

EXHIBIT A

City of Knoxville
Lead Consultant Professional Services
for
KNOXVILLE SOUTH WATERFRONT PUBLIC IMPROVEMENTS SCOPE OF WORK
Program Management, Fieldwork, Schematic Design & Permit Application

Background

The Knoxville South Waterfront process started with the Vision Plan and Action Plan – a broad-based planning and conceptual design strategy. The 20 year goal is to improve and spur redevelopment of the South Waterfront in a coordinated and financially responsible manner. An extensive citizen participation program was used to develop consensus for the community vision and other implementation steps have been taken, including the adoption of a Redevelopment Plan and a Form-based Development Code.

The City of Knoxville is now shifting from a planning focus to that of a project design focus for the first 5 year phase. The Action Plan identified and budgeted several public improvement projects that would assist in achieving the City's goals in the next 5 years. The projects were selected for the following criterion:

- An approximate equal distribution throughout the 3 miles of riverfront,
- Coordination with private developments likely to be built in the next 5 years,
- Improvements to the road network that would act as catalysts for future developments,
- Improvements to open space connections and features that would act as catalysts for future developments.

As identified in the Knoxville South Waterfront Financial Strategy 6/5/2006, the total budget for the first phase public improvements was approximately \$30 million for construction costs and approximately \$13.9 million for land acquisition and indirect costs.

Challenge

The challenge for the first phase public improvements is to be flexible enough to accommodate the many variables while still producing the desired outcomes. The outcomes required are;

- Schematic design for a suite of phase 1 public improvement projects that total approximately \$30M in construction that best serve the City's goals in the next 5 years,
- Permit applications for those projects at the waters edge that have the consent of their owners,
- A recommendation for which projects should proceed to be funded and ultimately constructed.

The major variables include;

- Land owner permission & consent may be slow or not forthcoming,
- Market forces may change private development focus and site locations,
- Rising land acquisition costs are likely to eat into the construction budget,
- The priorities for allocating the city's limited resources are evolving.

Program management shall be used to reduce a long list of potential projects totaling approximately \$40M down to a short list of projects totaling approximately \$30M. The short-listing process shall be done in two steps to create two groups of projects. Group 1 shall contain projects that have a clear public benefit and the owner's consent so field work can start. This shall buy time to secure consent of other projects or if consent is not forthcoming to redirect and reallocate resources to other projects that do have the owner's consent. This will make up Group 2 projects. For each group of projects, any necessary field services will run current and slightly ahead of schematic design.

Work Program - Phase 1 Public Improvement Projects Long List

The long list of potential Phase 1 Public Improvement Projects are outlined of the attached drawing dated 4.16.07 and include the following projects to chose from;

Project 1: Riverwalk & Blount Avenue at City View

Project 2: Knoxville Shoals Promenade Riverwalk

Project 3: Gay Street Amphitheater

Project 4: River Road, Barber St & Claude St Extension, River Plain Park & Riverwalk

Project 5: Lincoln Street Landing

Project 6: Sevier Avenue / Gay Street Transportation Improvements

Project 7: Henley Gateway

Project 8: Goose Creek Landing

Project 9: Cherokee Trail Underpass

Project 10: Island Home Avenue & Riverwalk at Former Transmontaige Site

Project 11: UT Pedestrian Bridge

The projects total approximately \$40M for construction and shall be short-listed down to a suite of projects valued at \$30M. Each project's scope is detailed more as follows.

Project 1: Riverwalk & Blount Avenue at City View

Open Space: Cityview Riverwalk, River Bank Stabilization, Marina Access.

Roadwork: Widening West Blount Avenue, Utilities, Streetscape, Rail Underpass Clean Up.

Approvals: USACE / TVA Permit By Developer. Land Acquisition Completed.

Project 2: Knoxville Shoals Promenade Riverwalk (Public Open Space Connection & Feature)

Open Space: Riverwalk From City View, Under The Norfolk Southern / Henley Bridges, Base Of The Bluff To Gay St Bridge, Riverbank Stabilization, Lighting, Benches, Floating Walkway / Transient Boat Docks, Bank Stabilization and Landscaping.

Approvals: USACE / TVA Permit, NS Negotiations, Acquisition / Easement From 1 Owner.

Project 3: Gay Street Amphitheater (Public Open Space Connection & Feature)

Open Space: Riverwalk Connection From Under Gay St Bridge Up To Council Place Without Impacting Holston Gases Operations, Terraced Grass Bank / Amphitheater, Landmark Lighted JFG Sign Refurbishment.

Project 4: River Road, Barber, Claude & Dixie St Extensions, River Plain Park & Riverwalk

Open Space: Riverwalk Segment, Initial Stage of River Plain Park and Arboretum, Riverbank Stabilization.

Roadwork: Widen Langford Avenue for a Block, New Extension Of Barber, Dixie & Claude Streets, New River Road and Streetscape Segment, Utilities.

Approvals: USACE / TVA Permit, Acquisition / Easement For 3 Properties From 3 Owners.

Project 5: Lincoln St Landing (Road Network Improvement & Future Development Catalyst)

Open Space: Riverwalk Segment, Kayak / Boat Ramp, Small Park, Riverbank Stabilization, Small Parking Lot.

Roadwork: Widen And Extend Lincoln St, Realign James White Parkway Sevier Avenue Exit, New Roundabout At Island Home Avenue & Sevier Avenue Intersection, Streetscape Design, Utilities.

Approvals: USACE / TVA Permit, Acquisition / Easements For 4 Properties From 2 Owners.

Project 6: Sevier Avenue / Gay Street Roundabout & Public Parking Garage Partnership

Roadwork: Roundabout At South End of Gay Street Bridge And 2-Way Traffic Conversion Of Sevier Avenue From Gay Street To Atchley Street, Temporary Closure Of Council Place, Road Widening, Streetscape, Utilities.

Public Garage: Structured Parking Level(s) Associated With Private Development.

Project 7: Henley Gateway (Public Open Space Feature & Future Development Catalyst)

Open Space: Park, Parking And Potential Public Art Landmark.

Roadwork: Improvements To St. Paul Street And W. Blount Avenue (TDOT Involvement)

Approvals: Acquisition Of 3 Properties From 2 Owners.

Project 8: Goose Creek Landing (Public Open Space Feature)

Open Space: Riverwalk Segment, Bank Stabilization, Kayak Ramp.

Roadwork: Small Parking Lot, Utility Relocation.

Approvals: USACE / TVA / State ARAP Permits, Acquisition / Easement Of 1 Property From 1 Owner.

Project 9: Cherokee Trail Underpass (Road Network Improvement)

Roadwork: Existing Rail Underpass Clean Up, New Rail Underpass, New Road Connecting Cherokee Trail To W. Blount Avenue & Scottish Pike, New Vehicular Stream Crossing Over Goose Creek

Approvals: USACE / TVA / State ARAP Permits, CSX Railroad Negotiations, Acquisition / Easement Of 1 Property From 1 Owner.

Project 10: Island Home Avenue Riverwalk (Private Development Synchronization)

Open Space: Riverwalk, River Bank Stabilization, Marina Access.

Roadwork: Widen & Relocate Island Home Avenue To South, Utilities, Streetscape Design.

Approvals: USACE / TVA Permits By Developer / City, Property Acquisition From 1 Owner.

Project 11: UT Pedestrian Bridge (Public Open Space Connection & Future Development Catalyst)

Open Space: Pedestrian Bridge Spanning The River And Neyland Drive To Link University of Tennessee With South Knoxville.

Approvals: USACE / TVA Permit, Acquisition / Easement From 2 Owners.

These Projects can be defined by 3 main typologies – Streetscapes, Riverscapes/Stream Buffers and Open Spaces. Each typology has its own challenges including but not limited to:

- Streetscapes - Design solutions shall be generated within the parameters of the newly adopted Form-based Code and demonstrate the value of streets as more than conveyors of traffic,
- Riverscapes /Stream Buffers - Design solutions shall be generated within the parameters of the newly adopted Form-based Code and demonstrate the value of riparian edges as much more than buffers for flood control,
- Open Spaces - Design solutions shall provide attractive and functional waterfront landscapes that are of value not only to the neighborhood but also to the surrounding region.

Based on these typologies, the unique aspects of each project and the program management oversight required, the discipline's expertise in field work and design work of shall vary for each phase of the work and even between projects. The following pages provide an overview of the scope of services, the detail of each phase of work, the compensation for the work, the schedule for the work and potential subconsultants for the work.

SCOPE OF SERVICES OVERVIEW

	INCLUDED IN SCOPE OF WORK			FUTURE WORK PHASES			
Design Service Phases	PM Program Management	SD Schematic Design	PA Permit Applications	DD Design Development	CD Contract Documents	CO Construction Observation	MR Maintenance Review
Field Service Phases		Initial Survey Investigation Assessment		Supplemental Survey Investigation Assessment		As-Built Survey Investigation Assessment	

Introduction

This professional service scope of work is provided to aid the client in achieving its goals. These services are provided in an orderly sequence of phases which together make up a full scope of work as illustrated above. Design Services and Field Services are inextricably linked as one has to inform the other. Phases included in this scope of work will enable sequential funding and construction of selected projects once more detailed information becomes available.

Phases included in Scope of Work

Design Services:

- Program Management
- Schematic Design
- Permit Applications

Field Services:

- Initial Survey, Investigation, Assessments

Phases excluded in Scope of Work (Future Work Phases)

Design Services:

- Design Development
- Contract Documents
- Construction Observation
- Maintenance Review

Field Services:

- Supplemental Survey, Investigation, Assessments
- Construction or As-built Survey, Investigation, Assessments.

Phase Descriptions

Each phase is detailed further on the following pages and each phase has a *purpose*, a *process* and a *package* based on the understanding of the project at the time of writing. The *purpose* is the governing requirement. The *process* is the workflow of tasks whose outputs are dependant on timely and adequate for use inputs. The *package* is the deliverables or instruments of service needed to convey the findings and/or recommendations to a target audience in an appropriate medium at the end of each phase.

During the work, either the process and/or the package may be adjusted without impacting fees, provided the level of effort/expense is equivalent and process and/or package adjustments are mutually agreed upon in writing by the consultant and the client.

PROGRAM MANAGEMENT SUPPORT PHASE (PM)

	INCLUDED IN SCOPE OF WORK			FUTURE WORK PHASES			
Design Service Phases	PM Program Management	SD Schematic Design	PA Permit Applications	DD Design Development	CD Contract Documents	CO Construction Observation	MR Maintenance Review
Field Service Phases		Initial Survey Investigation Assessment		Supplemental Survey Investigation Assessment		As-Built Survey Investigation Assessment	

Purpose

The primary objectives of the Program Management Support Phase are to assist the client to:

- Verify and refine the requirements from the master plan into a master program, master schedule and master budget,
- Co-ordinate the management of a portfolio of projects consistent with the master plan,
- Allocate resources and set priorities between individual projects,
- Communicate the master program in a way that assists the client in making value-based decisions,
- Set parameters to target field investigations and studies for individual projects,
- Set parameters for individual project design prior to the production of alternatives,
- Monitor master plan performance,
- Review alternative funding sources as they may arise during the work,
- Assist in grant applications that may arise during the work,
- Select, subcontract and manage a team of service firms to a mutually agreeable local participation proportion and meet goals for minority/women/disadvantaged owner business participation.

Anticipated Program Management Support expertise includes:

- Public participation,
- Transportation engineering,
- Urban design.

This phase is critical for setting priorities and addressing important issues at the scale of the whole district as subsequent phases shall focus on alternatives and directions at the scale of individual project sites.

Information Needed to Start: Local participation targets, budget priorities and forecast cash flow for the project.

Potential Uncertainties & Risks: Ongoing negotiations with property owners may require reprioritizing projects, rising land acquisition costs may lessen construction budgets, owner has limited funding available and not all projects can be implemented in the short-term, and/or field work is too general or becomes a “science project” in its own right.

Additional Services Not Included: Master Plan updates.

Duration: For the total duration of the scope of work.

Process Intent: Focus on the big picture – maintain intent, coordinate, prioritize and direct.

Inputs from client >>>	Tasks by consultant >>>	Outputs from consultant >>>
Organize		
Notice to proceed	Manage project design	Teamwork plan & schedule
Confirm dates > 14 days prior	Schedule visits & meetings	Draft itinerary & agenda
Send notice & book venue	Meet client steering group	Agenda & minutes
Know		
Information at hand	Review information provided	Advise if unsuitable
Information known to exist	Gather & review information	Request for information
Leverage to release information	Gather & review information	Advise if unobtainable
Innovate		
Send notice & book venue Pens, sign in, tags, water etc	Participate in master plan oversight workshop/public review	Workshop graphic materials, Consensus issues summary
Produce		
Last minute requirements	Create project package	Draft package
Feedback on draft in < 2 weeks	Revise package	Final package
Present		
# working visits:	1 per month concurrent	
# presentations with in visits:	1 to oversight committee	
# public workshops total:	2	

Package

Intent: record the master schedule, cost and program at the district scale.

Graphic convention: as appropriate.

Audience target: highest level of owners.

Documents	Size	Showing
Drawings:		
Site Plan	1:200	Illustrative Of Phase 1 Projects
Site Plan	1:200	Illustrative Of Land Control Intent
<i>Drawings:</i>		
Reports:		
Master Program	Letter	Intent, Program, Phasing, Next Steps
Master Cost Plan	Letter	For Budgeting Purposes
Master Schedule	Letter	For Planning Purposes
Master Plan Report Card	Letter	Performance Review Of The Master Plan At End Of Scope
Recommendation	Letter	Recommendation For Projects To Be Funded To Construction
Request For Proposals:		
Sub Consultant Service RFP's	Letter	For Survey, Geotechnical, Archeological, Environmental, Civil Engineering And Others As Needed
# Digital Copies:	1 Of Draft	1 Of Final
# Full Size Paper Copies:	5 Of Draft	5 Of Final
# Half Size Paper Copies:	0 Of Draft	5 Of Final

INITIAL FIELD SURVEY, INVESTIGATION & ASSESSMENT PHASE

	INCLUDED IN SCOPE OF WORK			FUTURE WORK PHASES			
Design Service Phases	PM Program Management	SD Schematic Design	PA Permit Applications	DD Design Development	CD Contract Documents	CO Construction Observation	MR Maintenance Review
Field Service Phases		Initial Survey Investigation Assessment		Supplemental Survey Investigation Assessment		As-Built Survey Investigation Assessment	

Purpose

The primary objectives of the Initial Field Services are to:

- Provide more detailed site information than previous phases,
- Inform the design as it evolves,
- Inform the permitting strategy,
- Support permit applications,
- Reduce the risk of budget impacts due to unknown field conditions.

Anticipated Initial Field Services expertise includes:

- Topographic, hydrographic, surface utility & boundary survey
- Geotechnical investigation,
- Phase I cultural resource assessment,
- Phase I environmental site assessment,
- Ecological resource assessment,
- Existing tree assessment,
- Structural condition assessment of existing structures,
- Measured drawings of existing structures.

Information Needed to Start: Copies of old city sewer/storm water maps, copies of old bridge drawings, results from City held tests on creeks and storm drain outlets to the river.

Potential Uncertainties & Risks: Owners withholding permission to enter and survey properties, interrupted workflow necessitating remobilization time & costs, lake levels too high necessitating later remobilization time & costs, archeological “features” and/or environmental “areas of concern” previously unknown.

Additional Services Not Included: Phase II environmental assessments, Phase II archeological assessments, underwater / aquatic resource assessments, underground utilities not visible by surface appurtenances or by One Call paint markings.

Duration: Approximately 6 months total. Group 1 projects - 3 months, Group 2 projects - 3 months with design services running concurrent with field services.

Process Intent: Focus on targeting site investigations - observe, measure, record and interpret.

Inputs From Client >>>	Tasks By Consultant >>>	Outputs From Consultant >>>
Organize		
Notice To Proceed	Manage Project Design	Teamwork Plan & Schedule
Feedback On Master Program	Develop Field Work Strategy	Scope Of Work For RFP
Know		
Information At Hand	Review Information Provided	Advise If Unsuitable
Information Known To Exist	Gather & Review Information	Request For Information
Leverage To Release Information	Gather & Review Information	Advise If Unobtainable
Investigate		
Consent Letters From Owners Who Wish To Participate	Access Sites And Undertake Survey / Investigations	Field Notes, Data
Produce		
Last Minute Requirements	Create Project Package	Draft Package
Feedback On Draft In < 2 Weeks	Revise Package	Final Package
Direction On Sample Retention	Review Information To Identify Uncertainty & Risks	Identify Scope For Future Supplemental Field Work
Present		
# Working Visits:	1 Per Month Concurrent	

Package

Intent: inform the design process and permitting process.

Graphic convention: in a format to be of use throughout the design and construction process.

Audience target: designers, permitting agencies and contractors.

Documents	Size	Showing
Surveys:		
Drawings	1:100	Topography, Hydrology, Boundaries, Utilities, Wetland Delineation
Measured Drawings	1:50	Existing Structures - Abutment, Landmark Sign, Underpass
Data Files	Files	X Y To State Plane, Z To NAVD
Geotechnical Investigation:		
Report	Letter	Geology Research, Findings, Recommendations
Drawings	Letter	Bore Hole Locations & Levels, Slope/Bluff Stability Analysis
Appendix	Letter	Borehole Logs, Lab. Test Results,
Ph. I Cultural Resources:		
Report	Letter	Historical Research, Findings, Recommendations
Illustrations	Letter	Historic Photos And Maps
Appendix	Letter	Field Notes & Data
Phase. I Environmental Assessment:		
Report	Letter	Research, Findings, Recommendations To ASTM Standards
Illustrations	Letter	Photos And Maps
Appendix	Letter	Field Notes & Data
Ecological Assessment:		
Report	Letter	Research, Findings, Recommendations
Illustrations	Letter	Rare & Protected Species And / Or Wetlands.
Appendix	Letter	Field Notes & Data
# Digital Copies:	1 Of Draft	1 Of Final
# Full Size Paper Copies:	5 Of Draft Unbound	5 Of Final Bound
# Half Size Paper Copies:	0 Of Draft	0 Of Final

SCHEMATIC DESIGN PHASE (SD)

	INCLUDED IN SCOPE OF WORK			FUTURE WORK PHASES			
Design Service Phases	PM Program Management	SD Schematic Design	PA Permit Applications	DD Design Development	CD Contract Documents	CO Construction Observation	MR Maintenance Review
Field Service Phases		Initial Survey Investigation Assessment		Supplemental Survey Investigation Assessment		As-Built Survey Investigation Assessment	

Purpose

The primary objectives of the Schematic Design Phase are to:

- Verify and refine program requirements from previous design phases,
- Update relevant information and understanding,
- Inform field service work,
- Create and explore the most promising alternative design solutions,
- Arrive at a clear, feasible design for the project site as whole and its dependant sub-components,
- Communicate the design in a way that assists the client in making value-based decisions,
- Set expectations and directions for subsequent design phases.

Anticipated Schematic Design expertise includes:

- Landscape architecture,
- Marine engineering,
- Civic engineering,
- Lighting design,
- Cost estimating,
- Parking garage design if needed.

This phase is critical for studying alternatives and addressing important design issues at the scale of the whole project site as subsequent phases shall focus on alternatives and options at the scale of components and/or subsystems.

Information Needed to Start: City design standards / guidelines / codes, recent bid unit prices on other similar projects, GIS/CAD standards (if required).

Potential Uncertainties & Risks: Making assumptions in the absence of late or unavailable information to complete the phase in time, tolerance of the creative process, the possibility of discovering an extremely valuable idea beyond the level of effort implicit in the scope of work, getting stuck in “analysis paralysis”, decision maker’s state of mind and absentee decision makers.

Additional Services Not Included: Comparative analysis beyond 3 alternatives, re-presenting, physical presentation models, 3D presentation models & animations, LEED certification, energy analysis, life cycle assessment.

Duration: approximately 6 months total. Group 1 projects - 3 months, group 2 projects - 3 months with design services running concurrent to field services.

Process

Initial Intent: To diverge, scan, engage, immerse, understand, observe, question, ask, listen, learn, extract and establish. The beginning focuses more on the current state than the future state.

Middle Intent: To speculate, imagine, create, explore, study, innovate, discover, reflect and update. The middle focuses more on the processes of change and the alternative transformations of the place.

Final Intent: To converge, consolidate, refine, evaluate, compare, judge, decide and act. The end of the phase focuses more on the preferred future state than the current state.

Inputs From Client >>>	Tasks By Consultant >>>	Outputs From Consultant >>>
Organize		
Notice To Proceed	Manage Project Design	Teamwork Plan & Schedule
Confirm Dates > 14 Days Prior	Visit City & Work	Draft Itinerary
Access Permissions	Review Site	Images & Notes For Analysis
Send Notice & Book Venue	Meet Client Steering Group	Agenda & Minutes
Send Notice & Book Venue	Meet Stakeholder Groups	Agenda & Minutes
Stakeholder Contact Info	Analyze Stakeholder Network	Stakeholder Participation Plan
Know		
Process Expectations	Review Theory & Frameworks	Choose Methodology
Information At Hand	Review Information Provided	Advise If Unsuitable
Information Known To Exist	Gather & Review Information	Request For Missing Info
Leverage Release Of Info	Gather & Review Information	Advise If Unobtainable
Data On Local Benchmarks	Research Other Precedents	Images & Notes For Analysis
Communication Lines	Set Up Shared Info Resource	Access To Ftp. Project Folder
Innovate		
Official Project Names & Permission To Use Logos	Create Format & Scale “Shells” For Project “Look”	Mock Up Of Layouts
Initial Goals & Objectives	Diverge & Review Boundaries, Parts, Processes And Value	Opportunities & Constraints, Goals & Objectives Compared To Existing Conditions
Feedback On Findings	Coordinate Within Team	Coordination Issues List
Revised Goals & Objectives	Explore Alternative Boundaries, Parts, Processes & Value	Evaluate & Compare Alternatives
Feedback On Findings	Coordinate Within Team	Coordination Issues List
Send Notice & Book Venue Pens, Sign In, Tags, Water Etc	Participate In Design Workshop	Workshop Graphic Materials, Consensus Issues Summary
Direction On Preferred Alternative In < 2 Weeks	Converge & Refine Preferred Alternative Boundaries, Parts, Processes & Value	Aids For Value-Based Decisions On Consequences, Trade Offs , Uncertainty & Risk Tolerance
Awareness Of Sensitive Issues	Coordinate With Agencies & Utilities	Coordination Issues List
Produce		
Last Minute Requirements	Create Package	Draft Package
Feedback On Draft In < 2 Weeks	Revise Package	Final Package
Present		
# Working Visits:	1 Per Month	
# Presentations Within Visits:	1 To Oversight Committee	
# workshops total:	2	

Package

Intent: Record the design intent at the whole of the project site scale as a complete system.

Graphic Convention: Illustrative/emotive look & feel of spaces.

Audience Target: Highest level of owners, the general public and the press/media.

Documents	Size	Showing
<i>Drawings:</i>		
Site Plan	1:40	Illustrative, Property Boundary & Easements, Setbacks
Site Sections/Elevations	1:20	Illustrative
Site Enlargements/Axons	1:20	Diagram Of Processes For Each Landscape Typology
Site Projects/Phasing	1:40	Designation Of Subprojects & Phases
Site Conditions	1:40	Existing Features & Trees Preserved, Reused, Demolished
Site Grading	1:40	Existing & Proposed 1 Foot Contours, Flood Lines, Cut & Fill Line, Ada Access
Site Hardscape	1:40	Existing & Proposed Paving, Furniture, Walls, Signage
Site Softscape	1:40	Existing Trees, Irrigated Area, Planting Types Palette
Site Lighting	1:40	Light Effects, Light Types, Computer Analysis Of Typologies
Site Roads & Parking	1:40	Typical Street Profiles, Signals, Intersections, Utilities & Trees, Land Acquisition
Site Mooring & Docking	1:40	Vessel Characteristics & Maneuvering
Site Storm & Utilities	1:40	Existing & Proposed Drainage, Detention, O/H & Underground Power, Water, Sewer, Fire, Communication, Duct Bank Guidelines, Computer Analysis Of Typologies
Site Interpretation Plan	1:40	Public Art, Historic Interpretation Strategy
Site Events Plan	1:40	Program Layout Of Temporary Events
River Edge Sections	1:20	Existing & Proposed Grades, Flood Lines, Treatment
<i>Perspective Images:</i>		
In-House Views	Nts	1 Per Project
Professional Rendered Views	Nts	Not Included
<i>Reports:</i>		
Basis Of Design	Letter	Intent, Program, Schedule, Phasing, Next Steps
Opinion Of Cost	Letter	For Budgeting Purposes
<i>Reports:</i>		
Field Trial Report	Letter	Scope Of Work For Field Trials/Research If Required
Advanced Tree Report	Letter	Scope Of Work For Purchasing Trees If Required
<i>Digital Models:</i>		
3d Study Models		At The Consultant's Option
3d Rendered Models		Not Included
3d Animation		Not Included
<i>Physical Models:</i>		
In- House Study Models		At The Consultant's Option
Professional Models		Not Included
<i># Digital Copies:</i>		
	1 Of Draft	1 Of Final
<i># Full Size Paper Copies:</i>		
	5 Of Draft Bound	5 Of Final Bound
<i># Half Size Paper Copies:</i>		
	5 Of Draft Bound	5 Of Final Bound

PERMIT APPLICATION PHASE (PA)

	INCLUDED IN SCOPE OF WORK			FUTURE WORK PHASES			
Design Service Phases	PM Program Management	SD Schematic Design	PA Permit Applications	DD Design Development	CD Contract Documents	CO Construction Observation	MR Maintenance Review
Field Service Phases		Initial Survey Investigation Assessment		Supplemental Survey Investigation Assessment		As-Built Survey Investigation Assessment	

Purpose

The primary objectives of the Permit Application Phase are to assist the client in:

- Defining which State & Federal permits require long lead times,
- Determine who the lead agencies are and what their fees are,
- Formulate a permitting strategy,
- Coordinate with the agencies,
- Coordinate Field Services for supporting documentation to applications,
- Inform the evolving design,
- Complete application forms and supporting documentation.

Anticipated Permitting expertise includes:

- Marine engineering/hydrology modeling.

This phase is critical for expediting the implementation of projects within the 100-year floodplain that may impact water quality, flooding, navigation, cultural or ecological resources. Without these approvals, projects cannot be built. The applications must describe the maximum possible design impacts as only minor revisions to either the application and/or the permit are possible after the submittal.

Anticipated approval agencies include the following,

- TVA - Tennessee Valley Authority
- USACOE - United States Army Corp of Engineers
- FWS - United States Fish & Wildlife Service
- FEMA - Federal Emergency Management Agency
- SHPO - State Historic Preservation Office
- TDEC - Tennessee Department of Environment and Conservation
- USCG – United States Coast Guard

Information Needed to Start: Who the “applicant” shall be, copies of permits applied for in the last 5 years.

Potential Uncertainties & Risks: Agency’s determination of “area of potential effect” (APE) could extend beyond project boundaries, the extent of public comments and/or objections is unpredictable, agency processing time is not guaranteed, and/or agencies may impose non-standard conditions of approval requiring design changes.

Additional Services Not Included: Detailed negotiations, requests for more supporting information while agencies review applications, Memoranda of Agreements (MOA) regarding cultural resources and permit fees.

Duration: A total of 5 months.

Process Intent: Focus on compliance – consult, coordinate, translate and mediate.

Inputs From Client >>>	Tasks By Consultant >>>	Outputs From Consultant >>>
Organize		
Notice To Proceed	Manage Project Design	Teamwork Plan & Schedule
Confirm Dates > 14 Days Prior	Schedule Visit & Meetings	Draft Itinerary & Agenda
Send Notice & Book Venue	Meet Client Steering Group	Agenda & Minutes
Know		
Send Notice & Book Venue	Meet Agency Group For Formal Pre-Application Meeting	Agenda & Minutes
Existing Flood Plain Model	Determine If Hydrology/ Hydraulic Modeling Is Needed	Confirm Strategy
	Determine If Hydrology/ Hydraulic Model Is Adequate	Opinion If Unsuitable
Model		
Consent Letters From Owners Who Wish To Participate	Determine Permit Strategy	
	Conduct Modeling Analysis	Confirm Preliminary No-Rise
Produce		
Organize Letters Of Support	Collate Supporting Documents	Draft Package
Feedback On Draft In < 2 Weeks	Revise Package	Final Package For Applicant To Submit
Present		
# Working Visits:	1 Per 2 Months	
# Presentations Within Visits:::	1 To Oversight Committee	

Package

Intent: Comply with agency requirements for complete applications.

Graphic Convention: As dictated by the permitting agencies.

Audience Target: State & Federal permitting / regulatory agencies.

Documents	Size	Showing
Joint Permit:		
Cover Letters	Letter	Draft
Application Forms	Letter	Standard Agency Forms
Supporting Drawings	Letter	Location, Key, Site Plans, Grading Plans, Typical Sections
Supporting Reports	Letter	Phase 1 Archeological, Ecological Report
FEMA Review:		
Cover Letters	Letter	Conditional Letter Of Map Revision (CLOMR)
Application Forms	Letter	Standard Agency Forms
Supporting Drawings	Letter	Location, Key, Site Plans, Grading Plans, Typical Sections
Supporting Reports	Letter	Computer Model Output, Flood Profiles
# Digital Copies:	1 Of Draft	1 Of Final
# Full Size Paper Copies:	5 Of Draft Unbound	5 Of Final Bound
# Half Size Paper Copies:	0 Of Draft	0 Of Final

COMPENSATION FOR SERVICES

Conformance to Budget

The fees shall be consistent with the budget allocated in the Knoxville South Waterfront Financial Strategy dated 6/5/2006. The Financial Strategy identified the following budget allocations;

Construction Costs	\$30,000,000
Site Investigation & Design Costs @ 12%	\$ 3,600,000
Contingency @ 15%	\$ 4,500,000
Land Acquisition Costs	<u>\$ 5,800,000</u>
Total Phase 1 Project Budget	\$43,900,000

Fee Summary

As this contract represents the first phases of Site Investigation & Design services, it only includes the following proportion of the Site Investigation & Design budget, expressed as a percentage of total Phase I construction costs:

Program Management @ 0.5%	\$150,000
Field Work @ 1.5%	\$450,000
Schematic Design @ 2.5%	\$750,000
Permit Application @ 0.25%	<u>\$75,000</u>
Total Contract Budget @4.75%	\$1,425,000

➤ **THE TOTAL CONTRACT COST IS AN AMOUNT NOT TO EXCEED \$1,425,000.00**

Fee Breakdown

Services shall be compensated on a fixed fee based on percentage complete. All expenses shall be included.

Program Management Fee	Fixed Fee: \$150,000
Field Services Fee:	Fixed Fee \$450,000
Schematic Design Fee	Fixed Fee: \$750,000
Permit Application Phase Fee:	Fixed Fee \$75,000

Changes in the Scope

Changes in the Scope may be accomplished after the execution of this Agreement, without invalidating the Agreement, if mutually agreed in writing. The City shall give 14 days written notice to the Consultant who shall respond within 14 days of receiving the notice.

For projects and/or scope suspended prior to commencing:

If no work was done and/or expenses incurred by the Consultant then work shall be redirected and fees reallocated into new project(s) and/or scope without changing the original contract amount.

For projects and/or scope suspended in progress:

If work had been done and/or expenses incurred prior to the notice, the Consultant shall be compensated for that obsolete work up until the notice and the fees for the remaining services and the time schedules shall be equitably adjusted and agreed in writing before proceeding with the new work.

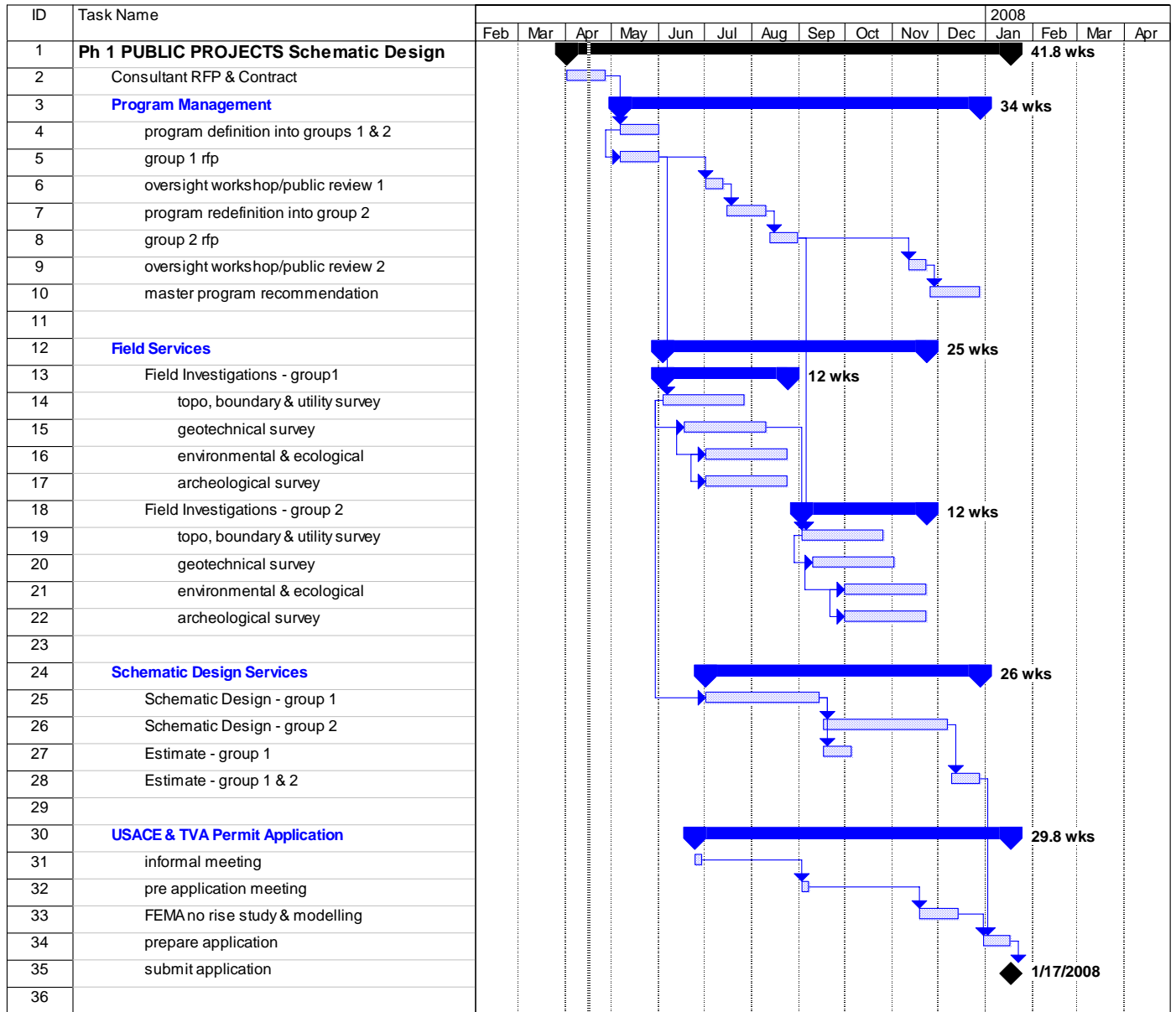
PROGRESS PAYMENT TRACKING: MONTHLY INVOICE FORMAT

The following schedule represents a method to track progress and billing. The consultant shall submit a consistent format invoice monthly as per the contract conditions.

Phase & Scope Milestones	In Progress	Submitted	\$ Amount	% Complete
Program Management – Fixed Fee			\$150,000	
Program Definition	Yes/No	Yes/No		
Workshop 1	Yes/No	Yes/No		
Program Redefinition	Yes/No	Yes/No		
Workshop 2	Yes/No	Yes/No		
Master Program Package	Yes/No	Yes/No		
Amount For This Invoice			\$00,000	0%
Fee Remaining After This Invoice			\$000,000	100%
Field Investigations – Time & Materials To Upper Limit			\$450,000	Not To Exceed
Group 1 Field Investigation Package	Yes/No	Yes/No		
Group 2 Field Investigation Package	Yes/No	Yes/No		
Amount For This Invoice			\$00,000	0%
Fee Remaining After This Invoice			\$000,000	100%
Refer Attached Invoice Details				
Schematic Design – Fixed Fee			\$750,000	
Group 1 Schematic Design Options	Yes/No	Yes/No		
Group 1 Schematic Design Package	Yes/No	Yes/No		
Group 2 Schematic Design Options	Yes/No	Yes/No		
Group 2 Schematic Design Package	Yes/No	Yes/No		
Amount For This Invoice			\$00,000	0%
Fee Remaining After This Invoice			\$000,000	100%
Permit Application – Fixed Fee			\$75,000	
Permit Strategy	Yes/No	Yes/No		
Agency Meetings	Yes/No	Yes/No		
Supporting Documents	Yes/No	Yes/No		
Application Package	Yes/No	Yes/No		
Amount For This Invoice			\$00,000	0%
Fee Remaining After This Invoice			\$00,000	100%

SCHEDULE FOR SERVICES

The following schedule represents a preliminary schedule at the time of writing and will be modified during the work. Assuming a smooth workflow process, the total duration for this contract is 9 months from the Notice to proceed.



POTENTIAL SUBCONSULTANTS

The following schedule represents the potential expertise needed and potential subconsultants needed depending on the evolving scope of projects, the RFP process, disadvantaged business targets, the subconsultant's price and performance. The Consultant reserves the right to subcontract to more than one party for each expertise and the right to change parties during the work after giving written notice to the City.

Anticipated Program Management Support Expertise Includes:	Potential Candidates Subject To RFP Process
<ul style="list-style-type: none"> Public Participation 	Kennedy Coulter Rushing Watson
<ul style="list-style-type: none"> Transportation Engineering 	Glatting Jackson
<ul style="list-style-type: none"> Urban Design 	Hargreaves, Chan Krieger
Anticipated Initial Field Services Expertise Includes:	
<ul style="list-style-type: none"> Topographic, Hydrographic, Surface Utility & Boundary Survey Measured Drawings Of Existing Structures – Rail Underpasses & Goose Ck Bridge 	Barge Wagoner Sumner Cannon Cannon & Cannon Wilbur Smith Vaughn Melton
<ul style="list-style-type: none"> Geotechnical Investigation – Including Baptist Hospital Bluff 	Professional Engineers Mactec AMEC KS Ware Associates
<ul style="list-style-type: none"> Phase I Cultural Resource Assessment 	UT Anthropology Dept. Duvall Associates New South Associates
<ul style="list-style-type: none"> Phase I Environmental Site Assessment 	Arcadis GM QE2
<ul style="list-style-type: none"> Ecological Resource Assessment 	Arcadis GM TBA – Possible UT Connection
<ul style="list-style-type: none"> Existing Tree Assessment 	Ross/Fowler
<ul style="list-style-type: none"> Structural Condition Assessment – Underpasses & Bridge Abutment 	Wilbur Smith Vaughn Melton Mactec
Anticipated Schematic Design Expertise Includes:	
<ul style="list-style-type: none"> Landscape Architecture 	Hargreaves, Ross/Fowler
<ul style="list-style-type: none"> Cost Estimating 	Benefield Richters
<ul style="list-style-type: none"> Marine Engineering & Hydrology 	Moffatt Nichol
<ul style="list-style-type: none"> Civil Engineering – Green Streets, Roads, Rail Crossings, O/H & Underground Utilities 	Cannon & Cannon Wilbur Smith Vaughn Melton
<ul style="list-style-type: none"> Lighting Designer 	LAM Partners
<ul style="list-style-type: none"> Parking Garage Designer If Needed. 	Walker Parking Consultants Wilbur Smith
<ul style="list-style-type: none"> Ecologist – Plants/Habitat/Kudzu 	TBA – Possible UT Connection

PHASE 1 PUBLIC IMPROVEMENT PROJECTS – LONG LIST MAP

The following map represents a long list of potential phase 1 public projects to short-list from.

- Project 1: Riverwalk & Blount Avenue at City View**
- Project 2: Knoxville Shoals Promenade Riverwalk**
- Project 3: Gay Street Amphitheater**
- Project 4: River Road, Barber St & Claude St Extension, River Plain Park & Riverwalk**
- Project 5: Lincoln Street Landing**
- Project 6: Sevier Avenue / Gay Street Transportation Improvements**
- Project 7: Henley Gateway**
- Project 8: Goose Creek Landing**
- Project 9: Cherokee Trail Underpass**
- Project 10: Island Home Avenue & Riverwalk at Former Transmontaige Site**
- Project 11: UT Pedestrian Bridge**

