



Title: Confirmation of the Select Developer List for Engagement in the 325 Blake Road Restoration and Redevelopment Project

Resolution number: 21-015

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Reviewed by: Name/Title: Gabriel Sherman, Planner-Project Manager; Chuck Holtman, Legal Counsel

Recommended action: The Board of Managers, based on the recommendation of the 325 Blake Road Joint Liaison Group, confirms the recommended select developer list for continued engagement in the 325 Blake Road Restoration and Redevelopment project. The list of select development firms is developed based on interest and experience expressed in letters of interest, with the next step in the process being roundtable meetings between the MCWD, City of Hopkins, and select developers to discuss shared vision for the site.

Schedule: January-February 2021: Letters of Interest
Early March: Roundtable Discussions
Late March-May 2021: Proposals, Interviews and Development Partner Selection
June 2021: Design charrette process and pre-development agreement process

Budget considerations: Fund name and code: N/A

Past Board action:

- Res # 20-066 Authorization to Execute a Cooperative Agreement with the City of Hopkins for Coordinated Planning, Improvements and Development for 325 Blake Road
- Res # 20-067 Authorization to Release the Request for Proposals for Design Services for 325 Blake Road Stormwater Management and Site Restoration
- Res # 20-091 Authorization to Contract for Design Services for the 325 Blake Road Regional Stormwater and Greenway Project
- Res # 20-098 Positive Determination of the Feasibility Milestone and Authorization to Solicit Interest in Potential Redevelopment of the 325 Blake Road Site
- Res # 20-099 Authorization to Enter into a Redevelopment Advisory Services Agreement with Shenandoah Consulting, LLC

Summary:

In 2011, the Minnehaha Creek Watershed District (MCWD) made a strategic acquisition of land at 325 Blake Road, Hopkins as part of a regional scale effort to establish the Minnehaha Creek Greenway. This effort identified opportunities for area wide stormwater improvement, ecological restoration of the Minnehaha Creek riparian zone and corridor linkage with upstream/downstream restoration projects. Identified as the 325 Blake Road Restoration and Redevelopment Project (Project), it is envisioned that, through strategic partnership with the City of Hopkins (City), a development partner will be selected to deliver an integrated project on the portion of the site not utilized for watershed restoration.

In August 2020, the MCWD and City approved a cooperative agreement to guide the coordinated planning, improvements and redevelopment of the site, and establish a clear partnership framework to successfully deliver on the partners' shared vision for the site. A key element of the cooperative agreement is the continued involvement of policy makers as liaisons to the process. This Joint Liaison Group, which comprises two MCWD Board Managers and two City Council Members, reviews process documents, staff-generated recommendations and development considerations, and prepares recommendations to the Board of Managers and to the City Manager and City Council.

As the MCWD and City continue their shared commitment to coordinated policies, planning and development processes for the Project, a key step in this effort was to develop a shared understanding of the development potential for the Project, identified in the cooperative agreement as the "feasibility milestone." As such, MCWD and its advisors prepared a dynamic evaluation model to demonstrate the overall financial framework for various development scenarios for the Project. This evaluation incorporated a combination of comparable projects from the market and assumptions on key development elements such as density, land value, tax increment financing and other parameters, and provided an opportunity for the partners to fully align expectations prior to engagement of the development community.

At its December 17, 2020 meeting, the MCWD Board of Managers made a positive determination of the feasibility milestone, authorizing the Staff Coordination Team, in coordination with its key development and design advisors, to solicit interest in redevelopment of the 325 Blake Road site through a request for letters of interest. On January 8, 2021 the request for letters of interest for the potential redevelopment of 325 Blake Road was distributed publically, including direct distribution to over 90 development firms throughout the Twin Cities metro area and nationally. In addition, the request was posted on the MCWD website and an article was published in the Minneapolis-St. Paul Business Journal detailing the request and directing interested parties to the website posting.

The request for letters of interest was open for three weeks, with a closing date of January 29, 2021. Interested developers were asked to submit the following:

1. Developer Information:
 - a. The developer's name and mailing address, and the name, phone number and e-mail address of the person who will serve as the principal contact for the developer.
2. Relevant Experience:
 - a. The developer's experience in working on similar developments, including location, type of development, total development costs of the development, funding sources, status of development and information about any continued financial or operating interest in each.
 - b. List of developments completed in the last five years, over and above those described above (provide site plans or elevations/renderings as desired).

The MCWD and City received ten (10) responses to the letter of interest request (listed in alphabetical order): Alatus, Anderson Companies, Civic Partners, Doran, Greco, Oaks Properties, Schafer Richardson, Sherman Associates, TE Miller and Wellington Management.

Following receipt of the letters of interest, the Staff Coordination Team – comprising MCWD staff, City staff and key advisors – reviewed all responses for completeness based on the aforementioned request and developed a recommended select list of developers for advancement to developer roundtable meetings based on identified experience delivering complex sites through partnerships. The Staff Coordination Team recommendation consisted of five development firms (listed in alphabetical order): Alatus, Greco, Schafer Richardson, Sherman Associates and Wellington Management.

As part of its review, the Staff Coordination Team compiled pertinent information taken from each of the 10 responses into a developer response matrix (attachment 1), detailing general information, relevant development experience, previous five year projects, various evaluation criteria based on the partners' vision for the Project, and a final statement of evaluation.

Following staff review, the 10 letters of interest, the developer response matrix and the Staff Coordination Team's recommendation were provided to the Joint Liaison Group for its review and consideration. On February 11, 2021 the Joint Liaison Group convened to discuss its review and evaluation of the responses and the staff recommendation. Following a presentation of all materials, the Joint Liaison Group discussed responses and concurred that the Staff Coordination Team's recommendation represented a list of development firms best positioned to achieve a successful development partnership based on the requested information supplied by each in response to the letter of interest solicitation.

At the February 25, 2021 Board meeting, staff will provide a recap of the process to date and present the Joint Liaison Group's recommendation of a select developer list for continued engagement in the 325 Blake Road Restoration and Redevelopment project.

Should the Board of Managers and City Manager confirm the list of select development firms, the next step in the process involves a series of roundtable meetings with the select developers to review the 325 Blake Road site, the partners' joint vision for the future, and development parameters associated with delivering a successful project. These roundtable meetings are designed to enhance the developers' understanding of the shared vision for the site, and discuss the developers' preliminary vision for development based on their experience, their understanding of the shared vision, and market conditions. These meetings will also provide an opportunity for the partners to provide preliminary insight on the future request for proposals (RFP) process and discuss the developers' interest in partnering on this planned endeavor.

Attachments:

1. 325 Blake Road LOI Response Matrix
2. 325 Blake Road Developer Engagement Process and associated schedule



RESOLUTION

Resolution number: 21-015

Title: Confirmation of the Select Developer List for Engagement in the 325 Blake Road Restoration and Redevelopment Project

- WHEREAS in 2011 the Minnehaha Creek Watershed District (MCWD) acquired the 325 Blake Road property (Site) in the City of Hopkins (City) for water resource purposes including stream restoration, regional stormwater management, and corridor habitat and passive recreation improvements, and for the opportunity to integrate these purposes with the public purposes of other bodies;
- WHEREAS the MCWD Board of Managers has adopted a policy “In Pursuit of a Balanced Urban Ecology,” establishing MCWD’s fundamental philosophy and way of doing business, including joining with others to pursue watershed management goals integrated with land use planning; intensifying and maintaining focus in high priority areas; and being flexible and adaptive to new ways of doing business with partners, to effectively leverage assets;
- WHEREAS the MCWD has moved forward in planning and construction of regional stormwater infrastructure, Minnehaha Creek Greenway expansion planning, site facility decommissioning and demolition, environmental remediation and preliminary redevelopment;
- WHEREAS in August 2020, the Board of Managers approved a cooperative agreement with the City to advance redevelopment planning for the site, integrating water resource objectives with land use planning and articulating the steps for advancing redevelopment coordination for the site, including community engagement, communications, financial analysis via a feasibility milestone, developer selection process, preliminary development agreement, concept development and final development agreement processes;
- WHEREAS the cooperative agreement identifies the completion of a feasibility milestone as an early step in the process, indicating the partners’ shared understanding of the financial model and key variables that influence project success and affirming the partners’ readiness to engage the development community on the 325 Blake Road Restoration and Redevelopment project;
- WHEREAS on December 17, 2020 the Board of Managers made a positive determination of the feasibility milestone, authorizing the Staff Coordination Team, in coordination with its key development and design advisors, to solicit interest in redevelopment of the 325 Blake Road site through a request for letters of interest;
- WHEREAS on January 8, 2021 the request for letters of interest for the potential redevelopment of 325 Blake Road was released with a submittal deadline of January 29, 2021. The release included direct distribution to over 90 development firms throughout the Twin Cities metro area and nationally, was posted on the MCWD website, and included an article published in the Minneapolis-St. Paul Business Journal detailing the request and directing interested parties to the website posting;
- WHEREAS on January 29, 2021 the MCWD and City received timely submittals in the form of letters of interest from ten (10) development firms: Alatus, Anderson Companies, Civic Partners, Doran, Greco, Oaks Properties, Schafer Richardson, Sherman Associates, TE Miller and Wellington Management;

WHEREAS a Staff Coordination Team comprising MCWD staff, City staff and key MCWD and City advisors Shenandoah Consulting and Ehlers, reviewed all responses for completeness based on the requirements of the request and on February 2, 2021 met to develop a recommended select list of developers for advancement to developer roundtable meetings based on identified experience delivering complex sites incorporating multiple, similar public goals through partnerships;

WHEREAS on February 11, 2021 the Joint Liaison Group convened to discuss its review of the letters of interest and of the materials prepared by the Staff Coordination Team, including the Staff Coordination Team recommendation;

WHEREAS in the judgment of the Joint Liaison Group, and in concurrence with the Staff Coordination Team's recommendation, five of the 10 respondents sufficiently indicated interest and experience to achieve a successful development partnership;

NOW, THEREFORE, BE IT RESOLVED that the Minnehaha Creek Watershed District Board of Managers hereby confirms the Joint Liaison Group's recommendation of a select developer list, consisting of Alatus, Greco, Schafer Richardson, Sherman Associates and Wellington Management, for continued engagement in the 325 Blake Road Restoration and Redevelopment project.

Resolution Number 21-015 was moved by Manager _____, seconded by Manager _____. Motion to adopt the resolution ___ ayes, ___ nays, ___ abstentions. Date: 2/25/2021

Date: February 25, 2021

Secretary

	ALATUS	ANDERSON COMPANIES	CIVIC PARTNERS	DORAN	GRECO	OAKS PROPERTIES	SCHAFFER RICHARDSON	SHERMAN ASSOCIATES	TE MILLER	WELLINGTON MANAGEMENT
GENERAL INFORMATION										
Proposed Team (if others identified)	Alatus	“Minnehaha Village Team” of Anderson Companies, Ron Clark Construction, WSB, Hart Howerton and Pope Architects	Civic Partners described as team of architectural, civil, engineering and construction. Not local – out of California.	Doran Family Development (Doran)	Greco	Oaks Properties, LLC	Schafer Richardson	Sherman Associates	TE Miller	Wellington Management
Statement of experience	Identified experience in all aspects of real estate development; mixed use and mixed income; single asset development as well as master development; last three projects “public-private partnership;” Statement of Principles addressed key issues for 325 Blake Road	Identified experience through previous RFQ process; Experience in construction; Anderson lead retail, office some housing; Ron Clark rental and for sale housing; Did not identify projects as a team.	Identifies infill projects, master planned projects and mainly public buildings constructed in private developments to capitalize on ownership stake. Acts as liaison to process and commissions experts to join the team.	Self-identified as developing some of the most exclusive, high-end luxury apartment and townhome communities across the Twin Cities; developed residential multifamily, student housing, retail, hospitality	Identified as full-service real estate firm specializing in senior, affordable, market, mixed income, commercial, retail and for sale; new construction and historic renovations; arrangement of debt and equity financing	Identified as five decade multifamily developer with ownership and management experience in Minneapolis-St. Paul and Dallas-Ft. Worth; TOD experience and focus on multiple projects	Identified experience with multi-family housing, both market rate and affordable, and adaptive reuse projects; pioneer in North Loop and Northeast revival; pursue sustainable projects; partnership oriented; value community input and feedback	Described as committed to the production of quality urban housing, hospitality and commercial products; create mixed-use developments that incorporate a variety of housing types and leverage multiple financing tools; \$200-\$250M annually	Identified as having completed eight multifamily housing projects. Described “goal as a company is to participate in projects that are intellectually challenging, financially rewarding, and ultimately allow us to have some fun along the way.”	Identified as long-term owner, property manager, developer and planner that sees big picture; conducts planning, leasing, development and management; described as problem solving and in pursuit of challenging projects
IDENTIFIED DEVELOPMENTS, INCLUDING TOTAL COSTS, FUNDING SOURCES, STATUS, OWNERSHIP SHARE										
	<ul style="list-style-type: none"> Identified seven applicable projects TDCs exceeding \$43M for each Mix of market rate, condominium, high rise, commercial, parking Not a substantial amount of affordable housing developed 	<ul style="list-style-type: none"> No co-projects between AC and RC Identified seven AC projects. All as construction, no ownership, except one potential project at Wooddale with Saturday Properties as master developer Identified three RC projects. All single family ownership townhome, villa or SFH 	<ul style="list-style-type: none"> The Corridor in Boise only mixed use identified Typically develops single family, townhome, condos, golf course developments TDCs range from \$35M-\$700M with varied ownership share 	<ul style="list-style-type: none"> Identified five projects in the region – all appear to be recent No TDCs provided, funding sources, ownership share, etc. Mixed use, luxury, shopping, hospitality, some affordable in Aria 	<ul style="list-style-type: none"> Identified numerous projects in North Loop, Lyn Lake, Uptown, the Central Business District Called out eight relevant projects TDCs ranging from \$32M-\$80M Mix of market rate, condominium, high rise, commercial, senior Ownership and management shares 	<ul style="list-style-type: none"> Identified eight total projects TDCs ranging from \$7M-40M All market rate housing in proximity to stations Continue to own and manage all properties identified 	<ul style="list-style-type: none"> Identified nine “additional” projects TDCs ranging from \$12M-\$48M Mixed use, affordable, market rate, office, retail, historic preservation, sustainability 	<ul style="list-style-type: none"> Identified a significant development portfolio and is a significant developer of affordable housing 75 rental projects ranging mixed use, mixed income, affordable, historic 30 condominium projects 32 commercial and four hotel 	<ul style="list-style-type: none"> Identified eight completed projects and two projects under construction Noted development costs of \$200,000 [sic] No project details, TDCs, sources, ownership, etc. was provided 	<ul style="list-style-type: none"> Identified six “phased, mixed use” development districts with multiple development projects in each TDCs ranging from \$9M-\$50M Substantial phased TOD projects spanning a decade or more Mix of funding sources and ownership status.
PREVIOUS FIVE (5) YEAR PROJECTS										
	<ul style="list-style-type: none"> Identified three current projects. TDC ranging from \$71M-\$700M 	<ul style="list-style-type: none"> Related development last five years (pgs 16-17) 	<ul style="list-style-type: none"> Current projects appear to be Cottage at Mission and Summerly – duplex and tri-plex as well 	<ul style="list-style-type: none"> Did not delineate five year projects, but all five examples appear to be within 	<ul style="list-style-type: none"> Identified five current projects TDCs ranging from \$11M-\$54M 	<ul style="list-style-type: none"> Three of the eight built in last five years TDCs \$19M-\$40M 	<ul style="list-style-type: none"> Identified four current projects TDCs ranging from \$32M-\$73M 	<ul style="list-style-type: none"> Identified three current projects TDC ranging from \$67M-\$140M 	<ul style="list-style-type: none"> Did not provide previous five year information other General reference to ten projects – eight 	<ul style="list-style-type: none"> Identified seven current projects TDCs ranging from \$15M-\$37M

	<ul style="list-style-type: none"> Mixed use gateway public-private deals Partner and sponsor in each development 	<ul style="list-style-type: none"> Extensive list of projects – appear to be construction lead RC multi-family unclear if ownership, not listed in highlighted experience 	<ul style="list-style-type: none"> as single family homes Reference work force housing and Low Income Housing Tax Credit (LIHTC) housing at Cottages 	<ul style="list-style-type: none"> the five year (either complete ongoing) Did not describe costs, ownership, sources, state 	<ul style="list-style-type: none"> Mixed use, mixed income, multi-family and commercial Mix of partner, owner and divestment 	<ul style="list-style-type: none"> Market rate apartments 70-109 units Owner/manager of each 	<ul style="list-style-type: none"> Mixed use, affordable, market, income restricted, sustainability 	<ul style="list-style-type: none"> Mixed use, mixed income, commercial and hotel Owner, operator and developer of each Ranging funding sources utilized 	<ul style="list-style-type: none"> complete and two under construction No relevant information provided 	<ul style="list-style-type: none"> Mixed use, mixed income, affordable housing, commercial, TOD, office, grocery, charter school, etc.
QUALIFICATIONS (IF DESCRIBED AND/OR APPLICABLE. NOT ALL CRITERIA IDENTIFIED IN LOI REQUEST AS A SUBMITTAL REQUIREMENT.)										
Working with LGUs	Present experience working with LGU – Arden Hills, Columbia Heights, Rochester and Minneapolis – as well as former projects (divested)	Unclear on LGU partnership experience based on construction examples and listed clients (Schafer Richardson, Oppidan, PPL).	Experience working with municipalities and counties to integrate public buildings in development sites	Unclear if public-private partnership on projects. Referenced working with St. Anthony and Hopkins.	Two letters of recommendation – Champlin and Shoreview – demonstrating LGU partnership experience	Unclear if public-private partnership on projects. Reference shared parking facility in Dallas.	Present experience working with LGU – partnership with Minneapolis Public Housing Authority, Edina	Unclear of public-private partnerships in examples. Indications of partnering via creative funding	None identified	Substantial experience working with municipalities, BCWMO, CPED, DEED, MPRB and other public agencies
Public funding sources	Identified projects using TIF and integration of public space (C.H. City Hall)	TIF identified in some projects, but not as master developer (led by client)	Identified projects using TIF, LIHTC and integration of public buildings	Unclear. Identified TIF in Silver Lake project	Identified projects using TIF, County funding	None identified. All equity and conventional	Identified projects with TIF, City and County funding	Wide variety of public funding identified – TIF, preservation, environmental grants, LCDA, HUD, LIHTC	None identified	Wide variety of public funding identified – TIF, grants, LIHTC, etc.
TOD experience	None identified	Hamilton Station and Wooddale Station projects identified. Appear to be construction, not developer	None identified	Reference Moline as TOD project. Unclear on mixed use, parking or TOD aspects. Close to station.	None identified	Listed eight TOD projects in multiple states	The Bessemer on the Blue Line and Hiawatha Trail	Identified Riverdale Station and Fridley Station projects (Northstar Line)	None identified	Identified numerous TOD projects in portfolio, all in Minneapolis and St. Paul
Mixed income experience	Mixed use, mixed income projects identified	Identified Wooddale project (pre-development)	Unclear if mixed income is present on projects	No experience identified. 5% affordable in one project	Mixed use, mixed income projects identified	None. All market rate	Mixed use, mixed income and affordable projects identified	Mixed use, mixed income and affordable projects identified	None identified	Mixed use, mixed income and affordable projects identified
Developing near amenities	Projects such as Rice Creek Commons, Berkman “Live-Work-Play”, Mayo Clinic Square, Parkside	Unclear if projects are near significant amenities. Some near transit.	Unclear if projects are near significant amenities. Some near golf courses and resorts	Silver Lake shopping near stormwater and amphitheater	Mississippi Crossing development	Unclear in experience and examples. Transit identified	Promenade walkway and improvements at 71 France	Unclear in experience and examples. Transit identified	None identified	Bassett Creek valley, Allianz Field, Mississippi River
Sustainability	Early adopter of VRF, LEED projects, Mayo Wellness Built	Identified as goal. Unclear in experience and examples	Unclear in experience and examples	Aria LEED certified. Unclear on others or goals	Unclear in experience and examples	Unclear in experience and examples	Identified projects LEED Gold, solar, Xcel EDA, etc.	Unclear in experience and examples	None identified	Identified geothermal, solar, green roof
Water resources	Rice Creek Commons project explores significant water resources elements	Unclear in experience and examples	Unclear in experience and examples	Mention of innovative stormwater at Silver Lake	Mississippi Crossing development	Unclear in experience and examples	Reference daylighting stormwater at 71 France	Unclear in experience and examples	None identified	Identified green roof, capture/reuse, stormwater irrigation
Community engagement	Describes experience, use of third party to lead, describes a need for significant attendance and	Identified as goal. Unclear in experience and examples	Unclear. Described as talking to residents, listening to thoughts and managing expectations	Unclear in experience and examples	Unclear in experience and examples	Unclear in experience and examples	Described the need and goal; experience described at Bessemer with Seward	Unclear in experience and examples	None identified	Described experience working with neighborhood organizations and other partner agencies

	engagement with diverse audiences									
SUMMARY EVALUATION – RATING AND RECOMMENDATION										
	Good response – recommend advancement to roundtable meetings	Average response – unclear related experience. Not recommended for roundtable meetings	Average response – unclear related experience. Not recommended for roundtable meetings	Average response – did not provide requested information. Not recommended for roundtable meetings	Good response – recommend advancement to roundtable meetings	Average response – unclear related experience. Not recommended for roundtable meetings	Good response – recommend advancement to roundtable meetings	Good response – recommend advancement to roundtable meetings	Incomplete response – Not recommended for roundtable meetings	Good response – recommend advancement to roundtable meetings

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325 Blake Road – Developer Engagement Process

The following is the projected process the Minnehaha Creek Watershed District (MCWD) and City of Hopkins (City) will use to select a development partner for the 325 Blake Road site (Site). The partners wish to successfully align MCWD's stormwater and greenway design process with the developer engagement process, ensuring market driven feedback influences site scenario planning (conceptual design efforts). MCWD and the City reserve the right to modify the schedule at their discretion in order to best position the site to meet the vision, guiding principles and goals set forth in the *Cooperative Agreement for the Coordinated Planning, Improvements and Development for 325 Blake Road* (dated September 15, 2020):

1. Upon a favorable determination by the MCWD Board of Managers and the City Manager, the Staff Coordination Team – comprised of MCWD staff, City staff and key advisors – will initiate the developer selection process.
2. The Staff Coordination Team will prepare an open invitation to developers to submit a brief letter of interest (LOI) in pursuing development of the Site.
3. In addition to the open invitation, the Staff Coordination Team will prepare a list of qualified and experienced developers with a demonstrated record of successful projects, contacting the developers on this list and inviting them to submit letters of interest.
4. At the deadline of the LOI process, the Staff Coordination Team will review responses to the LOI and, based on experience in partnering to deliver a site of this complexity, will prepare a short list of developers to be invited to continue with the developer selection process.
 - a. If necessary, the Staff Coordination Team may contact developers for clarification on submissions prior to the final short list being delivered to the Joint Liaison Group.
5. The Joint Liaison Group (Liaisons) – comprised of two MCWD Board Managers and two City Council Members – will review the short list of developers and prepare a recommendation to the City Manager and MCWD Board of Managers.
6. The developer short list will be reviewed and confirmed with or without modifications by the City Manager and Board of Managers, initiating the developer roundtable process and request for proposal process.
7. The Staff Coordination Team will invite the developers on the approved list to meet with the Staff Coordination Team to review the Site, Vision, and development parameters. These roundtable meetings are designed to enhance the developers' understanding of the shared vision for the site while also providing preliminary insight on proposal process and discussing the developers' preliminary vision for development based on their experience, their understanding of the shared vision, and market conditions.
 - a. The design team will present initial design considerations and lead a discussion/Q&A session with each invited developer to gather the inputs necessary to create and evaluate a range of market realistic development scenarios.
 - b. A preferred development scenario will be synthesized from these scenarios that maximizes "triple bottom line" benefits for the Site.
 - c. A set of criteria will be developed through which development proposals can be evaluated against the preferred development scenario.

8. Following these developer roundtable meetings, the Staff Coordination Team will issue an invitation to developers to prepare and submit proposals. Based on input, discussions and interest garnered during the developer meetings, invites may be extended to those development firms that are most interested and capable of partnering to deliver the Site.
 - a. As part of this effort, the Staff Coordination Team may conduct developer due diligence regarding past development efforts to gain a better understanding of developer traits, successes, challenges and overall development approach based on constructed sites and available information.
9. The Staff Coordination Team will review the developers' initial submissions/proposals and will generate comments, questions and requests for clarifications to further refine proposals. These comments and/or requests will be provided to the developers to allow them to prepare refined, final proposals.
 - a. The design team will review initial submissions/proposals from a design perspective, and will use the previously developed developer selection criteria to benchmark the proposals against the preferred development scenario. The design team will generate associated comments and questions for the proposing developers.
 - b. MCWD's development and financial advisors will review the proposals from a financial, regulatory, and overall feasibility perspective and generate associated comments and questions for the proposing developers.
10. Once final revisions to proposals are complete, all materials generated to date – preferred development scenario concepts, draft proposals, staff feedback, revisions, final proposals – will be reviewed by the designated Review Committee. The Review Committee is comprised of the four Liaisons and one additional Board Manager.
11. The Review Committee will hold interviews to consider the developers' final submissions/proposals, with the assistance and participation of the Staff Coordination Team.
12. Following the interviews, the Review Committee will work to build consensus on a finalist list of the best development partner to achieve the City and MCWD's shared vision, vote on a recommended finalist list of developers, and refer that recommendation to the City Council and MCWD Board of Managers.
13. Upon the Review Committee's determination of a finalist list of developers, the Staff Coordination Team will facilitate tours for the Joint City Council and Board of Managers of the finalist developers' representative projects. Following the tours, the MCWD Board of Managers and the City Council will hold a joint meeting for the purpose of conducting interviews of the finalist developers and discussing these interviews.
14. The Board of Managers and the City Council will vote to select a developer.
 - a. If the Board of Managers and City Council do not concur in the recommendation, the matter will be referred back to the Review Committee for further consideration.
15. Following the selection of a development partner, the Staff Coordination Team, in close coordination with MCWD's design consultant, will host a 2-day design charrette to generate preliminary concepts for the project site.
 - a. The design charrette will be an interactive, creative workshop that will allow the design team to work together with the partners – MCWD, City, and developer – to confirm the

goals and objectives and the measurement criteria for judging the fitness of alternative designs.

- b. The design charrette will focus on the creation of preliminary design concepts (layouts), and the vetting of those layouts with stakeholders and later with members of the community in public meetings.
- c. The goal of the design charrette is to develop a shared concept that will be used to advance all aspects of the site and facilitate the creation of a final development plan to be advanced for MCWD Board and City Council approval. This final development plan approval will initiate the final development agreement process (see Section 6 of the Cooperative Agreement, titled *Development Agreement Process*).

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325 Blake Road – Developer Engagement Process: Schedule

The following is the draft schedule of key dates for selecting a development partner for the 325 Blake Road site. For more detail regarding process steps, refer to the draft *325 Blake Road Developer Engagement Process* document:

Date	Group	Facilitator	Process step
January 4-8, 2021	Staff Coordination Team	MCWD Staff	Contact developers from the qualified and experienced developer list, notifying them of the forthcoming letter of interest (LOI) and inviting them to submit (step 3)
January 8, 2021	Staff Coordination Team	MCWD Staff	Release LOI solicitation, including personal invites to identified firms as well as mass distribution to local and national firms and posting on MCWD website (step 2)
January 29 – February 5, 2021	Staff Coordination Team	MCWD Staff	Responses to the LOI will be received by January 29, 2021. The Staff Coordination Team will review responses and prepare a short list of developers recommended to advance into the selection process (step 4)
February 8-12, 2021	Staff Coordination Team	MCWD Staff	If necessary, the Staff Coordination Team may contact developers for clarification on submissions prior to the final short list being delivered to the Joint Liaison Group.
February 17, 2021	Joint Liaison Group	Staff Coordination Team	The Joint Liaison Group will review the short list of developers and prepare a recommendation to the City Manager and MCWD Board of Managers (step 5)
February 25, 2021	MCWD Board and City Manager	Joint Liaison Group and Staff Coordination Team	The developer short list will be reviewed and confirmed with or without modifications by the City Manager and Board of Managers (step 6)
February 26, 2021	Staff Coordination Team	MCWD Staff	The Staff Coordination Team will invite the developers on the approved list to developer roundtable meetings (step 7)
March 8-9, 2021	Staff Coordination Team	MCWD Staff	Conduct developer roundtable meetings (step 7)
March 15, 2021	Staff Coordination Team	MCWD Staff	The Staff Coordination Team will issue the request for proposals (RFP) as an invitation to these developers to prepare and submit proposals (step 8)
May 3-14, 2021	Staff Coordination Team	MCWD Staff	Responses to the RFP will be received by May 3, 2021. The Staff Coordination Team will review developers' initial submissions/proposals and will generate comments, questions and requests for clarifications to

325 Blake Road – Developer Engagement Process: Schedule

			further refine proposals. These comments and/or requests will be provided to the developers to allow them to prepare refined, final proposals (step 9)
May 17-28, 2021	Review Committee	Staff Coordination Team	The Review Committee will review all material generated to date and conduct interviews in consideration of developers’ final submittals. Following interviews, the Review Committee will provide a recommended finalist list to the City Council and Board of Managers (steps 10-12)
May 31 – June 15, 2021	Joint MCWD Board and City Council	Review Committee and Staff Coordination Team	The Staff Coordination Team will facilitate tours for the Joint City Council and Board of Managers of the finalist developers’ representative projects. Following the tours, the MCWD Board of Managers and the City Council will hold a joint meeting for the purpose of conducting interviews of the finalist developers and discussing these interviews. Thereafter the joint Board of Managers and the City Council will vote to select a master developer partner (steps 13-14)
June 21-25, 2021	Staff Coordination Team	MCWD Staff	The Staff Coordination Team, in close coordination with MCWD’s design consultant, will host a 2-day design charrette to generate preliminary concepts for the project site (step 15)

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