

**Request for Qualifications
By the City of Homer, Alaska
Professional Services to Update
Homer's Comprehensive Plan and Title 21 Zoning and Planning Code**

The City of Homer is soliciting qualifications from firms to perform the work of updating the City of Homer Comprehensive Plan and Title 21 Zoning and Planning Code. Statements of qualifications will be received at the Office of the City Clerk, City of Homer, 491 East Pioneer Avenue, Homer, Alaska, until **4:30 P.M., on Friday, November 18, 2022**. The time of receipt will be determined by the City Clerk's time stamp. Statements received after the date and time specified will not be considered. No electronic submissions will be accepted.

All Firms interested in submitting their qualifications for consideration for this project must submit a **City of Homer Plan Holder Registration Form to be on the Plan Holder's List and to be considered responsive**. This form must be submitted separately from qualification submissions. Plan holder registration forms and Request for Qualification packages are available online at <http://www.cityofhomer-ak.gov/rfps>

The work will consist of two phases:

Phase 1: Helping the City of Homer complete a new Comprehensive Plan

Phase 2: Helping the City of Homer update the Zoning and Planning Code.

The work will include involvement with stakeholders, including, but not limited to the City Council, City staff, community members, and community interest organizations. Timeline for completion of this work is two years, one year for each phase of the project.

All submissions will be evaluated and the City will issue an invitation to submit a proposal to those firms selected as most qualified to perform the work as described.

Please direct all questions regarding this project to:

**Ryan Foster, Special Projects Coordinator
City of Homer, Administration
491 E. Pioneer Avenue
Homer, Alaska 99603
907-299-8529**

City of Homer reserves the right to accept or reject any or all proposals, to waive irregularities or informalities in the proposals, and to award the contract to the respondent that best meets the selection criteria.

Dated this 26th day of October, 2022.

CITY OF HOMER



Robert Dumouchel, City Manager

City of Homer

Request for Qualifications

City of Homer Comprehensive Plan and Title 21: Zoning and Planning Code Update

Issue date: October 26, 2022



Submittal Deadline:

4:30 pm, November 18, 2022

**City Clerk's Office
City of Homer
491 E Pioneer Avenue
Homer, Alaska 99603**

City of Homer Comprehensive Plan and Zoning and Planning Code Updates

Issue date: October 21, 2022

The City of Homer is soliciting qualifications from qualified firms to perform the work for **City of Homer Comprehensive Plan and Title 21: Zoning and Planning Code Updates**.

The first Homer Comprehensive Plan was adopted in 1954. The most current comprehensive plan is the 2018 edition, which received a technical update. A new Comprehensive Plan is necessary to establish a current vision, goals, and objectives for the future of the City and a new zoning code will be required to implement that vision.

In selecting a consultant firm to fully update the two most important regulatory documents for planning and development in the City of Homer, the City has initiated a two-stage process:

- Stage 1 - Request for Qualifications (RFQ): Reviewed and scored by a selection committee.
- Stage 2 - Request for Proposals (RFP): Those firms selected through the RFQ process will then submit an RFP, with a not to exceed amount of \$650,000, for review by a selection committee that will evaluate the proposals and make a recommendation to the City Manager.

The City wishes to have this work conducted immediately upon issuance of contract.

RECEIPT OF QUALIFICATIONS DEADLINE: Qualifications will be accepted until 4:30 p.m., Alaska Standard Time, November 18, 2022. Qualifications shall be submitted via hard copy at the City Clerk's Office, City of Homer, 491 E Pioneer Ave, Homer, AK 99603. All proposers must submit a City of Homer Plan Holders Registration form to be on the Plan Holders List to be considered responsive.

SCOPE OF WORK: The work will consist of two phases. Phase I: helping the City of Homer complete a new Comprehensive Plan, and Phase 2: helping the City of Homer update the Zoning and Planning Code. The work will include involvement with stakeholders, including, but not limited to the City Council, City staff, community members, and community interest organizations. Timeline for completion of this work is two years, one year for each phase of the project.

EVALUATION CRITERIA: The City will review and score RFQs by selection committee. Interested parties shall submit the following items with their Statements of Qualifications:

1. Letter of interest.
2. Description of the team and its ability to meet City of Homer needs.
3. Statements of Qualifications shall include the following information:
 - a. Name(s) of firm serving as prime and any subconsultants as well as Organization Chart.
 - b. A brief history of the firm(s) serving on the team, including applicable licenses.
 - c. Resumes of key personnel, which shall include, as a minimum, the following personnel:
 - i. Project Manager
 - ii. Design Lead
 - iii. Economic Lead
 - iv. Code Writing Lead
 - e. Information demonstrating team's record of performance on past projects for communities similar in size and character to the City of Homer. Provide names and telephone numbers of five client contacts for reference purposes.
 - f. Information demonstrating team's record of performance with cost control and project scheduling.
 - g. Five writing samples demonstrating team's effectiveness writing (i) complex text for lay audiences and (ii) enforceable code. Writing samples may contain graphics.

Scoring of firms

1. Team's experience with projects of comparable size and complexity:	100 Points
2. Team's experience with cost control and project scheduling	100 Points
3. Experience of Key Personnel	100 Points
4. Writing samples	100 Points
5. Positive report from references:	<u>100 Points</u>
Total:	500 Points

**Request for Proposals
By the City of Homer, Alaska
Professional Services to Update the
City of Homer's Comprehensive Plan and Title 21 Zoning and Planning Code**

The City of Homer, Alaska is requesting proposals from qualified firms who were pre-qualified as result of the City's earlier Request for Statements of Qualification process. Proposals from firms who have not been pre-qualified will not be accepted.

The following subjects are discussed in this Request for Proposal (RFP) to assist you in preparing your proposal.

- I. Introduction
- II. Scope of Services
- III. General Requirements
- IV. Proposal Format and Content
- V. Evaluation Criteria and Selection Process
- VI. Schedule

I. Introduction

The City of Homer is soliciting proposals from prequalified teams to produce a comprehensive plan and fully update Homer City Code Title 21, Zoning and Planning Code. These documents will help guide future development and growth for the City of Homer with an outlook of 20 years.

The City of Homer is growing up. We are a relatively young city facing a transition point in our history. We are an eclectically developed pioneer community at the end of the road in Alaska, on its way to becoming a more intentionally developed small city, endeavoring to be best in class for municipal governance, services, and quality of life. Homer is a very significant city in Alaska, in part, because we are the transition point between the road system and numerous off-road communities. We also have a highly active port & harbor which is likely to experience a significant expansion during the Comprehensive Plan's useful life.

The City of Homer is motivated to become the best small city in Alaska, and it all starts with planning. We are extremely excited to conduct a significant update to our Comprehensive Plan and Title 21 Zoning and Planning Code. It is important to understand that this update is not about maintaining the status quo, it is about transformative change as it relates to land use, while still maintaining Homer's community character.

The first Homer Comprehensive Plan was adopted in 1954. The most current comprehensive plan received a technical update in 2018. Since 1999, the City has adopted a Non-Motorized Trails and Transportation Plan, a Transportation Plan, Homer Spit Comprehensive Plan, and the Town Center Development Plan, which are additional components to the Comprehensive Plan.

The City of Homer expects that public involvement will be a grass-roots effort emphasizing outreach to, and contribution from, a variety of stakeholders, including citizens, businesses, community groups/organizations, local agencies, City Advisory Bodies, and the City Council. The City further expects the community participation plan will be innovative and consider the use of focus groups, as

well as, intensive short-term teams or work groups, such as workshops, to identify issues, create a community vision, and to assist in establishing the goals and objectives.

The goal is for both phases (Phase I: The Comprehensive Plan and Phase II: Title 21, Zoning and Planning Code update) to be completed within two years after award of the contract; however, complex issues may require more in-depth study, which may result in an extension of the completion date and negotiation to amend the contract.

As in many Alaskan communities, the summer months are the “busy months” for Homer residents. One distinctive aspect of Homer is that many seasonal business operators live elsewhere during the winter months. The Proposer should develop a schedule that is flexible enough to allow busy residents and business owners/operators the opportunity for significant input throughout the planning process, while recognizing the seasonal nature of the community.

II. Scope of Services

The project consists of furnishing all labor, materials, equipment, tools, supervision, and other facilities necessary to develop a Homer Comprehensive Plan and a Title 21 Zoning and Planning Code Update as a two-phased project in accordance with the standards and criteria of the City of Homer.

Phase I: Comprehensive Plan

The project goals for updating the comprehensive plan are:

1. Create a fully updated Comprehensive Plan.
2. Determine the best approaches to the topics of housing, parking, density, form/layout, building height, sustainability, mobility/connectivity, and coordinating with the motorized and non-motorized transportation (the Master Transportation Plan is currently being updated).
3. Identify strategic actions that the City can proactively engage in to ensure the success of the Comprehensive Plan, e.g., site acquisition, infrastructure investment, etc.
4. Provide a vision and guidance for the Phase II update of the Title 21 Zoning and Planning Code.
5. Conduct public and key stakeholder outreach to better inform and guide the Comprehensive Plan.
6. Align the Comprehensive Plan with other City plans such as Master Transportation Plan, Capital Improvement Plan, and City Council Goals.
7. Deliver the Comprehensive Plan to the Planning Commission, Economic Development Commission, and City Council public hearings for recommendation and approval.
8. City staff will provide project support with a project manager, participation/facilitation in outreach events, and information/feedback to consultants.

The development of the Homer Comprehensive Plan will include, but not be limited to, the following tasks:

Task 1. Background Research and Analysis

In Task 1, the consultant will complete a review of all-relevant planning, financial, and development documents that relate to development, planning regulation, and protection of Homer's built and natural environment. Examples of such documents include:

- 2018 Homer Comprehensive Plan Update
- Town Center Development Plan
- Homer Spit Comprehensive Plan
- Community Design Manual
- ADA Transition Plans
- Climate Action Plan
- Long Range Transportation Plan
- 2005 Homer Area Transportation Plan (currently being updated)
- Non-Motorized Transportation and Trails Plan (currently being updated)
- Adopted Water and Sewer Master Plan
- Census and growth projections
- Homer City Code (in particular Title 21 Zoning and Planning Code)
- Capital Improvement Plan/Legislative Requests/State Transportation Improvement Program Requests
- City of Homer Annual Budget
- Beach Policy
- Homer Land Allocation Plan
- 2022 Local Hazard Mitigation Plan
- State of Alaska tourism information
- State of Alaska planning enabling legislation
- Review of KPB planning and platting powers, with city granted planning powers of the city and extraterritorial power over the Bridge Creek Water Protection District

At the completion of Task 1 the consultant should be knowledgeable with the history, social and land use development patterns, culture, environmental opportunities/challenges, development constraints, infrastructure, and fiscal issues facing the City of Homer.

Task 2. Public Participation Process

The design of an effective public participation process is a critical element for the successful completion of the Homer Comprehensive Plan and Title 21, Zoning and Planning Code Updates. The consultant shall design and implement a public participation process that ensures members of the public are actively involved in the planning effort. The consultant should identify methods that do not require long standing commitments of time by members of the public yet provide for meaningful input. The use of charrettes/workshops, open houses, work sessions, online web pages/surveys, focus groups, and study circles or other suitable methods is encouraged. The consultant will work with City staff throughout the public participation process, to provide:

- Meeting Coordination
- Facilitation of Meetings
- Open Houses
- Advertisements
- Informational Handouts
- Newsletters and Other Mailings
- On-going Updates

The proposal shall identify the Public Participation Team that will be responsible for the production, publication, and distribution of informational materials and mailings. The Proposal shall include a Public Participation Matrix, which identifies the expected points of engagement with the public, identifying the recommended roles for City staff, community stakeholders, and the consultant personnel.

Task 3. Site Analysis and Identification of Issues and Concerns

Task 3 utilizes information from the background research, site visits, and constraints mapping to analyze, and create maps and analysis illustrating the City's existing conditions. The mapping and analysis shall include:

- Brief Study Area Overview
- Key Demographic Considerations (summary of existing demographic information such as population, employment, housing, and projections)
- Existing Land Use(s)
- Existing Zoning
- Land Use and Community Design (including density, layout, and form)
- Housing
- Mobility and Transportation Network including parking
- Infrastructure (Gray and Green)
- Sustainability
- Environmental Issues/Hazards/Constraints including Flood Regulations
- Public Facilities and Services
- Recreation Facilities
- Economic Development/Opportunities
- Local Government Boundaries
- Slope Hazard Analysis

Key issues, concerns, and constraints shall be identified.

Task 4. Preparation of Goals, Objectives, and Recommendations

Based upon the information obtained in the previous tasks, the consultant shall collaborate with the community to develop goals, objectives, and recommendations.

Task 5. Development or re-development strategies

In addition, the consultant shall prepare an overall development and/or redevelopment strategy and more specific policies for the use of the land – utilization of city owned land, land acquisition and/or disposal strategies, infrastructure improvements, commercial areas, public open space, and facilities.

Task 6. Preparation of Future Growth and Development Alternatives

The consultant shall review projections of future population and economic growth and the resulting impact on land use and development patterns. Alternatives will include evaluation and discussion of future development, redevelopment, conservation practices, and impacts on public infrastructure.

The alternatives shall be described in both a narrative and graphic/mapping manner. The purpose of these alternatives is to allow the public to become more aware of the impacts of future growth in

Homer and to assist in developing goals, objectives, and recommendations. The identification of the most preferred development scenario is part of this task.

Task 7. Recommendations for Implementation

Task 7 shall consist of preparing recommendations for achieving the goals, objectives, and recommendations of the Comprehensive Plan Update. Standard implementation techniques such as zoning and subdivision regulation changes should be considered, as well as other techniques such as growth management, impact fees, encouraging walkable development centers or nodes, etc. In addition, this task shall result in the following:

- A timeframe for identified actions.
- A table allocating responsibilities for actions among the various governmental agencies and where applicable, not-for-profit organizations having interests in conducting the programs.
- A schedule of proposed Capital Improvement Projects.
- A general description of any land use development regulations or incentives that may be adopted by the City to achieve the goals, policies, and guidelines set forth in the plan.
- A description of other procedures that the City may use in monitoring and evaluating the implementation of the plan.
- A statement describing proposed programs of public services or changes in existing programs to include estimates of the needed increase in personnel, equipment, supplies, and related matters.
- The proposed development criteria to be incorporated into any recommended or existing land development regulations.
- Identification of potential funding sources for projects or other issues identified during the planning process.
- A description of measures to be implemented to promote economic, social, and environmental sustainability.

Task 8: Presentations

The consultant will be required to undertake a series of presentations at various stages of the planning effort to the Planning Commission and City Council. The purpose of these presentations is to provide information and obtain feedback. The consultant is also expected to present the plan when formally reviewed and considered by the Planning Commission and City Council. Presentations to other boards and commissions, such as the Economic Development Advisory Commission; Parks, Art, Recreation, and Culture Advisory Commission; and Port and Harbor Commission may be warranted. A minimum of six presentations should be included with the possibility of more to be negotiated.

Task 9: Final Plan

Draft a final Comprehensive Plan based on findings from Tasks 1-8 working closely with City staff and providing an opportunity for public review and comments on draft version(s).

Project Schedule

The proposal should include a schedule of major milestones for a one-year project for Phase I. The City anticipates the schedule should include, but not be limited to, the following stages:

- Project Start-Up
- Task 1 – Data Collection, Background Research and Analysis
- Task 2 – Public Participation Process
- Task 3 – Site Analysis and Identification of Issues and Concerns
- Task 4 – Preparation of Goals, Objectives, and Recommendations
- Task 5 – Development or re-development strategies
- Task 6 – Preparation of Future Growth and Development Alternatives
- Task 7 – Recommendations for Implementation
- Task 8 – Presentations
- Task 9 – Final Plan

Deliverables

All documents, reports, studies, illustrations, and maps are to be produced in a digital and PDF format. Information will be transferred to the City electronically and 25 hard copies will also be provided. All deliverables will be considered Works for Hire; that is, owned by the City of Homer upon payment of consultant's invoices.

Website with hyperlinks (to be kept current through the end of the consultant's contract)

Draft and Final Documents:

- Formatted for an 8 1/2" x 11" Document with 3-ring binder
- Provide all electronic files used in the creation of the report and illustrations such as GIS Shapefiles, Word files, PDFs, PowerPoint, InDesign, Illustrator, Sketchup, etc.

Maps in Documents should meet the following specifications:

- ESRI GIS Mapping Products
 1. ESRI Shapefile Format and any associated ArcGIS/ArcMap project files/.mxd. An Adobe PDF file is also required of any GIS map product.
 2. All GIS data should be geo-referenced to NAD27, Alaska State Plane Zone 4
- Color
- 11" x 17", folded (maximum size for inclusion in a bound document)

Phase II: Title 21 Zoning & Planning Code Update

The project goals for updating the Title 21 Zoning and Planning code are:

1. Modernize the code by bringing the standards up to date by applying measures that reflect contemporary best practices, land use trends, and market demands, while improving efficiency and user friendliness into the code.
2. Identify best code format and create a new code that enables development to take place as a mixture of uses, rather than large areas of single land use or Greenfield development.
3. Align with and implement the vision of the Comprehensive Plan.
4. Conduct all public and key stakeholder outreach to better inform and guide the updated Title 21 Zoning and Planning Code.

5. Align the updated Title 21 Zoning and Planning Code to support implementation of related City plans such as Transportation Master Plan, Stormwater, and Water/Sewer Plan.
6. Present the updated Title 21 Zoning and Planning Code to the Planning Commission and City Council public hearings for recommendation and approval.
7. City staff will provide project support with a project manager, participation/facilitation in outreach events, and information/feedback to consultants.

The development of the Title 21 Zoning and Planning Code should include, but not be limited to, the following tasks:

Task 1. Data Collection, Background Research and Analysis

Conduct analysis utilizing existing maps for future development and/or potential infill and utilizing feedback from City staff along with constraints mapping. Existing conditions analysis and mapping should include (much of this task can utilize information developed in Phase I of the project):

- Key Demographic Considerations (summary of existing demographic information such as population, employment, housing, and projections)
- Existing Land Use(s)
- Existing Zoning
- Mobility and Transportation Network
- Infrastructure
- Environmental Conditions/Constraints

Task 2. Technical Review of Existing Code and Recommendations

Conduct a technical review to evaluate the strengths and limitations of the current Title 21 Zoning and Planning Code and make preliminary recommendations for updating and making the document consistent with overall City policies, including the goals of the Comprehensive Plan. Provide a review based on discussions with and feedback received from code administrators and code users including City staff, design professionals, and the local development community. The Project Team should also draw from its planning experience with other communities and knowledge of land use regulatory tools. The review should evaluate the suitability of the existing Zoning and Planning Code by determining deficiencies and inadequate elements that may create inconsistent interpretations. Submit a diagnostic report that also identifies the steps required to make the Zoning and Planning Code consistent with existing practices in the City, as well as national best practices.

Task 3. Public Participation Process

Provides for public/stakeholder participation to create the overall guiding vision for the new Zoning Code. This shall include providing for a public review of the draft code, as well as a public hearing process at the Planning Commission and City Council.

Task 4. Preparation of Vision, Values, Goals, Objectives, and Recommendation for Code Type

Recommend the best code format and draft a new code that enables the vision and goals of the Comprehensive Plan to be implemented, while considering alignment with other City plans and goals.

Modernize the code by bringing the standards up to date by applying measures that reflect contemporary best practices, land use trends, and market demands, while improving efficiency and user friendliness into the code. Consider future development to take place as a mixture of uses, rather than large areas of single land use or Greenfield development.

Task 5. Draft Code

Draft a new code based on findings from Tasks 1-4 working closely with City staff and providing an opportunity for public review and comments of draft version(s).

Task 6. Presentations

The consultant is required to undertake a series of presentations at various stages of the planning effort to the Planning Commission and City Council. The purpose of these presentations is to provide information and obtain feedback. The consultant is also expected to present the code when formally reviewed and considered by the Planning Commission and City Council. Presentations to other boards and commissions, such as the Economic Development Advisory Commission; Parks, Art, Recreation, and Culture Advisory Commission; ADA Advisory Board and Port and Harbor Commission may be warranted. A minimum of four presentations should be included (identifying whether they are in-person or virtual) with the possibility of more to be negotiated.

Task 7. Final Code

Draft a final Zoning and Planning Code based on findings from Tasks 1-6, working closely with City staff and providing an opportunity for public review and comments of draft version(s).

Project Schedule

The proposal should include a schedule of major milestones for a 1-year project for Phase II. The City anticipates the schedule should include, but not limited to, the following stages:

- Project Start-Up
- Task 1 – Data Collection, Background Research and Analysis
- Task 2 – Technical Review of Existing Code and Recommendations
- Task 3 – Public Participation Process
- Task 4 – Preparation of Vision, Values, Goals, Objectives, and Recommendation for Code Type
- Task 5 – Draft Code
- Task 6 - Presentations
- Task 7 – Final Code

Deliverables

All documents, reports, studies, illustrations, and maps are to be produced in a digital and PDF format. Information will be transferred to the City electronically and 25 hard copies will also be provided. All work products will be considered Works for Hire; that is, owned by the City of Homer once the consultant's invoices are paid.

Website with hyperlinks (maintained through the end of the consultant's contract)

Draft and Final Documents:

- Formatted for an 8 1/2" x 11" Document with 3-ring binder
- Provide all electronic files used in the creation of the report and illustrations such as GIS Shapefiles, Word files, PDFs, PowerPoint, InDesign, Illustrator, Sketchup, etc.
- Publish Code online

Maps in Documents should meet the following specifications:

- ESRI GIS Mapping Products
 1. ESRI Shapefile Format and any associated ArcGIS/ArcMap project files (.mxd). An Adobe PDF file is required of any GIS map product.
 2. All GIS data should be geo-referenced to NAD27, Alaska State Plane Zone 4
- Color
- 11" x 17", folded (maximum size for inclusion in a bound document)

III. General Requirements

The following information is presented as a general guideline for the preparation of the proposals, though not intended to be an exhaustive list of project requirements.

- A. It is the responsibility of the Proposers to estimate the actual level of effort required to complete the work.
- B. Homer will provide Over the Shoulder review of draft planning documents to provide timely comment and input.
- C. All deliverables shall be in a format and on media approved by the City. Upon completion, the City of Homer shall be furnished with digital files of all documents.

IV. Proposal Format and Content

Direct questions regarding this proposal to Ryan Foster, Special Projects Coordinator, City of Homer, (907) 299-8529 or rfoster@ci.homer.ak.us.

Proposals, which do not address the items listed in this section, may be considered incomplete and may be deemed non-responsive by the City.

PROPOSAL FORMAT

- A. Letter of Transmittal
- B. Proposed Work Plan
 1. Include a Work Plan that illustrates how you will perform the Work and demonstrates your understanding of the project
 2. Include a proposed schedule demonstrating how you anticipate the Work will flow so you can complete the project in a timely manner.
 3. Identify major challenges that might interfere with your ability to complete the project in a timely manner.

C. Fee Proposal and Rate Schedule

1. Submit a Fee Proposal to perform the Scope of Services described in your Work Plan.
2. Provide an exact statement of the services to be provided within the fees proposal and fee schedule to be used in billing for services, including out-of-scope services.
3. Provide a Fee Schedule showing fully loaded billing rates for the personnel who will be working on the Project.

D. Submit one (1) original and six (6) hard copies of the completed Proposal in a sealed, opaque envelope marked as follows:

City of Homer
Comprehensive Plan and Title 21 Zoning and Planning Code Update

PROPOSAL DATED _____, 2022.

Proposals will have the Proposers name and address in the upper left corner. The Proposals shall be addressed to:

City of Homer, City Clerk's Office
491 East Pioneer Avenue
Homer, Alaska 99603

Proposals shall be received at the office of the City Clerk until **4:00 PM, Date TBD**. Any proposals not received by the date and time stated and marked with the City Clerk's Office stamp will not be considered.

V. Evaluation Criteria and Selection Process

The City of Homer reserves the right to reject any and all proposals submitted and shall not be liable for any costs incurred by any proposer in response to this solicitation or for any work done prior to the issuance of a notice to proceed.

A selection committee will evaluate the proposals and make a recommendation to the City Manager. The committee will use the following criteria in deriving a numerical score for each proposal:

- a. **Work Plan.** The various elements of the Work Plan will be evaluated for clarity, effectiveness, and compliance with RFP requirements.

Task 1	100 Points
Task 2	100 Points
Task 3	100 Points
Task 4	100 Points
Task 5	100 Points
Task 6	100 Points
Task 7	100 Points

- b. **Schedule.** The Proposer's Schedule will be evaluated for its expected ability to achieve the effectiveness results in a timely manner. 200 Points

c. **Price.** Evaluated based on the do not exceed amount of \$650,000 100 Points

TOTAL POSSIBLE POINTS = 1000

VI. Schedule

Proposals due:

4:00 pm

Date: TBD

Award design contract:

Date: TBD

Notice to proceed:

Date: TBD

Completion of contract:

Date: TBD

DRAFT