

PROPOSAL

Strategic Planning & Facilitation Services

Gahanna, Ohio

MAY 8, 2015



Planning NEXT

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planning
NEXT
moving communities forward.

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May 8, 2015

Jennifer Teal
Assistant City Administrator/Director of Finance
City of Gahanna, Office of the Mayor
200 South Hamilton Road
Gahanna, Ohio 45230

Re: **Proposal, Strategic Planning and Facilitation Services**

Dear Ms. Teal:

Thank you for the opportunity to submit our proposal to facilitate a strategic planning process for the city of Gahanna. We are impressed by the city's commitment to planning and appreciate your consideration. Highlights of our qualifications include:

Local and National Experience... Based in central Ohio, our team has significant knowledge of the regional political and economic environment. Over the years we have worked closely with many central Ohio municipalities, facilitating action-oriented plans based on the particular needs and opportunities. We have also enjoyed long standing relationships with the Mid-Ohio Regional Planning Commission and other regional entities. In addition to local experience (and assignments in other Ohio communities), we have worked in 23 states. This gives us a broad perspective on how a wide-range of communities shape their future. Because of consistent quality work, we enjoy a strong national reputation.

Comparable Communities... Our portfolio includes many suburban communities of a similar size to the city of Gahanna, including: Valparaiso, Indiana (31,730); Westerville, Ohio, (36,120); Anniston, Alabama (23,106); Upper Arlington, Ohio (33,771); North Olmsted, Ohio (32,718) and others. We know that population is only one characteristic. Some of these communities have engaged us because of acute fiscal challenges, like North Olmsted and Upper Arlington. All of our clients hire us because effective public involvement is a priority.

Public Involvement... We are clear that community engagement is an essential ingredient to successful implementation. We are committed to working with the community utilizing a variety of innovative techniques to ensure widespread participation, understanding and ownership. This is at the core of our practice and we have been consistently recognized for our community facilitation. Most recently (March 2015), our ValpoNEXT strategic plan received a Hoosier Planning Award from the Indiana Chapter of the American Planning Association for Outstanding Public Outreach.

Implementation Focus... A strategic plan is only as good as its implementation. Therefore we initiate each project with a focus on measuring progress and getting results. We are excited about the Gahanna's participation in the ICMA's performance measurement program. The firm's extensive award-winning efforts and repeat clients are a testament to the ability to "turn talk into action."

We greatly appreciate your consideration of our proposal.

Sincerely,



Jamie A. Greene, AIA AICP
Principal



Awards and Recognition

Planning NEXT is consistently recognized for high quality work. The following are award-winning projects the team led or supported.

2015 Hoosier Award for Outstanding Public Outreach

FROM THE INDIANA CHAPTER OF AMERICAN PLANNING ASSOCIATION

ValpoNEXT: Citywide vision plan, Valparaiso, Indiana

2014 Daniel Burnham Award for a Comprehensive Plan

FROM THE AMERICAN PLANNING ASSOCIATION

Plan Cincinnati: A Comprehensive Plan for the Future

2014 National Planning Excellence Award for Innovation in Economic Development & Planning

FROM THE AMERICAN PLANNING ASSOCIATION

East Franklinton Creative Community District Plan, Columbus, Ohio

2013 Honorable Mention

FROM CONGRESS FOR THE NEW URBANISM CHARTER AWARDS

East Franklinton Creative Community District Plan, Columbus, Ohio

2009 Award of Distinction

FROM THE INTERNATIONAL DOWNTOWN ASSOCIATION

BlueprintPlus the City of Fort Wayne, Indiana Downtown Plan

Recent State APA awards

APA-OH 2013

APA-AL 2011

APA-SC 2010

APA-OH 2009

APA-HI 2009

APA-PA 2007

Best-in-class

Planning NEXT has been named as a "best-in-class" planning firm by the Indiana Economic Development Corporation as part of their regional transformation toolkit.

Strategic Planning and Facilitation Services

Gahanna, Ohio

Proposal

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Our Values

We not only work by ours, we live by them too.

Come Together
Collaborate in a positive spirit.

Lean In
Strive to hear and be inspired by others.

Regard and Respect
Consider all ideas and appreciate everyone.

Be Purposeful
Seek understanding rigorously.

Pursue Passionately
Believe what’s possible.

Get Results
Find solutions that deliver a promise.

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1. Understanding

This section outlines the team’s understanding of the project and appreciation for the goals and challenges of municipal strategic planning.

Understanding the Challenges: Strategic Planning

Conducting an inclusive process has its share of challenges and obstacles. The Team is fully aware of them as will facilitate the process to overcome them. Some challenges are general and inherent to most any strategic planning process with a public engagement component. Others are specific to the particular community. Below are highlights of some anticipated challenges.

Capturing public attention (Building awareness, interest, and trust in the process). Competition for the public’s attention is fierce. Most people are inundated with advertisements and messaging from a vast array of sources. A critical challenge of any planning process is breaking through the “noise.” And once that is achieved, there must be a purposeful effort to build trust.

Facilitating informed participation. Careful integration of public insight and solid technical analysis leads to visions that, while bold and imaginative, are concretely anchored in the reality of their community. The combination leads to public understanding and ownership of the strategic plan and that translates into support in implementation.

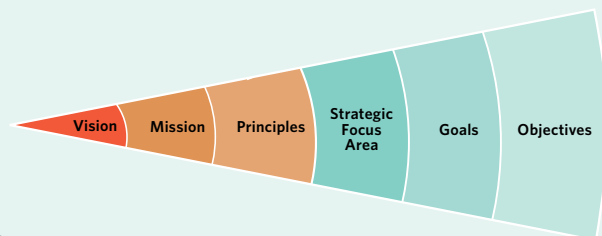
Achieving inclusive participation. There are recognized barriers to achieving inclusiveness. Those barriers include disenfranchisement, meeting fatigue, lack of clarity as to the purpose of the process, perceived complexity of the issues, and general apathy. The goal of the communication, outreach, and public involvement program is to ensure that participation in the process is a choice for everyone in the community. An inclusive process doesn’t just require broad grassroots engagement, it also must engage the community’s leadership including business, civic, government, non-profit, and other special interests.

Establishing a clear path for implementation. The vision’s success will ultimately be judged on whether it is realized. The first ingredient for implementation is broad public support, which can be achieved through an inclusive process and a well-founded vision and action plan. Beyond support, there must be a clear framework that identifies responsible entities for various initiatives, appropriate timing and priorities, related resources, and measures for success.

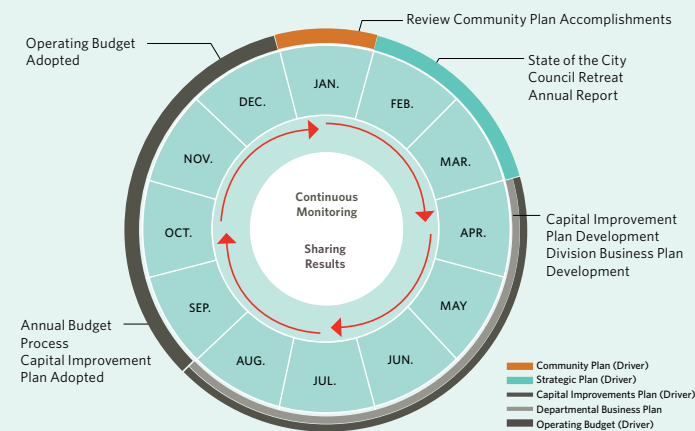
A Framework for Strategic Planning

The planning NEXT team has developed a highly effective, structured approach to strategic planning. This approach recognizes the critical need to tie strategic planning into the budgetary cycle, and to ensure that the strategic plan can be a living document that is regularly assessed and updated. Our approach also establishes a hierarchy that starts with a vision and moves through successive phases to final program objectives.

STRATEGIC PLAN POLICY HIERARCHY



STRATEGIC PLAN PROCESS CYCLE



Our Understanding: Gahanna Process

Planning NEXT understands that the City of Gahanna is seeking professional planning services for facilitation of a strategic planning process. This process is intended to be inclusive of elected and appointed officials, city staff, residents and other stakeholders. The public process will be interactive and integrate one-on-one interviews, collaborative work sessions, survey techniques and online tools and bring together residents, businesses, and other key stakeholder groups. We understand that the city values accessibility and responsiveness as well as strong familiarity with central-Ohio's political and economic environment.

ICMA Insights

The pN Team understands the importance of getting desirable results. This requires monitoring and measuring progress. By aligning the Strategic Plan with the ICMA Insights platform the city can be fully prepared to track, measure and realize the actions in the strategic plan.

Develop an inclusive approach that builds on previous work.

The Strategic Plan will be crafted through an inclusive approach that builds on the success of past efforts. The team understands that the city has undertaken previous planning efforts including a 2012 strategic planning retreat which affirmed the vision, mission and a series of "Critical Success Factors" which will serve as a starting point for this process.

Deploy innovative and impactful facilitation techniques.

The city is interested in deploying innovative techniques and strategies for this project. The team has a variety of innovative techniques to energize the process and provide more meaningful touch points for engagement. Key-pad polling or tablet stations is just one example of a useful and engaging tool to deploy during large and small-scale community meetings.

Build an innovative agenda of actions.

The final Strategic Plan should include innovative approaches and strategies to address the key community opportunities identified through the engagement process. The agenda of actions should be connected to a strong implementation plan that establishes time frames, responsibilities, measurable departmental implementation strategies and criteria for future evaluation.

Provide a foundation for results.

The approach to the planning process will be conducted in a way that fosters broad ownership of the outcomes. The plan is not an end in itself; it is really just the beginning. The process will be initiated and facilitated with an eye toward "doing." It will include an implementation plan with specific responsibilities to ensure the Strategic Plan achieves the goals defined by the community.

The planning process will build upon the city's recent work.

In 2008, City Leadership affirmed five "Critical Success Factors" or strategic priorities. This will be reaffirmed early in the process and may become the organizing structure of strategic plan.

***Vision:** to be an innovative model community that values its rich heritage, pursues high standards, and promotes respect among its citizens.*

***Mission:** to ensure an exceptional quality of life by providing comprehensive services, financial stability, and well-planned development which preserves the natural environment, in order that city government will continue to be responsive, accessible and accountable to our diverse and growing community of citizens.*

Citizen Centricity:

Gahanna is committed to keeping the health, safety and welfare of our citizenry as the focal point of all policy decisions. Gahanna will always strive to be responsive, transparent and accountable to the community.

Effective Communication:

Gahanna is committed to communicating critical information to our citizens, stakeholders and employees while also listening to their wants, needs and feedback.

Economic Success:

Gahanna is committed to ensuring financial sustainability through smart revenue generation, business growth and prudent short and long term financial management.

Smart Growth:

Gahanna is committed to effectively managing its growth and assets.

Innovation:

Gahanna is committed to continually reinventing the way we do business to be relevant, effective and efficient.

2. Project Plan

This section outlines a proposed approach for strategic planning and facilitation services. It is fully expected that the work elements will be discussed with project leadership and, ultimately, become the final scope of services for this important undertaking. The approach is focused on city government operations, but also affords opportunities for public-private collaboration on moving the community forward.

Approach

The proposed approach has four phases:

1. Preparation
2. Community Assessment
3. Community Engagement
4. Strategic Plan Development

*A timeline has been included at the end of this chapter that graphically depicts the work program.

Phase 1. Preparation

The Team places great emphasis on preparation activities to build a solid foundation for a strategic plan.

1.1 Conduct Orientation Meeting(s) with Staff. The Team will meet with the city's project leadership to get oriented to the process. Staff will provide a background on relevant issues within the community. The city's project leadership will lead the Team on a tour of the community, to help it become more familiar with the city's physical layout. During the preliminary meeting the Team and leadership will: discuss/affirm the Critical Success Factors; review the Public Engagement Plan, discuss potential committees, and review the project calendar. The Team assumes there will some sort of steering group established to assist with the process. It is not necessary, but can be a crucial aspect of the public engagement effort.

1.2 Conduct Interviews. The Team will conduct individual interviews with the Mayor, City Council members, City Attorney, and department directors. The purpose of the interviews is to understand prevailing issues and opportunities for community and city operations.

1.3 Orient Steering Committee (1). The Team will hold its first meeting with the Steering Committee. The focus of this first meeting will be to review the work plan and schedule and to engage the committee in preliminary issue identification and discuss the project publicity and outreach efforts.

1.4 Prepare Communications and Outreach Plan. In advance of the public process and to successfully launch the public communication of the strategic planning process, the Team will develop a communications and outreach plan. This document will guide the

PHASE 1

Key Deliverables

- Communications and Outreach Plan
- Project Identity
- Branded Project Website and Social Media (Option A)
- Branded Project Collateral
- Meeting agendas, handouts and resources



The Process Identity

The planning NEXT team believes a strong recognizable identity for a process is key to its successful promotion. We've developed graphic identities such as the one pictured above for many of our projects. These graphics, along with key messages, give the process a identifiable stamp that can be extended to print materials and online tools.



Web Tools

The team will use existing assets, like the City's web page and "Open Town Hall." Alternatively, the Team can design and launch a branded project website that will become a key part of project communications. The site would provide a critical content feed about the planning effort for media and the public and be synchronized with social media (Facebook, Twitter and/or Instagram). It will include project background, resources, news, and information about how to get involved.

PHASE 2

Key Deliverables

- Existing Programs and Policy Memo
- Research and Analysis Memo
- Meeting agendas, handouts and resources



Keypad Polling

Keypad polling is a tool that planning NEXT has employed to provide real-time results during large-scale and small-scale public meetings. This technology allows for instant feedback from more than a thousand participants to a prompt.

publicity effort by establishing an identity for the process, outlining production schedules for branded materials, identifying outlets for communication and assigning responsibility within the Steering Committee and among key staff. The communications and outreach plan will increase the recognition of the project, build credibility and increase understanding of the process and its objectives/outcomes within the community. The communication and outreach plan ensures all those who care about the city of Gahanna have a choice to participate in the process.

1.5 Conduct Steering Committee Meeting (2). The planning NEXT Team will hold its second meeting with the Steering Committee preceding the engagement phase of the planning process. The committee will be asked to further develop the agenda for the upcoming public meetings by offering their own view of the key issues. Steering Committee meetings will include preparation steps that include coordination and production of meeting materials and post-meeting activities such as communication and coordination steps.

Phase 2. Community Assessment

The strategic plan needs a solid foundation analysis of the current situation. This phase of the project includes an assessment of existing programs and policies and research and analysis of community priorities. As indicated on the timeline, this phase will run parallel to Phase 3, Community Engagement.

2.1 Evaluate Existing Programs and Policies. The Team will conduct an evaluation the City's existing programs and policies. This step will include review of documents and evaluation of leadership interviews.

2.2 Conduct Steering Committee Meeting (3). The Team will share the evaluation described in Task 2.1 In addition, the Team will present the analysis of the Listening and Learning meetings. The group will be provided with a summary document of the input along with the full database of responses. The emerging opportunities will be discussed and prioritized for the next round of community engagement.

2.3 Conduct Research and Analysis. Following the evaluation, the Team will conduct research on the five Critical Success Factors for the City (unless modified), if they are affirmed on Phase 1. If not, the research outlined will be developed in collaboration with Staff.

Phase 3. Community Engagement

The planning NEXT Team proposes several types of meetings to conduct the public process and effectively bring together a diverse representation of residents, businesses, and other stakeholder groups. The proposed meetings are grouped into two categories: Listening and Learning Meetings and Choices Meetings. The two meeting types are sequential and are linked with one another. The generative first phase will create the content that is tested during the deliberative second phase. Beyond face-to-face meetings, the Team will develop online tools to be deployed in parallel, that will allow participants to log on and offer their input virtually. These tools will be tailored to Gahanna process, and publicized aggressively.

3.1 Conduct Listening and Learning Meetings. The Team will organize and conduct 12-18 small-scale public Listening and Learning Meetings to collect community input. These public workshops will be convened in different areas of the City to maximize geographic and demographic participation. The workshop format will include a brief orientation then a facilitated discussion on the needs and opportunities for Gahanna to be better tomorrow than it is today.

3.2 Identify Emerging Opportunities. The Team will conduct an analysis of the key themes that emerge from the full database of results. These emerging opportunities will be incorporated into a summary sheet to be presented to the Steering Committee and staff.

3.3 Conduct Steering Committee Meeting (4). The Steering Committee will reconvene to prepare for the next round of community engagement. The group will review a draft agenda for the meetings, affirm the draft priority opportunities, and be assigned outreach and publicity tasks to ensure high-levels of participation. The group will also discuss the organization of the final Strategic Plan.

3.4 Conduct Choices Meeting. The Choices Meeting is a public event designed to synthesize the findings from the public input into a coherent set of action priorities for the future of Gahanna and to help create the framework for the final Strategic Plan. The program will include facilitated activities in small groups and general assembly review periods. Participants will give feedback on the preliminary direction and consider potential conflicts or critical questions.

3.5 Conduct Steering Committee Meeting (5). Following the Choices meeting, the Team will meet with the Steering Committee to review the results, consider the plan's framework of actions, and identify strategic community priorities. Steering committee meetings will include preparation steps that include coordination and production of meeting materials and post-meeting activities such as communication and coordination steps.

3.6 Assist with Citizen Survey. The Team will assist with shaping the substance to be tested in the biennial survey. The substance will be shaped based on: a review of the 2008, 2010 and 2012 surveys; the Community Assessment; and the initial recommendations of the Strategic Plan.

Phase 4. Strategic Plan Development

The Strategic Plan will spell out a bold and realistic vision of what the community wants to become. The plan—and its actions—will be driven by the intuition of the community and its key stakeholders. It will develop innovative approaches and strategies to address issues through an Action Plan. It will recommend implementation steps and the timing of implementation, spelling out the roles with in government, business, citizens, and non-profits.

4.1 Prepare Initial Recommendations. The Team will prepare a summary report of initial recommendations in time for the 2016 budget process in the fall of 2015. This report will include an outline of the overarching strategic goals and objectives.

4.2 Conduct Progress Work Session. The Team will share the initial recommendations with City Council and other leadership.

4.3 Prepare Draft Strategic Plan. The Team will compile the input received through the rounds of engagement and interviews into a preliminary draft of the Strategic Plan. The final format of the Plan will be decided in consultation with staff and the steering committee. The structure will generally involve two parts:

The Summary. A concise summary of the Strategic Plan that will include a narrative on the impetus for the plan update, a description of the process, a summary of the priority strategies and action, and a structure for implementation.



Implement Online and Moderate Tools

As a parallel initiative of the in-person Choices Meetings, the Team will also launch an interactive web tool. This application will mimic the in-person meetings and collect additional feedback from participants unable to attend one the workshops.

PHASE 3

Key Deliverables

- Listening and Learning Meeting Results Memo
- Choices Meeting Results Memo
- Meeting agendas, handouts and resources

The Strategic Plan. The Strategic Plan will convey what strategies the community wants to achieve, and how it will accomplish them. This includes specific steps with assigned responsibility, established time frames, and potential funding mechanisms for specific projects, programs or policies. At this time, it is anticipated the Plan would be organized by the Success Factors, which help group related activities or issues together under a larger community goal.

Departmental Work Programs. The strategic plan will be buttressed by directly related departmental work programs. These work programs will include program-specific performance measures and targets that will be evaluated for alignment with ICMA Insight Performance measurement program.

4.4 Conduct Steering Committee Meeting (6). The Team will meet with the Steering Committee for a final time to discuss, and affirm the draft Strategic Plan. The group will receive the draft plan ahead of the meeting to prepare their comments. Steering Committee meetings will include preparation steps that include coordination and production of meeting materials and post-meeting activities such as communication and coordination steps.

4.5 Present the Draft Strategic Plan. Staff and Team member will present the final recommendations to City Council for review and approval.

4.6 Prepare the Final Strategic Plan. Following the close review of the draft plan by staff and the Steering Committee, the Team will refine the document and prepare a final publication-quality report. The report will describe the process methodology, key findings and specific strategic recommendations. It will also include a technical appendix with information on techniques used to reach consensus and additional appendices to adequately document the work effort.

4.7 Produce Final Plans. Final copies of the plan will be produced along with one digital copy provided in the form of a PDF.

PHASE 4

Key Deliverables

- Draft Strategic Plan
- Final Strategic Plan
- Meeting agendas, handouts and resources



Timeline

The proposed timeline is presented below and is based on the tasks outline in chapter 2, Project Plan. The task list assumes a 10-month process beginning in early June and concluding in June 2016.

PHASE / TASK	Months											
	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar		
Phase 1: Preparation												
1.1 Conduct Orientation Meeting(s) with Staff	●											
1.2 Conduct Interviews	■											
1.3 Orient Steering Committee (1)	●											
1.4 Prepare Communications and Outreach Plan	■											
1.5 Conduct Steering Committee Meeting (2)			●									
Phase 2: Community Assessment												
2.1 Evaluate Existing Programs and Policies		■										
2.2 Conduct Steering Committee Meeting (3)			●									
2.3 Conduct Research and Analysis		■										
Phase 3: Community Engagement												
3.1 Conduct Listening and Learning Meetings			■									
3.2 Identify Emerging Opportunities			■									
3.3 Conduct Steering Committee Meeting (4)			●									
3.4 Conduct Choices Meeting					■							
3.5 Conduct Steering Committee Meeting (5)					●							
3.6 Assist with Citizen Survey					▬▬▬▬▬▬▬▬▬▬							
Phase 4: Strategic Plan Development												
4.1 Prepare Initial Recommendations				■								
4.2 Conduct Progress Work Session				●								
4.3 Prepare Draft Strategic Plan						■						
4.4 Conduct Steering Committee Meeting (6)									●			
4.5 Present the Final Strategic Plan										●		
4.6 Prepare Final Strategic Plan										■		
4.7 Produce Final Plans											■	

KEY

- Single Meeting ●
- Ongoing Process ▬▬▬▬▬▬▬▬▬▬
- Process Duration ■

Workshop Formats and Facilitation Techniques

Below is a sample of facilitation techniques the Team has employed in previous projects. Specific techniques will be chosen in collaboration with Staff.



World Cafe

The activity takes place in a very informal setting: a room with several small tables. Through a series of questions discussed in very small groups that split up and reform with each question, participants consider each other's ideas and perspectives and build a shared understanding of the topic. The very small groups (3 to 5 people) give everyone the opportunity to participate actively and encourage those who are uncomfortable in a larger setting. Since people sit wherever they want to start, that means that the first discussion will begin with their friends. Mixing the groups up between each question makes people relate to everyone, not just their friends, and helps build a sense of cohesion about the vision. Self-facilitating groups put the sense of responsibility on the participants rather than the consultants, sending the message early that successful implementation of the vision will depend on local efforts.



Image Dialogue

This technique uses a set of images as the focal point for raising and discussing critical questions. The image sets engage a different part of the brain than words, encouraging creativity and openness to new ideas. They also give participants a jumping-off point to talk about their "vision" in very concrete terms, and help engage those participants less willing to engage in more abstract concepts.

Image Preference Dialogue

This format combines the image dialogue with an image preference survey, where people use dots to identify images that represent their vision of the future and images that do not represent their vision of the future. This variation works best with topics related to placemaking and the built and natural environment. The dot survey gives some quantitative information about people's preferences and shows very clearly areas of consensus and areas of conflict, while the notes from the dialogue provide a rich tapestry of information about why people like or dislike an image.



Neighborhood Structure

This workshop gets people engaged in analyzing their neighborhood in physical terms. By working in small groups to color a series of features on neighborhood maps, including pedestrian space, gardens, buildings, and space for cars, people develop an understanding of the patterns on the ground and how those patterns relate to places people love and places that are distressed. Once participants add markers for special features, strengths, and weaknesses, the maps will provide a rich set of information about existing conditions.



Asset-Based Program and Policy Development Workshop

In the later phases of a project, we can help move the community along the implementation path with a program and policy development workshop designed from the concepts of asset-based community development, an approach to community development that recognizes and builds on the benefits and amenities already existing within a community. While focusing on problems can be depressing and exhausting, identifying and organizing around assets provides a firm foundation to release new ideas and energy. Participants will brainstorm community assets (personal, institutional, financial, physical, etc.) and then work together to combine assets to develop actions that can move the community toward the vision. At the end of the workshop, participants will be asked to join working groups to implement actions and help guide the subsequent policy and program changes.

Strong Places Weak Places

This exercise is a variation of the well-established SWOT (strengths, weaknesses, opportunities and threats) procedure. It uses a map of the area targeted for enquiry and asks participants to identify on the map specific locations that represent strong places, weak places and places of opportunity. The identification of strong places leads to an understanding of what makes those places strong. The identification of weak places leads to an exploration of why those places are weak. Places of opportunity orient participants toward identifying solutions. This technique is very useful to link participants' thinking to the physical reality of a community.

Keypad Polling

Keypad polling is a tool that provides real-time results during meetings of any size. This technology allows for instant feedback from more than a thousand participants to a prompt. During a summit in Columbus, Ohio, over 800 participants provided real-time feedback throughout the meeting.



Critical Questions

The critical questions format is used to explore issues and ideas in more depth. As questions come up in the course of the vision they are addressed in a small group format. The group that address the question includes participants that are passionate and informed about the issue being discussed. They address the specific questions as a proxy to the community at large. The process does not force agreement and consensus, rather it provides a snapshot of responses. If consensus emerges it is noted. If the dialogue reveals specific areas of disagreement those are noted as well. The same format can be used to test specific discrepancies that may exist between what the community wants and the findings of the technical analysis.



Meeting-in-a-box

These kits are designed to be self-facilitated and will help fill-in the outreach holes by taking the messages and information to the people, especially the hard to reach members of the community. The "meeting in a box" kit will include talking points, handouts, exercises and other engagement tools needed to communicate with the public about the project and gather input on specific items. This kit can be used by staff and/or volunteers.



Facilitator Training

We regularly train volunteers to facilitate small groups in almost any workshop format. Facilitators are given very specific instructions, often accompanied by a script and response forms, which helps to ensure that input is collected in a consistent and useful format.

Web-based Tools for Engagement

Face-to-face communication is the heart of community-based planning. But as more of us spend more time online, we are using web-based tools to broaden our reach and to inspire creative thinking about places that matter to people. While we have employed 3rd-party online tools, the best examples of our use of technology are our own custom-designed solutions. These include:

WESTERVILLE, OHIO

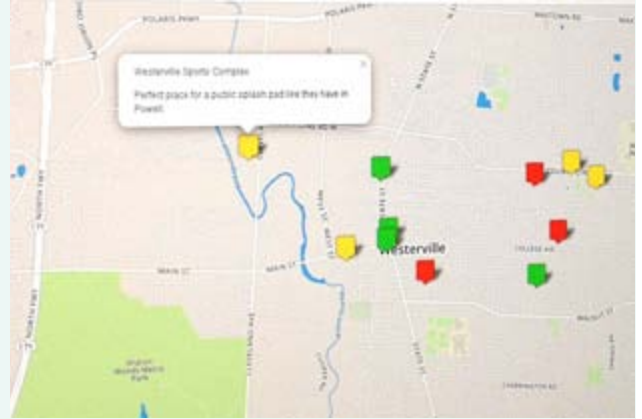
Following from a three-day kick-off workshop for the city's community plan, which was attended by nearly 250 people, we created an interactive, online forum for soliciting additional community input. The online tool included four activities:

Evaluating principles and value statements. This activity asked citizens to rate how strongly they support each of a series of statements about the city's intent for managing growth.

Shaping scenarios – This activity asks citizens to consider generally whether future development should follow the status quo or change in some way.

Mapping the city. Using a map interface, this activity allowed citizens to share input on strong places, weak places, areas of opportunity or any other idea. Maps feature custom base layers, custom markers, and the ability to toggle different collections of feature information.

Considering future character. This activity sought input on specific types of future character that might be appropriate in each of seven target areas.

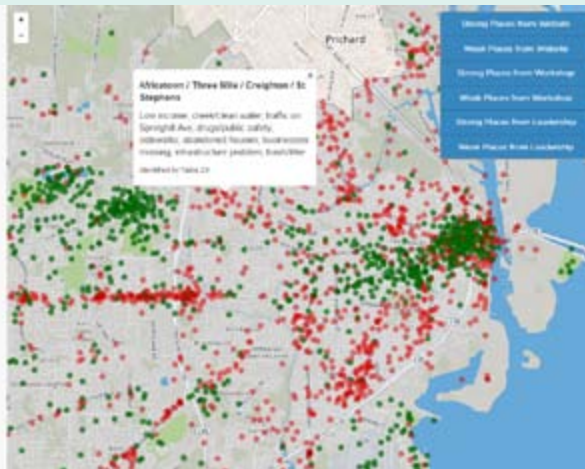


MAPPING STRONG AND WEAK PLACES (COMPOSITE)

This map displays all of the strong and weak places submitted through this website and during the March 30 Focus on the Future Workshop.

Strong places may be desirable to visit, reflect well on the community, represent conditions you'd like to replicate, or may be special to you in a positive way.

Weak places may be undesirable to visit, reflect negatively on the community, represent conditions you would like to see changed, or offer a great potential for improvement.



MOBILE, ALABAMA

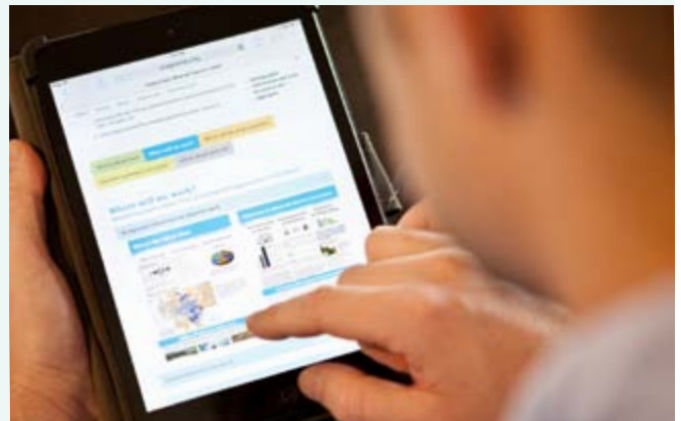
Following a workshop for the city's comprehensive plan that was attended by over 500 people, we created an online version of the workshop that included two activities:

Mapping strong and weak places. Using a map interface, this activity allowed citizens to share input on strong places and weak place in Mobile. Maps feature custom base layers, custom markers, and the ability to toggle different collections of feature information.

Ideas for the Future. Involved a simple questionnaire that allowed citizens to submit ideas for the city's future.

CARY, NORTH CAROLINA

For the Imagine Cary community planning process, we developed a custom online application that mirrored activities conducted on paper response forms during a policy choices workshop. Participants at the workshops could respond using traditional paper forms or with their own tablet computers via this web tool. The online activity continued to collect input for several weeks following the in-person workshops.



Visioning isn't just something we do, it's what we do.

Great, livable communities don't just happen—they're created. We bring people together to create enduring and prosperous communities.

SERVICES

Pre-Planning

Strategic Planning + Visioning

Comprehensive Planning + Urban Design

Social Media + Web Communication

Visual Communication

VISIONING & STRATEGIC PLANNING EXPERIENCE

- Vision for Aiken County, South Carolina
- Vision and Strategic Plan for Anniston, Alabama
- Vision for the Baltimore, Maryland Region
- Vision for the Birmingham, Alabama Region
- Vision for a Community Plan, Cary, North Carolina
- Vision for Champaign County, Illinois
- Vision for the Charlotte, North Carolina Region
- Vision for the Cincinnati, Ohio Region
- Vision for Columbia, Missouri
- Vision for Columbus, Ohio
- Vision and Strategic Plan for Fort Wayne, Indiana
- Vision for Franklin, Tennessee
- Vision for Hamilton County, Ohio
- Vision for Houston, Texas
- Vision and Action Plan for Jefferson County, Indiana
- Vision for the Kansas City, Missouri Region
- Vision for the Knoxville, Tennessee Region
- Vision for Kona, Hawaii
- Vision and Strategic Plan for Lubbock, Texas
- Vision for Lower Manhattan and the World Trade Center Redevelopment
- Vision for Manatee County, Florida
- Vision for the Montgomery, Alabama Region
- Vision for the Morgantown, West Virginia Region
- Vision and Strategic Plan for Muncie, Indiana
- Vision for Northeast Indiana Region
- Vision for Valparaiso, Indiana
- Transportation Vision for the Washington D.C. Region
- Vision for Yellow Springs and Miami Township, Ohio

3. Experience

This section highlights the specialized project experience of planning NEXT.

**The future belongs to those who plan for it.
We help communities move toward what's next.**

For nearly 20 years we've helped communities come together and create plans that move them forward. Here are some keys to our success.

Invite genuine participation. When it comes to a community's future, most agree that citizens should have their say. The problem, though, is getting a broad and fair enough representation—and then deciding what to do with all the ideas. Gathering viewpoints is one thing; engaging real participation is another. That's why our practice employs a proven community engagement process unlike any other. We attract participation from a varied cross-section of citizens and stakeholders, including those typically not involved in planning efforts. By launching a robust outreach and communications campaign, we ensure that involvement in the process is not just perfunctory, but a real choice to be excited about.



Create an enduring place. The way people think and feel about where they work and live depends on this: community character. It's what sets a place apart. It's what incites loyalty and deepens devotion. It's what attracts business and growth. It's what draws people to call a place "home." Every community has it; but not every community knows how to manifest it. That's where we come in. We help communities understand and embrace their physical character. Then we create a character-enhancing plan rooted in quality development. The result? Lasting prosperity and community pride.



Communicate clearly. True understanding and acceptance are always more favorable than superficial buy-in or forced resignation. That's why we believe in integrating insight into even the most complex community and planning issues. We help stakeholders make informed decisions about potential solutions while promoting productive dialogue and open communication among internal and external audiences. Using visual communications and visualization tools, we help to clearly express the plan in a way that empowers participants and encourages community-wide support.



Cultivate understanding. A plan devoid of listening, learning and logic is nothing more than shelf paper. For real impact, you need a plan that includes a strategic communications effort—one that informs and inspires. From population trends to development capacity to economic opportunity to character of place, our practice helps convey the most complex particulars of your plan. We also help develop a strong, compelling identity for the planning process to increase visibility and extend reach. From marketing materials to web sites to social media development, we leverage graphic design and collateral to educate stakeholders about the process while building emotional attachment to the plan.

Manage the effort. Every project brings its share of complexity. Whether engaging diverse stakeholders, dealing with big or inflexible budgets, coordinating the efforts of multiple committees, or all of these at once, we’re known for skillfully facilitating, managing and bringing together personalities, ideas and possibilities into a single, actionable plan. Leaders from our practice are personally and directly involved in process facilitation and plan development. This ensures swift, smart decision-making and harmonious, cohesive agreement among teams, staff, committees and stakeholders.

Trust what works. In our 20 years of working together to help communities everywhere, we’ve learned that there is no such thing as a one-size-fits-all solution. From Columbus to Upper Arlington, from Cary to Charleston, it takes envisioning what’s possible, engaging at a grassroots and leadership levels, affirming direction, and developing a solid action plan. Our experience is complemented by a diverse portfolio of work ranging from big cities to small towns to niche neighborhoods.

Project Experience

The following pages highlight project examples completed by planning NEXT. Projects have been selected based on their special relevance to the strategic planning process for Gahanna.

Beyond the examples given, the team has extensive experience in other communities across the Midwest and beyond.

FEATURED PROJECTS

1. ValpoNEXT Vision Process, Valparaiso, Indiana	16
2. Muncie Action Plan, Muncie, Indiana	17
3. Blueprint for Community Investment, Near East Side, Columbus, Ohio	17
4. ENVISION Jefferson County, Jefferson County, Indiana	18
5. One City One Vision, Anniston, Alabama	19
6. Columbus 2012: Vision and Strategic Plan, Columbus, Ohio	20
7. Strategic Plan, Mid-Ohio Regional Planning Commission (MORPC)	21

The following summary of planning NEXT’s local clients demonstrates a comprehension of the central-Ohio political and economic environment.

- City of Upper Arlington
- Village of Marble Cliff
- City of Westerville
- City of Columbus (East Franklinton, Near East Side Neighborhood, Discovery District, Bicentennial Vision)
- City of Grove City
- City of Dublin
- City of Grandview Heights
- Mid-Ohio Regional Planning Commission



ValpoNEXT Vision Process

CITY OF VALPARAISO, INDIANA

The ValpoNEXT Citywide Vision Process was awarded a 2015 Hoosier Planning Award for Outstanding Public Outreach by the Indiana Chapter of the American Planning Association.

CHALLENGE

Valparaiso is a small but prosperous and growing community in the Chicago Region. The city has been proactive and deliberate in planning for its future (being the first Indiana community to adopt a comprehensive plan) and in following through on those plans. This legacy is evident in the city's vibrant downtown, diverse and well-maintained neighborhoods, highly regarded park system, improving transportation system, and fiscal health. To make Valparaiso even better in the future, the city is undertake its first community-driven effort to create a long-term vision and action plan.

PROCESS

A large and diverse citizen steering committee was appointed to guide the process and substance of the vision. They branded the effort ValpoNEXT and helped conduct a publicity campaign that included traditional and online media, as well as personal word-of-mouth outreach. At the first public event, over three nights in February, nearly 300 people braved sub-zero temperatures to think big about making their community even better. Over the entire course of the process, multiple face-to-face public workshops as well as online activities provided for a robust engagement which reached over 880 people and gathered 2090 pieces of input.

RESULTS

Following the one year planning process Valparaiso City Council approved the ValpoNEXT Vision Plan. A large number of community members turned out for the hearing and many spoke with glowing praise about the plan and the extensive community outreach process that led to its adoption. The final plan sets forth a vision statement and nine initiatives that organize 43 actions (projects, programs or policies). The ValpoNEXT Citywide Vision Process was named a finalist in the American's Best Communities Competition and was awarded \$50,000 to develop comprehensive strategies to accelerate the revival of their local economies and improve quality of life.



The ValpoNEXT visioning process engaged thousands of residents through large-scale meetings and small focus groups.



You can learn much more about the ValpoNEXT process, and discover some of planning NEXT's web capabilities by visiting the project's website at www.valponext.org. The planning NEXT team has built a number of websites and other online tools for its projects.



Muncie Action Plan

CITY OF MUNCIE, INDIANA

The planning NEXT Team helps Muncie and its higher education stakeholders to formulate a plan to turn around disinvestment, decline—and to come together as a community in an unprecedented way.

CHALLENGE

Like many communities in the Midwest—Muncie faces significant challenges in creating a prosperous and sustainable future after decades of disinvestment, population decline, changing demographics, and inefficient land development. Community leaders, including the close involvement of stakeholders from higher education institutions (Ball State University, Ivy Tech Community College, Harrison College), conceived the Muncie Action Plan (MAP) as a means to take stock of the current situation, to collaboratively shape an inspired agenda for the future, and to collectively work toward that future.

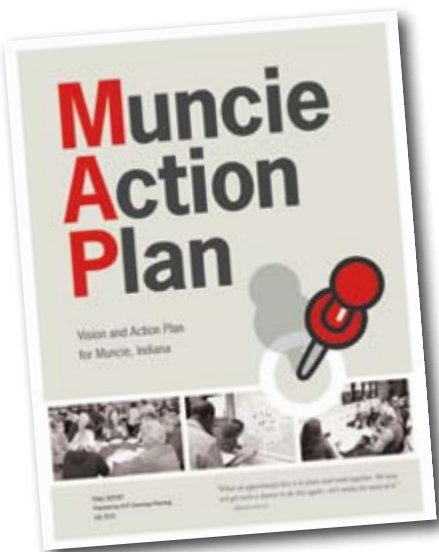
PROCESS

The planning NEXT Team designed and facilitated a visioning and strategic planning process that was inclusive, holding citizens' opinions and values at its core; supportable, using the methods to reach consensus on shared future goals among diverging interests; and actionable, detailing clear implementation steps to immediately work toward the vision. The Muncie Action Plan process was an unprecedented coming together of the community. It engaged people of all ages and backgrounds from all parts of the city. Over 2,000 people attended at least one MAP workshop and many others volunteered to support the process. Never before have so many Muncie citizens gathered to share their ideas, hopes, and concerns about the community's future.

RESULTS

The final Plan is a strategic guide to achieving the community's aspirations for the future and includes 47 actions organized into five initiatives: 1) Linking Learning, Health, and Prosperity; 2) Fostering Collaboration; 3) Strengthening Pride and Image; 4) Creating Attractive and Desirable Places; and 5) Managing Community Resources. The plan was formally adopted by elected officials in both Muncie and Delaware County in early 2010. The team designed an implementation structure for the Plan and, in September of 2010, organizers and citizen volunteers formed a leadership group and five task forces to carry out MAP's initiatives.

The team continues to help in guiding implementation of the Action Plan. In 2012, The planning NEXT Team helped the city develop a strategic plan for Downtown, which recommended several actions that might become catalysts for Downtown redevelopment.



The Muncie Action Plan included 47 actions that were organized into five key initiative areas. All of these direct actions were linked to responsible organizations, government departments or individuals capable of carrying out the project, program or policy.





Blueprint for Community Investment

NEAR EAST SIDE NEIGHBORHOOD, COLUMBUS, OHIO

CHALLENGE

Partners Achieving Community Transformation (PACT) is a partnership between the City of Columbus, The Ohio State University, the Columbus Metropolitan Housing Authority (CMHA) and stakeholders on the Near East Side neighborhood of Columbus, Ohio. PACT’s aim is to enhance the quality of life on the Near East Side of Columbus by focusing on five core areas: Jobs and Economic Impact; Safe, Vibrant and Accessible Neighborhoods; Health and Wellness; Education; and Housing. In 2011 the organization set about to create a master plan called the “Blueprint for Community Investment” to leverage \$1 billion expansion of Ohio State University’s Medical Center facility in the area. The planning NEXT team was hired as a part of a multi-disciplinary consulting team being led by Goody Clancy to create and facilitate an inclusive and meaningful public process for the Blueprint.

PROCESS

The approach was a multi-platform strategy that recognized a range of interests, confidence and availability of individuals the process sought to attract. It involved both outreach, to keep interested parties informed and deliver people to input opportunities, and engagement, focused on the venues and techniques to gaining and sharing insight. The outreach effort included electronic (social media and website), print (flyers and mailers), media (local radio, television and newspapers), and personal (direct word-of-mouth communication). The engagement effort involved a range of committee and stakeholder meetings, small public workshops called “community conversations,” a multi-day design charrette and a series of open houses. The public process brought together a diverse group of residents and stakeholders and ultimately led to a high degree of community support for the Blueprint.

RESULTS

The public process brought together a diverse group of residents and stakeholders and ultimately led to a high degree of community support for the Blueprint. The work has been leveraged for funding to support the recommendations in the plan. Funding received for the community has included a \$30 million grant from HUD to transform the site of a former public housing complex.





ENVISION Jefferson County

JEFFERSON COUNTY, INDIANA

CHALLENGE

Nestled along a winding bend of the Ohio River, Jefferson County, Indiana, is a beautiful mix of open agricultural fields, forests and rolling bluffs. The city of Madison and town of Hanover within the county both have a long and proud history evidenced by their impressive stock of historic structures. Beyond it's setting, the community also maintains an impressive list of industrial employers who help to drive the local economy. Despite these assets, the county suffers from low levels of personal prosperity, an aging population and challenged school districts. Determined to address these challenges, a group of local business leaders initiated an effort to develop vision and action plan for the county's future - with help from planning NEXT.

PROCESS

In an effort unprecedented in southern Indiana, a group of local business leaders sought to build a broad community supported vision and action plan to improve their community with the hope of improving the overall economic vitality and talent pool in the region. Working with planning NEXT, they branded the process ENVISION Jefferson County and recruited a broadly representative citizen steering committee to guide the process. The public process includes several large-scale community workshops which engaged hundreds of citizens and collected more than 2,000 pieces of input. The final strategic plan includes six initiatives and 30 actions.

RESULTS

City and County leadership have created and implementation team to lead facilitation of the action agenda. In April 2015 they were named one of the finalists in the American's Best Communities competition which include \$50,000 to develop comprehensive strategies to accelerate the revival of their local economies and improve quality of life. The semi-finalist are competing for a chance to win up to an additional \$3 million to bring their plans and ideas to life.



The Community Conversations included a "Headline Activity" where participants were asked to write the headline for the article thirty years from now on how the community had transformed because of the ENVISION Jefferson County process.





One City One Vision

CITY OF ANNISTON, ALABAMA

CHALLENGE

Anniston, Alabama, located almost exactly between Atlanta and Birmingham, was nicknamed the Model City over a century ago due to its deliberate planning. But the community has faced hard times for many years. Multiple environmental disasters from military and industrial installations, social unrest since the civil rights era, and deindustrialization have contributed to five decades of population decline. For years, city leadership focused on the most pressing and immediate of community needs, with little significant long-term improvement. In 2012, the city's new leadership initiated an effort to move toward a new, brighter future by creating a community-driven vision and strategic action plan.

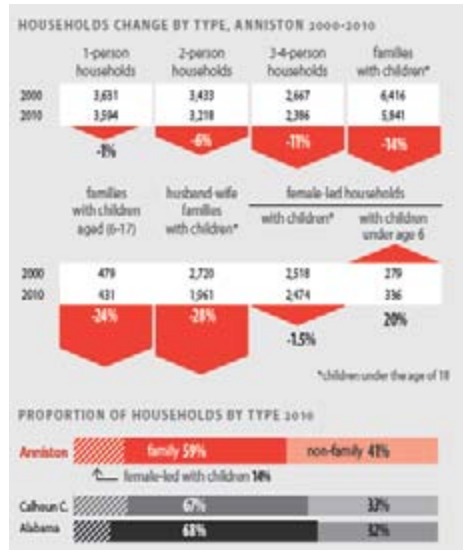
PROCESS

The One City, One Vision process kicked off with the formation of a citizen steering committee. In a city with a legacy of division it was important to the process that this group represent all of Anniston. Over a period of nearly nine months the team, committee and city leadership held a series of community workshops, beginning with brainstorming sessions that collected 1700 ideas and 150 specific actions. A Community Summit asked citizens to evaluate goals and prioritize potential initiatives. Enthusiasm for One City, One Vision and its potential benefits for the community remained high throughout the process - with nearly 200 people providing feedback at the Open House. Citizens reinforced the importance of building community pride in Anniston, and in sharing their stories.

RESULTS

The planning process resulted in extensive collaborations and a strong collective will for change. But more than that, it resulted in implementable action items with a clear sense of priorities, and the explicit identification of responsible entities and resources for seeing things through. Implementation for "One City, One Vision" is already underway, including the first update to Anniston's zoning code in more than 30 years.

Anniston's snapshot report documented existing land use and demographics in the city with easy-to-understand illustrations.



It was important in Anniston that the process, down to its name, maintain a theme of unity, togetherness and inclusion. From the start, One City, One Vision had sought to make participation a choice for all those who care about the future of Anniston.





Columbus 2012: Vision and Strategic Plan

CENTRAL OHIO

CHALLENGE

The year 2012 will mark the 200th anniversary for Columbus, the 15th largest city in the nation, Ohio's capitol and home for The Ohio State University and businesses such as Limited Inc. and Nationwide Insurance. In celebrating Columbus' history the City launched an ambitious process to envision the City's future, including establishment of goals and specific priority projects and programs. The planning NEXT staff was selected to facilitate a transformational vision project that challenged the community to think big and think creatively about the future of the 225-square-mile city and its neighborhoods. The initiative, called Dream it. Do it., aimed to reach consensus on projects that can be built or initiated by 2012 (based on 13 topical areas) and develop a list of neighborhood-based capital improvements.

PROCESS

Extensive public involvement, including a Youth Meeting, College Symposium, Focus Groups, Citizen Summit and Neighborhood Meetings added to over 11,000 "Think Tank" ideas already gathered from citizens throughout the Summer of 2007. The Summit, which utilized TurningPoint keypad response technology, brought a broad cross-section of the public together to think big and think creatively about the city's future. Over 1,700 participants registered for the Columbus Bicentennial Citizen Summit in advance and 250 people registered on-site the night of the event, marking the largest community meeting ever to take place in the City of Columbus.

RESULTS

Priorities of Dream it. Do It. were documented in the city's Blueprint for the Bicentennial and ultimately supported with a bond package and significant private investment. In the short two-and-a-half years since the Blueprint was prepared, many of the community goals developed through the vision have already become a reality, including city-wide curbside recycling, a new public art program, a collaborative marketing campaign for the city and Bikecentennial, a new bikeways initiative. Larger scale projects which also became a reality during this time were a new hotel across from the convention center, the redevelopment of the City Center Mall into Columbus Commons park, the Art Museum renovation, and completion of the "Scioto Mile" on the riverfront.



"Last night's Citizen Summit was amazing... to keep 2,000 people actively engaged and productive for two-and-a-half hours is a remarkable feat. The program was interesting and substantive, the conversations were enthusiastic, and the (keypad response) technology was waaaaay cool... I didn't want to let another minute go by without saying thank you for your hard work and expertise."

—Participant, Columbus 2012 Visioning Summit



Strategic Plan

MID-OHIO REGIONAL PLANNING COMMISSION

CHALLENGE

The central Ohio region is comprised of seven counties, 21 cities, 116 townships and 59 villages for a total population of 1,158,066 in 2000 and total land area of 3,577 square miles. Home to state government, The Ohio State University and a significant services sector economy, the Columbus region has grown markedly in the past few decades, far exceeding the population growth of the State and Ohio's other regions. By 2030 the population is forecast to increase by 36 percent adding 573,800 new residents for a total population of approximately 2,155,000 in 2030. MORPC is the only regional entity in central Ohio that has the perspective, talent and credibility to marshal communities in creating sustainable prosperity.

PROCESS

MORPC needed a strategic framework and has consistently turned to planning NEXT leadership to facilitate the creation of strategic plans for the organization. The process entailed rigorous review of the organization's work programs, membership, as well as external needs and opportunities in the region. The team worked closely with MORPC staff, governing leadership and member communities to create a common understanding of present conditions and future aspirations.

RESULTS

The updated Strategic Plan serves as a tool to communicate MORPC's relevance to regional audiences and to strengthen alignment within the organization. The strategic priorities include: 1) advancing sustainable prosperity; 2) advocating on public policy issues; 3) facilitating a comprehensive housing and community development agenda; and 4) supporting personal and freight mobility choices. The mission for the Mid-Ohio Regional Planning Commission—as determined by the process—is to be the regional voice and a catalyst for sustainability and economic prosperity in order to secure a competitive advantage for central Ohio. In the three years since the completion of the most recent strategic plan, MORPC has lived this mission by stepping into the forefront of regional economic and competitiveness efforts for the region. This includes initiating the Insight 2050, a collaborative initiative aimed at helping Central Ohio communities proactively plan for development and population growth over the next 30+ years that is expected to be dramatically different from the past.

“Our new strategic plan continues the good work that MORPC is doing on behalf of our region while creating new, bold, innovative opportunities for greatness in the future. MORPC’s Administrative Committee and Board worked very hard to build a strategic plan that represents our continued relevance to the Greater Columbus region. I am pleased with the outcome and ready to get to work!”

—Participant, MORPC Strategic Plan

References

The team would be happy to provide additional references upon request

ValpoNEXT Vision Plan

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Planning NEXT assisted the city of Valparaiso with the ValpoNEXT visioning process. This process completed in early 2015 and has recently begun implementation.

Muncie Action Plan

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Planning NEXT assisted the city of Muncie with the Muncie Action Plan (MAP) visioning process in 2011.

Discovery District North Action Agenda

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Planning NEXT has assisted the Mid-Ohio Regional Planning Commission in various ways for the past 16 years, most recently providing facilitation for an Action Plan the Discovery District neighborhood of downtown Columbus.

Proven Experience

Please click on the four hyperlinks below to view project examples. The team would be happy to provide additional samples upon request.

ValpoNEXT City-wide Vision Plan

www.valponext.org

The ValpoNEXT City-wide Vision Plan was completed in early 2015, and has many parallels with the process for Gahanna.

One City One Vision

hwww.planning-next.com/portfolio/onecityonevision/

The Strategic Plan for Anniston, Alabama was completed in spring of 2014. The Steering Committee continues to meet to help guide implementation.

Muncie Action Plan (MAP)

www.planning-next.com/portfolio/muncieactionplan/

The Muncie Action Plan was completed in 2011 and has achieved impressive implementation in the years since completion.

ENVISION Jefferson County

www.envisionjeffersoncounty.org

The Vision and Action Plan for Jefferson County, Indiana was completed in early 2015, and has just begun implementation.

4. Expertise

This section identifies the planning NEXT Team and their individual qualifications. Below is a list of the Team along with individual responsibilities specific to the project.

Jamie A. Greene, AIA AICP
PRINCIPAL

Principal-in-charge

Sarah C. Bongiorno, LEED AP, BD+C
PROJECT COORDINATOR

**Project Coordinator
and Public Engagement**

Michael Curtis, AICP
PLANNER

**Planning, Visual Communications,
Online Engagement**

Kyle May
PLANNER

Planning, Support and Research



Jamie A. Greene, AIA AICP

PRINCIPAL



Jamie A. Greene AIA AICP
Principal

Education

- Masters of Urban and Environmental Planning, University of Virginia
- Bachelor of Science in Architecture, The Ohio State University

Certifications and Training

- American Institute of Certified Planners (AICP)
- Registered Architect

“Jamie Greene’s involvement in Plan Cincinnati helped us take our planning process from predictable to award-winning. He was key in obtaining truly meaningful engagement from our steering committee and the general public alike.”

Katherine Keough-Jurs, AICP
Senior City Planner, City of Cincinnati



As a part of the planning NEXT-managed Columbus 2012 project, pictured above, Mr. Greene led the Citizen Summit—the largest public event in the City’s history and one of the largest in the nation. The implementation process of the 200Columbus celebration and promotion required the management of a 230 member commission with 13 standing sub-committees.

Jamie’s top priority is always to complete the mission and achieve outstanding results. Perhaps that comes from his time as an Army officer. It’s his passion for communities, however, that drives him and our work. As co-founder and hands-on principal of our practice (formerly known as ACP Visioning+Planning), Jamie spent the past 20 years being inspired by the voices and commitments of the communities we serve. Today he strives to help communities of all sizes and conditions answer their most fundamental question: “What’s next?”

Relevant project experience includes:

- **Valpo NEXT Vision Process**, a vision plan for the City of Valparaiso, Indiana;
- **Muncie Action Plan**, Vision and Strategic Plan for the City of Muncie, Indiana;
- **Envision Jefferson County**, Vision and Strategic Plan for Jefferson County, Indiana;
- **One City, One Vision**, a vision and strategic plan for the City of Anniston, Alabama;
- **Columbus 2012: Vision and Strategic Plan**, for Central Ohio.
- **Discovery District North Action Plan**, Columbus, Ohio.
- **BlueprintPlus and North River Now, Downtown Visions**, Vision and Strategic Plan for the City of Fort Wayne, Indiana;
- **ADVANCE Regional Strategic Plan**, East Central Indiana;
- **Regional Vision and Comprehensive Plans**, for Morgantown MPO, Town of Star City and City of Morgantown, West Virginia;
- **Community Plan and Area Plans** for the City of Dublin, Ohio;
- **Plan Cincinnati**, the comprehensive plan for the City of Cincinnati, Ohio; and
- **Economic Development Strategic Plan**, for the City of Independence, Ohio.

Jamie has presented the work of planning NEXT at many national, regional and local conferences, including: American Planning Association (APA), America Institute of Architects, Society of College and University Planners, and Railvolution. He has served as an adjunct faculty member of the Knowlton School of Architecture at The Ohio State University. Among other professional and civic activities, Mr. Greene serves on the Collaborative Brand Marketing Committee for central Ohio, an extensive multi-year effort designed to advance the identity and prosperity of the region. He also is the President of the Friends of Metro Parks.

He holds a Masters of Urban and Environmental Planning from the University of Virginia and a Bachelor of Science in Architecture, cum laude, from The Ohio State University.



Sarah C. Bongiorno, LEED AP BD+C

PROJECT COORDINATOR



Sarah Bongiorno, LEED AP BD+C
Project Coordinator

Education

- Masters of Urban Design, Columbia University
- Bachelors of Architecture, Ball State University

Certifications and Training

- NCI Charrette System, National Charrette Institute
- LEED Accredited Professional: Building Design and Construction, USGBC



When it comes to creating momentum and movement, Sarah knows a thing or two. Our clients say she “keeps the train running on time.” We say she’s not only well organized but positively passionate for design and quality places. Which explains why Sarah is able to simultaneously make every client feel like our only client while leading a range of civic initiatives.

Recent examples of Sarah’s work with planning NEXT include:

- **ValpoNEXT**, vision and strategic plan, for the City of Valparaiso, Indiana;
- **Go North Olmsted**, master plan for the City of North Olmsted, Ohio;
- **Imagine Westerville**, community plan and area plans for the City of Westerville, Ohio;
- **One City, One Vision**, the strategic plan and vision for the City of Anniston, Alabama
- **Character Framework for Community Investment** for the City of Grandview Heights, Ohio;
- **Imagine Cary**, community plan, for the Town of Cary, North Carolina;
- **PACT Near East Side Neighborhood Master Plan**, Columbus Ohio;
- **Discovery District North Action Plan**, Columbus, Ohio; and
- **Strategic Plan**, Village of Marble Cliff, Ohio.

In addition to her work with planning NEXT, Sarah has served as an adjunct faculty member of the Knowlton School of Architecture at The Ohio State University for the past five years. She also currently serves on several committees for the Center for Architecture and Design including Design Week[s] and is the Executive Coordinator for the Center’s Camp Architecture youth program. Sarah is certified in the NCI Charrette System by the National Charrette Institute.

Sarah holds a Masters of Science of Architecture and Urban Design from Columbia University and a Bachelors of Architecture from Ball State University.



Sarah is currently coordinating visioning efforts in Valparaiso, Indiana (www.valponext.org). and North Olmsted, Ohio (www.gonortholmsted.org)



Michael A. Curtis, AICP

PLANNER



Michael A. Curtis, AICP
Planner

Education

- Masters of City and Regional Planning, The Ohio State University
- Bachelor of Fine Arts in Graphic Design from Mississippi State University.

Certifications and Training

- American Institute of Certified Planners (AICP)

It's uncommon for someone to be both a talented planner and a gifted designer. Fortunately for us, Michael is that rare person. Masterful at simplifying the complex, he translates ideas, concepts and plans into visual communications with easy-to-understand graphics. For the past seven years, he's made all of us—including our clients—"look good." Proof positive? His work for Dublin, Ohio's community plan, Abu Dhabi's transportation vision and Cary, North Carolina's "Imagine Cary" online initiative.

Highlights of Michael's recent experience include:

- **Plan Together, Comprehensive Plan** processes for Richland County and the City of Columbia, South Carolina;
- **Valpo NEXT**, vision plan for the City of Valparaiso, Indiana;
- **Land Use and Character Plan**, for a zoning code rewrite the City of Anniston, Alabama;
- **Competitiveness and Viability Study** for two office districts within the City of Dublin, Ohio;
- **Land Use Framework** for a thoroughfare plan for Grove City, Ohio;
- **Imagine Cary**, the community plan, for the Town of Cary, North Carolina;
- **Regional Vision** for the Morgantown Monongalia Metropolitan Planning Organization; and **Comprehensive Plans** for the City of Morgantown and Town of Star City, West Virginia;
- **Imagine Westerville**, community plan and area plans for the City of Westerville, Ohio;
- **Community Plan, vision and area plans** for the City of Dublin, Ohio; and
- **Muncie Action Plan**, a vision and strategic plan for the City of Muncie, Indiana.

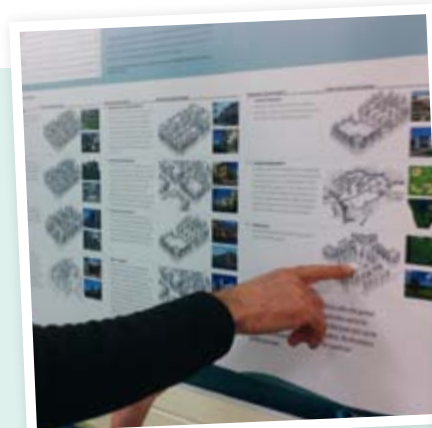


What is next for Valparaiso? The community you know and love is the result of deliberate planning and commitment to action... ValpoNEXT is an opportunity for citizens to share big ideas about making our community even better in the future.

Help make Valpo even better. Get involved.

When not providing technical expertise to our planning efforts, Michael contributes print and web graphic design as part of our publicity campaigns. A recent example is the website for Valparaiso Indiana's community vision process: www.valponext.org.

Prior to joining planning NEXT, Michael worked for the City of Dublin, Ohio where he provided long-range planning support, GIS mapping and oversaw all design components of the City's 2007 Community Plan Update. As a member of a planning team from the Ohio State University he developed comprehensive plans for two unincorporated areas of Harrison County, Mississippi following Hurricane Katrina. Michael holds a Masters of City and Regional Planning from The Ohio State University and a Bachelor of Fine Arts in Graphic Design from Mississippi State University.



Kyle A. May

PLANNER



Kyle May
planner

Education

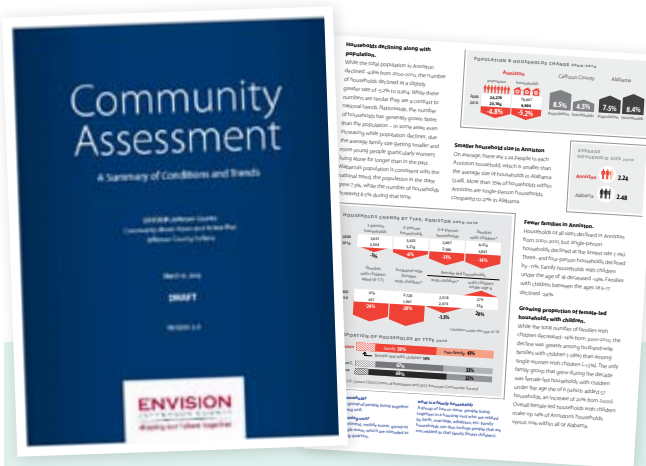
- Masters of City and Regional Planning, Ohio State University
- Bachelor of Urban and Regional Planning, Ohio University

Kyle is no ordinary team member. Highly involved yet good humored, congenial yet conscientious, He's deeply committed to helping citizens and other community stakeholders have their say about the kind of place they want to live, work and play. It is hard to match Kyle's enthusiasm for communities of all kinds—from vibrant cities, to growing suburbs, to challenged regions striving for a better future.

Recent project experience includes:

- **Envision Jefferson County**, vision and action plan for the City of Madison and Jefferson County, Indiana;
- **Valpo NEXT Vision Process**, vision plan for the City of Valparaiso, Indiana;
- **Economic Development Strategic Plan**, for the City of Independence, Ohio;
- **ADVANCE Regional Strategic Plan**, East Central Indiana;
- **SR 161 Western Corridor Development Plan**, Licking County, Ohio;
- **Imagine Westerville**, Community Plan for Westerville, Ohio;
- **200Columbus**, a vision implementation process for the City of Columbus, Ohio; and
- **Regional vision and comprehensive plans** for the Morgantown MPO and City of Morgantown, West Virginia.

Prior to joining planning NEXT, Kyle interned with the City of Columbus' Planning Division where he worked on mapping and visualization projects and helped to facilitate public meetings throughout Columbus. Kyle holds a Masters of City and Regional Planning from Ohio State University and a Bachelors of Science in Urban Planning from Ohio University.



Kyle has prepared a number of community snapshot reports that present essential facts about conditions and trends in an approachable, graphic format.



Kyle has a strong background in mapping and visualization.

5. Fee Structure

The estimate of project costs is outlined below. It is based on the scope of work tasks identified in chapter 2, Project Plan. See the full list of work elements in chapter 2. It is anticipated that the scope and fees will be refined in collaboration with staff.

Phase	Proposed Budget
Phase 1: Preparation	\$18,000
Phase 2: Community Assessment	\$13,500
Phase 3: Community Engagement	\$33,000
Phase 4: Strategic Plan Development	\$52,000
Total	\$89,500

**The above total does not include optional website development and maintenance nor the printing of promotional materials.*