

ORIGINAL DOCUMENT

**A PROPOSAL
TO PREPARE A BUSINESS PARK FEASIBILITY
STUDY**

**FOR
THE CITY OF MARICOPA, ARIZONA**



SUBMITTED BY

**ERNEST SWIGER CONSULTING, INC.
ECONOMIC DEVELOPMENT ♦ RESEARCH ♦ ANALYSIS**

AND

THE WLB GROUP

JANUARY 9, 2012

REQUEST FOR PROPOSALS
Business Park Feasibility Study
RFP: 12ED121311

INTRODUCTION

The City of Maricopa will accept competitive sealed proposals from qualified firms to conduct a Business Park Feasibility Study at the address or physical location until the date and time detailed below. Proposals shall be delivered to the location listed below and shall be in the actual possession of the City on or prior to the exact date and time indicated below. Late proposals will not be considered. **Proposals shall be submitted in a sealed package with "RFP -12ED121311 Business Park Feasibility Study" and the Offeror's name and address clearly indicated on the front of the package.** All proposals shall be completed in ink or typewritten. Offerors are strongly encouraged to carefully read the **entire** Request for Proposal.

Pre-submittal Meeting:	None
Proposal Due Date:	January 9, 2012
Proposal Time:	12:00:00 PM MST (NOON)
Number of Qualifications:	1 unbound original and 5 bound copies (please label original)
Contact:	Pattie LaCombe, Purchasing Manager
E-Mail:	patricia.lacombe@maricopa-az.gov
Mailing Address:	P.O. Box 610, Maricopa, Arizona 85139
Location:	45145 West Madison Avenue, Maricopa, Arizona 85139

OFFER

To the City of Maricopa: The undersigned on behalf of the entity, firm, company, partnership, or other legal entity listed below offers on its behalf to the City a proposal that contains all terms, conditions, specifications and amendments in the Notice of Request for Proposal issued by the City. Any exception to the terms contained in the Notice of Request for Proposal must be specifically indicated in writing and are subject to the approval of the City prior to acceptance. The signature below certifies your understanding and compliance with the Terms and Conditions contained in the Request for Proposal package issued by the City.

OFFEROR CONTACT INFORMATION	
For clarification of this offer contact:	
Name: <u>Ms Sharon A. Swiger</u>	Email: <u>saswigereptd.net</u>
Federal Employer Identification Number: <u>205112027</u>	Authorizing Offeror Signature: <u>Sharon A. Swiger</u>
Company Name: <u>Ernest Swiger Consulting, Inc</u>	Printed Name: <u>Sharon A. Swiger</u>
Address: <u>1407 Delaware Street</u>	Title: <u>President</u>
City: <u>Huntington Beach, CA</u> State: <u>CA</u> Zip Code: <u>92648</u>	Telephone: <u>570/856-4437</u> Fax: <u>570/620-1636</u>

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ERNEST SWIGER CONSULTING, INC.

1907 Delaware Street
Huntington Beach, California 92648
January 9, 2012

Ms Pattie LaCombe, Purchasing Manager
Financial services Department
City of Maricopa
45145 W. Madison Avenue
Maricopa, Arizona 85139

Re: Proposal to Prepare a Business Park Feasibility Study – RFP – 12ED121311

Dear Ms Lacombe:

ERNEST SWIGER CONSULTING, INC. is pleased to submit the attached Proposal to Prepare a Business Park Feasibility Study. In collaboration with **The WLB Group**, our team brings substantial experience in economic development, planning, market analysis, engineering, feasibility studies and real estate development to this assignment. Our two firms provide the experience, knowledge and skills the City needs to successfully complete this feasibility study. We have completed target industry studies and, beyond that, have the site seeker's perspective about what is necessary for a business to thrive and grow. We have extensive experience in market analyses and land use analyses, and have prepared detailed extensive financial feasibility analyses for projects across the nation. Having worked for both public entities and private sector developers, we understand the City's public-private partnership strategy, and are in a good position to assist the City in assessing what types of incentives can and should be offered in light of the projected use and both job and tax ratable creation. Our firms have recently worked together successfully on projects in Arizona, so there is no learning curve.

We separate ourselves from our competitors in three distinct ways:

- ✓ First, we very carefully research the market area and market demand working with the client and/or local real estate professionals. This is crucial to identifying tenants with the highest potential not only for coming to the area, but more important, **succeeding** in the area.
- ✓ Second, we do more than simply examine conventional approaches and uses. Though our team possesses a thorough understanding of the regional market, we look at an area or site with fresh eyes and an open mind as to use options and alternatives and bring a national perspective to the assignment.
- ✓ Third, and perhaps most important, this firm has the "site seeker's perspective"; we know and understand the vital characteristics of both markets and sites that make them attractive to businesses and industries.

I would note that our team has significant experience in working on studies of this type and we have a thorough understanding of the region from our recent projects and the participation of **The WLB Group** with its office in the Phoenix area. We have noted several of these projects in the proposal and included one page descriptions of selected projects in an Appendix. We encourage you to contact the individuals listed for more information about each. Dr. Ernest Swiger will serve as Project Director for this engagement, providing the research and analytic expertise required for this project, combined with the "hands-on" development expertise and knowledge to provide an accurate understanding of the market and the opportunities for the site.

Thus, our two firms bring considerable relevant experience, a national perspective, an in-depth understanding of the needs and requirements of potential users of the site, and an appreciation

ERNEST SWIGER CONSULTING, INC.

1907 Delaware Street
Huntington Beach, California 92648

of the City's objectives in developing this site. Our team can successfully and completely address all of the issues and topics set out in the Request for Proposals and assist the City in identifying the types of industries and businesses that will not only be attracted to the site, but thrive there as well. Our experience in working with public and private development entities provides the insight necessary to assist in creating a development strategy that will benefit both the City and the developer in both the short- and long-term.

Feel free to contact me (570/856-4437 or saswiger@ptd.net) for additional information about our experience. We look forward to working with the City on this assignment.

Sincerely,



Sharon Swiger, President

SECTION 4 – PROJECT TEAM OVERVIEW

The team we have assembled for this project includes:

- ▶ **ERNEST SWIGER CONSULTING, INC.** – Project management, compatibility analysis, market analysis, land use analysis, financial feasibility, economic impact, economic development strategy and implementation, and report preparation
- ▶ **The WLB Group** – Infrastructure assessment, land use analysis, implementation planning

Our two firms provide the experience, knowledge and skills the City needs to successfully complete this feasibility study. We have completed target industry studies and, beyond that, have the site seeker's perspective about what is necessary to thrive and grow. We have extensive experience in market analyses and land use analyses, and have prepared detailed extensive financial feasibility analyses for projects across the nation. Having worked for both public entities and private sector developers, we understand the City's public-private partnership strategy, and are in a good position to assist the City in assessing what types of incentives can and should be offered in light of the projected use and both job and tax ratable creation. Our firms have recently worked together successfully on projects in Arizona, so there is no learning curve for us.

“Team: A group of people working together in a coordinated effort.”

Webster's New World Dictionary

The Firms

ERNEST SWIGER CONSULTING, INC. is an economic development and planning firm specializing in assisting clients with successful planning and implementation of economic and community development projects. We have served public and private sector clients with research, analytic and presentation services since 1996. In addition to directing our own projects, we have served as a subcontractor on large-scale projects, providing expertise and insight on economic development, financial feasibility, market analysis, financial analysis, site selection criteria, and planning issues. Our practice has entailed working with a range of planning, community development, and engineering firms, as well as attorneys, real estate consultants and other professionals over the years. Projects have included the creation of revitalization and smart growth planning studies, the assessment of sites and site reuse alternatives, the preparation of economic development strategies and action plans, the conduct of financial feasibility studies, the preparation of financial analysis for specific projects, and assistance in preparing grant applications and funding proposals.

The firm has been based in Huntington Beach, and has an office in Stroudsburg, Pennsylvania. The firm began as sole proprietorship on 1996 and was incorporated in the Commonwealth of Pennsylvania in 2006. The firm has successfully completed projects across the nation, including studies, strategies and plans in New Jersey, Arizona, California, Pennsylvania, and New York, though assignments have taken us to

Virginia, the Virgin Islands, Florida, and Connecticut. The firm has complete technical and production capabilities, including GIS functions. The Principals of the firm are Ms Sharon A. Swiger, the President, and Dr. Ernest Swiger, Vice President and Project Director.

The firm's range of services includes preparing Economic Development strategies and action plans, competitive assessments, target industry studies and marketing strategies, as well as Smart Growth, planning, and revitalization studies. We have also prepared numerous financial feasibility studies in conjunction with specific projects, market analyses for commercial and residential projects and economic impact studies, in addition to preparing target area cost models for a range of locations and types of industries.

Dr. Ernest Swiger, Principal of the firm, gained significant experience while serving as Project Manager at Fantus Consulting, the nation's leading site selection firm. Our work includes a number of projects that include the several specific elements the City seeks for this assignment.

We have significant experience in developing practical, actionable economic development action plans. For example, the **Economic Development Strategy, Industry Targeting, and Site Identification** project that we completed for **Sussex County, New Jersey** has the same objective as the recommendations in Maricopa's new Economic Development strategy – that is, attracting and growing industries that can employ the area residents. The **Crown Bay (US Virgin Islands)** project led to the development of a new retail complex at a new cruise ship pier, though the emphasis was upon developing stores and services that would serve local residents as well as tourists. The complex is complete and is serving both markets as planned. We also assessed a **Redevelopment Plan** prepared for **Lake Havasu City, Arizona**, and prepared an alternative plan that stressed more intense development with an emphasis upon retail outlets to generate additional tax revenues for the City. Our work on the **St. Georges Avenue Corridor** along the border between Linden and Roselle, New Jersey, dealt with creating viable community and economic development opportunities along a heavily travelled Corridor, while our work on the **Economic Element of the Bridgeton, New Jersey Master Plan** focused on identifying business growth and expansion efforts for an older downtown area. Our work on the **Kingston, NY Waterfront Revitalization project** entailed detailed financial analyses and projections for each of three development scenarios that emerged after a lengthy public participation process. That project won an American Planning Association Regional award.

"Past experience, if not forgotten, is a guide to the future."

Chinese Proverb

In addition, we have prepared financial feasibility studies and economic impact analyses such as the **Mountville, Pennsylvania Community Center Market and Feasibility Study**, the **Port of Camden (NJ) Economic Impact Study**, which addressed the economic significance of the port operations and provided a plan to encourage residential development in the area while maintaining the port operations.

ERNEST SWIGER CONSULTING, INC., has contributed this site seeker perspective to industry and business targeting studies and economic development strategies for Hudson County, NJ and, as noted, Sussex County, NJ, and prepared Comprehensive Economic Development Strategy documents for other county and regional economic development organizations. Our work also includes significant land industrial use analyses in Palm Beach County, Florida, and Philadelphia, Pennsylvania.

A statement of Firm Qualifications may be found in Appendix A, and a set of project descriptions and references for key projects is included in Appendix C.

The WLB Group is a multi-disciplinary planning, design, engineering, and landscape architecture firm with office in Tucson, Phoenix, and Flagstaff, Arizona, as well as Las Vegas, Nevada. The firm is well known throughout Arizona and the Southwest for its ability to undertake and successfully complete complex, large, and highly visible projects for private sector clients, for public sector entities ranging from municipalities to school districts to county agencies, and for not-for-profit organizations such as Habitat for Humanity and institutions of higher education. The firm offers services including Master Planning, Commercial Subdivisions, and private development, as well as urban design and infrastructure assessment and planning.

The firm was incorporated in 1981, and has its headquarters in Tucson. The Phoenix office, which will provide the primary staffing and support for this project was established in 1983, and offers a full range of services. This office in particular is very familiar with development, planning, and economic issues in the Phoenix area. The firm has completed extensive survey work in the area and has had discussions with the City about a large regional park and flood control project. Staff assigned to this project have worked in on projects in Anthem, Scottsdale, Buckeye, and Glendale, and have first-hand experience with the concerns confronting communities in this region.



Especially relevant to this assignment is the firm's experience in infrastructure (water, sewer, and utility investigations and assessments), land use analysis, street, highway and circulation studies, and feasibility studies. The WLB Group offers a comprehensive range of services focused on the development of business parks, and possesses the technical skills, knowledge and experience to complete these projects in a timely and successful manner. Initial stages of project development can include survey work, environmental review, coordination with regional planning, consideration of LEED goals, and analysis of land use and support/infrastructure concerns, and resource system inventory. These tasks are coordinated with a review of economic factors, market research and project budgeting. As the end product becomes clearly defined, the details of the development are refined and the specifics of site planning, such as circulation, massing, utility design and landscape design, are completed.

WLB provides planning services that respond to physical opportunities, constraints of the site, vision of the developer, and needs of the developer. The WLB Group planning efforts are very much market research and public participation driven and are based upon developing opportunity/constraints maps from a GIS system of graphic overlays that depict the physical, natural and cultural resources of the site or area.

The firm has successfully completed a number of business/corporate parks including the upscale and highly successful Innovation Corporate Center in Rancho Vistoso in the Town of Oro Valley.

By tailoring its approach to the specific needs of each client, the firm is able to address the client's needs and concerns about economic, natural and development concerns. Because of this attention to detail, the firm has won numerous awards, and established a solid reputation that has resulted in repeat clients.

Recent projects that are relevant to this undertaking include Innovation Park in Oro Valley, the Palo Verde Tech Center in Tucson and the Butterfield Business Center in Tucson. These projects are described more fully in Section 6, Experience.

Summary

Thus, our two firms bring considerable relevant experience, a national perspective, an in-depth understanding of the needs and requirements of potential users of the site, and an appreciation of the City's objectives in developing this site. Our team can successfully and completely address all of the issues and topics set out in the Request for Proposals and assist the City in identifying the types of industries and businesses that will not only be attracted to the site, but thrive there as well. Our experience in working with public and private development entities provides the insight necessary to assist in creating a development strategy that will benefit both the City and the developer in both the short- and long-term.

SECTION 5 – BONDS

NOT APPLICABLE

SECTION 6 – EXPERIENCE

Comparable Services

As noted in our Firm Overview section, our team has significant experience in conducting the type of research, analysis and strategy development called for in the RFP. We are pleased to say that all projects (for both firms) described here were completed on time and within budget.

We have described three projects in this section, as requested, but note that Appendix C contains additional recent and relevant project descriptions. We ask the review committee to please review these descriptions as well, and to contact any of the references provided in the Reference section or on the descriptions provided in the Appendix.

SUSSEX COUNTY, NJ – VISION 2020 COMMITTEE - SITE IDENTIFICATION AND LAND USE STRATEGY, INDUSTRY TARGETING, AND ECONOMIC DEVELOPMENT STRATEGY

Sussex County's Economic Development Strategy Committee selected **ERNEST SWIGER CONSULTING** to identify potential sites for those businesses and industries that were the most likely ones for a business attraction strategy, given the County's development priorities, limited available developable space, and the desire to provide more and better jobs for County residents. The firm was also asked to prepare a set of priorities and Action Elements to achieve the stated economic growth objectives.

The study identified those economic sectors that had the greatest growth potential for the region, matched County growth objectives, and could operate successfully in Sussex County. This entailed research on specific industry groups, matching the needs and requirements of those industries to Sussex County strengths and preparing ancillary materials such as an analysis of the County's residents' labor skills. The second aspect of the assignment was the development of a roster of sites appropriate for the types of industries to be recruited. This task entailed substantial use of the County's GIS database to identify properly-zoned and properly-sized parcels with appropriate infrastructure and other attributes. On-site inspection of key sites followed this analysis. The final task was the preparation of an implementation plan.

The Committee adopted the report recommendations and a municipal outreach and engagement effort is under way. The long-term goals remain that of developing recommended sites and attracting the key industries with the objective of diversifying and strengthening the County's economy, while creating more and better jobs within the County to reduce the number of commuters.

AIR FORCE RESEARCH LABORATORY REUSE, MESA ARIZONA

The Air Force Research Laboratory in Mesa, Arizona, was scheduled for closure under the BRAC process, and the City was expected to lose two hundred trained specialists and professionals in computer programming and specialized research. The City wished to retain those jobs and to use the site's specialized facilities and high level of security clearance as the foundation for additional private sector research operations. The site offered additional opportunities for the research, development, and testing of leading edge technologies in a number of areas.

Working with a team that included **The WLB Group's** engineers, and architects, economic development specialists, and an attorney specializing in base reuse issues, the firm prepared a comprehensive facility assessment, a detailed market analysis, and assisted the LRA in the Notice of Interest process and Homeless Submission. The team also identified potential users of the specialized, high security facility and developed a strategy to market the facility to those firms.

After a careful and complete review, the consulting team recommended a specialized research reuse strategy, capitalizing upon the distinctive features and construction of the buildings and site to continue and expand the site's current specialized research by obtaining the property through an economic development conveyance. The redevelopment plan was finalized and appropriate submissions made to the Department of Defense and the Office of Economic Adjustment. The Plan was promptly accepted, clearing the way for the negotiation of an interim lease of the facility from the Air Force thus retaining jobs and keeping the high tech facility in operation and the security clearance active.

SANOFI AVENTIS RESEARCH AND DEVELOPEMNT FACILITY, ORO VALLEY, AZ

This 11.5 acre site is part of a 300 acre high tech campus located at Innovation Park in Oro Valley. Sanofi –Aventis built a new 100,000 square foot research facility on the site to house its research and development center. **The WLB Group** provided an ALTA survey, development plan, civil design and landscape architecture for the project. We also coordinated with the artist responsible for the public art component of the project and worked with the architect, Kling Stubbins, to achieve LEED Gold status for the project.

The WLB Group was closely involved in other aspects of the Innovation Park project, including processing an open space trade through the Town of Oro Valley and preparing plans for a linear park. As part of the project, WLB prepared a preliminary and final block plat for 68 acres surrounding the office complex as well as plans for 2,500 feet of three-lane roadway to serve the project.

Key Personnel

Please note that complete resumes for each of the key personnel are included in Appendix B.

Dr. Ernest Swiger, Ph.D., AICP, NJPP

Dr. Swiger will serve as Project Manager for this assignment. He brings significant experience in the area of preparing market analyses, economic development strategies, competitive assessments, economic action plans, and Smart Growth strategies. His work has involved him with both urban and rural areas as well as regional and multi-jurisdictional organizations. He served as Project Director or Chief Researcher on many of the projects described above. He has over fourteen years of experience as an economic development professional and planner, having served as Project Manager for Fantus Consulting, one of the nation's premier site location firms. He is a member of the American Institute of Certified Planners, is a licensed New Jersey Professional Planner, a licensed Real Estate Broker in North Carolina, and a member of the International Economic Development Council. He holds a Ph.D. from Duke University and an MBA from Wake Forest University.

Dr. Swiger will be the lead for this project, will be the day-to-day point of contact throughout the study, and will coordinate the firm's efforts. He will lead the research effort, conduct

interviews, and make presentations to the City staff, municipal officials, and the public. Dr. Swiger has prepared numerous SWOT analyses, Target Industry and Industry Cluster studies, and worked with stakeholder committees and officials in the creation of vision statements and the establishment of development goals, objectives, and priorities.

Dr. Swiger has extensive experience in working with redevelopment agencies, advisory boards, business leaders, and the public in the development of goals, objectives, and action plans. His work has entailed much hands-on work with strategy committees, the approval of such plans by governing bodies, and presentations to the public.

Dr. Swiger was the Project Manager for the **Economic Development Strategy, Industry Targeting, and Site Identification** project that we completed for **Sussex County, New Jersey**. This study and the development strategy we developed had the same objective as the recommendations in Maricopa's new Economic Development strategy – that is, attracting and growing industries that can employ the area residents. He was the Principal Investigator in the assessment of a **Redevelopment Plan** prepared for **Lake Havasu City, Arizona**. As part of this assignment he called upon both his planning background and economic development experience to prepare an alternative plan that stressed more intense development with an emphasis upon retail outlets to generate additional tax revenues for the City. His work on the **St. Georges Avenue Corridor** along the border between Linden and Roselle, New Jersey, dealt with creating viable community and economic development opportunities along a heavily travelled Corridor, while work on the **Economic Element of the Bridgeton, New Jersey Master Plan** focused on identifying business growth and expansion efforts for an older downtown area. As with the Lake Havasu City project, the **Kingston, NY Waterfront Revitalization project** entailed detailed financial analyses and projections for each of three development scenarios that emerged after a lengthy public participation process. That project won an American Planning Association Regional award.

In addition, we have prepared financial feasibility studies and economic impact analyses such as the **Mountville, Pennsylvania Community Center Market and Feasibility Study**, the **Port of Camden (NJ) Economic Impact Study**, which addressed the economic significance of the port operations and provided a plan to encourage residential development in the area while maintaining the port operations.

The WLB Group staff

ROBERT G. LONGAKER III, RLA, Land Planning and Landscape Architecture

Mr. Longaker has over 13 years of professional experience as a land planner, landscape architect, and project manager. He has worked extensively with local governments to develop planning documents such as master plan updates and design guidelines. This work frequently includes designing and administering public participation programs. His private land planning experience ranges from master plans for parcels as large as 5,000 acres to site planning for 10-acre sites. His design experience includes site planning, design of master planned communities, site analysis, recreation planning, landscape and urban design.

Mr. Longaker will serve as WLB Project Manager for this assignment, coordinating the work of the WLB engineers and planners and participating in meetings and presentations. Mr. Longaker has significant planning experience, having directed projects including the City of San Luis General Plan Update, the Town of Mammoth General Plan Update the Sierra Vista

Area Conceptual Plan, and the Florence Townsite Historic Design Guidelines. He led the WLB Group participation in the Mesa Air Force Lab Reuse Plan project, and worked with Dr. Swiger on the San Luis Plan update project.

DAVID W. LITTLE, P.E. Civil Engineer

Mr. Little has over 16 years of Civil Engineering experience including involvement in site and large campus design, roadway/traffic design, utility design and coordination, drainage facilities design, residential and commercial master planning, processing of entitlements, as well as project management of various sized projects.

Mr. Little has been heavily involved in the process for LEED accreditation with four projects. His background in hydrologic and hydraulic design has been instrumental in analyzing projects for LEED Stormwater quality and quantity credit requirements. Key relevant projects in which he has been involved are: the Innovation Corporate Center the Sanofi Aventis Research Center, and the Ventana Medical Systems Corporate Headquarters in Oro Valley; the Pascua Yaqui Multipurpose Justice Center in Tucson, and the Coolidge Civic Complex in Coolidge.

GUSTAV PAUL OLAND, LEED AP, Land Planning & Geographic Information Systems

Mr. Oland has over 10 years of professional experience as a land planner and project manager, and over 15 years of working experience with geographic information systems. His planning experience ranges from master plans for projects as large as 15,000 acres to individual sites of less than an acre. His design experience includes detailed site planning, master planned communities, urban design, subdivision & shopping center design, illustration and mapping. He has also authored many site analyses, due diligence and property investigation reports.

His GIS background includes numerous regional public sector planning projects as well as six years at the U.S. Geological Survey where he aided in the creation of a GIS for much of Southern Arizona. Relevant projects include work on the Innovation Corporate Center, and Innovation Park (Rancho Vistoso Neighborhood 3), both in Oro Valley, AZ.

WILLIAM WALKER, PE, RLS, Principal

A native Arizonan, Mr. Walker has more than 45 years of diversified civil engineering, water and wastewater, land surveying and planning experience. He has had major responsibilities in the area of management of large scale projects and has been principal-in-charge of projects for the past 30 years.

Mr. Walker's experience in large scale project management includes land surveying, water and sewer system design, paving and grading design, land use planning, regional planning, governmental improvement districts, flood control improvement design, hydrologic studies and analyses, as well as rezoning processing and coordination. Relevant projects include the Butterfield Business Park in Tucson, the Innovation Corporate Center in Oro Valley, the Palo Verde Tech Center, and Jerrik at the Tempe Commerce Center.

Attachment A

SUBSTITUTE W-9 FORM

PART I: Company Information:

1. Name (as shown on Income Tax Return): Ernest Swiger Consulting, Inc
2. Business Name (if different than above): _____
3. DUNS #: 148744530
4. Federal employer identification number (or SSN): 205112027
5. Type of organization (check one):

<input type="checkbox"/> Individual/Sole Proprietor	<input type="checkbox"/> Limited Liability Company*
<input checked="" type="checkbox"/> Corporation	*Choose the tax classification
<input type="checkbox"/> Partnership	<input type="checkbox"/> Disregarded Entity
<input type="checkbox"/> Other: _____	<input type="checkbox"/> Corporation
	<input type="checkbox"/> Partnership
6. Order Address:

<u>1907 Delaware street</u>	<u>Huntington Beach,</u>	<u>CA</u>	<u>92648</u>
(Order address)	(City)	(State)	(Zip code)
7. Remittance address (if different than above):

_____	_____	_____	_____
(Remittance address)	(City)	(State)	(Zip code)
8. Contact person for bid invitations: Sharon A. Swiger
9. Phone Number: 570/856-4437 Fax Number: 570/620-1636
10. Email address of contact person: saswiger@ptd.net
11. Applicant is a (check one):

<input type="checkbox"/> Factory Representative	<input type="checkbox"/> Jobber
<input type="checkbox"/> Manufacturer	<input type="checkbox"/> Authorized distributor
<input type="checkbox"/> Retail dealer	<input type="checkbox"/> Contractor
<input checked="" type="checkbox"/> Consultant	<input type="checkbox"/> Other: _____
12. Indicate if the business is registered as a minority or woman-owned company.

<input type="checkbox"/> Minority-owned	<input type="checkbox"/> Woman-owned	<input type="checkbox"/> Not Applicable
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13. How long has the company been in business? 16 years; 6 as a corporation
14. Does applicant currently hold a valid business license issued by the City of Maricopa?

<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
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PART II: COMMODITY OR SERVICE DESCRIPTION

10/14

1. Commodity/Service description (this section must be completed):

Economic Development, Planning, Community Development
Economic Feasibility

PART III: APPLICANT TERMS & CERTIFICATION

Terms:

The City of Maricopa may take up to 30 calendar days after the receipt of vendor's invoice to render payment unless other arrangements are made through a written contract. Applicant's signature below signifies acceptance of those terms.

Under Penalties of perjury, I certify that:

1. The number shown on this form is my correct federal employer identification number.
2. I am not subject to backup withholding because of failure to report interest and dividend income.
3. I am a U.S. person (including a U.S. resident alien).
 (NOTE: You must cross out item 2. above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return).
4. The following business ownership classifications are applicable:
 Disadvantaged Business Enterprise Ownership Classification (Select One Only):

- | | |
|--|--|
| <input type="checkbox"/> 1 Non-Small/Non-Minority/Non-Disabled | <input type="checkbox"/> 8 Small Business/Disabled Owner |
| <input checked="" type="checkbox"/> 2 Small Business (Per ARS §41-1001.14) | <input type="checkbox"/> 9 Minority Woman Owned Business |
| <input type="checkbox"/> 3 Minority Owned Business [Per 15 CFR §1400.1(a)] | <input type="checkbox"/> 10 Disabled-Minority Owned Business |
| <input type="checkbox"/> 4 Woman Owned Business | <input type="checkbox"/> 11 Disabled-Woman Owned Business |
| <input type="checkbox"/> 5 Owned By Disabled Individual (Per ARS §41-1492.5) | <input type="checkbox"/> 12 Small Business/Minority-Woman Owned |
| <input type="checkbox"/> 6 Small Business/Minority Owned | <input type="checkbox"/> 13 Small Business/Disabled-Minority Owned |
| <input type="checkbox"/> 7 Small Business/Woman Owned | <input type="checkbox"/> 14 Small Business/Disabled-Minority-Woman Owned |

"The Internal Revenue Service does not require your consent to any provision of this document other than the certifications required to avoid backup withholding."

Sharon A. Suigcr
 Name (Please print)
President
 Title (Please print)

Sharon A. Suigcr
 Signature
4/9/12
 Date

SECTION 8 – METHOD OF PROJECT APPROACH

Based upon our extensive experience in preparing site and area specific development plans, the team of **ERNEST SWIGER CONSULTING, INC.** and the **WLB Group** possesses the insights and knowledge about the best means to develop and complete this analysis for the City of Maricopa. We propose twelve tasks to complete this assignment and to create a useful and actionable development strategy. Each task is described below. A schedule and project timeline showing tasks, level of effort, meetings and deliverables is found at the end of this section.

Task 1 –Project Initiation

Our work plan is based upon a kick-off meeting in early February. At this meeting we will introduce ourselves, tour the area, and collect any available background information and specific completed studies, analyses, and resources on the subject area. We will discuss the population and demographics of the area and the nature of the surrounding areas and the economic trends in the region. We will also address infrastructure, including transportation, streetscaping, and communications, and review the results of the Focus Group Meetings about the site with City staff and a stakeholder group, if the City wishes to develop one for this assignment.

We would also request that in the course of initiating work on the project, the City arrange for a meeting with key parties or groups, including some property owners, and a sample of business owners; area real estate brokers, and, if appropriate, community leaders to:

- a) refine our understanding of the market area,
- b) identify specific objectives and goals, and
- c) review information and perspectives on population, and business growth and projections, especially in the current state of economic flux.

We also wish to take this opportunity to meet with developers in the region to determine what sort of market demand they perceive and the trends they see, especially in commercial development over the next decade. If it is not possible to arrange and conduct all of these interviews at this time, we will make arrangements to conduct them in the very near future.

Tasks 2 through 5 – Research and Analysis

These tasks will be completed in the first six weeks of the project, and are grouped together here as they are all closely related. The Target Industry Compatibility Assessment will be completed first as the results of this review will drive the following research. We will review the target industries recommended in the current Economic Development Strategy to determine which ones match and how they match to the site attributes, and which site attributes would need improvement to be attractive to one or more of the target industries.

Based upon these conclusions, our team, led by **ERNEST SWIGER CONSULTING, INC.**, will prepare a market analysis, evaluating Maricopa and the Estrella Gin site in the

context of the regional market; the idea being to determine which sections of the market have the greatest potential for Maricopa. We will be especially sensitive to the characteristics of Maricopa's work force, as one of the primary objectives is to create jobs in Maricopa for Maricopa residents.

At the same time **The WLB Group** will take the lead to analyze the road network around the site to determine what changes, upgrades or improvements are needed. They will examine all aspects of infrastructure - transportation and access, water, sewer, gas and other utilities and services as well. Our team will coordinate with the City staff, keeping them apprised of our findings and recommendations.

The WLB Group will also assess the site from a land use perspective, taking into consideration the public projects described in the RFP and the recommendations of the Focus Group and City Staff. We will determine the amount of space available for development and work with **ERNEST SWIGER CONSULTING, INC.** to determine which types of uses are most likely to make use of the available space and infrastructure, as well as the planned public uses.

Task 6 – Interim Report

Mid-way through the second month, we will prepare a Technical Memorandum outlining our findings and recommendations, forwarding this to City staff and the stakeholder group for review. We propose a meeting to review these findings, to discuss any questions or outstanding issues, and to confer about the implications of these findings. We expect that this interim report will define the area available for development, make recommendations about the infrastructure improvements necessary, assess the market demand, identify the highest and best development potential and, in the process, identify and narrow the field of prospective target industries.

We plan to meet with the City staff and a stakeholder group, but would be pleased to make a presentation to the public, the City Council or other groups at the same time, if so desired.

Tasks 7 and 8 – Financial and Economic Analysis

ERNEST SWIGER CONSULTING, INC. has extensive experience in preparing these types of studies and will take the lead in preparing these two aspects of the project. The financial feasibility analysis will examine the project from the developer's point of view – that is, does this project make economic sense? We will determine what might be necessary to make the project viable and attractive, if the initial plan is not feasible, including what types of incentives or assistance are available and practical. We have had solid experience in developing the assumptions necessary for these analyses and have worked with cost estimators, engineers and realtors in particular to develop a realistic framework for analysis and strategy development.

In the course of assessing the financial viability of the project, we will also prepare an economic analysis that projects job growth, wage growth and tax revenue generated

from the proposed park. There are a number of good models that may be used for these projections and we will employ the one most appropriate to the situation and data available for this project.

Task 9 –Second Interim Report

Upon completion of the financial feasibility and impacts studies, the consultants will prepare another Technical Memorandum summarizing the findings of these two studies, and submit it to the City staff and stakeholders. In mid-April we will hold a meeting with the staff and stakeholders to discuss the findings and their implications for the project.

We examine the feasibility in light of the economic impact to make recommendations about how to best proceed. That is, one prospect might clearly emerge as the most viable or attractive, and that would be an obvious choice, though consideration of increased tax revenues or job creation might temper that decision. However, if several development alternatives have approximately equal costs and returns, we would focus on the prospect that created the most jobs or increased tax revenue the greatest. These concerns would be the focal point of the discussions at this meeting.

If desired, we can also make a presentation to the public or the City Council at this time.

Task 10 – Develop an Implementation Plan

Based upon the data, findings, recommendations and discussions held earlier, the consulting team will prepare an implementation plan for this project. Our plan will recognize that the current economic situation remains difficult and that the regional real estate market is slowly recovering, and may have an oversupply in some areas and types of buildings. Thus, we will develop as realistic a time frame as possible for this, and incorporate the cost estimates developed earlier, based upon realistic, but conservative assumptions. Our plan will note the types and extent of incentives that are most likely to yield a positive result for both partners in a public-private venture, and identify the parties responsible for managing the process. We will note the types of actions necessary, both physical and legal, to make the site ready for development.

We will circulate a draft of this plan for staff review, and incorporate any comments or changes by late April or early May.

Task 11- Finalize Plan and Report

In early May we will prepare a final document for the City, incorporating the findings and recommendations from the research and analysis in tasks one through five, the results and implications of the feasibility and economic analyses in tasks seven and eight, and the implementation plan developed in task ten.

We will make this document available for review in mid-May. Since this document will be based upon previously reviewed and discussed materials, we do not envision a lengthy review process.

Task 12 – Public Review and Approval

We ask the City staff to place the completed document on the City Council agenda for a meeting in late May or early June, depending upon Council's schedule.

Our team will make a presentation to the Council and respond to questions at this public meeting. If the City desires, we can also make a presentation to the Planning Board or other entities on the same day.

We will prepare two hard copies and two CDs with the report in PDF format.

The chart below shows the tasks, their timing, the level of effort for each, and the timing of meetings, presentations and deliverables.

MARICOPA, ARIZONA BUSINESS PARK FEASIBILITY STUDY							
Project Schedule by Month							
Tasks by Month	February	March	April	May	HOURS		
					Swiger	WLB	
Task 1 - Project Initiation	■				20	12	
Task 2 - Target Industry Compatability	→				16	6	
Task 3 - Market Analysis	→	→			32	2	
Task 4 - Infrastructure Assessment	→	→			2	32	
Task 5 - Land Use Analysis		→			16	20	
Task 6 - Interim Report		○			14	8	
Task 7 - Financial Feasibility Analysis		→	→		24	4	
Task 8 - Economic Impact Analysis		→	→		16	2	
Task 9 - Second Interim Report			○		12	4	
Task 10 - Develop Implementation Plan			→	+	20	8	
Task 11 - Finalize Plan				→	12	8	
Task 12 - Presentation of Plan				◆	16	8	
					200	114	
Project Meetings and Deliverables							
■ Project start-up							
+ Draft Report							
◆ Final Report							
○ Meeting/Presentation							
Source: Ernest Swiger Consulting, Inc.							

SECTION 9 – REFERENCES

References for **ERNEST SWIGER CONSULTING, INC.**

- 1) **SUSSEX COUNTY, NJ – VISION 2020 COMMITTEE ECONOMIC DEVELOPMENT STRATEGY, INDUSTRY TARGETING, AND SITE IDENTIFICATION**
Mr. Eric Snyder, Director of Planning, County of Sussex. Telephone: 973/579-0500, ext 5, E-mail: esnyder@sussex.nj.us
or State Senator, Stephen Oroho, Committee Chair, E-mail: soroho@earthlink.net
- 2) **PALM BEACH COUNTY, FLORIDA INDUSTRIAL LAND USE ANALYSIS AND ZONING BOARD TOOLKIT**
Mr. David Thatcher, Development Services Director, Lantana, Florida, (Project Coordinator), 561/540-5032. E-mail: dthatcher@lantana.org
- 3) **AIR FORCE RESEARCH LABORATORY REUSE PLAN, MESA ARIZONA**
Mr. Patrick Murphy, Program Manager, Office of Economic Development, Mesa, AZ, 480/644-3964; e-mail- patrick.murphy@mesaaz.gov
- 4) **LAKE HAVASU CITY, ARIZONA – REDEVELOPMENT PLAN ANALYSIS AND DEVELOPMENT OF PLAN ALTERNATIVE**
Mr. Stuart Schmeling, Manager, Planning Division, Lake Havasu City, AZ, (Project Coordinator), 928/453-4149. E-mail: schmelings@lhcaz.gov

References for **The WLB Group:**

- 5) **LAND PLANNING, ENGINEERING, SURVEYING, AND LANDSCAPE ARCHITECTURE FOR THE RANCHO VISTOSO PROJECT, ORO VALLEY, AZ**
Vistoso Partners, Dick Maes 1121 e. Warner Road, Tempe, AZ 85284
(520) 831-2000, E-mail: richardm@vistoso.net
- 6) **LAND PLANNING, ENGINEERING, SURVEYING, AND LANDSCAPE ARCHITECTURE FOR THE 55,000 ACRE RIO RICO MASTER PLANNED COMMUNITY, SANTA CRUZ COUNTY, AZ**
Rio Rico Properties, Sheila Vasquez 275 Rio Rico Drive, Rio Rico, AZ 85648
(520) 281-8451, E-mail: svasqu@avatarholdings.com
- 7) **LAND PLANNING, ENGINEERING, SURVEYING, AND LANDSCAPE ARCHITECTURE FOR THE MARANA TOWN CENTER PROJECT AND ASSOCIATED COMMERCIAL AND RESIDENTIAL DEVELOPMENTS SURROUNDING THE CENTER**
Southwest Value Partners, Greg Wexler 6088 W. Arizona Pavilions Drive, Marana, AZ 85743 (520) 744-8500, E-mail: crd@swvp.com

SECTION 10 – DISCLOSURES OF CONFLICT OF INTEREST

Neither **ERNEST SWIGER CONSULTING, INC.**, nor **The WLB Group** has any conflict of interest with regard to this project.

APPENDIX A
Firm Qualifications

ERNEST SWIGER CONSULTING, INC.

1907 Delaware Street
Huntington Beach, California 92648
Telephone: 570/856-4437 Fax: 570/620-1636 e-mail: saswiger@ptd.net
www.swigerconsulting.com

PREFACE

ERNEST SWIGER CONSULTING is an independent consulting firm providing economic development, planning, financial feasibility, marketing, grant and proposal preparation, program management, and real estate and financial analysis services to organizations in both the public and private sectors. We have applied our experience, skills, and education to a diverse range of projects for thirty years. As independent consultants, the firm is dedicated to providing the highest-quality, client-centered services on time and within budget.

SERVICES PROVIDED

[Economic Development, Planning, and Smart Growth](#)

- Marketing Strategies, Competitive Assessments, Target Industries Studies
- Reuse/Revitalization, Smart Growth, and Planning Studies
- Economic Development Strategies and Action Plans
- Brownfields Revitalization Planning and Programs
- Shared Services Analyses

[Financial, Economic, and Marketing Analyses](#)

- Market Analyses and Marketing Strategies
- Financial Feasibility Studies
- Economic Impact Studies

[Real Estate and Financial Analysis](#)

- Target Area Cost Modeling
- Acquisition or Lease Analysis

RELEVANT SKILLS

Research – the ability to know what data is required, and where to obtain it in a timely and organized fashion

Understanding and Interpreting Data – the ability to select and focus the appropriate or necessary data to make a case

Writing/Presentation – the ability to tell the story, develop an argument, or make the case that is called for

Teamwork – the ability to work well with professionals in other fields in an inter-disciplinary, and often time-sensitive environment

Project/Client Understanding – the ability to listen to the client, understand the client's needs, and provide practical solutions and tangible results

Client Communications – the ability to respond quickly to client needs and circumstances

EXPERIENCE

Reuse/Revitalization, Land Use, Smart Growth, and Planning Studies

- Mesa, AZ US Air Force Research Lab BRAC Reuse Study
- Reading, PA BRAC Marine Reserve Center Redevelopment Study
- Palm Beach County, Florida Industrial Land Use Analysis and Municipal Zoning Toolkit
- Bridgeton, NJ Economic Element of Master Plan
- Lake Havasu City, Arizona Bridgewater Channel Area Redevelopment Analysis and Alternative Plan
- Port of Camden, NJ Land Use Analysis and Plan
- Schuylkill Haven, PA Downtown Revitalization Study
- Frackville, PA Downtown Revitalization Analysis
- Freeland, PA Economic Growth and Marketing Plan
- Lansford, PA Economic Development Strategy
- Cincinnati-Portsmouth (OH) Rail Line Evaluation
- Philadelphia (North Delaware) Industrial Land Use Analysis
- Ogdensburg, NY Waterfront Revitalization Study
- Newburgh, New York Revitalization Study
- Saginaw, MI Shopping Center Revitalization Study
- Linden, NJ Infinium Site Redevelopment Plan
- Berks County, PA Site Analysis and Targeting Study

Financial, Economic, and Market Analyses (Site or Area Specific)

Feasibility Studies, Market Analyses, and Marketing Programs

- Linden, NJ St. George's Avenue Corridor Redevelopment Opportunities Study
- Kingston, NY Waterfront Revitalization Analysis
- Port Authority of the US Virgin Islands, Financial Feasibility Study of Crown Bay Pier Expansion and Retail Complex Development (to support bond underwriting)
- Hudson County, NJ Biotechnology Feasibility Study
- Lawnside, NJ Cyberdistrict Assessment and Feasibility Study
- Hudson County, NJ Foreign Trade Zone Market Feasibility Study
- Mountville (PA) Community Center Feasibility Study
- Pine Grove (PA) Library & Tech Center Financial Feasibility Study
- Monroe County (PA) Eco-Industrial Park Financial Feasibility Study
- Union County, NJ Global Freight Village Feasibility Analysis
- Digital Century Science Park (Newark, NJ) Market Analysis
- Mount Holly, NJ, Financial Feasibility Study for Community Center
- Parkside Neighborhood (Camden, NJ) Market Analysis for the NJ Housing Mortgage Finance Agency
- Port Authority of the US Virgin Islands, Financial and Market Feasibility Study of Fast Ferry Service St. Thomas to St. Croix
- Paulsboro, NJ Socio-Economic Influences on Real Estate Values and Housing

Economic Development Strategies

- Sussex County, NJ Site Identification, Industry Targeting, and Economic Development Strategy
- Economic Development Element of Manheim Central Region Comprehensive Plan
- Hudson County, NJ Comprehensive Economic Development Strategy (CEDS) as well as Yearly Updates; Economic Development Element of Strategic Revitalization Plan
- Union County, NJ Comprehensive Economic Development Strategy as well as Yearly Updates
- Passaic County, NJ CEDS
- Camden County, NJ CEDS
- Burlington County, NJ CEDS
- St. Croix, US Virgin Islands Economic Development Action Agenda
- Alleghany Highlands (Alleghany County, VA) Comprehensive Economic Development Strategy
- Gloucester County, NJ Economic Development Action Plan
- Seneca County, NY Economic Development & Diversification Strategy
- Cobb County, GA Economic Development Strategy
- Passaic, NJ Urban Enterprise Zone Long-Range Plan

Competitive Assessments, Target Industries Studies, Marketing Strategies

- Schenectady, NY Brownfields Pilot Target Industry Analysis
- Woodland Township, NJ Site Assessment, Target Industry Analysis and Marketing Plan
- Delaware River and Port Authority, Camden (City) Gateway Assessment and Targeting Analysis, and Marketing Strategy
- Hudson County, NJ Competitive Analysis, Target Industries Study, and Marketing Program
- Delaware River and Bay Authority Competitive Assessment, Target Industry Identification, and Marketing Strategy
- Western Mecklenburg County (Virginia) Competitive Assessment, Target Industry, and Marketing Strategy
- Clarksville, Virginia Downtown Target Industry/Business Development Recommendations
- Passaic, NJ Urban Enterprise Zone Target Industries Study and Marketing Program Implementation
- Newburgh, NY Competitive Assessment and Marketing Strategy
- Seneca County, NY Targeted Industries Analysis and Marketing Program Development

Brownfields Revitalization Programs

- Hudson County, NJ Brownfields Project Economic Development Assistance -- community revitalization plans, site selection criteria, site profiles, financial resources analysis
- Morris County, NJ Brownfields Project Economic Development Assistance -- community revitalization plans, community outreach and education, site selection criteria
- Pennsauken, New Jersey Brownfields Pilot Administrative and Economic Development Assistance – site selection criteria, site profiles, and end use planning as well as administrative support
- Elmira, NY Brownfields Pilot Project Administrative Assistance – administrative assistance, reporting and project monitoring

Economic Impact Studies/Shared Services Analyses

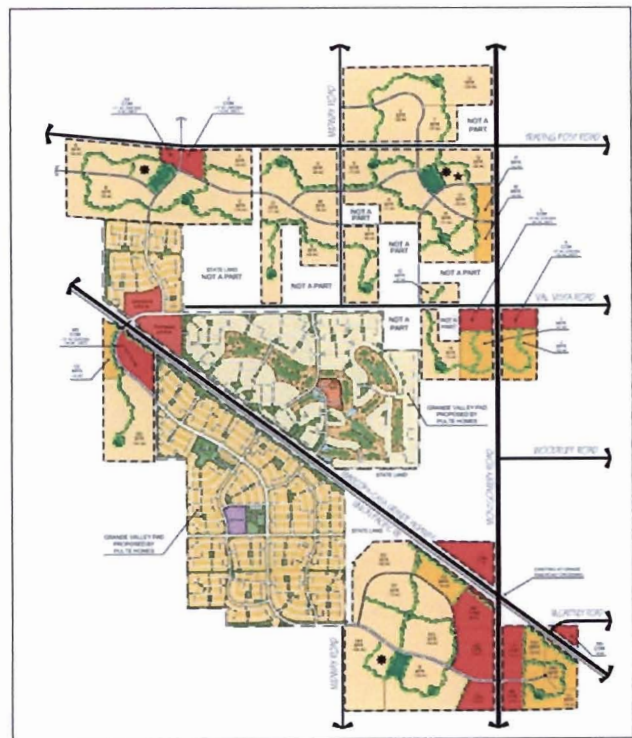
- Linden, NJ - ISP Corporation Impact of Proposed Use of Site
- Port of Camden Economic Impact Analysis
- Mount Holly, NJ Impact of Proposed PILOT by Health Care Provider
- Harlingen, TX Container Cargo Operation Feasibility Analysis
- North Wildwood, NJ Shared Services Feasibility Study
- Gloucester City, NJ Shared Services Feasibility Study
- Merchantville, NJ Investigation of Potential for Shared Services
- Various Redevelopment Studies - Assessment of the Municipal Revenue Impacts of Redevelopment Projects

Planning for Corporate and Business Parks

The WLB Group offers a comprehensive range of services specifically tailored to business parks and other similar projects. Our extensive experience has given us the technical skills and processes to complete these mixed-use projects in a timely and successful manner.

Initial stages include the following steps:

- Survey for boundary, topography and legal aspects
- Phase I Environmental Study (hazardous sites, materials)
- Determination of the process of defining future land uses and the means to achieve them, including rezoning, planned area development, specific plans and general plan amendments, special use permits and annexation
- Review of economic factors, proposed uses and product type
- Study of market research, proposed phasing and budgets
- Review of regional planning efforts and plans which impact the site, growth and timing of the project
- Review of local ordinances
- Consideration of LEED goals for sustainability (LEED NC, LEED ND)
- Analysis of land and support uses, density patterns, population and phasing definition, circulation systems, utility infrastructure, flood control structures, budgets and interface with other community wide planning efforts
- Resource system inventory
 - Cultural and natural resources
 - Historic
 - Archaeological
 - Biological
 - Rare and endangered species
 - Soils/Geotechnical
 - Vegetation species and communities
 - Topography/Drainage
 - Views





A process of refinement occurs as marketing concepts, entry and sales settings, details, pricing and product definition are developed. Densities are established as product types and parcelization concepts become better defined.

Circulation for automotive, pedestrian, equestrian, bicycle and transit become more clearly developed, responding to drainage needs, geotechnical concerns, land use designation, view corridors, and natural features. Based on this work, site planning efforts can proceed.



Site planning includes the following:

- Integration of natural features and areas to be preserved; definition of open space corridors and preserves
- Drainage systems
- Circulation:
 - Automotive
 - Public or community based transit
 - Pedestrian
 - Equestrian
 - Bicycle
 - Construction phase access and circulation
 - Service and other needs
 - Regional access from highways
- Image
- Architectural massing
- Site grading concepts
- User parking, access and “front door” image
- Parcelization
- Preliminary utility designs
- Recreational uses and amenities
- Open spaces
- Landscape design
- Entries, streetscape and monumentation
- Planting palettes and zones
- Conceptual design of amenity areas

Land use controls can be modified through a variety of mechanisms. These may include rezoning, specific plans, general plan amendments, and planned community regulations. The WLB Group offers a depth of understanding of land use control policies and procedures.

Depending on the complexity of processing, project size, and governmental agencies involved, a variety of studies and tasks might be completed dealing with such aspects as environmental, transportation, fiscal and service impacts. Policy statements addressing housing needs, open space, services, economics and demographics may also be prepared.

APPENDIX B

Resumes of Key Personnel

DR. ERNEST SWIGER, AICP, NJPP

1907 Delaware Street Huntington Beach, California 92648

Telephone: 570/856-4437 e-mail: eswiger@ptd.net Fax: 570/620-1636

ECONOMIC DEVELOPMENT AND PLANNING PROFESSIONAL with 25 years of diverse experience, which includes establishing goals and objectives, conducting competitive assessments, preparing detailed analyses of key cost/selection factors, developing marketing and retention strategies and identifying funding sources and partners. Work with elected officials, business leaders and corporate executives to obtain information, to establish and achieve goals and objectives, and to implement strategies and plans.

EXPERIENCE:

ERNEST SWIGER CONSULTING, INC., Stroudsburg, PA, 1995 to Present. Provide economic and marketing research, analytic, communications, and planning services for private and public sector clients. Use sophisticated research/analytic methodologies, mapping techniques, and superior communications skills to identify, solve, and explain complex problems and solutions.

- Prepared Sussex County, NJ, Economic Development Strategy, identified key sites, and prepared Target Industry Analysis
- Team Leader for reuse plan for Mesa, AZ USAF Research Lab facility
- Prepared Assessment of Redevelopment Plan for tourism-oriented area and developed more feasible land use and development plan, Lake Havasu City
- Conducted Industrial Land Use Studies for Palm Beach County, Florida and Philadelphia, PA, identifying sites to be preserved for industrial use
- Conducted Planning, Market Analysis, and Business Targeting for St. Georges Avenue Corridor Smart Growth Study along the Linden-Roselle, NJ border
- Prepared Comprehensive Economic Development Strategy documents for Hudson County, NJ; Union County, NJ; Passaic County, NJ; Alleghany County, VA; Mecklenburg County, VA; Burlington County, NJ; Camden County, NJ; including organizational structure, vision statements, goals and objectives, defining workforce issues, community development concerns and financing resources & partners. Prepared annual updates for Hudson & Union Counties
- Prepared Economic Development and Housing Elements for Manheim Central Region Comprehensive Plan
- Led team preparing reuse plan for Reading, PA Marine Reserve Center
- Developed Economic Adjustment Strategy documents for Seneca County, NY; Newburgh, NY; St. Croix, VI; Gloucester County, NJ
- Prepared Feasibility Analysis, Business Identification, and Marketing Plan for new cruise ship pier and year-round retail center in St. Thomas, Virgin Islands
- Prepared Economic Revitalization Analyses for Kingston, NY; Ogdensburg, NY; and Clarksville, VA, including business identification, financial and impact analyses, and identifying funding sources and methods
- Prepared Competitive Assessment, Industry Cluster Analysis and Targeted Marketing Study for Hudson County (NJ) Economic Development Corp.;
- Conducted feasibility studies on leading edge concepts such as the Global Freight Village, Cyberdistricts, Biotechnology, and Technology Parks

PHH Fantus Consulting, Florham Park, New Jersey, 1991 to 1995. The leading national economic development and site selection consulting firm. Worked with elected officials, business leaders and boards of directors on key economic/community development projects. Prepared detailed financial evaluations of real estate and cost factors.

- Prepared Orange County, CA economic diversification analysis
- Developed industry targeting and preferences for recruiting firms to the state-sponsored Global TransPark project near Kinston, NC

Swiger Resume
Page 2

Federal Deposit Insurance Corporation, South Brunswick, New Jersey, 1990 to 1991. Workout and Liquidation Consultant. Responsible for resolution of complex financial problems in \$60MM portfolio. Developed successful solutions to difficult real estate/financial issues working with property owners, legal counsel, creditors and bankers.

- Developed marketing plans for commercial, recreational and residential real estate projects, assessing market conditions and project attributes
- Effected 100% recovery on large condominium project loan through knowledge of title insurance, borrower's abilities and market conditions

New River Gorge Corporation, Greensboro, NC, 1981 to 1990. A nationwide real property acquisition consulting firm. Co-founder and Vice President, New Business Development. Negotiated over 700 real property acquisitions; coordinated staff, subcontractors, work and budgets. Responsible for relationship management and client responsiveness.

- Coordinated and carried out complex negotiations and closings for commercial properties, residential tracts and raw land
- Developed statistical and financial models to project firm revenues and profitability among diverse types of projects

Centaur Associates, Washington, DC, 1979 to 1981. An economic research and analysis consulting firm. New Business Development Officer and Project Manager. Conducted budget and program evaluations, including the analysis of cost and utilization data. Active in cost/benefit studies for federal clients. Prepared best and final presentations.

- Prepared cost/benefit analyses of impacts of both residential and industrial growth and development
- Prepared financial and operational assessments of government programs

Maximus, Inc., McLean, Virginia, 1978 to 1979. An economic, planning and demographic consulting firm. Project Manager/New Business Development Officer. Responsible for project management, client relations and new business generation.

- Managed study of the impact of federal land acquisition programs

Federal Election Commission, Washington, DC, 1976 to 1978. Senior Analyst, Office of the Staff Director. Provided a wide range of research and staff support to the Director and key task forces and committees

- Developed analytic framework for investigative system of reports analysis, using financial and regression techniques to identify irregularities

PROFESSIONAL LICENSES, DESIGNATIONS, AND AFFILIATIONS:

Licensed New Jersey Professional Planner	Licensed North Carolina Real Estate Broker
Prequalified New Jersey Smart Future Consultant	
American Institute of Certified Planners (AICP)	American Planning Association (APA)
Northeast Economic Developers Assoc. (NEPA)	PA and NJ Chapters of the APA
International Economic Development Council (IEDC)	NJ Economic Developers Assoc.

EDUCATION:

MBA, Finance and Operations, Wake Forest University, 1990
PhD, International Economics, Duke University, 1975
BA, History (with honors and academic distinction), Duke University, 1969

SHARON A. SWIGER

1907 Delaware Street
Huntington Beach, California 92648
Telephone/Fax 570/856-4437 e-mail: saswiger@ptd.net

PLANNING AND ECONOMIC DEVELOPMENT PROFESSIONAL with 10 years of diverse experience, which includes directing company activities, managing company operations and finances, assisting in marketing efforts, assisting in research on economic demographic and financial topics, assisting in the conduct of public meetings, and editing, proofreading, and preparing documents and reports. Work with elected officials and community leaders to obtain information, to establish and achieve goals and objectives, and to develop strategies and plans.

EXPERIENCE:

SWIGER CONSULTING, INC., Stroudsburg, PA, 1999 to Present. Provide economic and marketing research, analytic, communications, and planning services for private and public sector clients. Use sophisticated research/analytic methodologies, mapping techniques, and superior communications skills to identify, solve, and explain complex problems and solutions.

- Prepared Assessment of Redevelopment Plan for tourism-oriented area; developed more feasible land use plan, Lake Havasu City, AZ
- Worked with Albany County, New York to Provide a Plan for Affordable Workforce Housing, including identifying model programs and best practices
- Conducted Industrial Land Use Studies for Palm Beach County, Florida, identifying sites to be preserved for industrial use
- Manage corporate budget and finances; establish corporate policies and aims; monitor expenses; make corporate travel arrangements
- Conducting research, facilitating meetings, and reviewing draft materials for Richland County, SC Fair Housing Plan
- Assisted the Town of Cary, NC in the development of an Affordable Housing Plan and new HUD-mandated Five-Year Consolidated Plan
- Assisted in research, conduct of public meetings, and document preparation for San Bernardino County, CA Consolidated Plan & Analysis of Impediments
- Provide quality control and editorial input on all projects and proposals initial screening for proposals and marketing

Red Roof Inns, Parsippany, NJ, 1983 to 1999. Held increasingly responsible positions culminating in Assistant Manager of 108-room facility. Responsible for customer relations, supervision of 6 to 8 housekeepers, and maintenance staff. Received corporate awards for customer service and property efficiency. Dealt with outside contractors for landscape, maintenance, and sanitary services.

PROFESSIONAL MEMBERSHIPS:

- American Planning Association (APA)
- Urban Land Institute
- PA Chapter of the APA

EDUCATION:

- Attended Northampton Community College
- ESRI Introduction to ArcGIS I
- Penn State Economic & Workforce Development Workshop
- QuickBooks Training

**ROBERT G. LONGAKER III,
RLA, Land Planning and
Landscape Architecture**

EDUCATION

B.A., Economics,
Bucknell University

M.L.A., Landscape Architecture,
University of Arizona

REGISTRATION

Landscape Architect
Arizona #38314

CLARB Certified
(Council Record #2163)

ASSOCIATIONS

American Society of Landscape
Architects

Arizona Planning Association

American Planning Association

Mr. Longaker has over 13 years of professional experience as a land planner, landscape architect, and project manager. He has worked extensively with local governments to develop to planning documents such as master plan updates and design guidelines. This work frequently includes designing and administering public participation programs.

His private land planning experience ranges from master plans for parcels as large as 5,000 acres to site planning for 10-acre sites. His design experience includes site planning, design of master planned communities, site analysis, recreation planning, landscape and urban design.

City of San Luis General Plan Update, San Luis, AZ. The WLB Group was hired to update the General Plan for the City of San Luis. Our work involves the re-writing of the Plan, preparation of all exhibits, creation of a GIS database, development and implementation of a public participation plan, and coordination with City staff and stakeholders. The work also involves the creation of new land use designations and the re-designation of all lands located within the planning area of San Luis.

Town of Mammoth General Plan Update, Mammoth, AZ. In 2007, we worked closely with the Town of Mammoth to update their General Plan. This update was primarily in response to the development of new land use goals and policies that were associated with the annexation of approximately 16,500 acres of land that included both privately held property and State Trust Land. We also assisted the Town with all processes and procedures associated with the annexation of this land into the Town, thereby ensuring compliance with Arizona Revised Statute 9-471. Lastly, we assisted the Town with revisions to their Cluster and Master Planned Development ordinance. Mr. Longaker is Project Manager.

Town of Florence Professional Planning Services, Florence, AZ. As part of our on-call work for the Town of Florence, we are assisting in the annexation and planning of seven parcels of land owned by the Arizona State Land Department (ASLD). We have prepared a document that is required by the ASLD to determine if it is in the best interests of the ASLD to annex these parcels into the Town of Florence. This document represents an analysis that addresses such major topics as physical opportunities and constraints, current entitlements, existing and proposed infrastructure and development trends in the area immediate to the parcels. We have also prepared color rendered conceptual land use plans for each of the parcels, identifying future land uses and major road alignments. Rob is Project Manager for this work.

Florence Townsite Historic Design Guidelines, Florence, AZ. As Project Manager, Mr. Longaker worked closely with the Town of Florence planning staff to update their existing Historic Design Guidelines. This included reformatting the document, providing new photographs and sketches and coordinating with the Historic Commission. Rob also assisted with the presentations at public meetings. The final document won an award from the American Planning Association.

Sierra Vista Area Conceptual Plan, Sierra Vista, AZ. Provided conceptual planning for State Trust Land parcels (approximately 5,800 acres). Work included research and collection of physical and cultural information as well as the creation of a series of approximately 25 GIS data layers including such information as floodplains, topography, wash corridors, cultural features including archaeologically sensitive areas, modern infrastructure, existing land use and existing zoning districts. The data was utilized as the basis for the suitability analysis and in the formulation of the land use alternatives.

Mohave County/Bullhead City Long Range Planning for Section 20 Public Lands, Bullhead City, AZ. Mr. Longaker was project planner and provided analysis and planning for more than 70 acres of land hosting a wide variety of county, city and non-profit uses and surrounded by public schools. The goal of the project was to determine the future use of vacant parcels and to consolidate county and city governmental campuses.

Bullhead City Section 12 RiverCenter Master Plan, Bullhead City, AZ. Mr. Longaker was a project planner involved in the analysis, public and organization questionnaires, site inventory and suitability study for more than 370 acres of BLM land along the Colorado River with 5,000 feet of shoreline, leased to the City of Bullhead City. This work included the development of findings and recommendations, alternative land uses, access from Highway 95, work with state and federal jurisdictional agencies, park planning and land use planning.

Bullhead City Conceptual Planning, Bullhead City, AZ. Mr. Longaker provided conceptual planning for approximately 4,200 acres of State Trust Land parcels in the vicinity of Bullhead City. This work included research and collection of physical and cultural information, a development suitability analysis and preparation of a preferred and final alternative. Approximately 35 GIS data layers were compiled including such information as floodplains, topography, wash corridors, cultural features including archaeologically sensitive areas, modern infrastructure, existing land use and existing zoning districts. The data was utilized as the basis for the suitability analysis and in the formulation of the land use alternatives.

Bylas District Master Plan, San Carlos Apache Tribe, AZ. Partnering with the San Carlos Apache Tribe, we are preparing a development feasibility analysis, conceptual master land use plan and growth and infrastructure management plan for approximately 6,375 acres of land in the Bylas District. The project has involved biweekly meetings with key tribal personnel in order to identify the most important needs of the district and to reflect those needs in the master land use plan. A control survey was performed and control for photogrammetric mapping was a part of our scope of services. A digital orthophotograph was obtained as part of our work. The planning documents developed during this process will support the promotion of new housing opportunities, economic development opportunities, job creation, recreational facilities and educational facilities. Mr. Longaker is Project Manager.

Oro Valley Town Centre Planned Area Development, Oro Valley, AZ. A 140 acre mixed use development includes 45 acres of commercial uses such as shopping center, hotel, offices, special retail, as well as 95 acres of residential and open space. Work included land planning, rezoning, processing, hydrology concept, platting, concept grading and utility design, concept landscape design, water feature and hardscape design. Mr. Longaker was responsible for land planning and rezoning efforts.

DAVID W. LITTLE, P.E.
Civil Engineer

EDUCATION

B.S. Civil Engineering
 University of Arizona

REGISTRATION

Civil Engineer, Arizona #36234
 Civil Engineer Nevada #17315

MEMBERSHIP

American Society of Civil
 Engineers
 National Society of Professional
 Engineers

Mr. Little has over 16 years of Civil Engineering experience including involvement in site and large campus design, roadway/traffic design, utility design and coordination, drainage facilities design, residential and commercial master planning, processing of entitlements, as well as project management of various sized projects.

Mr. Little has been heavily involved in the process for LEED accreditation with four projects. His background in hydrologic and hydraulic design has been instrumental in analyzing projects for LEED Stormwater quality and quantity credit requirements.

Innovation Corporate Center, Oro Valley, AZ. Mr. Little was the Project Manager for this 12 acre medical/specialty office complex across the street from Northwest Hospital Oro Valley. The project involved processing an open space trade through the Town of Oro Valley and preparing plans for a linear park. As part of the project, Mr. Little prepared a preliminary and final block plat for 68 acres surrounding the office complex as well as plans for 2,500 feet of three-lane roadway to serve the project.

Sanofi Aventis Research Center, Oro Valley, AZ. This 11.5 acre site is part of a 300 acre high tech campus located in Neighborhood 3 of Rancho Vistoso. Sanofi-Aventis built a new 100,000 square foot research facility on the site to house its research and development center. WLB provided and ALTA survey, development plan, drainage report, improvement plans and landscape plans for this project. Mr. Little was project manager and responsible for all civil design. He also coordinated with the architect to achieve LEED Gold status for the project.

Ventana Medical Systems Corporate Headquarters, Oro Valley, AZ. Mr. Little is currently the project engineer for the long-range master development plan for Ventana Medical System's corporate headquarters. At full build out the project will consist of over 1,000,000 sq. ft. of office and lab space and will contain two large parking garages. Mr. Little has prepared a master grading and drainage plan, master utility plans and a master drainage concept for the property. Mr. Little has also prepared plans for a 900-space interim parking lot expansion project. Individual phases of the project are anticipated to meet LEED criteria as detailed designs are prepared. Both the master plan and the parking lot expansion projects have required extensive coordination with the Town of Oro Valley regarding the proposed surrounding roadway improvements required to adequately address the large anticipated increase in traffic.

Pascua Yaqui Multipurpose Justice Center, Tucson, AZ. WLB recently completed grading, paving, utility, landscape and irrigation plans for the new Multipurpose Justice Center building now being constructed. Our work included review and analysis of the overall Master Drainage Plan for the community to determine the appropriate floor elevation for the building. Survey design support, construction administration and construction staking are also being provided. Mr. Little was Project Manager and Project Civil Engineer.

Coolidge Civic Complex, Coolidge, AZ. As part of a multi-disciplined team, The WLB Group provided civil engineering for the new civic center/library for the City of Coolidge. We provided paving and grading plans and utility work for the building site and parking area which includes extensive hardscaping. We also worked with the team to provide coordination for streetscaping and water harvesting. Mr. Little is the team civil engineer.

Veterans Administration Hospital Admissions Building, Tucson, AZ. Mr. Little was Project Manager for this work completed with Stephen Wen Associates Architects of Phoenix. He was responsible for site planning and civil design and oversaw the completion of landscape and hardscape design. This work included design of the drop-off roundabout, parking areas, drainage structures, and entry plaza. Hydrology was a key component the work as a Tucson Diversion Channel carrying 5,467 CFS crosses the VA campus from east to west.

Oracle Crossings Shopping Center Oracle Road Improvements, Oro Valley, AZ. In addition to providing civil and landscape architecture design services for the overall 30 acre shopping center development, WLB provided drainage improvements, turn lane additions and intersection improvements to Oracle Road at the intersection with Suffolk Road. Both the roadway widening plans and plans to lengthen and improve the drainage structures underneath of Oracle Road were prepared to ADOT plan standards utilizing ADOT details. WLB was also responsible for preparing landscape plans and permitting these landscape improvements within the ADOT right of way. Mr. Little was Project Manager.

Oro Valley Marketplace, Oro Valley, AZ. Mr. Little was the project manager, providing the development plan and associated improvement plans for this 850,000 square foot shopping center in Oro Valley. Mr. Little also provided guidance and documentation to the project team regarding LEED site compliance for one of the shops buildings. Restoration of a riparian area of an adjacent wash overbank was a key component to the project's LEED credit application package.

Muscular Dystrophy Association Headquarters Expansion, Pima County, AZ. Mr. Little is currently the Project Engineer for the expansion of the MDA Headquarters building. His work included grading and drainage plan preparation and site utility relocation. The project involves expanding the building footprint and associated parking lot expansions next to an environmentally sensitive wash.

Mercado District at Menlo Park, Tucson, AZ. This project includes 200 housing units as well as 16,000 square feet of retail/commercial development. The housing development is a mix of single-family, attached and detached homes, apartment and townhomes. As Project Manager, Mr. Little was responsible for preliminary construction costs, tentative and final platting including required hydrology reports, and onsite improvement plans including grading, paving, water and sewer. Mr. Little was heavily involved in the LEED certification process for a large commercial building within the District.

**GUSTAV PAUL OLAND,
LEED AP
Land Planning & Geographic
Information Systems**

EDUCATION

B.S., Regional Development,
University of Arizona

REGISTRATIONS

LEED Accredited Professional

**PROFESSIONAL
ASSOCIATIONS**

American Planning Association

Arizona Planning Association

Urban Land Institute,
Young Leaders Group

Mr. Oland has over 10 years of professional experience as a land planner and project manager, and over 15 years of working experience with geographic information systems. His planning experience ranges from master plans for projects as large as 15,000 acres to individual sites of less than an acre. His design experience includes detailed site planning, master planned communities, urban design, subdivision & shopping center design, illustration and mapping. He has also authored many site analyses, due diligence and property investigation reports.

His GIS background includes numerous regional public sector planning projects as well as six years at the U.S. Geological Survey where he aided in the creation of a GIS for much of Southern Arizona.

Mr. Oland has an excellent working knowledge of Microsoft's Office Suite, AutoDesk CAD programs, Adobe presentation graphics programs as well as ESRI's ArcGIS program suites.

Innovation Corporate Center, Oro Valley, AZ. A 12 acre medical/specialty office complex across the street from Northwest Hospital Oro Valley. Work included site planning, design for a linear park, open space trade, platting, improvement plans offsite roadway design and construction services. Mr. Oland was assistant project manager for this project.

Benson General Plan Update, Benson, AZ. Teaming with Community Sciences Corporation, Mr. Oland assisted with the update to the City of Benson's General Plan as mandated by "Growing Smarter" and "Growing Smarter Plus" legislation. Key issues for the community included downtown redevelopment, transportation, development of parks and open space, and the impacts of large master planned communities on the City and its surrounding region. The updated plan consisted of nine planning elements and included mapping of Benson and potential annexation areas surrounding the City including Kartchner Caverns State Park. Mr. Oland has also worked with City staff to prepare and process several revisions to the plan.

Tucson City Center Urban Design Studies, Tucson, AZ. Mr. Oland developed a series of urban design studies focused on the rejuvenation and revitalization of the western portion of downtown Tucson while taking into consideration constraints and opportunities of existing development and infrastructure. The effort encompassed the siting of new major land uses such as a convention hotel, arena, lifestyle and major retail, baseball park, mixed-use student housing and parking structures. Vehicular and pedestrian circulation and development of significant public open space was a key component. The concepts envisioned the creation of a Festival Plaza multi-use space for events, celebrations and social interaction.

Innovation Park (Rancho Vistoso Neighborhood 3), Oro Valley, AZ. Innovation Park is a multi-use development anchored by Northwest Medical Center and Ventana Medical Systems and featuring a biotech complex housing the research laboratories of Sanofi Aventis and Integrated Biomolecule. Rounding out the park is a mix of medical offices, professional offices, and retail users. The WLB Group has provided a wide range of services for Innovation Park including master planning, detailed site planning, infrastructure design, civil engineering, and landscape design. We also provided construction administration and inspection services. WLB recently successfully processed General Plan and PAD amendments to reconfigure all undeveloped parcels within Neighborhood 3 to increase marketability to other large corporations.

Peoria Conceptual Planning, Peoria, AZ. Provided conceptual long-range planning for more than 48,000 acres of State Trust Land in Peoria. This work included research and collection of physical and cultural information about the study area as well as the creation of a series of GIS data layers, a development suitability analysis, the preparation of three future land use alternatives, a preferred alternative and a final alternative. Approximately 25 GIS data layers were compiled including such

information as floodplains, topography, wash corridors, cultural features including archaeologically sensitive areas, modern infrastructure, existing land use and existing zoning districts. The data was utilized as the basis for the suitability analysis and in the formulation of the land use alternatives.

Ventana Medical Systems Corporate Headquarters, Oro Valley, AZ. The WLB Group is providing the long-range master development plan for Ventana Medical System's corporate headquarters. At full build out the project will consist of over 1,000,000 sq. ft. of office and lab space and will contain two large parking garages. We have prepared a master grading and drainage plan, master utility plans and a master drainage concept for the property as well as plans for a 900-space interim parking lot expansion project. Individual phases of the project are anticipated to meet LEED criteria as detailed designs are prepared. Both the master plan and the parking lot expansion projects have required extensive coordination with the Town of Oro Valley regarding the proposed surrounding roadway improvements required to adequately address the large anticipated increase in traffic. Mr. Oland is project manager.

Oro Valley Town Centre Planned Area Development, Oro Valley, AZ. A 140 acre mixed use development including 45 acres of commercial uses such as shopping center, hotel, offices, special retail, as well as 95 acres of residential and open space. Work included land planning, rezoning, processing, hydrology concept, platting, concept grading and utility design, concept landscape design, water feature and hardscape design. Mr. Oland assisted with site planning and rezoning efforts.

Bullhead City Conceptual Planning, Bullhead City, AZ. Paul provided conceptual planning for approximately 4,200 acres of State Trust Land parcels in the vicinity of Bullhead City. This work included research and collection of physical and cultural information and the creation of a series of GIS data layers, a development suitability analysis and the preparation of a preferred and final alternative. Approximately 35 GIS data layers were compiled including such information as floodplains, topography, wash corridors, cultural features including archaeologically sensitive areas, modern infrastructure, existing land use and existing zoning districts. The data was utilized as the basis for the suitability analysis and in the formulation of the land use alternatives.

Huachuca City General Plan, Huachuca City, AZ. Mr. Oland and other WLB Group staff worked with the Town of Huachuca City to develop a General Plan to provide a unified vision of the Town's growth and development. This information was used to develop a planning document which regulates growth while maintaining the small-town lifestyle. The plan outlined the community's goals and objectives, established the land use and circulation plans and provided recommendations, policies and implementation strategies to meet the goals and objectives.

**WILLIAM WALKER, PE, RLS
Principal**

EDUCATION

B.S., Civil Engineering,
University of Arizona

REGISTRATION

Civil Engineer, Arizona #11065
Nevada, California, New Mexico

Registered Land Surveyor,
Arizona #16214

Licensed General Contractor, AZ

MEMBERSHIP

American Society of
Civil Engineers
National Society of Professional
Engineers
Arizona Society of Civil Engineers
Professional Engineers in Private
Practice
Construction Specifications
Institute

A native Arizonan, Mr. Walker has more than 45 years of diversified civil engineering, water and wastewater, land surveying and planning experience. He has had major responsibilities in the area of management of large scale projects and has been principal-in-charge of projects for the past 30 years. Prior to that, he was project manager and design engineer.

Mr. Walker's experience in large scale project management includes land surveying, water and sewer system design, paving and grading design, land use planning, regional planning, governmental improvement districts, flood control improvement design, hydrologic studies and analyses, as well as rezoning processing and coordination.

Innovation Corporate Center, Oro Valley, AZ. WLB provided a wide range of services for this 12 acre medical/specialty office complex. The project involved processing an open space trade through the Town of Oro Valley and preparing plans for a linear park. As part of the project, a preliminary and final block plat for 68 acres surrounding the office complex was prepared as well as plans for 2,500 feet of three lane roadway to serve the project. Mr. Walker was Project Principal.

Sanofi-Aventis Research and Development Facility at Innovation Park, Oro Valley, AZ. This 11.5 acre site is part of a 300 acre high tech campus located in Oro Valley. Sanofi-aventis built a new 100,00 square foot research facility on the site to house its research and development center. The WLB Group provided an ALTA survey, development plan, civil design and landscape architecture for the project. Mr. Walker was Project Principal.

Butterfield Business Park, Tucson, AZ. The WLB Group was very much involved in master planning, processing, site engineering, survey and landscape design for this 450 acre business park located in central Tucson. The firm was also responsible for entry feature designs including plant material selection, walls, irrigation, lighting, details and construction document preparation. A great deal of research and analysis was completed regarding the use of various water sources for irrigation. This included heavily saline "blow down" water from the nearby Tucson Electric Power Company, runoff, and sewage effluent. Mr. Walker was Project Principal.

East High Centre, Phoenix, AZ. Development plans were prepared for the Phoenix Union High School District, and an adjacent private property owner. Uses included 40-story commercial office with parking structures and commerce business park for industrial and research facilities. The entire site comprised 80 acres. Work included site investigations, rezoning, processing and coordination. Mr. Walker was Project Principal.

Palo Verde Tech Center, Tucson, AZ. Providing all services from initial survey work to construction services for this project, The WLB Group was responsible for all aspects of the work on Palo Verde Tech Center. This included master planning for circulation, lotting, utilities and land uses, platting, processing and approvals, site civil engineering design for grading and paving, drainage, utilities, and all associated work. Landscape design included entry features and streetscapes. Mr. Walker was Project Principal.

Jerrick at the Tempe Commerce Center, Tempe, AZ. Jerrick Connecting Devices is a 15,000 square foot light industrial complex within The Tempe Commerce Center. Mahoney Properties, Inc., requested The WLB Group to provide civil engineering services including topographic and boundary survey, hydrology, grading and drainage. The WLB Group assisted in a coordinated effort to enable the property owner to utilize an adjacent tract of land intended for The Tempe Commerce Center retention. With the owner providing and maintaining landscaping on the adja-

cent tract, the City allowed the owner to use a portion of the retention tract for parking. Mr. Walker was Project Principal.

Broadbent Interstate Center, Tucson, AZ. The WLB Group worked with Aetna Life Insurance Company and Lewis & Roca, Attorneys, in completing site layouts for the demolition and reconstruction of portions of Buildings E and F of the 44-acre Broadbent Interstate Center. This work was performed in order to restore parking spaces lost due to proposed condemnation by ADOT of additional right-of-way on the west side of Interstate 10 and Grant Road. In addition to site planning, personnel of The WLB Group assisted in coordinating the overall effort. A Principal of The WLB Group provided site analysis, civil engineering and site planning services for the entire project, then known as Tucson Interstate Industrial Center, for Cabot Cabot & Forbes. Mr. Walker was Project Principal.

Cambric Office Complex Project, Tucson, AZ. The WLB Group was responsible for overall planning, platting, civil design and landscape, hardscape and aquascape design for this project which encompassed some 80-acres of development at Campbell Avenue and River Road, of which the office component totaled some 10 acres. Our work also included extensive hydrologic and hydraulic analysis, channel and other flood control design. We coordinated with Pima County on design of bank protection for the Rillito River, bank protection for Campbell and Entrada Washes, utilities and property owner coordination, as well as bridges and linear parks concepts. Mr. Walker was Project Principal.

University of Arizona Science and Technology Park, Tucson, AZ. The WLB Group prepared a drainage summary that analyzed the existing hydrologic conditions and mapped the hydraulic floodplains of Julian Wash. Working with a planner, WLB identified possible constraints that will be incorporated into future designs for the remaining undeveloped land. Our work included coordination with the U.S. Army Corps of Engineers to determine the jurisdictional limits for compliance with Section 404 of the Clean Water Act. Mr. Walker was Project Principal.

Oracle Crossings Shopping Center Oracle Road Improvements, Oro Valley, AZ. In addition to providing civil and landscape architecture design services for the overall 30 acre shopping center development, WLB provided drainage improvements, turn lane additions and intersection improvements to Oracle Road at the intersection with Suffolk Road. Both the roadway widening plans and plans to lengthen and improve the drainage structures underneath of Oracle Road were prepared to ADOT plan standards utilizing ADOT details. WLB was also responsible for preparing landscape plans and permitting these landscape improvements within the ADOT right of way. Mr. Walker is Project Principal.

APPENDIX C
Project Experience

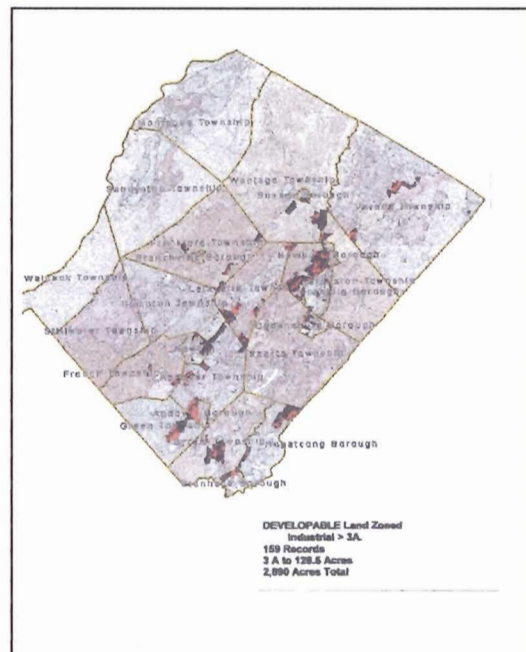
ERNEST SWIGER CONSULTING, INC.

LAND USE STRATEGY

SUSSEX COUNTY, NJ – VISION 2020 COMMITTEE SITE IDENTIFICATION AND LAND USE STRATEGY, INDUSTRY TARGETING, AND ECONOMIC DEVELOPMENT STRATEGY

Sussex County's Economic Development Strategy Committee selected **SWIGER CONSULTING** to identify potential sites for those businesses and industries that were the most likely ones for a business attraction strategy, given the County's development priorities, limited available developable space, and the desire to provide more and better jobs for County residents. The firm was also asked to prepare a set of priorities and Action Elements to achieve the stated economic growth objectives.

The study identified those economic sectors that had the greatest growth potential for the region, matched County growth objectives, and could operate successfully in Sussex County. This entailed research on specific industry groups, matching the needs and requirements of those industries to Sussex County strengths and preparing ancillary materials such as an analysis of the County's residents' labor skills. The second aspect of the assignment was the development of a roster of sites appropriate for the types of industries to be recruited. This task entailed substantial use of the County's GIS database to identify properly-zoned and properly-sized parcels with appropriate infrastructure and other attributes. On-site inspection of key sites followed this analysis. The final task was the preparation of an implementation plan that included a number of specific tasks that the County economic development entities could undertake.



The Committee adopted the report recommendations and a municipal outreach and engagement effort is under way. The long-term goals remain that of developing recommended sites and attracting the key industries with the objective of diversifying and strengthening the County economy, while creating more and better jobs within the County to reduce the number of commuters. The County has redesigned its Website and is initiating a marketing effort.

Contact Information: Mr. Eric Snyder, Director of Planning, County of Sussex.
Telephone: 973/579-0500 ext 5.

ERNEST SWIGER CONSULTING, INC.

BASE REUSE/REDEVELOPMENT PROJECTS

AIR FORCE RESEARCH LABORATORY, MESA ARIZONA

The Air Force Research Laboratory in Mesa, Arizona, was scheduled for closure under the BRAC process, and the City was expected to lose two hundred trained specialists and professionals in computer programming and specialized research. The City wished to retain those jobs and to use the site's specialized facilities and high level of security clearance as the foundation for additional private sector research operations. The site is close to Arizona State University's technology campus and the Phoenix-Mesa Gateway Airport, both of which offered additional opportunities for the research, development, and testing of leading edge technologies in a number of areas.



Working with a team that includes engineers, architects, economic development specialists, and an attorney specializing in base reuse issues, the firm prepared a comprehensive facility assessment, a detailed market analysis, and assisted the LRA in the Notice of Interest process and Homeless Submission. The team also identified potential users of the specialized, high security facility and developed a strategy to market the facility to those firms. The team has also provided additional assistance to the LRA on procedural matters, property transfer mechanisms and processes, and on the handling of complex negotiations between the LRA and the Air Force. The latter assistance was necessary for obtaining an interim lease to retain jobs and the site's security classification.

After a careful and complete review, the consulting team recommended a specialized research reuse strategy, capitalizing upon the distinctive features and construction of the buildings and site to continue and expand the site's current specialized research by obtaining the property through an economic development conveyance. The redevelopment plan was finalized and appropriate submissions made to the Department of Defense and the Office of Economic Adjustment. The Homeless Submission to the Department of Housing and Urban Development was promptly accepted, clearing the way for the negotiation of an interim lease of the facility from the Air Force thus retaining jobs and keeping the high tech facility in operation and the security clearance active.

Contact Information: Mr. Patrick Murphy, Program Manager, Office of Economic Development, Mesa, AZ, 480/644-3964; e-mail- patrick.murphy@mesaaz.gov

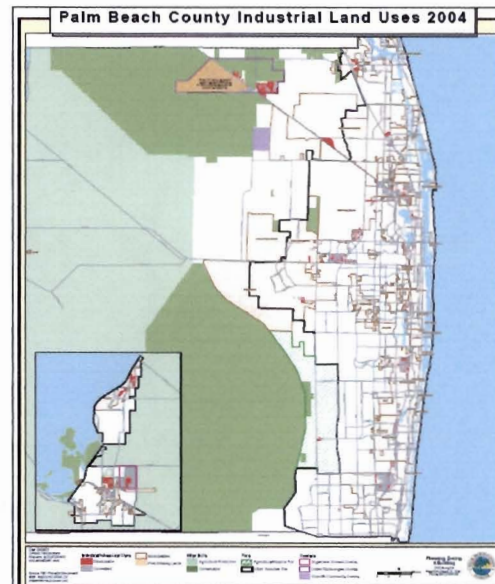
ERNEST SWIGER CONSULTING, INC.

LAND USE ANALYSES

PALM BEACH COUNTY, FLORIDA INDUSTRIAL LAND USE ANALYSIS AND ZONING BOARD TOOLKIT

Palm Beach County was facing the loss of appropriate space for high technology manufacturing firms in the face of extensive residential and commercial development across the County. Concerned planners and county leaders, fearing the loss of opportunities to attract new and better paying positions, selected **SWIGER CONSULTING** to prepare an analysis of the situation and make recommendations for the types of areas to preserve and to provide model ordinances and policies to protect for future job growth.

The consultant interviewed municipal leaders, developers, and business executives, reviewed land use statistics and patterns for the County, conducted extensive research on the subject, and visited a number of sites to determine the nature and extent of the threat, as well as to determine how other municipalities and counties were responding to this crisis. Based upon this information, the firm prepared a White Paper that clearly described the issue and made specific recommendations about programs, policies, and ordinances that could be employed to protect and preserve these lands. The firm also prepared a Toolkit of model ordinances and language for ordinances, based upon research among cities and counties that evidenced “best practices” in this field.



The report has been presented to the County Commission, several of the municipalities are reviewing both sites and zoning codes, and one town has amended its code.

Contact Information: Mr. David Thatcher, Development Services Director, Lantana, Florida, (Project Coordinator), 561/540-5032. E-mail: dthatcher@lantana.org.

ERNEST SWIGER CONSULTING, INC.

REDEVELOPMENT PLANNING & LAND USE

LAKE HAVASU CITY, ARIZONA – REDEVELOPMENT PLAN ANALYSIS AND DEVELOPMENT OF PLAN ALTERNATIVE

The Lake Havasu City Council had received a Redevelopment Plan for the Bridgewater Channel Area of City, but some Council members and City staff were not convinced of the financial viability of the projects put forward in this plan. This portion of the City is home to major attractions and resorts and is the center of the City's boating and marine activities. While the proposed plan provided for some development of tourist-related operations and facilities, the plan downplayed private investment and economic growth.

The City selected **SWIGER CONSULTING** to assess the financial and land use impacts of the proposal and to develop alternative plans for each of the eight redevelopment sub-areas along the Bridgewater Channel. In the first phase of the project, the consulting team estimated the extent of public and private investment required to execute the plan as presented, and went on to calculate the potential revenues generated for the City from this development.

In the second phase of the project the consulting team, which included O'Conner Construction Management to provide cost estimates for projects, called upon its experience and knowledge to prepare an alternative plan that was more development intensive, recognized the need to create financially attractive and revenue generating projects, and still enhanced the quality of life for residents. The team created a redevelopment scenario that included hotels, a regional convention facility, a Riverwalk-style shopping and dining venue, and an updated English Village shopping area to capitalize upon the presence of the historic London Bridge, shown here. This alternate scenario showed an increase of over fifty percent in private investment and the generation of twice the tax revenues for the City.



This scenario demonstrated that there are more financially viable development alternatives for the area – ones that will not only generate more revenues for the City, but which will be more attractive to developers and enhance the City's position as a tourist destination. The City has created new land use and zoning districts to accommodate new and more intensive development activity in this area.

Contact Information: Mr. Stuart Schmeling, Manager, Planning Division, Lake Havasu City, AZ, (Project Coordinator), 928/453-4149. E-mail: schmelings@lhcaz.gov

SWIGER CONSULTING, INC.

REDEVELOPMENT PROJECTS

KINGSTON WATERFRONT DEVELOPMENT IMPLEMENTATION PLAN FINANCIAL ANALYSIS OF ALTERNATIVE DEVELOPMENT SCENARIOS

SWIGER CONSULTING worked with a multi-disciplinary team to create a comprehensive plan to revitalize the waterfront of this Hudson River community. The town's waterfront had developed as an industrial area including oil storage and distribution facilities, metal working operations, auto and scrap metal recycling operations, and a sewage treatment facility. These uses, however, had created contaminated sites, and restricted public access to the scenic vistas of the Hudson River and the area's excellent docking opportunities for tour vessels and pleasure craft, even as the industries populating the area declined. The picture below shows part of the site, including one of the junkyards.

Working with planners, architects, and engineers, Dr. Ernest Swiger, AICP, assisted in the development of an implementation strategy that identified catalyst projects for this revitalization effort. He then prepared detailed financial analyses for three proposed alternative site use plans. These ranged from a straightforward development of mixed uses to a more involved redevelopment plan including a hotel complex and extensive park/open space development. The financial analyses incorporated construction cost elements, market rate lease rates, and tax revenue impacts.

Dr. Swiger also identified the types of firms and businesses that were economically viable for this mixed-use project, and supported the residential and community-oriented uses planned for the district. This included an analysis of the economic base of the subject area and the recommendation of new businesses for the waterfront area.

The project received an American Planning Association Regional Award. The area has undergone extensive development, including new restaurants, two museums, and a renovated and upgraded marina, as well as the creation of a visitor's center.



Project Contact: Mr. John Holihan, Principal, River Street Planning and Development LLC, Troy, New York. Telephone: 518/273-8980

SWIGER CONSULTING, INC.

ECONOMIC IMPACT PROJECTS

PRESERVATION OF THE CAMDEN, NJ PORT DISTRICT



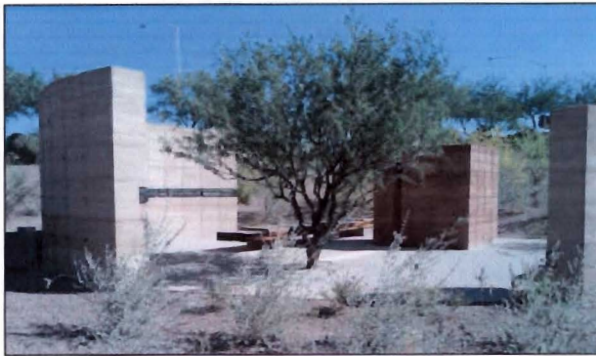
The City of Camden proposed to make the entire Port District, an active industrial area, and one of the economic engines of the City, an area in need of redevelopment, with the primary proposed use as residential. Property owners and Port tenants united against this concept and asked **SWIGER CONSULTING** to assist in defending their businesses. Dr. Ernest Swiger prepared a detailed economic impact analysis which demonstrated that the Port not only was a significant economic force in its own right, but that its activities supported many and diverse aspects of the City, County, and regional economies. Dr. Swiger testified before the Camden Planning Board and provided materials to the local and regional press in defense of the Port businesses.

The project went beyond simply defending the Port area with Dr. Swiger's preparation of plans to preserve Port operations while accommodating proposed nearby residential development. Dr. Swiger's scenario included closing some streets and channeling traffic through key corridors, the creation of physical buffers around the Port area, the preservation of space for the expansion of Port operations, and the creation of commercial districts facing the Port area.

The City rescinded its proposal and Port activities continue at a record-breaking pace.

Contact Information: Mr. Morris Smith, Counsel for the Camden Waterfront Alliance.
Telephone: 856/966-0770. E-mail: mgsmithesq@prodigy.net

SANOFI AVENTIS RESEARCH & DEVELOPMENT FACILITY • Oro Valley, Arizona



This 11.5 acre site is part of a 300 acre high tech campus located at Innovation Park in Oro Valley. Sanofi-aventis built a new 100,00 square foot research facility on the site to house its research and development center.

The WLB Group provided an ALTA survey, development plan, civil design and landscape architecture for the project. We also coordinated with the artist responsible for the public art component of the project. We also worked with the architect, Kling Stubbins, to achieve LEED Gold status for the project.





The WLB Group was very much involved in master planning, processing, site engineering, survey and landscape design for this 450 acre business park located in central Tucson. The firm was also responsible for entry feature designs including plant material selection, walls, irrigation, lighting, details and construction document preparation. A great deal of research and analysis was completed regarding the use of various water sources for irrigation. This included heavily saline “blow down” water from the nearby Tucson Electric Power Company, runoff, and sewage effluent.



PALO VERDE TECH CENTER • Tucson, Arizona

The WLB Group was responsible for all aspects of the work on Palo Verde Tech Center providing all services from initial survey work to construction administration services.

Our work included master planning for circulation, lotting, utilities and land uses; platting, processing and approvals; site civil engineering design for grading and paving, drainage, utilities; and all associated work. Landscape design included entry features and streetscapes.



BROADBENT INTERSTATE CENTER • Tucson, Arizona



This commercial center is located at Grant Road and Interstate 10 on Tucson's west side. Featuring mature trees such as palms, pines, sycamores and olives, the complex offers tenants a cool haven from the desert heat. The WLB Group provided master planning, civil engineering and landscape and irrigation plans for this complex. Large landscaped medians provide efficient circulation through the Broadbent Center while providing for additional planting areas, breaking up the heat generating asphalt areas.



ERNEST SWIGER CONSULTING, INC.
ECONOMIC DEVELOPMENT ♦ RESEARCH ♦ ANALYSIS

1907 Delaware Street
Huntington Beach, California 92648
January 16, 2012

Ms Pattie LaCombe, CPPB
Purchasing Manager
Financial Services Department
City of Maricopa
45145 W. Madison Avenue
Maricopa, Arizona 85139

Re: BaFO for Business Park Feasibility Study

Dear Ms LaCombe,

We are very pleased that the review committee has requested additional information and a Best and Final Offer from our team. We address each of the two issues for clarification in the following paragraphs and have provided a Best and Final Offer for the timeline and pricing including a revised Project Schedule.

First, our team is very familiar with the Greater Phoenix area and economy. As part of the development of the reuse plan for the US Air Force Research Laboratory facility in Mesa, we prepared an extensive analysis of the area economy and real estate market. This included 1) a complete "Community Profile" which placed Mesa in the regional context, 2) a separate section entitled "Economic Setting," and 3) a full Real Estate Market analysis" which examined the market for industrial, commercial, and retail segments as well as high tech/R&D uses. This report was completed a year ago and the report may be found on the Mesa Website at www.mesaaz.gov/bettermesa/afri. The WLB Group was part of the team led by our firm in the preparation of this study, and WLB is very familiar with the region, the economy and infrastructure issues.

Second, we wish to make it clear that Dr. Swiger, the Project Director and I will be directly involved in all community visits, meetings and presentations. We will attend the initial meeting and site visit, and Dr. Swiger will be the lead presenter for the interim meetings and stakeholder presentations. The WLB office in Tempe is approximately thirty minutes away from Maricopa, and will provide not only professional and technical staff for the project, but will assist with support functions, such as document and presentation preparation.

Third, we were pleased to present a project timeline that has the project completed one month ahead of the date in the RFP. We remain confident that we can successfully complete the project in that time frame. We have carefully reviewed the tasks in our proposal and have made some changes in the level of effort for several tasks. Our revised budget for the project is now \$47,750.00. The table below reflects the changed hours for both firms and shows the new Project Total.

ERNEST SWIGER CONSULTING, INC.

ECONOMIC DEVELOPMENT ♦ RESEARCH ♦ ANALYSIS

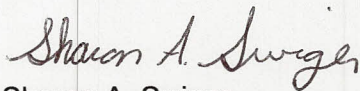
1907 Delaware Street
Huntington Beach, California 92648

MARICOPA, ARIZONA BUSINESS PARK FEASIBILITY STUDY							
Project Schedule by Month							
Tasks by Month	February	March	April	May	HOURS		Task Cost
					Swiger	WLB	
Task 1 - Project Initiation	□				20	12	\$4,200
Task 2 - Target Industry Compatability	→				16	6	\$3,000
Task 3 - Market Analysis	→	→			32	2	\$5,000
Task 4 - Infrastructure Assessment	→	→			1	32	\$3,350
Task 5 - Land Use Analysis		→			16	20	\$4,400
Task 6 - Interim Report		○			14	6	\$2,700
Task 7 - Financial Feasibility Analysis		→	→		22	4	\$3,700
Task 8 - Economic Impact Analysis		→	→		18	2	\$2,900
Task 9 - Second Interim Report			○		12	4	\$2,200
Task 10 - Develop Implementation Plan			→	+	15	8	\$3,050
Task 11 - Finalize Plan				→	12	7	\$2,500
Task 12 - Presentation of Plan				♦	16	8	\$3,200
					194	111	\$40,200
Project Meetings and Deliverables							
□ Project start-up							\$3,250
+ Draft Report							\$500
♦ Final Report							\$3,800
○ Meeting/Presentation							\$7,550
PROJECT TOTAL							\$47,750

Source: Ernest Swiger Consulting, Inc.

Thank you very much for the opportunity to provide this additional information. Please contact me at 570/856-4437 or saswiger@ptd.net if you or the review committee need any further information.

Sincerely,



Sharon A. Swiger
President