Responses below chronologically, I will add to them as I receive new questions. Current as of 10/17/2018.

Nathan

On October 17, 2018 at 3:23 PM Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)> wrote:

Not a problem. With regards to the 20 pages, although that’s not what was intended, I didn’t properly clarify and would therefore be permitted.

Nathan

**From:** Philip Walker [<mailto:pwalker@walkercollaborative.com>]   
**Sent:** Wednesday, October 17, 2018 4:22 PM  
**To:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>  
**Subject:** RE: Questions for Downtown RFP

Thanks for the feedback Nathan and sorry to bug you with a few questions that were already answered in the RFP doc.

Also, just to be clear, since we can submit up to 10 pages double-sided, and since this will be a PDF that essentially functions as single-sided pages, we can submit a PDF with a total of 20 pages (not including the cover and contents) - correct?

Thanks again. - Phil

On October 17, 2018 at 9:54 AM Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)> wrote:

Phil,

Our website has been malfunctioning, but I’ll answer these below. One other item of note, it was requested to identify if the 10 pages is single or double sided, and as I didn’t specify, I leave that up to the applicant.

1.      Can you describe how much detail the City wants in it’s “detailed streetscape enhancement plan” and how many blocks that might entail?

I don’t believe there’s a hard answer to this, and it would flex depending upon the design capacity of the firm which is selected. However, it is intended to cover, at a minimum, the downtown as identified by the map, approximately 15 blocks. It should include pedestrian, vehicle, parking, and landscaping.

2.      On page 2, #7, item b – is the City wanting cost estimates for design guidelines to be included in the plan or do you want actual design guidelines created?  If it is the latter, would they need to be detailed enough to conduct design review from to approve historic districts applications for property improvements?  Design guidelines are mentioned again on the next page in #9, item b.

This isn’t intended to be HD guidelines for property improvements; more ideas to help potentially draft those going forward. The plan is intended to be broader strokes with regards to specific properties. Maybe some ideas for infill development, rather than appropriate paint colors or brick patterns.

3.      On page 4 under “Other Consultant Responsibilities,” meetings for plan approval are required for four different bodies (item 2, d).  Does the project team’s lead firm (prime) need to attend these meetings or can a more local sub-consultant attend so long as they are well-versed in all general areas of planning (not a specialist)?

Graham has been the recipient of a bait-and-switch consultant in the past, however if the primary was present for the two public meetings and City Council, with qualified staff present at the other events, I would consider that sufficient.

4.      On page 4 under “Other Consultant Responsibilities,” item #4 lists various potential software for the plan document, but it does not include InDesign.  Is InDesign a possibility?  It can be saved in Word and as a PDF, but typically loses some formatting when converted to Word.

InDesign is not an acceptable format; I recognize that MSWord isn’t the preferred method for this style of document, and can be used for the writing of the plan. However, the final submittal must be a PDF which can be converted to Word (even if it loses some formatting).

5.      On page 4 under “City Responsibilities,” is it safe to assume that the City can also handle all meeting logistics, such as securing a meeting venue, providing legal notices and promotion of meetings, and similar support?

The City can provide a venue and legal notices; promotion of meetings will need to be handled by the consultant.

6.      Do the cover and table of contents count toward the 10-page limit for the proposal?  If so, can we forgo a table of contents?

No, they do not count. Also, please see above re: double sided.

7.      With regard to sample plans and corresponding references, would you prefer that those be limited to the consultant team’s lead firm (prime) or can/should that info. be provided for one or more of the sub-consultants?

Whatever you feel is necessary to make your case.

8.      Does the City have a preferred time schedule for this project?

The timeline as presented on page 6 is not flexible, as it is scheduled to coincide with NCDOT repaving projects in 2020.

9.      How extensive of a public engagement process is the City hoping for on this project?  Would you consider it to be minimal, moderate or extensive?

Graham has a great track record of having public involvement. As such, it should be relatively simple to have two public meetings and gather the desired inputs. We will also have the smaller committee reviewing drafts, but they will be able to do much of their work digitally/with local staff. I would consider this to be a moderate amount of public involvement.

10.   Can the required PDF of the proposal be e-mailed to the City versus mailing a CD or thumb drive?

As page 6 specifies, “E-mailed or digitally linked submittals are accepted.”

I hope this helps!

Nathan

**From:** Philip Walker [<mailto:pwalker@walkercollaborative.com>]   
**Sent:** Wednesday, October 17, 2018 2:01 AM  
**To:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>  
**Subject:** Questions for Downtown RFP

Hello Nathan - I'm a planning consultant and downtown specialist based in Nashville, TN, and I plan to submit on your RFP.  Can you please provide me some feedback on the attached set of questions that my team has prepared?  I looked on the City's website and could not find a section for the purchasing department, so I'm assuming that no addendums have been issued already with answers to any of these questions.

Thanks much in advance! - Phil

Philip L. Walker, FAICP  
The Walker Collaborative  
2408 Belmont Boulevard  
Nashville, TN 37212  
Ph. (615) 383-1510  
[pwalker@walkercollaborative.com](mailto:pwalker@walkercollaborative.com)  
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Sounds great; I also received a request which asked about the 10 page; if it is front and back, as I didn’t specify; front and back would be fine.

Nathan

**From:** Gresham, Teresa [<mailto:Teresa.Gresham@kimley-horn.com>]   
**Sent:** Friday, October 12, 2018 11:01 AM  
**To:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>  
**Cc:** Hill, Rachel <[Rachel.Hill@kimley-horn.com](mailto:Rachel.Hill@kimley-horn.com)>  
**Subject:** RE: RFP for Comprehensive Small Area Plan for City of Graham

Nathan, good morning. I hope you didn’t have too much damage from the storm this week. I think our schools are on the 5th or 6th day of closure…from hurricanes. And we got off light compared to so many areas of the state. It’s nuts.

We’ve got a clerical question for you on the proposal. The RFP mentions “personal profile and/or resume” in the Firm Profile section, and mentions “key staff resumes” in the Consultant Qualification Information section. Our plan is to describe key qualifications of key staff members with the firm profile, and then include bullet-style resumes for those key staff members. Please let me know if you’d like to see this in a different format.

Also, regarding the requested fee schedule. We assume this is for your purpose to understand the extent of the scope proposed, but will not be an actual fee proposal. To that end, we plan to provide a range of costs for the major tasks. Please let me know if we need to approach this differently.

Thanks, and have a great weekend!

Teresa

**From:** Nathan Page   
**Sent:** Monday, September 24, 2018 12:17 PM  
**To:** NCPlan mailing list <[ncplan@listserv.unc.edu](mailto:ncplan@listserv.unc.edu)>  
**Cc:** Nathan Page ([npage@cityofgraham.com](mailto:npage@cityofgraham.com)) <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>  
**Subject:** RFP for Comprehensive Small Area Plan for City of Graham

Good Afternoon,

The City of Graham Planning Department is seeking a qualified multi-disciplinary planning consultant firm to develop a Downtown Master Plan. Graham seeks the services of a team with considerable experience in citizen involvement/participation, visioning, planning, design, and market analysis to develop the new plan. The study area includes approximately fourteen blocks and includes utility analysis and stormwater recommendations.

Please let me know if you have any questions!

Nathan Page, CZO

Planning Director for Graham, North Carolina

(336) 570-6705x135 [npage@cityofgraham.com](mailto:npage@cityofgraham.com)

[www.cityofgraham.com/departments/planning](https://na01.safelinks.protection.outlook.com/?url=http%3A%2F%2Fwww.cityofgraham.com%2Fdepartments%2Fplanning&data=02%7C01%7CTeresa.Gresham%40kimley-horn.com%7C830f13c7ce0b492f3c8608d622396db2%7C7e220d300b5947e58a81a4a9d9afbdc4%7C0%7C0%7C636734027926748242&sdata=90r8AvXXEzAtT8em2CO16VzaRA%2BLwGUbIUIzbKlHsIQ%3D&reserved=0)

Jackie,

That’s correct.

Thanks!

Nathan

**From:** Jackie Turner [<mailto:jturner@stewartinc.com>]   
**Sent:** Tuesday, October 16, 2018 10:12 AM  
**To:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>  
**Cc:** Elizabeth Alley <[ealley@stewartinc.com](mailto:ealley@stewartinc.com)>; Megan Kennedy <[mkennedy@stewartinc.com](mailto:mkennedy@stewartinc.com)>  
**Subject:** RE: Graham Downtown Master Plan Questions

Nathan,

Thanks for the update.

Just to confirm, you mean 10 sheets of paper with images on both sides for a 20-page count. This does not include our relevant projects or the cover, cover letter, and page dividers? I don’t mean to be pesky.

Jackie Turner, AICP, LEED AP | Studio Leader, Planning

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**From:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>   
**Sent:** Tuesday, October 16, 2018 7:59 AM  
**To:** Jackie Turner <[jturner@stewartinc.com](mailto:jturner@stewartinc.com)>  
**Subject:** RE: Graham Downtown Master Plan Questions

Jackie,

I was requested to acknowledge if double sided was permissible or not; as I didn’t specify, please feel free to make it 10 pages double sided if necessary. Our website is still giving us issues so I can’t post online.

Nathan

**From:** Jackie Turner [<mailto:jturner@stewartinc.com>]   
**Sent:** Wednesday, October 10, 2018 5:50 PM  
**To:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>  
**Subject:** RE: Graham Downtown Master Plan Questions

Nathan,

That was quick. Thank you for your responses. If you post an addendum, please shoot me a quick email.

Jackie Turner, AICP, LEED AP | Studio Leader, Planning

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**From:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>   
**Sent:** Wednesday, October 10, 2018 4:56 PM  
**To:** Jackie Turner <[jturner@stewartinc.com](mailto:jturner@stewartinc.com)>  
**Subject:** Re: Graham Downtown Master Plan Questions

Jackie,

I've tried to answer inline below. Please let me know if I missed something.

Thanks!

Nathan

On Oct 10, 2018 4:34 PM, Jackie Turner <[jturner@stewartinc.com](mailto:jturner@stewartinc.com)> wrote:

Hi Nathan,

Our firm is preparing a response the RFP for the Downtown Master Plan. We have a few questions and would like a couple of clarifications as outlined below.

1. Do section divider pages count towards the total page number count? The page may have a graphic but may have minimal text (project name and cover title/section title).

Title pages will not count.

1. Does the cover letter count toward the total pages?

Any cover page/summary will not count.

1. The RFP asks for this plan to build upon predetermined goals and objectives – I am assuming these are the ones contained in the Graham 2035 Comprehensive Plan and other plans listed on page 2? Are there any past plans from any downtown groups (Chamber, etc)?

Yes, plans on page 2, no other plans I'm aware of.

1. Page 4 references a kickoff meeting with the Downtown Master plan Project Committee. Has this committee already been established? There is no further mention of the committee. Do you anticipate the consultant team potentially meeting monthly or bi-monthly (every two months) during the 6-month timeframe?

Public input can be negotiated during the process.

1. An electronic copy of the final plan is requested to be compatible with Windows, Microsoft Office. Is there the possibility of submitting the plan using Adobe InDesign with the accompanying PDF?

The final plan need not layout properly in word, but it needs to work.

1. On page 4 under Consultant Qualification Information, the RFP refers to name, size and completion date of projects. What is meant by size? Population of the jurisdiction? Fee? Length of streetscape? Size of downtown plan (# of blocks)?

Size of the firm/group responding. I don't anticipate this being able to be done by one or two people.

1. Is the stormwater addendum response part of the 10-page limit?

Yes, it will need to be addressed within the 10 pages

On page 5, do you an idea of how many previous work examples you would like to see? We don’t want to inundate you.

I'd submit your closest project, as well as one or two others with a cheat sheet that explains why they were considered worthy of submitting as work samples.

Additional potential questions:

1. Can you tell us who will be on the selection committee?

It will be made up mostly of staff, but include at least one member of council, and one downtown business owner.

I can’t promise that this is the last set of questions we will have but thank you so much for taking the time to answer these. Please let us know if there will be an addendum offered online that responds to all questions you may receive.

I think an online addendum sounds like a great idea. I'll post something and get back to you later this week.

Jackie Turner, AICP, LEED AP | Studio Leader, Planning  
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Grace,

Double sided will be fine.

Prior work samples would be wonderful.

Nathan

**From:** Fazia, Grace [<mailto:fazia@mcadamsco.com>]   
**Sent:** Monday, October 15, 2018 11:08 AM  
**To:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>  
**Subject:** Downtown Master Plan- questions

Good morning Mr. Page,

We are pursuing this project and wanted to clarify a couple of things. First, the RFP states that the entire submittal package shall not exceed ten pages. Is that ten single- or double-sided pages? Second, for work samples included in the package, are prior association projects accepted?

Thank you for your time!

**Grace Fazia | Marketing Coordinator**

**McAdams**

2905 Meridian Parkway, Durham, NC 27713

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Eric,

That’s a wonderful question. Unfortunately, as you could likely tell from our webpage and associated documents, we don’t currently have a brand. I would be interested in entertaining a response that included a portion which suggested some sort of recommendations for a brand.

Thanks for your interest,

Nathan

**From:** Eric Woolridge [<mailto:eric@dbdplanning.com>]   
**Sent:** Monday, September 24, 2018 2:57 PM  
**To:** Nathan Page <[npage@cityofgraham.com](mailto:npage@cityofgraham.com)>  
**Subject:** RFP for Comprehensive Small Area Plan for City of Graham

Hey Nathan,

I hope your week is off to a great start.

I've reviewed the Downtown Master Plan RFP -- looks interesting and congrats on the project. Quick question: have you all done any type of branding study for the town? If so, this will help us better prepare a proposal.

The context of this question: our preference is to conduct at least a minimal branding study when developing downtown master plans (if one hasn't been done). This will allow us to appropriately customize various design concepts, civic spaces, wayfinding, design guidelines, and streetscape illustrations to ensure we further community character and the "brand essence" of the town.

Thanks,

Eric

Eric Woolridge, AICP

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