



Project Scope

City of Olympia – Downtown Implementation Strategy

The Barney & Worth team has outlined a 5-task approach for shaping an actionable Downtown Implementation Strategy. Under each task heading, we provide a brief summary of anticipated sub-tasks and associated deliverables.

Task 1. Organization & Communication

A. Project Team Coordination

A Project Team will be established to facilitate broad development, review and testing of implementation strategies, concepts and provide project support and access to key resources. The Project Team will provide a direct line of communication between the consultants and other stakeholders.

B. Project Kickoff Meeting

As a first step in the planning process, key members of the consultant team will meet with the Project Team to finalize the scope of work, define deliverables, set timeline and establish clear roles and communication protocols. The consultant team will also use the kickoff meeting as an opportunity to collect key planning documents and associated background materials, review the status of concurrent city efforts related to downtown and begin a list of key stakeholders and contact information.

C. Project Schedule

Following the kickoff meeting, the consultant team will prepare a final project schedule outlining key milestones, deliverable due dates, Project Team “check-in” meetings and public involvement activities. Public outreach is described below.

Task 2. Background Research

A. Community Plans Summary and Platform Identification

The community plans review is a crucial part of the downtown strategy. The consultant team will review all identified and pertinent (e.g. East Downtown Strategy; status of new City Hall development, LOTT/City/Port/HOCM partnership at East Bay) plans and develop both a narrative and matrix-style summary of key findings, conclusions and associated recommendations. In addition to providing this “30,000 foot” overview of earlier work, the team will assemble and prioritize a “key strategies platform” technical memorandum outlining strategy or proposed action threads that transcend all previous planning efforts, or that stand out in terms of uniquely or most effectively fulfilling the City’s overarching goals

for downtown (e.g. live, work, play). Each key strategy will include a status summary, describing how it has been implemented, or why it has not.

The key strategies memo will be presented to the Project Team for review and discussion. Key strategies, either as-is or as amended based on input from Project Team, will then be further explored for market viability, design practicality and public interest, as described below.

B. Stakeholder Interviews

The consultant team will interview up to 20 individuals representing downtown businesses, developers, neighborhood associations, housing advocates, elected officials and other interests. These stakeholders, to be identified by the Project Team, will help provide additional context for strategies that may be included in the implementation plan, whether the “best and brightest” from previous plans or “new and improved” ideas yet to be considered.

C. Physical Capacity Assessment and Development Opportunity Site Study

In addition to testing the general viability of key strategies from a market perspective, the City will need to know the likelihood of pursuing each from a physical standpoint. The consultant team will prepare a physical capacity technical memorandum describing what kind of space might be needed to pursue some of the key strategies, where that space might be located and what additional implications or improvements might be necessary to pave the way for strategy implementation. This assessment would take into account environmental clean up, code restrictions and other factors. The consultant team anticipates considerable coordination with planning and public works staff on this action, based on their in-depth understanding of the issues and previous experience on such matters.

D. Preliminary Action Plan List

Based on the assessment of market viability and physical capacity, the consultant team will work with the Project Team to outline a series of actions or steps for completing each viable strategy. The actions will be presented chronologically, where pertinent, and will detail the required funding and/or technical support resources needed, where feasible and appropriate. Each resulting strategy and action “package” will then be presented and prioritized at the community level as detailed in Task 3.

E. Targeted Site Development Renderings

The consultant team will develop two sets of renderings for this project. The first set will be designed to capture the general look and feel of certain segments of the downtown area if key strategies were to be implemented. We anticipated that 2-3 example renderings could be used to capture the essence of multiple strategy concepts, if applied to one or more specific locations. The second set of renderings, to be completed following preliminary public review and prioritization, would be focused on depicting “real-life” developments related to specific strategies and actions which, in turn, will be selected based on financial viability,

physical capacity and public interest. This second set of renderings would be linked to “early implementation” actions and be supported with a higher degree of financial detail.

Task 3. Public Involvement

Public involvement and project communications will utilize a variety of creative techniques to effectively reach the intended audiences. The consultant team has had success with each of these methods and will recommend a combination of each for this project.

A. Project Website

The consultant team will develop a project website with information about the project goals, project participants, recent products and other material. The website will be linked to the City’s website and incorporate links to project data such as the community plans summary, physical capacity assessment and meeting dates, while also providing an on-going opportunity for submitting questions and comments.

B. Community Surveys

Community surveys provide an opportunity to elicit information from constituents who may not be comfortable expressing their opinions in a public forum. At a minimum, surveys will be developed to test preliminary action concepts, and determine priorities for downtown from among a range of proposed options. Surveys will be posted on-line at the project website and promoted through local business organization newsletters, websites and E-blasts.

Focus Groups / Speakers Bureau Members of the Project Team and willing City Staff will reach out to community interests through a series of focus groups and/or speakers bureau presentations. Audiences will be determined by the Project Team, but might include; Neighborhood Associations, Rotary Clubs, as well as board meetings of the P.B.I.A., Olympia Downtown Association and Thurston Chamber.

C. Media Relations Support

Downtown Olympia has long been a focus of attention for residents and the media alike. While designated City staff or elected leaders are the most appropriate spokespersons for the project, the consultant team is prepared to assist in the development of press releases, fill-in details for news articles and formulate responses to citizen questions.

Task 4. Preparing for Action

A. Best Practices

As a first step, the team will assemble a “best practices” memorandum matching priority downtown Olympia strategies with tools and approaches to bring about the desired outcomes. The consultant team will draw from its own past project experience, but also look at peer communities suggested by the Project Team. For example, some may wish to learn more about techniques used by cities identified in a recent Olympian article, including Bremerton and Vancouver, Washington.

The results gleaned from this step will provide additional direction in shaping the implementation plan.

B. Incentives Tool Box

Beyond the ideas generated through the best practices research, the consultant team is prepared to develop an Olympia-focused incentives toolbox. As we have done for other clients, the team will review financial and technical tools available through federal and state resources, but also based on the City of Olympia's own resource base. Identified resources could be directed toward individual projects or, as has been the case in other cities, toward the public end of public-private mixed use development partnerships.

Task 5. Develop Implementation Plan

Once key strategies and associated action have been reviewed and prioritized by the public, and potential implementation resources explored by the Project Team, staff and possibly City Council, the consultant team will begin outlining recommended implementation approaches.

A. Draft and Final Action Plan

The consultant team will develop an action plan that separates implementation activities into "emphasis areas" based around the key strategies identified during earlier work and public review. Each strategy, or desired outcome, will be supported by a series of recommended actions, each necessary to bring about the final product. Each action statement will be accompanied by a suggested implementation timeframe, recommended lead partner – responsible for overseeing implementation, and anticipated cost. Where appropriate, potential barriers will also be noted. The team anticipates presenting a draft action plan to City Council at a work session, then updating as directed and presenting the final plan at a subsequent City Council session and/or other identified forum. The Project Team will help determine the best course of action for formal presentation and review.

B. Implementation Committee Structure and Program

With guidance from the Project Team, the consultants will propose an implementation committee structure to monitor, facilitate and report on implementation activities. In other communities, we have had much success involving a mix of implementation partners (those who have agreed to take on one or more proposed initiatives) and citizens at large (those with no specific stake, but possessing an independent, third-party viewpoint).

The consultant team will also outline a schedule, program and monitoring framework for tracking implementation status, troubleshooting challenges and keeping the public apprised of key successes over time.



Project Timeline

Barney & Worth, Inc. is prepared to develop a Downtown Implementation Strategy within the originally noted six month timeline. However, taking into consideration the City's change in the original timeline, the City of Olympia is encouraged to consider an eight to nine month timeline for the project scope outlined, which will provide for more intensive and successful public outreach effort and to provide the City sufficient time to process and review public input and recommended strategies.

Project Budget



The following provides a breakdown of estimated costs associated with the proposed project scope. Barney & Worth bills direct expenses (e.g. printing, mileage, phone, fax and postage) at actual cost, plus 15% for administration/handling. Barney & Worth assumes the client will be responsible for mass printing and distribution of products (e.g. final plan), and meeting room rental costs. Estimates may be revised upward or downward depending on the scope and depth of work order desired.

Task I. Organization & Communication	5,500
A. Advisory Team Formation	
B. Project Kick-Off Meeting	
C. Project Schedule	
D. Project Administration / Advisory Committee meetings	
Task II. Background Research	35,500
A. Community Plans Summary and Platform Identification	
B. Stakeholder Interview	
C. Physical Capacity Assessment	
D. Preliminary Action Plan List	
E. Targeted Site Development Renderings	
Task III. Public Involvement	16,000
A. Project Website	
B. Community Surveys	
C. Town Hall Meetings / Electronic Polling	
D. Media Relations	
Task IV. Preparing for Action	6,500
A. Best Practices	
B. Incentives Tool Box	
Task V. Action Plan	8,500
A. Draft and Final Action Plan	
B. Implementation Committee Structure and Program	
C. Presentations to Council and Committees	
Expenses	3,000
Project Total	75,000