

CITY OF MINOT CDBG - NDR GOVERNANCE PLAN

March 1, 2017

DOCUMENT REVISION HISTORY

The following table tracks when and what changes were made to the Governance Plan.

REVISION NUMBER	DATE OF RELEASE	AUTHOR	SUMMARY OF CHANGES
1	<i>April 12, 2017</i>	<i>Tom Barry</i>	<i>Added Staff Titles and City Council Members to Org Charts</i>
2	<i>June 23, 2017</i>	<i>Leslie Bean</i>	<i>Updated Org charts and revised activity schedules</i>
3	<i>July 28, 2017</i>	<i>John Zakian</i>	<i>Roles and Responsibilities Changes</i>

TABLE OF CONTENTS

1. INTRODUCTION	1
2. DOCUMENT MAINTENANCE.....	1
3. INTENDED AUDIENCE AND DOCUMENT USE	1
4. GOVERNANCE STRUCTURE	1
5. ROLES AND RESPONSIBILITIES	3
6. COMMUNICATCION PROTOCOL AND ISSUE ESCALATION.....	5
7. PROJECT ACTIVITY TASK SUMMARIES	5
APPENDIX: MINOT RESILIENCE PROGRAM GANTT CHART SCHEDULE.....	35

1. INTRODUCTION

The City of Minot is implementing the NDR Program with three major objectives to accomplish by September 30, 2022:

1. Reduce flood risk to address the needs of the most vulnerable, provide benefits in the near as well as the long term, support local land uses, layer with existing flood protection areas.
2. Increase the supply of quality affordable housing for the most vulnerable residents in a manner that fosters livability and the long-term viability and sustainability of neighborhoods.
3. Foster a robust, diverse, and healthy economy that enables the region to weather disruptions from physical as well as economic disasters.

For the NDR Program to be successful, decisions must be made timely and at the right level of authority for the project. A well-defined and active governance structure has been shown to result in more efficient and effective teams, improved results, reduced risks, and better resource utilization. The defined process is intended to benefit the project by:

- Ensuring decisions are made timely at the appropriate project level.
- Ensuring the Project maintains sponsorship and funding.
- Providing strategic leadership and direction.
- Fostering a culture of accountability and transparency.
- Providing oversight and guidance to improve the potential for success.

2. DOCUMENT MAINTENANCE

This document will be reviewed and updated annually as requested. This document contains a revision history log. When changes occur, the version number will be updated to the next increment along with the date, and the owner making the change and change description will be recorded in the revision history log of the document.

3. INTENDED AUDIENCE AND DOCUMENT USE

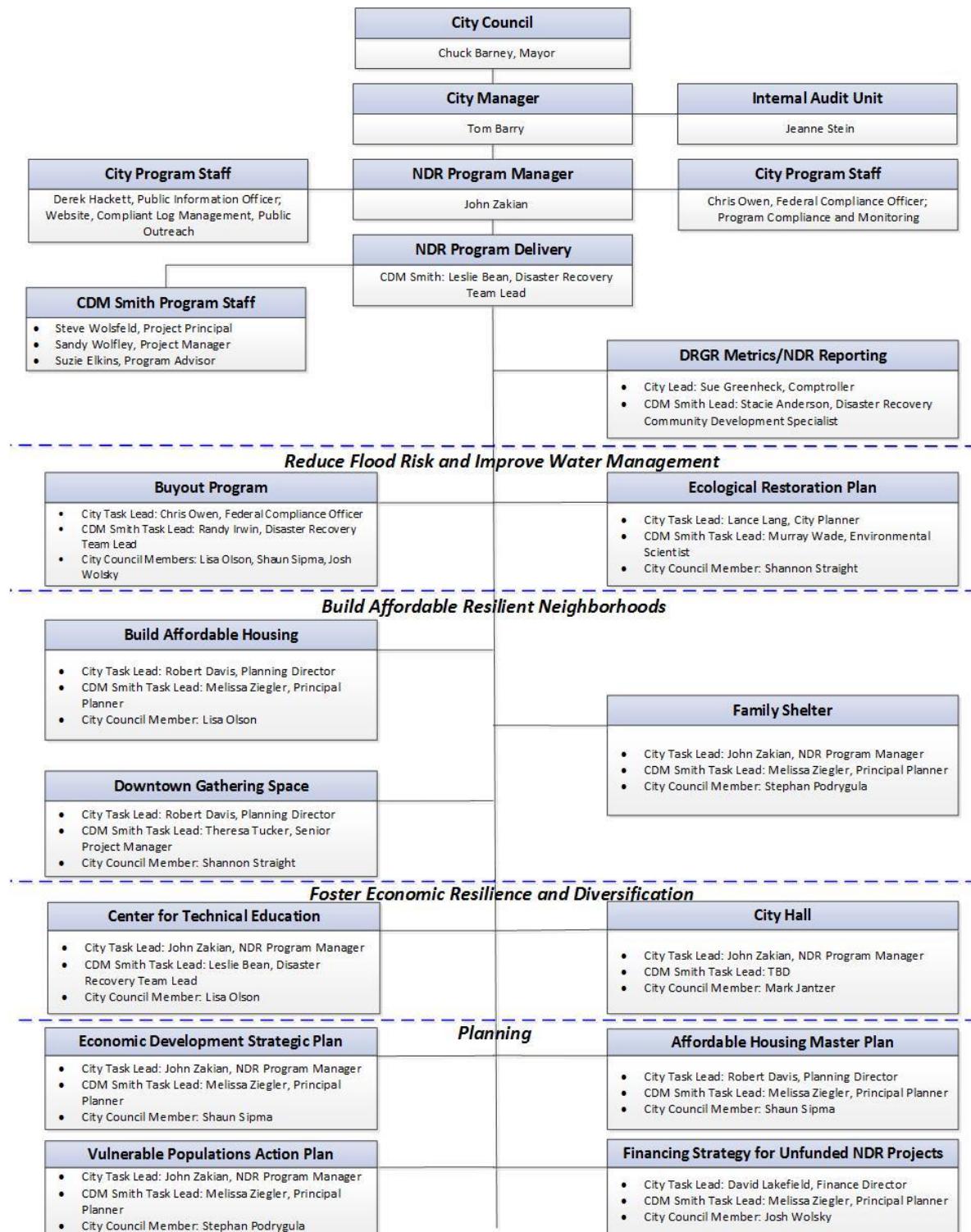
The Mayor, City Manager, City Council, Program Manager, and Program Team should be familiar with the governance process and their role in it, as described in this plan. The plan is also for the use of stakeholders and anyone associated with the project who wants to know how and when decisions will be made on the project, especially if they want to provide input.

4. GOVERNANCE STRUCTURE

Two governing bodies (the Mayor/City Council and the NDR Program Team) have been established to guide the NDR Program to a successful conclusion. Policy is approved at the

Mayor and City Council level, while the NDR Program Team develops the policies and implements the project tasks. The NDR Program Team is organized as shown on the Project Organization Chart.

Figure 1: City of Minot NDR Program Organizational Chart



5. ROLES AND RESPONSIBILITIES

To ensure decisions are made timely, clear roles and responsibilities have been defined. Table 1 below identifies the roles and responsibilities for the entities that will make decisions and undertake work related to this project.

Table 1: Roles and Responsibilities

ROLE	RESPONSIBILITY
Mayor and City Council	<ul style="list-style-type: none"> • Ultimate decision-making body. • Approves all contract changes.
City Manager	<ul style="list-style-type: none"> • Ultimately responsible for the success of the NDR program and is consulted on major decisions involving program policy changes and issues.
City NDR Program Manager	<ul style="list-style-type: none"> • Ultimately responsible for the success of the NDR program and is consulted on major decisions involving program policy changes and issues. • Reports progress to City Manager.
Project Delivery, City & CDM Smith	<ul style="list-style-type: none"> • CDM Smith reports to City NDR Program Manager and provides support for following activities through the program delivery contract. • Responsible for management of day-to-day program activities. • Ensures execution of the project tasks. • Ensures resources are made available to implement tasks. • Ensures program policies are updated as required. • Monitors scope, schedule, and budget for all program tasks. • Makes decisions on scope, schedule, or budget changes with input from City Manager, Project Principal, and Program Advisors as needed. • Provides quarterly progress report updates to the City Manager including milestone summary, key issues, risks, benefits and summary of costs incurred. • Sets up processes to manage document controls. • Approves items to be sent to be sent to City Manager and Finance Department for payment. • Is accountable for the delivery of planned resilient outcomes. • Facilitates open communication between departments, decision makers, and the general public regarding the project. • Works with Public Outreach to generate communications. • Ensures decisions are made by Mayor and City Council within defined time constraints. • Oversee contract/subcontract activities. City Program Manager oversees CDM Smith Contract activities.

ROLE	RESPONSIBILITY
Program Task Leads	<ul style="list-style-type: none"> • Completes project deliverables. • Makes recommendations on scope, schedule, and budget changes. • Provides strategic direction and support to the task team. • Meets weekly with the Program Team to provide status, validate priorities, review direction, ensure appropriate communication is occurring, and to bring up potential issues. • Escalates issues to the Program Manager for decision when issues come up between weekly meetings that need prompt attention. • Ensures that the task is delivered on time, to budget, and to the required quality standard. • Develops and maintains a detailed project plan. • Manages project deliverables in line with the project plan. • Manages work of subcontractors. • Obtains final approval of design specifications. • Makes daily decisions based on direction provided by the Program Team. • Ensures policies are adhered to, and identifies when policy changes may be needed. • Recommends policy changes to the Program Managers. • Develops and implements plans to ensure appropriate data is ready when needed by the task team. • Evaluates change requests in terms of their ultimate effect on quality, scope, and timeline constraints. • Provides insight on how the task team could more efficiently and effectively manage the task and maintain a list of Lessons Learned.
Federal Compliance Officer	<ul style="list-style-type: none"> • Provides ongoing risk analysis for all CDBG-NDR activities and programs. • Develops and adheres to a compliance monitoring manual. • Develops and follows compliance monitoring policies and procedures. • Monitors activities and programs based on risk analysis results. • Reports to City NDR Program Manager.
City Internal Auditor	<ul style="list-style-type: none"> • Conducts ongoing financial audits of all CDBG-NDR activities and programs as required by HUD. • Reports completed audits directly to City Manager.

6. COMMUNICATION PROTOCOL AND ISSUE RESOLUTION

The City Council and the Mayor are the ultimate decision-making body and will approve all contract changes. The NDR Program will be led by the City NDR Program Manager, who will be responsible for the day-to-day program activities. The Program Managers will reach out to the City Manager and the Project Principal and Program Advisors as needed. Individual Task Leads for each task will include both a City and a CDM Smith employee, who will be responsible for the successful delivery of each task. The Program Managers, Project Principal, Program Advisors, and the Task Managers will make up the Program Team.

The Program Team will meet once per week to go over the current status of all the tasks and to identify any potential issues. Action items are identified and assigned for resolution. If task or program issues come up in between the weekly Program Team meetings that need immediate resolution, it is the responsibility of the Program Task Lead to bring the issue to the attention of the Program Manager, who will seek input from the Project Principal, Program Advisors, or City Manager as warranted to come up with a solution.

7. PROJECT ACTIVITY TASK SUMMARIES

The three objectives mentioned in the introduction will be met through implementation of four projects:

1. Reduce flood risk through physical projects, policies, restoration of the floodplain, creation of resilient open space and improved water management.
2. Build affordable housing in resilient neighborhoods
3. Reinforce the diverse economy by enhancing the capacity and skills of our workforce, creating a more vibrant downtown, and strengthening the university.
4. Develop and create plans for the City of Minot

The four projects are broken out into activities as follows:

Project 1: Reduce Flood Risk

- Strategic buy-outs and relocation services
- Open space and ecological restoration guidance manual for flood storage
- Souris River Decision Support Tool (This task was near completion when this document was created. Therefore, a detailed summary is not included.)

Project 2: Build Affordable, Resilient Neighborhoods

- Develop resilient neighborhoods
- Develop affordable housing
- Create a downtown public gathering space

- Develop a Minot family homeless shelter for homeless families

Project 3: Foster Economic Resilience

- Create a center for technical education
- City Hall relocation, one stop social services center (This task has not received a waiver when this document was created. Therefore, it is not described in detail.)

Project 4: Planning

- Minot detailed market study for affordable housing (This task was near completion when this document was created. Therefore, it is not described in detail.)
- Economic Resilience Strategic Plan
- Affordable Housing neighborhood master plan and site study
- Vulnerable Populations Action Plan
- Benefit Cost Analysis tool component for Decision Support Tool (This task was near completion when this document was created. Therefore, it is not described in detail.)
- Funding and Financing Strategies Plan (This task will not begin until all other tasks are underway. Therefore, a detailed summary is not included.)

For each activity, presented herein is an individual task organizational chart and summary sheet that includes goals, objective, work plan, assumptions, and DRGR metrics. The end date for DRGR metrics is September 30, 2022. The schedule provided in the Appendix and the dates provided in the work plans are subject to change as the activities progress and decisions are made on the exact scope of the tasks.

<h2 style="text-align: center;">Buyout Program</h2>	
<ul style="list-style-type: none"> • Buyouts • Relocations • Demolition • Manufactured Homes (MH) 	
<p><u>CDM Smith Task Lead</u> Randy Irwin, Disaster Recovery Team Lead</p> <p><u>CDM Smith Staff</u></p> <ul style="list-style-type: none"> • Laura Wheeler, Case Manager • Tammy Small, Case Manager • Lori Williams, Case Manager • Marianne Holstein, Relocation Specialist • Raena Tonini, Program Support • Amanda Vogelgesang, Program Support • Justin Redding, Construction Support • Rebecca Jablon, Environmental Planner <p><u>Technical Advisors/ Subject Matter Experts</u></p> <ul style="list-style-type: none"> • Suzie Elkins <p><u>Subconsultants</u></p> <ul style="list-style-type: none"> • Swanson & Warcup (Buyouts) • OR Colan (Relocation/MH) • Haltran (Demo) • Jorge Pagan (Appraisals) • Dakota Appraisal & Consulting (Appraisals) • Point Value (Appraisal Review) • North Dakota Guaranty & Title (Title Work & Abstracting) 	<p><u>City Task Lead</u> Chris Owen, Federal Compliance Officer</p> <p><u>City Staff</u></p> <ul style="list-style-type: none"> • Kevin Sickler, Property Maintenance • Jenna Vollmer, Senior Projects Accountant • Penny Johnson, City Treasurer • Callie Larson, Invoicing Accounting Clerk • Chuck Barney, Mayor • Street Departments Long Term Maintenance • Lisa Olson, City Council Member • Shaun Sipma, City Council Member • Josh Wolsky, City Council Member <p><u>Stakeholders</u></p> <ul style="list-style-type: none"> • Swanson & Warcup • Minot City Park District • Appeal Committees • Minot Daily News

STRATEGIC BUYOUT AND RELOCATION SERVICES

	NDR Budget - \$20,017,778
	Leverage - \$60,053,334

Goals

- Acquire properties and mobile home parks in buyout sites identified by the city
- Tie Buyout Program in to Build Affordable Housing to allow for Buyout/Buy-in. Monitor demolished affordable homes to ensure an affordable one is built
- Move everyone out by 6/30/2021 to allow for final demo season in 2021
- Ensure maximum use of Allocation 2 funds prior to their expiration on June 30, 2019
- Identify and initiate all required eminent domain cases by October 2019

Objective

Reduce flood risk by acquiring approximately 670 units, relocating occupants out of harm's way and demolishing structures by October 29, 2021.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
BUYOUTS	6/6/2016	4/30/2021	
Pre-Planning and Project Startup	6/6/2016	9/20/2016	N/A
Update Policies and SOPs	6/6/2016	10/31/2016	Approved policies by council. Completed SOP
Broad Environmental Review	9/21/2016	1/4/2017	Environmental and historical clearance
Conduct Public Meetings	11/7/2016	10/31/2017	Public meeting held for each site
Conduct Initial Meetings & Collect Docs	11/11/2016	12/29/2017	Intake docs uploaded and filed
Site Specific Environmental Reviews	1/5/2017	3/7/2018	Environmental and historical clearance
Title Searches	11/11/2016	1/31/2018	Clear title for each property
Appraisals	11/11/2016	5/31/2019	Appraisal approved by review appraiser
Prepare Offers and Conduct Internal QC	2/1/2017	7/31/2019	Offer package and comparable properties

NDR GOVERNANCE PLAN

Conduct Offer Meetings	3/3/2017	8/30/2019	Meeting held for each property owner
Appeals	4/3/2017	9/30/2019	Meeting before appeal board and decision
Pre-Closing Activities	5/1/2017	1/29/2021	Signed PA, payoff amount, updated title
Closing Activities	6/1/2017	2/26/2021	Submitted funds request, deed, keys
Post-Closing Activities	7/3/2017	4/30/2021	SF approval that all closing docs properly signed
RELOCATION SERVICES	11/11/2016	5/31/2021	
<u>Owner Relocation</u>	11/11/2016	4/1/2021	
Provide Applicable Forms	11/11/2016	11/30/2017	Intake docs uploaded and filed
Locate Comparable Properties	2/1/2017	3/31/2021	Approved comp worksheet
Present Relocation Benefits	3/3/2017	7/31/2019	Owner signature of receipt of benefit package
Appeal	4/3/2017	4/1/2021	Minutes of appeal meeting
<u>Tenant Relocation</u>	12/1/2016	5/31/2021	
Meet with Tenants	12/1/2016	4/1/2021	Intake docs uploaded and filed
Search Comparable Properties	12/15/2016	4/15/2021	Approved comp worksheet
Determine Relocation Benefits	1/16/2017	5/31/2021	Approved relocation benefit documents
Meet with Tenants and Deliver 90-Day Notice	1/31/2017	5/3/2021	Owner signature of receipt of 90-day notice
Meet with Tenants and Deliver 30-Day Notice	3/31/2017	5/31/2021	Owner signature of receipt of 30-day notice
HOUSING DEMOLITION MANAGEMENT	1/16/2017	10/29/2021	

Bid Docs/Advertise>Select Contractor	1/16/2017	4/5/2021	RFP, Contractor selection, Contract developed, Demo Management
Demolition Activities	5/1/2017	10/29/2021	Approved draw requests
Monitor for 1 for 1 Replacement	5/1/2017	10/29/2021	Periodic update of website info

Assumptions

Potential for not meeting schedule:

- Receive less than 2 appraisals each week and extend less than 2 offers each week
- If 2022 demo season is necessary, that would push the limits of the 2022 NDR deadline
- Significant number of eminent domain litigation cases

Design Criteria

- N/A

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
<u>CDBG-NDR</u>		
<u>Buyout</u>	# of Single-family Units	290 Single-family Units
	# of Mobile Home Units	380 Mobile Home Units
	# of Total Housing Units	670 Total Housing Units
<u>Relocation</u>	# of Renter Households	380 Renter Households
	# of Owner Households	290 Owner Households
	# of Households	670 Households
<u>Demolition</u>	# of Single-family Units	290 Single-family Units
	# of Mobile Home Units	380 Mobile Home Units
Outcome Value	Measure Type	Project Target
Economic	\$ Estimated of Flood Loss Avoidance	\$96,700,000
Social	# of Greenspace Public Events	7 Public Events
	# of Greenspace Users	500 Greenspace Users

Resilience	# of Occupied Structures Removed from Floodplain	670 Occupied Structures
	\$ Estimated of Flood Loss Avoidance	\$96,700,000
Environmental	# of Acres of Greenspace Created	630 Acres

Ecological Restoration Plan	
<p><u>CDM Smith Task Lead</u> Murray Wade, Biologist</p> <p><u>CDM Smith Staff</u></p> <ul style="list-style-type: none">• Rebecca Jablon, Environmental Planner• Kevin Cole, Site Engineering <p><u>Technical Advisors/ Subject Matter Experts</u></p> <ul style="list-style-type: none">• Melissa Ziegler, Principal Planner• Pippa Brashear (Scape) <p><u>Subconsultants</u></p> <ul style="list-style-type: none">• Scape	<p><u>City Task Lead</u> Lance Lang, City Planner</p> <p><u>City Staff</u></p> <ul style="list-style-type: none">• Dan Jonasson, Public Works Director• Scott Collins, Recreation/ Auditorium Director• Shannon Straight, City Council Member <p><u>Stakeholders</u></p> <ul style="list-style-type: none">• Army Corps of Engineers• Minot Parks District• Minot Public Schools• Souris River Planning Council

OPEN SPACE AND ECOLOGICAL RESTORATION GUIDANCE MANUAL FOR FLOOD STORAGE

	NDR Budget - \$357,525
	Leverage - \$

Goals

- The manual will include guidance that covers activities from evaluation of the parcels to potential conversion of parcels for use as wildlife habitat areas, trail areas, habitat restoration areas, and areas where outdoor environmental education activities may be suitable.
- Combine flood storage and water management strategies as well as non-structural solutions like buy-outs with the long-term flood protection system, to create a layered approach to flood risk reduction.

Objective

Provide a guidance manual that evaluates and develops the open spaces after demolition activities are completed by December 19, 2019.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Pre-Manual Planning Activities	9/1/2016	7/31/2018	N/A
Identify Parcels and Conduct Surveys	8/1/2018	10/11/2019	N/A
Complete Manual with recommendations for the City's consideration	11/1/2019	12/31/2019	Guidance Manual

Assumptions

- The study cannot be completed until an area is completely bought out and cleared (tied to demo)

Design Criteria

- N/A

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Plans or Planning Products	1 Plan

Build Affordable Housing

- Multi-family
- Single-family
- Mobile Home Park

<p><u>CDM Smith Task Lead</u></p>	<p><u>City Task Lead</u></p>
<p>Melissa Ziegler, Principal Planner</p>	<p>Robert Davis, Planning Director</p>
<p><u>CDM Smith Staff</u></p>	<p><u>City Staff</u></p>
<ul style="list-style-type: none"> • Kevin Cole, Site Engineer • Wayne Beeler, CAD • Rebecca Jablon, Environmental Planner • Theresa Tucker, Affordable Housing Support • Randy Irwin, Affordable Housing Support • Justin Redding, Construction Support • Renee Gunter, Admin Support 	<ul style="list-style-type: none"> • Lance Lang, City Planner • Reed Elmquist, Assistant Planner • Hanza Farah, Commercial Plan Reviewer • Mitch Flanagan, Building Official • Lisa Olson, City Council Member
<p><u>Technical Advisors/ Subject Matter Experts</u></p>	<p><u>Partners</u></p>
<ul style="list-style-type: none"> • Suzie Elkins • Steve Green 	<ul style="list-style-type: none"> • Manufactured Housing Institute • Beyond Shelter, Non-Profit Developer • Essential Living, Non-Profit Developer • EAPC, Architect • KLJ, Landscape Architect and Engineering
<p><u>Subconsultants</u></p>	<p><u>Stakeholders</u></p>
<ul style="list-style-type: none"> • Compass Group • Inspection Services Subconsultant TBD 	<ul style="list-style-type: none"> • Minot Housing Authority • North Dakota Housing Finance Agency • North Dakota State University • Housing Advisory Committee • Essential Living • Magic City Apartments • Financial Advisory Committee

DEVELOP MULTI-FAMILY RESILENT NEIGHBORHOODS

	NDR Budget - \$20,897,000
	Leverage - \$

Goals

- Develop high quality, long-term affordable housing that helps to address housing needs for those who are housing cost burdened
- Provide workforce housing that helps area businesses to retain a stable workforce, attract future entry level employees, and expand the city's economic competitiveness and diversification
- Address housing needs for the vulnerable populations in Minot

Objective

Create long-term affordable housing by preserving, renovating and constructing 183 multi-family units by August 31, 2022.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Pre-Planning & Project Startup	6/6/2016	9/20/2016	N/A
Ongoing Project Planning Activities	9/21/2016	1/31/2022	N/A
Appoint and Engage NDR Housing Advisory Group	12/1/2016	1/31/2018	Identify members, letter sent to members, hold initial meeting
Identify and refine concepts and prepare RFP of application package	1/3/2017	4/30/2020	RFP, Contractor selection, Contract developed, Construction Management
Environmental Review (as needed)	3/15/2017	1/28/2020	Environmental and historical clearance
Select projects and prepare development agreements	3/6/2017	10/30/2020	Completed application, council approval, developer agreements
Monitor site construction activities	9/1/2017	6/30/2022	Davis-Bacon and Payroll Monitoring
Monitor tenant occupancy during lease up to ensure LMI compliance	9/1/2017	6/30/2022	Income documentation

Project Closeout	1/1/2019	8/31/2022	Project closeout paperwork in accordance to HUD requirements
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Assumptions

Potential for not meeting work plan schedule and/or objective:

- Delay in selecting projects
- Properties are of historical significance, complex construction, and council objecting to a project
- Inability to optimize leverage on eligible projects to extend affordable housing benefits to more citizens who are housing cost burdened

Design Criteria

- Energy efficient, effective green construction, high quality construction that will withstand multi-family use
- Review new wind storm criteria to determine applicability
- Resilient designs incorporating features identified in public engagement process

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Multi-Family Units	183 Multi-Family Units
	# of Housing Units	183 Housing Units
	# of Renter Households	183 Households
Outcome Value	Measure Type	Project Target
Economic	# of Students Provided New Housing	10 Students
	# of Affordable Housing Units inhabited by students	10 Affordable Housing Units
	# of Civilian Defense Personnel Provided New Housing	10 Civilian Defense Personnel
	# of Affordable Housing Units inhabited by civil defense personnel	10 Affordable Housing Units
Environmental - (Shared w/Single-family Homes)	# of Households	333 Households
Social - (Shared w/Single-family Homes)	# of Households	333 Households
Resilience	# of Residents Provided Housing	183 Households

DEVELOP SINGLE-FAMILY AFFORDABLE HOUSING

	NDR Budget – \$12,807,750
	Leverage – \$

Goals

- Develop high quality, long-term affordable housing that helps to address housing needs for those who are housing cost burdened
- Provide award winning, resilient, and affordable single-family housing for the Buyout/Buy-in program
- Contribute to recovery and resilience that makes Minot a model in the NDR program

Objective

Create long-term affordable housing by preserving, renovating and constructing 150 single-family units by August 31, 2022.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Pre-Planning & Project Startup	6/6/2016	12/30/2016	N/A
Engage NDR Housing Advisory Group	5/1/2017	6/1/2018	N/A
Develop/Refine/Review Concepts	5/1/2017	12/29/2017	N/A
Develop program criteria and policy guidelines	5/1/2017	12/29/2017	Policy guideline and procedures
Facilitate and finalize housing design, plans and specs	7/5/2017	12/29/2017	Plan book, finalized specifications
Initiate Development Activities/RFP	6/1/2017	9/30/2020	RFP, Contractor selection, Contract developed, Construction Management
Environmental Review	1/2/2018	10/30/2020	Environmental and historical clearance
Monitor Site Construction Activities	5/1/2018	6/30/2022	Davis-Bacon and Payroll Monitoring
Project Closeout	11/1/2018	8/31/2022	Project closeout paperwork in accordance to HUD requirements

Assumptions

Potential for not meeting work plan schedule and/or objective:

- Delay of design and development of resilient, long-term affordable single-family housing to meet affordable housing needs
- Properties are of historical significance, complex construction, and council objecting to a project

Design Criteria

- Energy efficient, effective green construction standards
- Review new wind storm criteria to determine applicability
- Resilient designs incorporating features identified in public engagement process
- Housing designs that reflect best practices and quality

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Single-family Units	150 Single-family Units
	# of Housing Units	150 Housing Units
	# of Owner Households	150 Owner Households
Outcome Value	Measure Type	Project Target
Environmental – (Shared w/Multifamily Homes)	# of Households	333 Households
Social – (Shared w/Multifamily Homes)	# of Households	333 Households

Downtown Gathering Space	
<p><u>CDM Smith Task Lead</u> Theresa Tucker, Senior Project Manager</p> <p><u>CDM Smith Staff</u></p> <ul style="list-style-type: none"> • Leslie Bean, Disaster Recovery Team Lead • Jacob Jones, Case Manager <p><u>Technical Advisors/ Subject Matter Experts</u></p> <ul style="list-style-type: none"> • Melissa Ziegler, Principal Planner • Suzie Elkins 	<p><u>City Task Lead</u> Robert Davis, Planning Director</p> <p><u>City Staff</u></p> <ul style="list-style-type: none"> • Reed Elmquist, Assistant Planner • Hanza Farah, Commercial Plan Reviewer • Brian Horinka, Bus Shop Superintendent • Scott Collins, Recreation/Auditorium Director • Shannon Straight, City Council Member <p><u>Partners</u></p> <ul style="list-style-type: none"> • NDSU Department of Architecture & Landscape Architects • KLJ • Scape <p><u>Stakeholders</u></p> <ul style="list-style-type: none"> • Downtown Business Association • Chamber of Commerce • Minot Public Schools • Children's Museum of Minot

CREATE A DOWNTOWN PUBLIC GATHERING SPACE

	NDR Budget – \$6,000,000
	Leverage – \$

Goals

- Create a public space in downtown Minot where people come together to connect with neighbors and friends, build new connections, and celebrate what is uniquely Minot
- Incorporate design elements that depict the heritage and legacy of the Minot region

Objectives

Create one public facility in downtown Minot where residents can enjoy a walking paths and exercise areas; a regional farmers' market, local festivals, and other applicable events by October 31, 2018.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Pre-Planning & Project Startup	6/6/2016	10/31/2016	N/A
Site Selection Process	11/1/2016	4/28/2017	2-3 viable sites to present to the public
Create and Engage Advisory Group	8/1/2017	10/31/2018	Choose members, send letter and hold meetings
Conceptual Drawings/Develop Design	5/1/2017	12/29/2017	Drawings completed for sites & design developed
Conduct Public Meetings	9/4/2017	3/30/2018	Hold 4 public meetings
Environmental Review	1/1/2018	4/2/2018	Environmental and historical clearance
Obtain Ownership of Property	1/1/2018	4/13/2018	Through joint agreement, donation or purchase or sale
Procurement/Contract/Construction	4/30/2018	10/31/2019	RFP, Contractor selection, Contract developed, Construction Management

Assumptions

Potential for construction not to be completed in the 2019 season:

- If property is not selected by 12/29/2017
- If property is of historical significance
- If more than one site is chosen
- If the land is not vacant
- If the construction is complex

Design Criteria

- TBD

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Properties	1 Property
	# of Public Facilities	1 Public Facility
Outcome Value	Measure Type	Project Target
Economic	% Increase in Retail Sales Revenue	10% Increase
	# of Tourists Attending Events	500 Tourists
Social	# of Greenspace Users	500 Users
	# of Greenspace, Public Events	7 Events
Resilience	# of Linear Feet of Trail Constructed	16,368 Feet
Environmental	# of Acres of Green Space Created	2 Acres

Family Shelter	
<p><u>CDM Smith Task Lead</u> Melissa Ziegler, Principal Planner</p> <p><u>CDM Smith Staff</u></p> <ul style="list-style-type: none">• Gina Murphy, Planner <p><u>Technical Advisors/ Subject Matter Experts</u></p> <ul style="list-style-type: none">• Suzie Elkins	<p><u>City Task Lead</u> John Zakian, NDR Program Manager</p> <p><u>City Staff</u></p> <ul style="list-style-type: none">• Chris Owen, Federal Compliance Officer• Engineering/ Inspection• Planning• Finance• Stephan Podrygula, City Council Member <p><u>Partners</u></p> <ul style="list-style-type: none">• EAPC, Architect• Minot Housing Authority <p><u>Stakeholders</u></p> <ul style="list-style-type: none">• Shelter Advisory Committee• Minot Housing Committee• North Dakota Housing and Finance Agency

DEVELOP A MINOT FAMILY HOMELESS SHELTER

	NDR Budget - \$3,041,500
	Leverage - \$

Goals

- Develop a family homeless shelter and if possible a central location for social services and case management to assist homeless and near homeless persons in Minot
- Increased collaboration and cooperation between all who provide services to homeless people in Minot

Objective

Provide a safe, temporary home for families and eliminate the need to separate families in crisis due to aging out of the traditional shelter by constructing one facility by December 31, 2018.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Pre-Planning & Project Startup	6/6/2016	6/30/2016	N/A
Appoint and Engage NDR Shelter Advisory Group	7/1/2016	12/29/2017	Choose members, send letter and hold meetings
Quantify Homeless Family Need in Minot	7/1/2016	11/15/2016	Document with compiled survey data
Research Other Family Shelters in ND	7/1/2016	12/1/2016	Document with compiled data
Develop Subrecipient Agreement with Minot Housing Authority for Council Approval	6/20/2017	10/2/2017	Operation and funding strategy document
Develop & Advertise RFP for Service Operations	7/5/2017	12/29/2017	RFP, Contractor selection, Contract developed, Construction Management
Environmental Review (if needed)	11/1/2017	4/2/2018	Environmental and historical clearance
Monitor site construction activities	5/1/2018	8/30/2019	Davis-Bacon and Payroll Monitoring
Collect data for DRGR reporting requirements	5/1/2018	8/30/2019	N/A

Assumptions

Potential for construction not to be completed in 2019:

- If property is of historical significance
- If unable to identify a site by 12/1/2017

Design Criteria

- Energy efficient, effective green construction, high quality construction that will withstand multi-tenant use
- Meet all applicable residential health and safety codes
- Accessibility to transit options and resources (food, shopping, etc.) desirable

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Non-Business Organization Benefitting	1 Organization
	# of Public Facilities	1 Public Facility
	# of Cases Opened/Closed	25 Cases
Outcome Value	Measure Type	Project Target
Economic	# of Households Assisted	25 Households
Social	# of Families with Children Assisted	25 Households
Resilience	# of Public Facilities	1 Public Facility
	# of Households Assisted	25 Households

Center for Technical Education	
<p><u>CDM Smith Task Lead</u> Leslie Bean, Disaster Recovery Team Lead</p> <p><u>CDM Smith Staff</u></p> <ul style="list-style-type: none"> • Stacie Anderson, Disaster Recovery Community Development Specialist <p><u>Technical Advisors/ Subject Matter Experts</u></p> <ul style="list-style-type: none"> • Melissa Ziegler, Principal Planner 	<p><u>City Task Lead</u> John Zakian, NDR Program Manager</p> <p><u>City Staff</u></p> <ul style="list-style-type: none"> • Chris Owen, Federal Compliance Officer • Lisa Jundt, Human Resource Director • Chuck Barney, Mayor • Building Inspection/Engineering • Planning and Zoning • Finance • Lisa Olson, City Council Member <p><u>Partners</u></p> <ul style="list-style-type: none"> • Minot State University • EAPC • Scape • State of North Dakota <p><u>Stakeholders</u></p> <ul style="list-style-type: none"> • Dakota College at Bottineau • Minot Public Schools • Chamber of Commerce • MADC • Job Corps • ND Job Services • Minot AFB • Rockefeller SME

CREATE A CENTER FOR TECHNICAL EDUCATION (CTE)

	NDR Budget - \$1,540,000
	Leverage - \$

Goals

- Create a Center for Technical Education that helps diversify Minot's economy
- Assist residents looking to re-enter the workforce, improve job skills, or take employer-required training
- Create training environment suitable to draw and support new industries

Objectives

Train existing workforce and provide technical education by building a Center for Technical Education with laboratory and classroom space, a computer center, offices, and study areas by September 2020.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Create and Engage Advisory Group	9/12/2016	6/1/2018	Choose members, send letter and hold meetings
Create, Distribute, and Compile Survey	11/21/2016	2/7/2017	Present survey results to MSU and Dakota College
Identify potential funding sources	5/1/2017	10/31/2017	N/A
Develop Financial/Operational Strategy	9/1/2017	12/29/2017	Operational and Funding Plan
Develop Site Location and Building Criteria	1/1/2018	5/31/2018	2-3 viable sites to evaluate
Environmental Review	6/1/2018	9/3/2018	Environmental and historical clearance
Obtain Ownership of Property	6/1/2018	11/30/2018	Through joint agreement, donation or purchase
Procurement/Contract/Construction	12/4/2018	9/16/2020	RFP, Contractor selection, and Construction Management

Assumptions

Potential for construction not being completed by 9/16/2020:

- Dakota College not getting operating funds from the legislature and other leverage funds. If funds are not received this legislative session, alternative operating strategies will be pursued.
- Development operation plan and course curriculum isn't finalized in a timely manner
- Property is of historical significance

Design Criteria

- Energy efficient, effective green construction, high quality construction that will withstand use by students and faculty

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Non-Business Organization Benefitting	1 Organization
	# of Properties	1 Property
	# of Public Facilities	1 Public Facility
	# of Buildings (non-residential)	1 Building
Outcome Value	Measure Type	Project Target
Economic	# of Public Facilities	1 Public Facility
Social	# of Public Facilities	1 Public Facility
	# of Students Enrolled	75 Students
Resilience	# of Public Facilities	1 Public Facility

Economic Development Strategic Plan	
<u>CDM Smith Task Lead</u> Melissa Ziegler, Principal Planner	<u>City Task Lead</u> John Zakian, NDR Program Manager
<u>CDM Smith Staff</u> <ul style="list-style-type: none">• Dave Clawson, Economist• Randy Rowson, Sr. Planner• Jacki Murdock, Planner• Gina Murphy, Planner	<u>City Staff</u> <ul style="list-style-type: none">• Robert Davis, Planning Director• Lance Lang, City Planner• Planning Intern• Shaun Sipma, City Council Member
<u>Technical Advisors/ Subject Matter Experts</u> <ul style="list-style-type: none">• Chris Nazar, Sr. Planner• Jim Bruce (BFPC)	<u>Stakeholders</u> <ul style="list-style-type: none">• Vann Cunningham, former VP for Economic Development, BNSF• Minot Chamber of Commerce• Minot Area Development Corporation• Minot State University
<u>Subconsultants</u> <ul style="list-style-type: none">• BFPC	

ECONOMIC DEVELOPMENT STRATEGIC PLAN

	NDR Budget – \$299,025
	Leverage – \$

Goals

- Develop a strategic plan that will help to diversify and enhance the economy of Minot and Ward County
- Implement an economic strategy that supports and enhances the ongoing economic development programs and efforts of the Minot Chamber of Commerce and the Minot Area Development Corporation
- Increase the availability of higher wage jobs and diversify the economy in Minot

Objective

Diversify and enhance the competitiveness of Minot and Ward County's economy by completing the strategic plan by December 31, 2018.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Refine strategic plan vision, goals, and objectives	2/1/2018	11/1/2018	N/A
Define Market, External Scan, and Target Industries	2/1/2018	11/1/2018	N/A
Develop Resilience Plan for Minot Businesses	2/1/2018	11/1/2018	N/A
Define specific action, project, and initiatives	2/1/2018	11/1/2018	N/A
Deliver Plan to the City and incorporate final comments	11/1/2018	12/31/2018	Final Plan

Assumptions

- Engagement and leadership from Minot Chamber of Commerce and Minot Area Development Corporation
- Engagement with Minot business community

Design Criteria

- N/A

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Plans or Planning Products	1 Plan

Affordable Housing Master Plan	
<p><u>CDM Smith Task Lead</u> Melissa Ziegler, Principal Planner</p> <p><u>CDM Smith Staff</u></p> <ul style="list-style-type: none">• Randy Rowson, Sr. Planner• Gina Murphy, Planner• Kevin Cole, Site Engineering• Lindsay Maki, GIS• Wayne Beeler, CAD	<p><u>City Task Lead</u> Robert Davis, Planning Director</p> <p><u>City Staff</u></p> <ul style="list-style-type: none">• Lance Lang, City Planner• Reed Elmquist, Assistant Planner• Hanza Farah, Commercial Plan Reviewer• Mitch Flanagan, Building Official• Kevin Ternes, City Assessor• Jacqueline Melcher, Assistant City Engineer• Lance Meyer, City Engineer• Dan Jonasson, Public Works Director• Lisa Olson, City Council Member
	<p><u>Stakeholders</u></p> <ul style="list-style-type: none">• Minot Housing Authority• Essential Living• Magic City Apartments• Financial Advisory Committee• Minot Public Schools• Minot Area Homeless Coalition• North Dakota Housing Finance Agency

AFFORDABLE HOUSING NEIGHBORHOOD MASTER PLAN AND SITE STUDY

	NDR Budget – \$299,250
	Leverage – \$

Goals

- Identify best locations for affordable resilient neighborhoods for NDR affordable housing
- Maintain and preserve quality neighborhoods, and engage the community in improvement initiatives

Objective

Evaluate and recommend sites that meet the requirements necessary to develop well-designed, energy efficient affordable housing by June 16, 2017.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Develop site filters and recommend sites	1/2/2017	5/31/2017	N/A
Work with City to finalize site goals and development objectives	1/2/2017	5/31/2017	N/A
Conduct project market analysis	1/2/2017	5/31/2017	N/A
Assist Planning Department with developing design standards for future resilient neighborhoods.	1/2/2017	5/31/2017	N/A
Present Plan Concepts to the City	6/29/2017	6/29/2017	N/A
Deliver Plan to the City and incorporate final comments	8/1/2017	8/31/2017	Final Plan

Assumptions

- Plan may not be completed by 8/31/2017 if site goals and objectives aren't determined by 6/30/2017

Design Criteria

- N/A

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Plans or Planning Products	1 Plan

Vulnerable Populations Action Plan

<p><u>CDM Smith Task Lead</u> Melissa Ziegler, Principal Planner</p> <p><u>CDM Smith Staff</u></p> <ul style="list-style-type: none">• Randy Rowson, Sr. Planner• Gina Murphy, Planner	<p><u>City Task Lead</u> John Zakian, NDR Program Manager</p> <p><u>City Staff</u></p> <ul style="list-style-type: none">• Robert Davis, Planning Director• Lance Lang, City Planner• Reed Elmquist, Assistant Planner• Stephan Podrygula, City Council Member <p><u>Stakeholders</u></p> <ul style="list-style-type: none">• Minot Commission on Aging• Minot Area Homeless Coalition• Minot Housing Authority
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VULNERABLE POPULATIONS ACTION PLAN

	NDR Budget - \$306,675
	Leverage - \$

Goals

- Ensure there is a plan in place to help vulnerable people become more resilient in the future
- Create a plan to help vulnerable people in the event of another hazard or disaster before, during, and after the event
- Reduce the impacts of disasters, hazards, or shocks on vulnerable people in Minot in the future

Objective

Identify and address specific needs and assistance of the vulnerable population in Minot may have as well as needs that may occur before, during, and after a disaster or hazard event by December 31, 2019.

Work Plan

TASK NAME	START DATE	FINISH DATE	DELIVERABLE
Re-engage the Vulnerable Populations Committee	10/1/2018	3/29/2019	N/A
Review Ward County plan and develop a gap analysis	10/1/2018	3/29/2019	N/A
Consider special challenges facing veterans	3/1/2019	8/30/2019	N/A
Complete plan with recommendations for the City's consideration	3/1/2019	11/1/2019	N/A
Deliver Plan to the City and incorporate final comments	11/1/2019	12/31/2019	Final Plan

Assumptions

- Engaging Vulnerable Population Committee, recognize the job these agencies and organizations do to help vulnerable people
- Involve the broader community in the implementation of the plan

Design Criteria

- N/A

DRGR Metrics

NDR ACTIVITY TYPE	MEASURE TYPE	PROJECT TARGET
CDBG-NDR	# of Plans or Planning Products	1 Plan

Financing Strategy for Unfunded NDR Projects

CDM Smith Task Lead

Melissa Ziegler, Principal Planner

CDM Smith Staff

- Dave Clawson, Economist
- Randy Rowson, Sr. Planner
- Gina Murphy, Planner
- Jacki Murdock, Planner

City Task Lead

David Lakefield, Finance Director

City Staff

- Robert Davis, Planning Director
- Chris Owen, Federal Compliance Officer
- Josh Wolsky, City Council Member

APPENDIX: MINOT RESILIENCE PROGRAM GANTT CHART
SCHEDULE