects identified



Compensation

Please note that completion of this scope of services is dependent upon assistance from City staff. Latitudes may use the resources of the City for the City's sole benefit in the execution of the goals of the City. Latitudes will assist the City in the allocation of its fees among Funds and Accounts by providing in its billings an estimated allocation of its compensation as related to separate governmental projects or entities so that fees may be charged to the proper appropriation or function of government.

Compensation, including reimbursement for expenses, shall be billed based on each project assigned to Latitudes. The method of computing compensation may be based on hourly charges at Latitudes' normal hourly rates applicable to governmental services, on a flat fee basis or on any other basis agreed to by the City for specific projects assigned. Latitudes will be acting in the capacity of a consultant while performing services for the City and will not, unless otherwise indicated, be acting as agents, employees, partners, joint ventures or associates of the City.

Latitudes Engagement Terms

GENERAL: We want you to understand the basis under which we offer our services to you and determine our fees, as well as to clarify the relationship and responsibilities between your organization and ours. We specifically note that no advice we may provide should be construed to be investment or tax advice.

If circumstances arise that, in our professional judgment, prevent us from completing this engagement, we retain the right to take any course of action permitted by professional standards, including declining to express an opinion or issue other work product or withdrawing from the engagement.

TERM: This Agreement shall continue unless or until terminated by either party. In order to terminate this Agreement, a party shall provide written notice not less than 30 days prior to the effective date of the termination. Upon receipt of notice of termination, the CCW Latitudes LLC has the right, duty and obligation to continue to provide work on projects underway and to prepare summaries of the status of all projects that have not been completed, including projections of all work to be performed during the thirty (30) day time period from the date of notice. Termination of this Agreement shall not mitigate City's duty to pay fees incurred under this Agreement up to the effective date of termination. Upon notice of termination, Latitudes shall immediately prepare a timetable within which it shall deliver all documents and data in its possession concerning in anyway the City. Such information shall be delivered to the City in an orderly fashion. No further/final payment shall be remitted to Latitudes until such time as all the documents and data have been received by the City. Work product produced by Latitudes during the term of this Agreement shall be jointly owned by the City and Latitudes.

CWC Latitudes LLC

Principal

\$150.00

References

Columbus Redevelopment Projects

Tom Vujovich

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Columbus Parks and Recreation Projects

Mark Jones

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Columbus Parks and Recreation
Department

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Huntingburg Stellar Projects

Mayor Denny Spinner

City of Huntingburg

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River Centre

Mayor Terry Seitz

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River Centre & The Cole

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Karen Shrode

Executive Director

Why Select CWC Latitudes LLC?

- Experience in complex multi-dimensional projects
- Proven experience with local agencies
- Proven experience with state agencies
- Proven project approach
- Proven track record with getting complex multi-million dollar projects completed
- Proven track record with high profile and at times controversial projects
- The ability to provide the requested services
- Demonstrated qualifications and experience to complete the scope as outlined
- Familiarity with the City of Columbus – I am on a first name basis with most department heads for both the City and the County.
- I have successfully completed a number of projects in Columbus, and locations in proximity to Columbus
- I am the one you will be directly working with
- The Quality of my references is the highest.