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# ADVANCED PLACEMAKING



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July 18, 2016

Ethan Cohen  
Senior Project Coordinator  
Mayor's Office of Economic & Neighborhood Development  
100 N. Holliday Street, Room 250  
Baltimore, MD 21202

Ethan,

I would like to propose the following Scope of Work for the extension of the existing contract with Valbridge in order to support the implementation phase of the Community Impact District project.

1. **Scope of Work.** I propose the following Scope of Work:

**Ordinance**

Help Mayor's Office Shepherd Ordinance Through City Council.  
Coordinate Outreach and Publicity Around Ordinance Signing.

**Board**

Support Appointment of Board Members.  
Assist Chair in Facilitating First Meeting. Scheduling, Prepare Handouts, Draft Agenda.  
Facilitate Ongoing Meetings.

**Fiscal Agent**

Identify Fiscal Agents for Board Consideration.  
Help Board to Negotiate Fiscal Agent Terms, if Desired.

**Coordinate Transfer of Funds**

Facilitate Meetings to Coordinate Process for Transfer of Funds.  
Establish Bank Account if Required.

**Baseline Services**

Identify Board Members Leading Baseline Services Conversation  
First Baseline Services Meeting.  
Ongoing Meeting Facilitation

**Bylaws**

Facilitate editing and revising of Bylaws.  
Bylaws Adopted by Board, Submitted to BOE for Approval.  
Manage BOE Approval Process.

**Budget**

Facilitate editing and refining of first year Budget.



Budget Submission to BOE.  
Manage BOE Approval Process.

**Permenant Executive Director**

Early Informal Outreach for Executive Director.  
Refine Job Description, Publicize ED Position.  
Coordinate ED Interview Process.

**Strategic Plan**

Strateigc Planning Committee Established.  
Facilitate Strategic Planning Sessions Prior to ED.  
New Executive Director Takes over Strategic Planning Staffing.  
Support ED and Strategic Planning Committee.

**LDC Meetings**

Staff LDC Meetings.

2. **Timeline.** The anticipated progress schedule is shown on the attached Gantt Chart. Please note that the project timeline is influenced by a number of different variables, including the actions of future Board Members who are not currently identified, and therefore may be subject to change. Given this possibility of changing circumstances, the parties may by mutual written agreement elect to modify the scope and timeline.
  
3. **Cost.** I have prepared two different payment options for your consideration, based upon the assumption that the Scope of Work will require approximately 40 hours per month of work to complete.
  - a. **Option A:** I bill at my standard hourly rate of \$175/hour, invoiced monthly. While the cost would vary from month to month based upon my actual hours, the approximate monthly cost for approximately 40 hours of work would be \$7,000.
  
  - b. **Option B:** I bill at a flat rate of \$6,000 per month, invoiced monthly. The cost would be predictable, and I would not charge for extra hours of work. At approximately 40 hours/month, the imputed rate would be \$150/hour.
  
4. **Future Transfer of Contract.** In order to maintain project momentum, I propose to extend the existing Valbridge contract with the City of Baltimore. However, once the Authority has been created, it may make sense to transfer the contract to the Authority itself, so that the work can be managed by the Administrator and overseen by the Board of Directors. This would be done by mutual written agreement of the parties.

Please review the following Gantt Chart and respond with any questions or comments.

Sincerely,



Brad Rogers, JD, MEM  
Principal



