

file: Zueeny

MONSANTO

FROM: Stephen J. Henderson, 622-1500, 1460

DATE: August 27, 1996

SUBJECT: Community Development

TO: Diane Herndon, B2NG

Cindy Hauser and I meet with Sandra Zak, Market Master, Soulard Market, on August 21, 1996. I provided her with information on JFQ's history, current products, Monsanto Fund and previous community relations.

Sandra has been the Market Master for four years. Her background is in Public Relations/Marketing, with experience in regional shopping centers.

There needs are numerous, but the few listed below were discussed:

1. Electrical Work
2. Compactors for Cardboard
3. Lead Abatement
4. Trash Hauling Problem
5. New Produce Vendors, "new blood" (She does not encourage flea market activities and would like to see more ethnic food vendors.)

Enclosed for your review is a copy of the proposal for a strategic business plan for the Soulard Market to the St. Louis Development Corporation published by The Public Market Collaborative in May, 1996. They propose to undertake services that will assure the maintenance, operation, and revitalization of the Market. The underlying objective of using the consultant is to: 1) become more competitive; 2) obtain more credibility to ask for funds; 3) know where to go to ask for advice; and, 4) benchmarking.

The Soulard Market is on the historical register. The Market is a service to the city; they do not break even.

Our next step is to have Sandra present to us specific actions that have already been identified as needs. We would like to meet again after the holiday. Would you be able to join us on Friday, September 13, or Monday, September 16?

MS

JFH

Stephen Henderson

Stephen J. Henderson

DSW 135955

STLCOPCB4035924



Sandra T. Zak
Market Master

Soulard Market
730 Carroll Street
St. Louis, MO 63104

(314) 622-4180

DSW 135956

STLCOPCB4035925



Soulard Farmer's Market
730 Carroll Street
St. Louis, MO 63104
(314) 622-4180

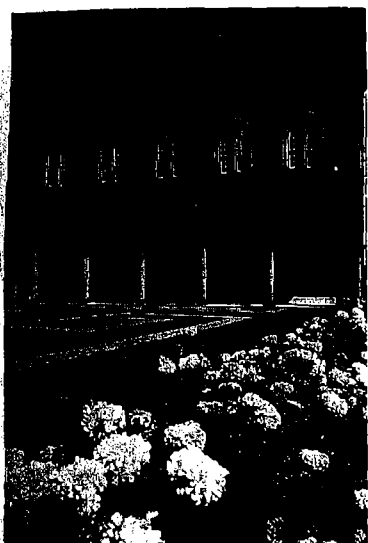
Where Can
You Find 200
Years and
Two City
Blocks of
Quality,
Freshness,
and Value?



DSW 135957

STLCOPCB4035926

WELCOME TO OUR MARKET!



Soulard Market welcomes over one half million visitors per year and is open year round.

Soulard Market which is owned and operated by the City of St. Louis, has one of the most colorful histories of all the St. Louis landmarks. It is the city's oldest existing public market and one of the oldest in the United States. Presently on the National Historic Registry, Soulard Market is made up of two city blocks bordered by Seventh, Carroll, Lafayette and Ninth. The Market represents the most positive aspects of farmers, local entrepreneurship, and quality fresh food at reasonable costs.



HISTORY

Soulard Market is believed to have begun with the buying and selling of products around 1779. With its large population of early St. Louis settlers, the Soulard neighborhood was a natural gathering place for farmers to sell their products. Life was not easy for 18th century St. Louisans. They lived without the electricity, running water or the other modern conveniences that we take for granted these days. Soulard Market provided an escape from the hardships, providing an opportunity to leave the drudgery of daily life to socialize with neighbors and haggle with vendors while shopping for food, feed for livestock and other necessities.

The Soulard neighborhood was originally part of the city's common fields during the 1790s. As payment for his services as surveyor general of the Upper Louisiana Territory, the fields were given to Antoine Soulard by the Spanish governor. Later in 1842, his widow, Julia Cerre' Soulard donated the land to the City of St. Louis with the stipulation that it be used as a public marketplace.



Throughout the 19th and early 20th centuries, vendors hawked their products from wagons either arranged in rows or circles in the field. In the late 1920's the city

commissioned a market building with a second floor community center. The building's design was based upon the entranceway from the Foundling Hospital in Florence, Italy, the work of Renaissance architect Filippo Brunelleschi. In May 1929, over

Soulard Market in 1908.

20,000 people attended the building's dedication and grand opening.

PRESENT DAY

Some families have been in business at the Market for more than 80 years, while nearly 35 families have sold their wares for more than 30 years. Along with farmer fresh produce and fruits and vegetables from throughout the United States, Soulard Market also provides the metropolitan area with quality meats, fish, fresh baked goods, cheeses, spices, coffees and teas, nuts, fresh cut flowers, garden and tropical plants, prepared foods, handmade crafts, gourmet food items, jewelry, and clothing. For a true slice of our community, Soulard Market is the place to people watch. Visitors from all over the United States as



well as the world come to
Soulard Market to see
the 'real' St. Louis.

On a typical
Saturday, as many as
twenty different languages
can be heard while walking through the
Market. Customers come from every part
of the St. Louis metropolitan community
and every socio-economic background. It is
not uncommon to see some of St. Louis'
more prominent residents shopping next to
or discussing various recipes with another
shopper on public assistance, successfully
stretching their food
budget dollars.



Soulard
Market remains
much the same as
its early days. It
continues to thrive
because quality produce is available for half
the price of regular supermarkets. The
Market is a tradition to both shoppers and
vendors—quality, freshness and reasonable
prices passed from generation to generation.



Owned & Operated by
the City of St. Louis



Freeman R. Bosley, Jr.
Mayor

SUPPORT YOUR LOCAL LANDMARK!

Currently, a fund raising effort for the beautification and renovation of the Market is in progress. A sturdy, starched 12 ounce canvas bag, shaped like a traditional upright shopping bag with strong handles and tastefully decorated with the official Soulard Market logo in full color is available for only \$10. Time tested as the best bag for holding heavy, bulky items while shopping at the Market, it is a welcome addition in any household. All proceeds go directly to the beautification fund.

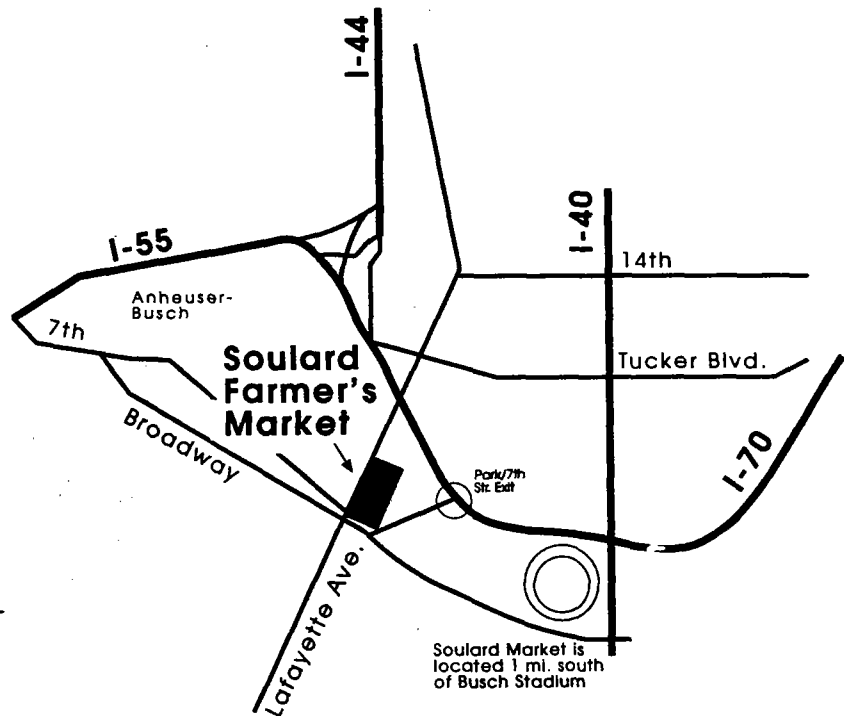


HOURS OF OPERATION

Wednesday-Friday
8 a.m. to 5:30 p.m.

Saturdays
6 a.m. to 5:30 p.m.

Soulard Market is conveniently located one mile south of Downtown St. Louis on 7th Street.



PROPOSAL

for a

STRATEGIC BUSINESS PLAN

for the

SOULARD MARKET

to the

ST. LOUIS DEVELOPMENT CORPORATION

by

**THE PUBLIC MARKET COLLABORATIVE
A PROGRAM OF
PROJECT FOR PUBLIC SPACES, INC.
153 Waverly Place
New York, NY 10014
212-620-5660**

May 1996



DSW 135961

STLCOPCB4035930



Soulard Market Yesterday



Soulard Market Today

DSW 135962

STLCOPCB4035931

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PUBLIC MARKET COLLABORATIVE
PROJECT FOR PUBLIC SPACES, INC.

DAVID K. O'NEIL

STEPHEN C. DAVIES

LARRY E. LUND

THE VANDIVER GROUP

DONNA VANDIVER

INTRODUCTION OF CONSULTANTS

The Public Market Collaborative, a program of Project for Public Spaces, Inc. (PPS), is a network of individuals and organizations involved in the planning, design, development and operation of public markets. PPS, a national nonprofit organization specializing in the design, planning and management of public spaces and downtown districts, has long recognized the catalytic role that markets can play in community development. Project for Public Spaces, Inc. formed the Public Market Collaborative in 1987 to further the preservation and establishment of public markets through research and education programs and through assistance to communities in market development, renewal, design and operations.

In 1995 PPS/Public Market Collaborative co-published, with the Urban Land Institute, the first major handbook on public markets, *Public Markets and Community Revitalization*. The Collaborative has also sponsored three national conferences on public markets in Seattle, Washington (1987), New Orleans, Louisiana (1991) and Philadelphia, Pennsylvania (1996). Thus, the Collaborative has a particularly wide perspective on market activities throughout the United States and internationally.

Since its creation, the Collaborative has provided assistance on public market projects in more than twenty-five cities and towns in both the U.S. and internationally. The goal of the Collaborative's technical assistance program is to transfer market skills to participating market sponsors, managers, and community development officials.

Through the Collaborative, PPS brings together the most noteworthy people in markets today to work on its technical assistance projects. These include the nation's top market managers, market developers, retail planners, and food marketers. Drawing from this broad pool of public market professionals, the Collaborative creates and coordinates teams of market experts and PPS staff. These teams use PPS's planning and design expertise and its project management experience to help market sponsors or potential market sponsors who are interested in improving their markets or creating new ones.

For the Soulard Market in St. Louis, PPS is bringing together Stephen C. Davies, Vice President of Project for Public Spaces, Inc.; David K. O'Neil, Director of the Collaborative and previously the General Manager of the Reading Terminal Market in Philadelphia; and Larry Lund, Principal, Real Estate Planning Group who in 1987 helped form the Collaborative.

Joining the Collaborative for this assignment is the St. Louis firm, The Vandiver Group who will help in developing a profile of the current shoppers and a promotional strategy. The Vandiver Group is a full-service marketing communications and public relations firm offering strategic planning, marketing, market research, media training, employee communication and corporation reputation management. St. Louis Development Corporation has certified The Vandiver Group as a Women-Owned Business Enterprise in the areas of public relations and strategic planning.

Highlights of Team Members

Steve Davies is Vice President of Project for Public Spaces, Inc. He brings a broad background in architecture, urban design and user research to this project. Mr. Davies has a Master's degree in Architecture from the University of California, Berkeley. Since joining PPS in 1978, Mr. Davies has directed close to 200 major projects many which were located throughout the world. His particular expertise is in downtown urban design, management plans, and the design of mixed-use development projects including public markets.

Steve Davies has won design award recognition from the International Downtown Executives Association, the Municipal Arts Society, and the National Endowment for the Arts. He is also the author of several books, including *What do People do Downtown?—How to Look at Mainstreet Activity* by the National Trust for Historic Preservation, *Designing Effective Pedestrian Improvements in Business Districts* by the American Planning Association, and *Managing Downtown Public Spaces* also for the American Planning Association. Steve Davies was the Project Director for the PPS-Urban Land Institutes' book on *Public Markets and Community Revitalization*. He has recently worked on a public market studies planned for Toledo, Ohio, Philadelphia, Charlotte, North Carolina, and Richmond, Virginia. As an architect and urban designer he brings this project the knowledge of how to make a market work to benefit the surrounding community.

David O'Neil is a specialist in all phases of market management and development, including feasibility, leasing, capital improvements, financing, marketing and operations. O'Neil was the General Manager for over a decade for the Reading Terminal Market in Philadelphia where he directed the overall Market revitalization including: leasing, capital improvements, financing, marketing, research, and day-to-day operations. He now serves as one of the nation's premier consultants to markets and as worked on such market facilities as the City Market in Kansas City, Missouri; Atlanta Municipal Market; El Parian Market, San Antonio, Texas; Live on Hollywood in Los Angeles; New Orleans French Market; Broad Street Market in Harrisburg, Pennsylvania, and Charlotte's Uptown Market, in Charlotte, North Carolina.

Mr. O'Neil was the Director of the PPS-sponsored Third International Public Market Conference that we held in Philadelphia this year. This event drew more than 350 market managers, public administrators, planners, community development specialists, and other professionals committed to preserving and establishing markets who were eager to discuss the future of public markets and share their experiences in bringing back markets as a vital part of the local economy. Mr. O'Neil is also a contributing writer and advisor to the Urban Land Institutes new book, *Public Markets and Community Revitalization*. He brings fifteen years of real world, hands-on experience with market development and management.

Larry E. Lund is a real estate consultant based in Chicago, who specializes in food markets, retail-oriented and mixed-use real estate, and community planning. The firm has extensive, specialized experience working with markets as well as downtown retail areas and mixed-used commercial projects.

The firm's principal works internationally on consulting assignments. Larry Lund has special expertise in using both qualitative and quantitative market studies to develop marketing programs. Mr. Lund has more than twenty years of experience in commercial real estate and land use planning consulting experience. Specific projects that relate to the Souard Market assignment include working on the Collaborative team for Toledo, Ohio; Philadelphia, Pennsylvania; Indianapolis, Indiana; and Richmond, Virginia Market studies. Working for the Urban Market Development Corporation, he undertook the market analysis for Lansing, Michigan. He has worked on the Maxwell Street Market in Chicago and on market studies for developing a new market in Brno, Czech Republic. Lund is a contributing writer and advisor for the new book published by the Urban Land Institute titled, *Public Markets and Community Revitalization*.

Donna M. Vandiver, President of the Vandiver Group, is a business consultant with more than twenty years experience in profit and not-for-profit companies. Ms. Vandiver founded this business consulting firm to help clients develop their vision, mission strategies, implementing those strategies and effectively communicating them. The firm has experience in strategic planning, marketing, market research, and public relations for corporate and nonprofit clients in a variety of industries with sales to \$15 billion. Vandiver also writes and speaks on the importance of ethics, trust and integrity and other business topics.

Ms. Vandiver's firm was selected over twelve agencies last year to handle the launch of RideFinders, the ridesharing program for the Greater St. Louis area. The firm was also selected along with STV/Booker by the Bi-State Development Agency of St. Louis, Missouri to handle public out reach and community involvement for their MetroLink expansion to St. Clair County, Illinois. The firm was also recently selected in two other transportation projects. The City of Cape Girardeau selected the firm to handle a community involvement project in that city regarding changes in their overall transportation plans and is also handling a contract with the Missouri Highway and Transportation Department, through Booker & Associates, to handle media, public involvement and community outreach on the Major Transportation Investment Analysis highway department project cover three counties in Missouri.

All the team members have years of successful *real-world, hands-on experience* in assessment, planning, marketing, leasing, managing, and developing projects that help revitalize downtown areas. Each brings different experiences in the assessment, planning, marketing, leasing and development of Markets and their revitalization. This team brings together expertise in understanding and experience in the economics of markets, the hands-on real world experience of market management and development, and the ability to put together strategic marketing plans that will insure that the city can appropriately revitalize the Souard Market.

THE PUBLIC MARKET COLLABORATIVE'S APPROACH

The once thriving tradition of public markets in the United States can be seen in all too few cities today. Since 1779 Souard Market has been a place to buy quality food and a place to experience the diversity of life in the city. Though weakened in recent years, the Souard Market has again the potential to play an important role in the City's life. This renewal effort can take advantage of the experiences that other markets have undergone in revitalization. These markets--Pike Place in Seattle, Reading Terminal in Philadelphia, and North Market in Columbus show the tremendous opportunity for public markets in today's world of shopping malls and retail chains. These markets show that with careful planning and investment, along with effective management, public markets can again become centers of economic and social life in a community.

Truly successful public markets become centers of entire districts where we find a variety of places to shop, stroll, and be entertained. These neighborhoods become places where people want to live. We cannot divorce the future of the Souard Market from the district in which it is found. If anything, public markets can create critical mass of activity that enhances the entire area. Public markets represent the real life of a place. They are not contrived theme parks. With the right plan, businesses, and management this can represent a real step forward for Souard Market's revitalization efforts.

This proposal represents the Public Market Collaborative's team approach to the renewal of the Souard Market. We have structured it to be implementation oriented, not an abstract economic analysis, but a practical and realistic strategy that draws on the real-world, working expertise of the Collaborative's team and the inherent strengths of St. Louis's diverse community of producers and consumers.

Our approach is to bring together this team of market experts in a cost effective and timely manner to meet the needs of Souard Market. We recommend three site visits. An initial site visit of two days to inspect the market, tour the district and the surrounding area, meet with appropriate representatives and collect reports and data that would provide background for beginning the analysis. At this time it might also be appropriate for the Collaborative to hold a public meeting where we would show slides of markets throughout the world and help raise the awareness that the Souard Market has the potential again to be a significant public institution. After review and study of the current situation, we will undertake a telephone survey to better understand what the current strengths of the market and to learn why others are not coming to the market. After completing our analysis of the design, economic and market conditions we will prepare a draft report of our findings and recommendations. After we reach consent on the draft, we will reassemble in St. Louis to present our recommendations to the appropriate groups.

PROPOSAL

SCOPE OF SERVICES

We propose to undertake the following scope of services that will assure the maintenance, operation, and revitalization of the Soulard Market. We will accomplish these objectives through a series of basic tasks that will:

- ◆ Analyze existing tenant and product mix and recommend appropriate changes
- ◆ Create an economic business plan for each vendor type showing potential income and business operating expenses.
- ◆ Analyze and recommend appropriate changes to the market's existing layout and design.
- ◆ Analyze the area demographics and show the food expenditure potential from the trade area.
- ◆ Analyze competitive food delivery systems such as existing supermarkets and other specialty food stores in the St. Louis area.
- ◆ Review the existing lease documents and make recommendations for appropriate changes.
- ◆ Analyze the Market's current operating expenses and the Common Area Maintenance charges to the vendors and make recommendations for appropriate changes.
- ◆ Develop a profile of current shoppers and their behavior to better understand how to position Soulard Market.
- ◆ Review the existing management and oversight structure and make recommendations for appropriate changes. Show how other markets are managed and structured.
- ◆ Recommend ways to promote the Soulard Market.

WORK PLAN

We propose to accomplish the scope of services by using the following work plan. This work plan will help the Soulard Market receive quality professional help within budget.

I. Initial Client Meeting (Initial site visit)

Objective: To establish a firm foundation for completion of this assignment.

Discussion: Before actual work begins, we will conduct a job initiation conference to set the frame work for the project. Participants in the conference will include the consultant team and the oversight panel consisting of representatives from SLDC/CDA, Soulard Market Master, Merchants Association, an aldermanic designee, and at your option, any others whose contributions to this project will be important. The purpose of this meeting is to:

- A) review project objectives,
- B) refine, if necessary, the work program,
- C) collect information and data from previous studies and area plans, and
- D) establish a firm basis for working together toward successful completion of this assignment.

End product: An understanding and agreement between the consulting team and the St. Louis Development Corporation regarding the conduct of this assignment with a preliminary discussion of issues, opportunities, needs and constraints.

We would also be prepared to have a public meeting, if appropriate, to show slides of other markets throughout the world to show that St. Louis has an important public asset that again can play a significant role in the life of the city.

II. Analysis of Supply/Demand and Demographic Characteristics

Objective: To learn if sufficient demand exists to support revitalizing the Soulard Market.

Discussion: It is important that the market has economic support to warrant its revitalization. We will define a trade area where 75 percent of the customers are likely to reside and learn about their demographic characteristics. From this we will develop estimates on the total expenditure potential that this trade area generates for fresh food items. Based on a program developed in later steps we will then estimate a capture rate and recommend a tenant mix for the market that is supportable by the trade area.

End product: Analyses of the supply/demand characteristics for the market using our geographical information system (GIS) that displays information using color maps. We will also provide some recommendations on tenant mix based on the economic potential of the market.

III. Assessment of Market Feasibility

Objective: To understand how the city can improve the existing layout and what physically needs to occur to make the market competitive with other specialty food offerings in St. Louis.

Discussion: We will analyze the layout of the existing market and study competitive specialty food sellers in St. Louis to understand the competitive situation.

End product: Recommendations on how to physically improve the layout and functioning of the market. We would also pay close attention to the parking situation and look for ways to increase parking in the area.

IV. A Profile of Current Soulard Market Customers

Objective: To understand who is now shopping at the market and who is not shopping.

Discussion: We would identify the trade area that 75 percent of the customers now live and conduct a random telephone interview completing 400 questionnaires. We would direct the questions to learn why people now come to the market and equally important to learn why others who are in the trade area do not shop at the market. We are also interested in learning customers perceptions regarding the freshness of food sold at the market along with other environmental issues.

End Product: Recommendations on how we can improve customer satisfaction and increase the draw of the market.

V. Develop an Operating and Reopening Budget for Soulard Market

Objective: To provide an operating budget for a repositioned market. Besides this stabilized budget that would include estimates for annual income and operating expenses we would also provide a Grand Reopening Budget that would reflect higher first-year promotional costs.

We would also provide a generic vendor business proforma that shows potential income and expenses for operating a business at the market based on industry standards by major vendor category.

End Product: Recommendations for annual operating budget and grand reopening. We would also provide a model on how major vendors' businesses are economically structured.

VI. Management and Oversight of Soulard Market

Objective: To recommend ways to improve management and oversight of the market.

Discussion: We would review the existing management and oversight structure and suggest ways to improve it based on our experience with other markets throughout the world. These recommendations would reflect the special characteristics of the Soulard Market and the City of St. Louis that influence potential changes.

We would also review the leases that the market uses and make recommendations on how the business (not legal) terms might be changed to improve the operations of the market.

End Product: A recommendation on how to manage and provide oversight for the market that will enhance its operation. We would also include recommendations on how to improve the lease agreements for your legal staff to review and implement.

VII. Promotional Recommendations

Objective: After identification of a target market, we will recommend ways on how to target this market through promotions, advertising and media relations.

Discussion: Using information from the demographics and the telephone survey, we would develop a target audience and develop recommendations on how to target promotional activities to reach this audience.

End product: Recommendations on how to position Soulard Market and then how to promote the market to the targeted audience.

VIII. Recommendations Report

Objective: Give Soulard Market a comprehensive business plan for its operation.

Discussion: Working closely with management, we would develop a comprehensive business plan for the assessment, development, operation and marketing of the Soulard

Market that can be used as a guideline for revitalization. This report will address all the issues listed in the scope of services of this report.

End product: A document that hopefully seamlessly takes the recommendations provided in the report and begins implementation procedures that will revitalize the market and the community.

As part of our report we would also participate in a public presentation of the recommendations.

V. Ongoing Support (Optional)

Objective: To provide the St. Louis Development Corporation with technical support throughout the revitalization process

Discussion: Planning is an ongoing process. We will continue to work with the commission to provide ad hoc consulting and technical advice as the needs arise.

End Product: Comfort in the knowledge that the consultants stand by their recommendations after we deliver the report. That we are available to provide technical support to help Souldard Market through the implementation process.

REFERENCES

Michael Schneiderman
President, Charlotte Uptown Development Corporation
704-376-1164

Terri Martini
Director of Planning, City of Harrisburg, Pennsylvania
717-255-6408

Errol R. Bragg
Senior Agricultural Marketing Specialist, USDA
202-720-8317

Ross Hamre
Director of Parks and Recreation, Toledo, Ohio
419-936-2875

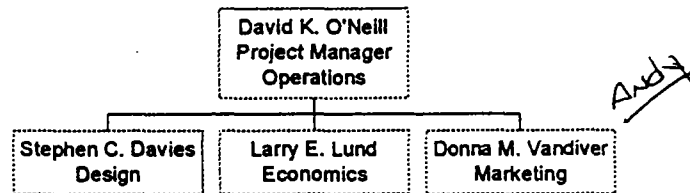
TIMING, STAFFING, AND FEE SCHEDULE

We can begin immediately upon acceptance of this proposal and can complete the work plan to meet the August 10, 1996 deadline.

This project will be staffed by the four principals: David O'Neil, Steve Davies, Larry Lund and Donna Vandiver. We anticipate that the entire team will participate in the initial site visit and for the final presentation. David O'Neill will be the project manager.

While the team process permits all members to help in reviewing and developing recommendations for the entire report each member brings their own specialty to the project. As an example, Steve Davies will concentrate on design, parking, and urban design elements; O'Neil will concentrate on the management program, Lund will focus on market support and economic research, and Vandiver will concentrate on market research for developing a profile of Soulard's customers and a promotional strategy. The entire team will participate in developing and reviewing recommended strategies and plans for the market.

Public Market Collaborative Organization Chart



We have capped the fees for our professional services and expenses at \$28,000 for the scope of services outlined above. Any elective subsequent consulting (Optional Ongoing Support) will be billed at the hourly rate of the individuals involved in the specific assignment.

Project for Public Spaces, Inc. will invoice The St. Louis Development Corporation according to the proposal requirements for the Collaborative's time and expenses monthly according to work plan tasks completed. We anticipate payment within thirty days of invoice.

OUTLINE OF FEES

Work Plan

I. Initial Client Meeting

Primary Participants: Davies, O'Neil, Lund and Vandiver \$1,200

II. Analysis of Demand and Supply Characteristics

Primary Participant: Lund \$2,100

III. Assessment of Market Conditions and Competition

Primary Participant: Davies and O'Neil \$2,100

IV. Profile of Soulard Market Customers

Primary Participants: Lund and Vandiver \$7,000

V. Develop Operating and Re-Opening Budget

Primary Participant: O'Neil \$1,800

VI. Management and Oversight Recommendations for Market

Primary Participant: O'Neil and Davies \$1,200

VII. Marketing and Promotional Recommendations

Primary Participant: Vandiver, O'Neil, and Lund \$1,800

VIII. Report Recommendations

Primary Participants: O'Neil, Davies, Lund, and Vandiver \$4,000

IX. Presentation

Primary Participants: Davies, O'Neil, Lund, and Vandiver \$1,800

Total Professional fees: \$23,000

Total Expenses

We budgeted expenses for travel, lodging, long distance telephone, delivery and five copies of the final report at: \$5,000

Total Fee \$28,000

The team's local participant is The Vandiver Group. The St. Louis Development Corporation has certified The Vandiver Group as a bona fide Women-Owned Business Enterprise by the City of St. Louis in the public relations, marketing strategic planning area. Their certification number is WBE163 and it expires August 31, 1997. The Vandiver Group will participate in several areas of this project from the initial meeting, conducting the telephone interviews, creating the marketing strategy for promotions, review of the final document, and participating in the final presentation. The Vandiver Group's budgeted participation in this project is \$7,750. This amount represents 28 percent of the total budget

Conclusion

The Public Market Collaborative along with The Vandiver Group represent a team with unequalled credentials in the field of public markets. We have the experience, knowledge and as importantly the desire to revitalize the Soulard Market back into an important civic institution. We look forward to the opportunity talk further with the ad hoc committee during the interview process.

PROJECT FOR PUBLIC SPACES, INC. PUBLIC MARKET COLLABORATIVE

Technical Assistance Program

The Public Market Collaborative, a program of Project for Public Spaces, Inc. (PPS), is a network of individuals and organizations involved in the planning, design, development and operation of public markets. PPS, a national non-profit organization specializing in the design, planning and management of public spaces and revitalization of downtowns, has long recognized the catalytic role that markets can play in community development. Founded in 1975 out of the conviction that the public realm is the lifeblood of communities and must continue to be nurtured to enhance urban life today, PPS has advocated and helped develop and improve public markets as an integral part of its work since its inception.

Over the past 20 years, PPS has worked with nearly 700 communities throughout the United States and abroad to help make their public spaces more active, attractive, comfortable, usable and economically

viable. PPS formed the Public Market Collaborative in 1987 to further the preservation and establishment of public markets through research and education programs and through assistance to communities in market development, renewal, design and operations.

In 1995 PPS/Public Market Collaborative co-published, with the Urban Land Institute, the first major handbook on public markets, *Public Markets and Community Revitalization*. The Collaborative also has sponsored three national conferences on public markets in Seattle, Washington (1987), New Orleans, Louisiana (1991) and Philadelphia, Pennsylvania (1996). Thus, the Collaborative has a particularly wide perspective on market activities throughout the United States as well as internationally.

PPS has long recognized the catalytic role that markets can play in community development. Since its creation, the Collaborative has provided

assistance on public market projects in over 25 cities and towns in both the U.S. and internationally. The goal of the Collaborative's technical assistance program is to transfer market skills to participating market sponsors, managers and community development officials. Expert guidance is available in the areas of economic feasibility; site selection; design; property management and operations; sponsorship and organizational structure; and strategies for development.

Drawing from a broad pool of public market professionals, the Collaborative creates and coordinates teams of these experts and PPS staff. These teams utilize PPS's planning and design expertise and its project management experience to assist market sponsors or potential market sponsors who are interested in improving their markets or creating new ones. Such sponsors range from municipal agencies to local development corporations to market boards of directors.

Selected Recent Projects of the Public Market Collaborative

RICHMOND FARMERS MARKET Richmond, Virginia (1995-1996)

Comprehensive plan to revamp and revitalize Richmond's historic Farmers Market. Funding: City of Richmond.

PHILADELPHIA PUBLIC MARKETS STUDY Philadelphia, Pennsylvania (1995)

Research into existing neighborhood public markets in Philadelphia and

development of new city policies to promote markets as catalysts for community revitalization, including establishment of new city-wide network of open air community farmers markets. Funding: City of Philadelphia.

CZECH MARKET PROGRAM The Czech Republic (1993-1995)

Development of a model public market program to revitalize historic Czech towns. Funding:

Trust for Mutual Understanding, Rockefeller Brothers Fund, German Marshall Fund.

MANUKAU PACIFIC MARKET Auckland, New Zealand (1995)

Assistance with advertising, design, management, leasing and operations for a major new public market for native Pacific Islanders to share in economic growth of New Zealand. Funding: Pacific Island Business Development Trust.

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UPTOWN MARKET
Charlotte, North Carolina
(1994-1995)

Business plan for new Saturday market in downtown Charlotte featuring farm produce, fresh food products, as well as crafts. Market opened in June 1995. Funding: Charlotte Uptown Development Corporation.

TOLEDO PUBLIC MARKET
Toledo, Ohio (1993-1994)

Feasibility study and implementation assistance for new indoor public market hall set to open in 1996-1997, adjacent to the historic Toledo Farmers Market. Funding: City of Toledo.

LA MARQUETA
New York, New York (1993)

Workshop with East Harlem community task force set up to select developers to revitalize the market and establish goals, mix of uses, and design criteria for the market. Funding: NYC Economic Development Corporation.

■

For more information, contact:

Fred I. Kent, III, *President*
Stephen C. Davies, *Vice President*
Shirley Secunda, *Director of Development*

PROJECT FOR PUBLIC SPACES, INC.
PUBLIC MARKET COLLABORATIVE
153 Waverly Place • New York, NY 10014
Phone: (212) 620-5660 • Fax: (212) 620-3821
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or

David O'Neil
170 Spring Lane • Philadelphia, PA 19128
Phone: (215) 482-5130 • Fax: (215) 482-7202
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■

*Market Portraits: The Magic of
Downtown Farmers' Markets.*
Videotape showing benefits of
farmers markets to downtowns,
with comments by customers, farm-
ers and city officials. Features New
Rochelle, NY seasonal, open-air
market and historic market hall in
Lancaster, PA. Produced by Project
for Public Spaces, Inc. Funding:
National Endowment for the Arts.
1989 (VHS, 15 minutes) \$20.00
including postage and handling.

*Audio Tapes of proceedings of
International Public Market
Conferences:* (1) Seattle, Washington,
August 19 to 22, 1987; (2) New
Orleans, Louisiana, May 2 to 5, 1991
(3) Philadelphia, Pennsylvania,
February 8 to 11, 1996. Audio
cassette recordings of public market
conference workshops and sessions
covering innumerable topics related
to public markets, including design
of marketplaces, market tenants,
coupon programs, community
development, historic markets,

international markets, sustainable
agriculture, financing options,
decision-making, downtown revital-
ization, public/private partnerships,
government policy, property man-
agement and operations. Produced
by Project for Public Spaces, Inc.
(Each tape approximately 90
minutes) Prices vary; contact PPS.

For updated information, consult
our web page!

<http://cfe.cornell.edu/nystate\pps1.html>

For more information, contact:

Fred I. Kent, III, *President*
Stephen C. Davies, *Vice President*
Shirley Secunda, *Director of Development*

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*Publication orders may be sent directly to PPS in New York.
Prepayment required (Check, Visa and Mastercard accepted).*

ABOUT PROJECT FOR PUBLIC SPACES, INC. PUBLIC MARKET COLLABORATIVE

1996 Public Market Conference Sponsor

Project for Public Spaces, Inc. (PPS) is a non-profit corporation specializing in the planning, design and management of public spaces. Founded in 1975, the organization grew out of the work of William H. Whyte's Street Life Project and the conviction that the public realm is the lifeblood of communities and must continue to be nurtured to enhance urban life today.

Recognizing, as William H. Whyte has said, that it is not enough for a public space to just "be something to look at," PPS's objective is to improve public spaces so they are not only more attractive, but active, comfortable, usable and economically usable. PPS considers public spaces to include all of the areas, interior or exterior, publicly or privately owned, to which the public has access and which form the common life of a community.

Over the past twenty years, PPS has completed projects in nearly 700 communities throughout the United States and abroad and has become widely known for its innovative

approach to public space planning and community revitalization that focuses on the behavior, expressed needs and collaborative envisioning of community members. Those PPS has worked with include downtown development groups, neighborhood associations, government agencies, merchants associations, corporations and private developers.

The Public Market Collaborative, a program of Project for Public Spaces, Inc. (PPS), is a network of individuals and organizations involved in the planning, design, development and operation of public markets. PPS has long recognized the catalytic role that markets can play in community development. Formed in 1987, the Collaborative provides communities with technical assistance in market development, revitalization, design and operations and furthers the preservation and establishment of public markets through a variety of research and educational programs.

In 1995, PPS/Public Market Collaborative co-published, with the Urban Land Institute, the first major handbook on public markets,

Public Markets and Community Revitalization. The Collaborative has sponsored three national conferences on public markets in Seattle, Washington (1987), New Orleans, Louisiana (1991) and Philadelphia, Pennsylvania (1996). Thus, the Collaborative has a particularly, perspective on market activities throughout the United States as well as internationally.

The goal of the Collaborative's technical assistance program is to transfer market skills to participating market sponsors, managers and community development officials. Expert guidance is available in areas of economic feasibility; site selection; design; property management and operations; sponsorship and organizational structure; and strategies for development. Drawing from a broad pool of public market professionals, the Collaborative creates and coordinates teams of the experts and PPS staff. Since its creation, the Collaborative has provided assistance on public market projects in over 25 cities and towns in both the U.S. and internationally.

Collaborative Resources

Public Markets and Community Revitalization. A guidebook covering all aspects of the market development process, from simple, inexpensive farmers' and crafts markets to large market districts. Shows how public markets can revitalize communities, create opportunity for fledgling entrepreneurs and provide safe and sociable public gathering

places. Includes sample budgets, staffing requirements, tenant mix plans, marketing strategies, cash flow analysis and cost projections. Several in-depth case studies and numerous examples of public markets across the United States and Canada. Published by Project for Public Spaces, Inc. and the Urban Land Institute. Written by Theodore

Morrow Spitzer and Hilary Bau. Public Market Partners, with Stephen Davies, Toni Gold, Fred Kent, Larry Lund, David O'Neil and Aaron Zaretsky. Funding: Surdna Foundation. \$27.95 (\$25 non-profit rate) plus \$4 shipping and handling (\$1 each additional copy). 120 pages. Color photos.

PROJECT FOR PUBLIC SPACES, INC.

Project for Public Spaces, Inc. (PPS) is a non-profit corporation specializing in the planning, design and management of public spaces. Founded in 1975, the organization grew out of the work of William H. Whyte's Street Life Project and the conviction that the public realm is the lifeblood of communities and must continue to be nurtured to enhance urban life today.

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All PPS projects are planned and directed by an interdisciplinary staff that uses techniques such as time-lapse filming, systematic observations, and specially designed surveys to analyze how people use all kinds of public spaces and to ascertain their perceptions and ideas. These techniques have been applied by PPS to develop design and management recommendations that often include small scale, easily implemented demonstration improvements that quickly enhance the social and economic vitality of public spaces, while providing an opportunity to test them in action.

PPS both retrofits public spaces and plans new spaces, with special emphasis on:

- o User Analysis and Programming
- o Community Envisioning and Consensus Building
- o Conceptual Designs and Guidelines
- o Design Review
- o Master Planning/Urban Design Plans/Site Planning
- o Management Programs
- o Amenity and Art Selection

PPS's staff is trained in environmental design, architecture, urban planning, urban geography, environmental psychology, landscape architecture, arts administration and information management. The staff also collaborates on projects with architecture, landscape architecture and engineering firms, graphic design firms, transportation consultants, retail planners and community organizations.

PPS's activities include workshops, training in PPS observation and analysis techniques, research and information dissemination, and comprehensive design, planning and management projects.

FOR FURTHER INFORMATION, CONTACT:

Project for Public Spaces, Inc., 153 Waverly Place, New York, NY 10014 (212) 620-5660

PPS EXPERIENCE A to Z

Airports
Bus, Train, Trolley Stations
Central Squares
Downtowns
Entertainment Districts
Facades
Gateways
Housing
Information Systems
Just a Nice Place to Sit
Kiosks
Libraries
Mixed-Use Developments
Neighborhoods
Open-Air Markets
Parks & Plazas
Quick Fixes
Retail Centers
Streetscapes
Traffic Calming
Urban Special Districts
Vending Programs
Waterfronts
X'ings
Young People's Places
Zoos

THE PROJECT FOR PUBLIC SPACES, INC.



PROJECT
THESIS

City, State and Federal Government

Boston Redevelopment Authority
City of Dallas, TX
City of East Orange, NJ
City of Eugene, OR
City of Grand Rapids, MI
City of Hartford, CT
City of Ottawa, Canada
City of Portland, OR
City of Providence, RI
City of Riverside, CA
City of San Bernardino, CA
City of San Juan, PR
City of Stamford, CT
City of Worcester, MA
Community Redevelopment Agency
of the City of Los Angeles, CA
Contra Costa County Public Library, CA
Forsyth County Public Library, NC
General Services Administration
National Endowment for the Arts
National Park Service
New York City Department of City Planning
New York State Council on the Arts
New York State Urban Development Corp.
Riverside City and County Public Library, CA
US Dept. of Housing and Urban Development
Village of Bronxville
Washington State Convention &
Trade Center Board
Yonkers Community Development Agency

Transportation Agencies

Federal Highway Administration
Los Angeles County Transportation Commission
Metro-Dade Aviation Department, Miami
Metropolitan Washington Airport Authority
New Jersey Transit
New York City Metropolitan Transit Authority
Port Authority of NY and NJ
Port of Portland, OR
Regional Transportation Authority, Cleveland
Regional Transportation Authority,
Corpus Christi, TX
Rochester-Genesee
Regional Transportation Authority
Tri-Met, Portland, OR
US Dept. of Transportation

Design and Planning Firms

Cambridge Systematics, Inc.
Carol Johnson and Associates
Halcyon Real Estate Advisors
Howard Needles Tammen & Bergendoff, Inc.
Johnson, Johnson & Roy
Kohn Pederson Fox
Sasaki Associates
Skidmore, Owings & Merrill
TDA, Inc.
TRA
Urban Centre Developments, Ltd.
Zimmer Gunsul Frasca Partnership

Foundations and Non-Profit Organizations

American Conservation Association
Central Park Conservancy
Civitas
Commonwealth Fund
Dewitt Wallace Foundation
Geraldine R. Dodge Foundation
International Downtown Association
J.M. Kaplan Fund
Knox Foundation
National Trust for Historic Preservation
New York Community Trust
Partners for Livable Places, Inc.
Pastoral and Educational Services, Inc.
Rockefeller Foundation
Surdna Foundation
Sutton Area Community, NYC
University of Arizona, Environmental
Research Laboratory
University of Washington, Seattle

Downtown Organizations

Central Atlanta Progress
Central City Association, Los Angeles
The Denver Partnership
Downtown Council, Hartford, CT
Downtown Crossing Association, Boston
Downtown Denver, Inc.
Downtown Development Authority, Miami
Downtown Fort Worth, Inc.
Downtown Seattle Association
Long Island City
Business Development Corp., NY
Orlando Downtown Development Board
Pittsfield Downtown Association
Renaissance Newark
Rochester Downtown Development Corp., NY
Stamford Chamber of Commerce, CT
Springfield Central, Inc., MA

Private Sponsors

The Bankers Trust Company
Chase Manhattan Bank
Crown Center Redevelopment Corp.
The Durst Organization
Exxon Corporation
Gerald D. Hines Interests
Helmsley-Spear, Inc.
Lincoln Property Co.
Maguire/Thomas Partnership
Rockefeller Center, Inc.
Rose Associates
Rubloff Corporate Services
Schiafone Realty & Development Corp.
Seattle First National Bank
Trammell Crow Company
Time, Inc.

STAPLES STREET STATION - CORPUS CHRISTI, TEXAS

Federal Design Achievement Award
National Endowment for the Arts
Presidential Design Awards, 1995

**GREETINGS FROM HOLLYWOOD - A PROGRAM OF "LIVE ON
HOLLYWOOD" - HOLLYWOOD, CALIFORNIA**

Annual Design Award In Recognition for Outstanding Achievement in
Design of Preservation Projects
California Preservation Foundation, 1995
Preservation Award-Los Angeles Conservancy, 1995

BROOKLYN GARDENS HOUSING COMPLEX - BROOKLYN, NY

Fifth Annual Maxwell Awards of Excellence, Low-Income Housing
Fannie Mae Foundation, May 1993

TOWN LAKE COMPREHENSIVE PLAN - AUSTIN, TEXAS

Honor Award - American Society of Landscape Architects, 1989

UNION STATION REDEVELOPMENT - SEATTLE, WASHINGTON

Award - Urban Design and Planning
Progressive Architecture, January 1986

HUD PROJECT - Downtown Open Space Improvements for Seven Cities

Award - Presidential Design Jury, Federal Design
Achievement Award administered by National Endowment for the Arts, 1984

DENVER PUBLIC SPACES PROJECT

Certificate of Merit for Excellence in Urban Design
AIA Colorado Chapter, 1984

BELLEVUE CORRIDOR - BELLEVUE, WASHINGTON

Merit Award - American Planning Association, 1984

BANFIELD TRANSITWAY - PORTLAND, OREGON

Award - Urban Design and Planning
Progressive Architecture, January 1983

HARTFORD DOWNTOWN MANAGEMENT PROGRAM

Achievement Award - International Downtown Executives Association, 1983

MUSEUM MILE STUDY

Award - National Endowment for the Arts Grant, Recognition Program, 1981
Certificate of Merit - Municipal Arts Society, New York City, 1980

FILM IN USER ANALYSIS

Award - National Endowment for the Arts Grant
Recognition Program, 1980

EXXON MINI-PARK PROJECT

Citation - Urban Design Newsletter Awards, 1980

PIONEER SQUARE DIRECTORY POSTER - SEATTLE, WASHINGTON

Silver Award - Seattle Design and Advertising Show, 1980

PLAZAS FOR PEOPLE PROGRAM - SEATTLE, WASHINGTON

Mayor and the Humanities Selection - U.S. Conference of Mayors, 1980

WEST 46TH STREET PROJECT

Award - National Endowment for the Arts Grant, Recognition Program, 1980

PPS APPROACH TO COMMUNITY REVITALIZATION

Project for Public Spaces, Inc. (PPS) has developed a program of community revitalization strategies that are being applied with success in a number of communities throughout the United States. These strategies have three major objectives: (1) to foster public involvement and invention in creating a "vision" for a community; (2) to promote grass roots engendered initiatives that are followed through by the community; and (3) to produce direct and measurable results within a short time. PPS, a non-profit planning, design and management organization, has worked to enhance the quality of urban life for the past 18 years through the improvement of public spaces so that they are more attractive, lively, comfortable, safe and economically viable for communities. Based on the PPS philosophy that the design, planning and management of public spaces must evolve from considering people's actual needs, PPS's approach employs the following principles and approaches.

Establishment of a Community Generated Vision.

If communities are truly to become masters of their futures, they must be given the opportunity to take part in identifying issues, developing concepts and evolving strategies for renewal that are outgrowths of their own experience and efforts. In this way, they become the self-motivated owners of their plans, retaining a sustained interest and stake in future progress.

In its process, PPS works in partnership with communities to elicit ideas, formulate solutions and develop recommendations for implementation. This process is carefully designed and executed to reach deep into the community (residents, business and service people, mainstream and non-mainstream organizations, public officials, etc.) for ideas, information and opinions. A variety of techniques are used to ensure that the community's ethnic, social and economic diversity plays an integral part in developing a vision. Since each community has its own problems, personalities, structure and politics, this methodology is tailored to specific needs. Depending on circumstances, all or some of the following participation strategies are employed.

Data Gathering. Typically, community members work in concert with PPS to evaluate the particular issues of an area through a variety of techniques that PPS has developed in its work with communities across the country. These include systematically observing and recording activities at relevant locations, conducting special interviews with community members to elicit ideas and opinions, distributing community surveys to gather input on a variety of issues, and, in some cases, taking time lapse film and other photographs

illustrating issues of concern. Whichever methods of data collection are chosen, PPS develops special forms and trains the community on how to use them, thus ensuring that findings are relevant. PPS has found that when communities actually take part in collecting data, there is a significant increase in the quality of information collected and the level of involvement in implementation.

Small Group Meetings and Discussions. PPS uses smaller group discussions within larger meetings that promote intensive participation, and then, through a reporting-back period, allows ideas to be shared with the larger community. In some cases, small group meetings are held throughout the community prior to a larger forum. PPS also interviews people individually. Through these open, informal discussions, people talk and share their ideas with others. This invariably leads to numerous and exceptionally creative ideas for improvements that people and organizations are committed to implementing.

Facilitation of the Development of Ideas for Implementation. It is important to understand that the goal of an effective participatory process is not only to involve people, hear what they have to say, resolve conflicts, and challenge people to raise their sights higher than expectations based on experience in their own communities, but also to make changes. In order to elicit the full creativity of the community, to stretch perspectives and encourage bolder thinking, PPS sets the participatory stage through slide and film presentations that demonstrate possibilities from other cities that stir people's imaginations. This stimulates thought and discussion about additional issues and potential solutions. With PPS as facilitator, participants are enabled to recognize the community's actual potential and generate innovative ideas that they can implement.

Short Range Low Cost Implementation Strategies.

Integral in this approach is a strategy for low cost activities that can be implemented in a short-term period. These strategies are not interim solutions, but stepping stones within a plan's longer range context that can act as catalysts for change, while providing immediate enhancement for communities. Improvements can be implemented quickly, providing opportunities for evaluation and for immediately boosting public interest, morale and use. The types of changes adopted by communities deal with a wide variety of public space improvements: new seating and amenities; economic uses such as public markets, vendors and cafes; special events and on-going space programming; diagonal parking, and so on. They are changes that can be seen, used and enjoyed. By showing actual accomplishment, they can sustain community involvement and support.

Structure for Ongoing Community Implementation and Regeneration.

Community involvement is important not just because of what people think, but also because of what people can do on an ongoing basis over time. In order to fulfill a vision, people must get involved in doing things: opening a business, staging an event, working on a committee, etc. The process of analyzing problems and developing solutions encourages people to work with each other in a constructive and creative manner. A momentum is achieved which would have been virtually impossible had people not been

brought together to address a common concern. The working relationship can then keep functioning after the plan is "complete" so that it continues to serve as a guide for programs and projects. To ensure that such a relationship is sustained, PPS sets up an ongoing organization and public private partnership which works with city government to provide an appropriate level of financial, technical and management support. This enables community members to continue their involvement to implement their plan, evolve new ideas and further implement the community's vision.

Long-term Investment and Development Strategies

As important as short-term strategies are, it is also important to develop an approach for comprehensive and long term development of a central area. The community process is structured to identify real estate and business development opportunities, that can include both publicly held and privately owned properties. The vision process can also recommend different strategies that towns can use to attract development, even more important since, in a rapidly changing or weak economy, it is often impossible to do conventional market studies to substantiate the need for a specific type of development. The bottom line of this approach is that a locally developed program can be used to market town projects to investors, entrepreneurs, and others in a proactive rather than reactive manner, thus helping to safeguard community values when that development occurs.

DAVID O'NEIL

David O'Neil is a specialist in all phases of market management and development, including feasibility, leasing, capital improvements, financing, marketing and operations. He has worked with Project for Public Spaces on several public market projects conducted through their program, the Public Market Collaborative.

One of Mr. O'Neil's most recent assignments has been in the position of Director of the PPS-sponsored Third International Public Market Conference, that was held in Philadelphia in 1996. This event drew over 350 market managers, public administrators, planners, community development specialists and other professionals committed to preserving and establishing public markets who were eager to discuss the future of public markets and share their experiences in bringing back markets as a vital part of the local economy.

Among Mr. O'Neil's other recently completed projects with the Collaborative have been a Philadelphia public markets study involving research into existing neighborhood public markets in Philadelphia and development of new city policies there to promote markets as catalysts for community revitalization; assistance with advertising, design, management, leasing and operations for the new Manukau Pacific Market in Auckland, New Zealand; and work on a business plan for the newly created Uptown Market in Charlotte, North Carolina.

His Collaborative projects also include tenant and customer surveys, leasing strategy and program development for El Parian Market in San Antonio, Texas; operations analysis and leasing recommendations for the French Market in New Orleans, Louisiana; and work on a series of outdoor markets in parking lots adjacent to Hollywood Boulevard in Los Angeles, California.

David O'Neil was General Manager of Philadelphia's Reading Terminal Market for over 10 years. During his tenure, he inaugurated the redevelopment of this nationally recognized market, including leasing space to 60 new merchants, coordinating tenants, rebuilding and modernizing the Market's infrastructure, developing pro formas for loan packages, creation and implementation of new marketing and promotion strategies, setting up maintenance and security systems and generally streamlining operations, conducting market studies, as well as overseeing operations on a day-to-day basis.

The many other market projects where Mr. O'Neil has provided his technical expertise include the Atlanta Municipal Market, the Essex Street and Jamaica Farmers Markets in New York City, the Broad Street Market in Harrisburg, Pennsylvania and the City Market in Kansas City, Missouri.

Education

University of Pennsylvania, Bachelor of Arts
University of New Brunswick, Fredericton, New Brunswick, Canada
American College of Switzerland, Leysin, Switzerland

STEPHEN C. DAVIES
Vice President

Stephen C. Davies has a broad background in architecture, urban design and user research.

Mr. Davies received his Bachelor's degree in Art and Environmental Studies from Williams College and his Master's degree in Architecture from the University of California, Berkeley in 1976. Upon graduating, he was awarded a John K. Branner Traveling Fellowship in Architecture.

Since joining PPS in 1978, Mr. Davies has been involved in all aspects of PPS's work, and has directed close to 200 major projects. His particular expertise is in downtown urban design and management plans, airport and transportation facility planning, and design of mixed-use development projects.

Among the many downtown projects he has directed are downtown master plans for Orlando, FL; Worcester, MA; Springfield, MA; and San Bernardino, CA; design improvement plans for streetscapes, plazas, central squares, and transit malls in Rochester, NY; Salt Lake City, UT; and New Haven, CT; and comprehensive downtown management plans for both large cities and small towns, including Hartford, CT; Pittsfield, MA; and Hoboken, Madison and Morristown, NJ. Mr. Davies has also directed PPS's downtown mixed-use development projects, including a redevelopment plan for Renaissance Center in Detroit, MI; and a 30-acre master plan for a civic and cultural center in Orlando, FL. Most recently, he managed PPS's studies to revitalize two of the world's pre-eminent entertainment districts: Times Square and Hollywood Boulevard.

Mr. Davies directs PPS's airport and transportation facility projects. These include a renovation of the Eastern Air-Shuttle terminals in New York, Boston, and Washington; a redesign of the main terminal at the Miami International Airport; a user study of the International Arrivals Building at Kennedy Airport in New York City; and user programming for the new National Airport terminal in Washington, DC. In New York City, he has directed renovation proposals for six subway stations, including Grand Central Subway Station, and a redevelopment plan for the Port Authority Bus Terminal. Currently, he is directing PPS's program, "Traffic Taming and Community Revitalization."

Mr. Davies is the principal writer and editor of numerous PPS publications and has directed PPS's downtown research and education programs for the National Trust for Historic Preservation, the U.S. Department of Transportation, and the National Endowment for the Arts. Currently, he is directing PPS's participation in the national program, "Public Libraries in Partnership with Communities," sponsored by the Surdna Foundation.

STEVE DAVIES
Vice President

Education

Williams College, Bachelor of Art in Art and Environmental Studies
University of California, Berkeley, Masters in Architecture

Awards & Honors

John K. Branner Traveling Fellowship in Architecture
Award Winner, National Endowment for the Arts Grant Recognition Program
(West 46th Street Project)
Citation, Urban Design Newsletter Awards (Exxon Mini-Park Project)
Certificate of Merit, Municipal Art Society, New York City (Museum Mile Study)
Award Winner, National Endowment for the Arts Grant Recognition Program
(Museum Mile Study)
Award Winner, International Downtown Executives Association Award, 1983
(Hartford Downtown Council/PPS Hartford Management program)
Award Winner, Presidential Design Jury, Federal Design Achievement Award, 1984,
administered by the National Endowment for the Arts (H.U.D. project on downtown
improvements in seven cities)

Publications

What do People Do Downtown? -- How to Look at Mainstreet Activity, National Trust for
Historic Preservation, 1981
Designing Effective Pedestrian Improvements in Business Districts, American Planning
Association, 1983
Managing Downtown Public Spaces, American Planning Association, 1984

Larry E. Lund

Principal-Real Estate Planning Group

Real Estate Planning Group, is a market research consulting firm specializing in retail-oriented and mixed-use real estate, urban development, community planning, and place marketing projects. Larry Lund, a principal of the firm applies social science and business marketing research techniques (such as focus groups and surveys), marketing skills, and development expertise to solve a client's planning problems and implement solutions. These solutions are based by combining the knowledge gained from the direct project market research with over twenty years of successful real-world, hands-on experience in assessment, planning, marketing and leasing retail space.

Projects

Community Planning and Place Marketing Strategies

- Planning and development schemes for the new Metra station in Deerfield,
- Downtown planning and marketing schemes for Glenview,
- Marketing strategies for three neighborhoods in Cleveland,
- Marketing strategy for downtown Highland Park, IL,
- A strategic business plan for the Downtown of Batavia,
- Retail consulting for Downtown Oak Park,
- Downtown business plan for Dubuque, Iowa
- Market research and place marketing strategy for Downtown Hobart, Indiana's Main Street Program.
- Downtown business plan for Genoa, Illinois
- Place marketing research for downtown Waukesha, Wisconsin.

Offices in Chicago and Evanston, IL

DSW 135989

STLCOPCB4035958

Retail Development, Leasing and Asset Management Consulting

- Market research, plan development, and leasing of retail space at Amtrak's Chicago Union Station,
- Asset management consulting to DePaul University for their establishment of a management office for the new DePaul Center building on State Street.
- Market research, plan development for retail and restaurant space at Dragon Hill Lodge, Yongsan Garrison, Seoul, Korea.
- Search for hostel facility for American Youth Hostels International

Feasibility, Economic, and Marketing Studies

- Market study to test feasibility of urban fresh food market and entertainment complex at the South Centre in Brno, Czech Republic,
- Market study for the Transit Cooperative Research Program, sponsored by the National Academy of Sciences to find specific ways that transit can be used to make communities more livable.
- Market study for improving food service and retail sales for Lincoln Park Zoo.
- Feasibility study for an all-year urban fresh food market in Toledo, Ohio,
- Feasibility study on Lansing, Michigan's City Market
- Market study to develop criteria for location of cellular telephone retail stores for Ameritech for their five state service area.
- White paper for Homart on the future of shopping centers,
- Analysis of demand for specialty restaurant facilities, health club and repositioning of retail shops at the Renaissance Center in Detroit,
- Annual Survey of Retail Sales for State Street in Chicago,
- Store analysis for the Chicago South Side Commercial Development Plan,

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DSW 135990

STLCOPCB4035959

- Review of potential demand for food stores in the Washington Park neighborhood of Chicago,
- Repositioning study for the regional Brickyard Shopping Center in Chicago,
- Evaluated Orland Park Place Mall for alternate uses,
- Retail market condition study of North Pier Terminal,
- Site selection for casinos in Chicago,
- Providing financial projections on a variety of office and retail properties using the *Pro-ject* financial analysis system,
- Repositioning study for the 5th Avenue Station specialty retailing center in Naperville,
- Focus groups moderating for 225 North Michigan Avenue, 676 North Michigan Avenue, The John Hancock Center and Woodfield Corporate Center buildings,
- Analysis of the Prangeway Discount chain,
- Analysis of Carson Pirie Scott & Company stores.

Clients

Real Estate Planning Group works both independently with clients, and networks with other firms to provide specialized services for their clients. Some of these clients include:

Ameritech

Gloodt Associates

Appraisal Research Counselors

Julian, Toft & Downey

Applied Real Estate Analysis (AREA)

LaRue Associates

Business Improvement District of
Waukesha, Wisconsin

Mellon-McMahon

Catellus

Metra

Chicago Union Station Company

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City of Batavia	Project for Public Spaces, Inc. (PPS)
Goodman Williams Group	Real Estate Research Corporation
Data Structures	Renaissance Center Venture
DePaul University	Rubloff
Downtown Oak Park	The John Hancock Company
Greater State Street Council	Toledo Parks Department, Ohio
Clarion	Truefit & Hill
Draper & Kramer	U.S. Equities Realty, Inc.
Horizon Management	Village of Glenview
Victoria International Corporation	National Urban Market Center
RREEF	National Trust for Historic Preservation, Main Street Program
City of Genoa	Prudential
Lincoln Park Zoological Society	Village of Highland Park
Wiseman-Hughes Enterprises, Inc.	Koll
Schroder Real Estate Associates	First Chicago/NBD Bank Corp.

Previous Professional Experience

U.S. Equities Realty, Inc., 1989-1990. Vice President Retail Development.

Responsible for planning, developing and leasing the retail portions of their mixed-use developments. He was the development manager for the retail portions of 840 North Michigan Avenue (F.A.O. Schwarz-Escada Plaza) and Chicago Union Station. In addition, Mr. Lund served as retail consultant to Rockefeller Center in New York, the Chicago Board of Education, and for the Peoples Gas and Santa Fe buildings in Chicago.

Rubloff, 1980-1989. Assistant Vice President, Institutional Real Estate Services, and Corporate Services.

As an asset management strategist for Rubloff's thirty-two million square feet of commercial real estate, he helped create plans to improve the performance of properties. He was responsible for undertaking the research for the redevelopment for the Renaissance Center

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in Detroit. Other significant projects included planning for Evergreen Park Shopping Center and the Howard-Clark Transit Mall. In addition he conducted financial analysis on many projects and in 1984 was a *beta*-tester for the *Pro-ject Financial Analysis* system. He also is an experienced *Dialog Information Services* database researcher. Furthermore, he is experienced in office relocation studies, feasibility analysis and marketing activities--projects include the American Colossus Stadium, Beatrice Foods, Heller International, Time-Life Building, Chicago Title & Trust, 69 W. Washington, 123 Wacker Drive and he developed the pre-construction marketing office for Prudential Plaza featuring a multi-media "space-walk".

Marshall and Stevens, 1977-1980. Senior Appraiser and Market Analyst. He specialized in conducting feasibility studies. During his tenure, he undertook studies in over fifty-five cities throughout the U.S. and Canada.

T.R. Kowalski and Associates, 1975-1977. Real Estate Appraiser. He specialized in valuations on commercial properties for ad valorem and condemnation purposes.

Roosevelt University, 1972-1975. Director, Herman Crown Center.

EDUCATION

University of Chicago Continuing Studies. Completed (1992) a two-year non-degree certificate program in International Studies: Asia and the Middle East; and in 1989 received a certification of completion from the four year Basic Program, which focus on readings from the Western intellectual tradition. Since 1992 he has continued to take courses including Classical Chinese writing, reading French, Chinese Novels, Plutarch., and Ancient Egyptian Literature.

Oxford University, U.K. 1985. Oxford/Berkeley summer course in town development.

University of Chicago. Measurement, Evaluation and Statistical Analysis (MESA) 1983. Course in designing and analyzing tests and questionnaires for business and the professions.

Northwestern University. Professional credit courses in marketing and marketing research.

Real Estate Education: Completed all courses from the Institute of Real Estate Management (IREM) for CPM designation, and completed all courses from the American Institute of Real Estate Appraisers necessary for MAI designation; and he has completed additional real estate courses in financial analysis. He is a licensed real estate broker in Illinois.

Roosevelt University. Completed two years of graduate study in Urban Studies focusing on public administration.

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Carthage College. Kenosha, Wisconsin. Completed a B.A. degree (1971) in Social Sciences with an emphasis in urban geography.

Professional Activities

Meeting Facilitator. The Greater State Street Council Board, Friends of Downtown Board, Women in Planning and Development planning session, the downtown associations of Waukegan (Focus 90), Batavia, and Oak Park. Also facilitated the City of Chicago Department of Planning Retail Segment of Downtown Framework Plan, the Department of Planning & Development's Policy, Research and Planning Division retreat, and for Women in Planning and Development.

Lambda Alpha International. (Initiated 1983) An honorary land economics society. Received International "Member of the Year Award", 1993. President, Ely Chapter (Chicago) 1991. Vice President Programs (1990), Treasurer (1989) and Chair of Community Assistance Program (1988 and 1989): North Sheridan Road Project, Kenwood-Oakland Community, Future of Maxwell Street Market, Chicago Housing Authority Management Study, Ravinia Business District, and Historic Market Hall in Pullman.

Friends of Downtown. President (1995-). Board of Directors (1984-1991; 1994-). Treasurer (1988). Civic organization (425 members) promoting the vitality of downtown. Chaired First Thursday Monthly Brown Bag Lunch Series at the Chicago Cultural Center (1989-1994).

Historic Pullman Foundation. Board of Directors (1987-1989).

The Bright New City. Committee member (1987-). Civic organization that sponsors a continuing forum on environmental design.

Public Market Collaborative. A founding member (1987) of Project for Public Spaces' program to preserve and develop urban fresh food markets. He conducted a feasibility study to redesign the tenant mix for the historic City Market in downtown Indianapolis. He is now researching an article for Chicago History on the history of public markets in Chicago and is a contributing author of Public Markets and Community Revitalization, published by Urban Land Institute.

The National Urban Market Center. Board of Advisors (1994-). A private not-for-profit research and development organization whose goals are to aid the promotion of the urban markets.

Harold Washington Public Library Ad Hoc Committee. Represented Friends of Downtown (1989) on the city's committee to review plans for the new \$140 million library.

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City of Chicago Industrial Development Commission. Served on the subcommittee (1989-1990) to develop industrial parks in Chicago.

City of Chicago Downtown Framework Plan. Serving (1990-1992) on the Planning Department's Downtown Framework plan, which will result in a new downtown plan.

CitySpace. (1993-94) Member of downtown task force of the City of Chicago, Chicago Park District and Forest Preserve District of Cook County that will establish principles and policies regarding open space and street scape design in downtown Chicago.

Chicagoland Enterprise Center. Providing pro-bono consulting services to small business. (1991-

City of Chicago Historic Michigan Avenue Task Force. Economics/Future Use Committee. Member. 1995.

Guest Lecturer on Real Estate: University of Illinois at Champaign, University of Illinois at Chicago, DePaul University, Jones Lang Wootton, London, and University of Gdansk, Poland.

Juror. 36th Annual American Planning Association Journalism Award Competition. Chicago. 1996.

Editorial Review Board. *Chicago Office.* BOMA. 1996

Organization Memberships

International Council of Shopping Centers (ICSC), The Greater State Street Council, The Greater North Michigan Avenue Association (Chair of Research committee and also serve on Planning and Zoning Committee), Metropolitan Planning Council (MPC), American Planning Association (APA), and the Landmarks Preservation Council of Illinois (LPCI), Friends of the Parks.

Publications

"Asset Value Capture for Public Transportation Authorities: The Howard Street Case Study." Proceedings 1987 Metropolitan Conference on Public Transportation Research. University of Chicago. 1987.

"Focus Groups Help Real Estate Owners Reduce Risk and Improve Profits." Realty & Building. June 29, 1991. pp. 30-31.

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"Focus Groups Proving Valuable Research Tool." Real Estate Forum. July, 1991. p. 165.

"What Makes Tenants Tick?" Building Operating Management. October, 1991.

Toledo Fresh Food Market. U.S. Department of Agriculture, Agriculture Marketing Service. Washington, D.C. December, 1993.

Public Markets and Community Revitalization. Urban Land Institute, Washington, D.C. 1994.

"The New Retailing in Downtown Chicago". Chicago Office. 1994. pp.33-36.

Presentations

"Community Fresh Food Markets". Indiana Horticultural Congress. January 20, 1988. Indianapolis.

"Retail Market Outlook for Downtown Chicago". Friends of Downtown. August 2, 1990. Chicago.

"Markets as Catalysts for Development". International Public Market Conference. May 3, 1991. New Orleans.

"Private Sources of Finance". International Public Market Conference. May 5, 1991. New Orleans.

"Marketing & Managing Your Downtown". Batavia Task Force. October 22, 1991. Batavia, Ill.

"Survey of the Greater State Street Market". The Greater State Street Council. December 2, 1991. Chicago.

"Survey of the Greater State Street Market". Friends of Downtown. December 5, 1991. Chicago.

"Retail Real Estate: What's in Store for the Future". Lambda Alpha International. March 18, 1992. Chicago.

"Chicago Public Library Competition: A Retrospective Look". The Society of Architectural Historians. March 26, 1992. Chicago.

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"Economic Development in Chicago: The Role of Open Space". The Environmental Policy Group, University of Chicago. April 28, 1992. Chicago.

"Market Analysis". Illinois Downtown Task Force. June 23, 1992. Springfield, Illinois.

"1992 Real Estate and Retail Sales Forecast". Greater State Street Council. November 19, 1992. Chicago.

"Market Research in America". University of Gdansk. November 24, 1992. Gdansk, Poland.

"Downtowns: What They Ought to Be". Waukesha Business Improvement District. February 11, 1993. Waukesha, Wisconsin.

"Maxwell Street Market Colloquium". Levine Hillel Center, at the University of Illinois at Chicago. May 23, 1993. Chicago.

"Maxwell Street". Guest on "Chicago Tonight". WTTW Channel 11. July 1, 1993. Chicago.

"Redevelopment of Downtown Areas, the Concept of 'Place Marketing'". Illinois Municipal League. September 11, 1993. Chicago.

"Maxwell Street". Guest on "Passport to the World, Ethnic Television". WCW-TV Channel 25. November 9, 1993. Chicago.

"Place Marketing". Community Leadership Symposium. Batavia Chamber of Commerce. January 19, 1994. Batavia, Illinois.

"Markets Around the World". Pullman Market Hall & Square Symposium, Historic Pullman Foundation. March 5, 1994. Chicago, Illinois.

"The Role of Transit in Creating Liveable Metropolitan Communities: A Study of How Transit's Mission can be Broadened to Benefit Communities". American Bar Association Section of State and Local Government Law Annual Meeting. August 4, 1995. Chicago, Illinois.

"Using Research to Enhance Markets". International Public Market Conference. February 10, 1996. Philadelphia, PA.

"World Class Markets: How Does the West Side Market Rate?". Ohio City Near West Development Corporation Annual Meeting. April 23, 1996. Cleveland, Ohio.

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INTRODUCTION

The Vandiver Group is a certified DBE/WBE (Disadvantaged Business Enterprise/Woman-owned Business Enterprise) firm in its fourth year of operation. The firm handles a variety of clients from non-profits to companies with sales of \$15 billion. The firm specializes in community relations and public outreach, public relations, media placement and media and crisis communications training. The firm handles several major transportation projects:

- **The Vandiver Group** was selected along with STV/Booker by The Bi-State Development Agency of St. Louis, MO to handle public outreach and community involvement for their MetroLink expansion to St. Clair County, IL. This \$8 billion project, in the preliminary engineering phase, covers 20 miles and includes twelve stations. TVG is arranging public hearings, public meetings, preparing newsletters and other information materials for this project. The firm also works with station area committees in each individual community to determine the public's wants and needs. In addition to public outreach and involvement, the firm also has assisted with an economic development seminar for each station area, discussing ways in which the communities could encourage commercial development around each station.

The firm was selected over twelve agencies last year to handle the launch of RideFinders, the ridesharing program for the Greater St. Louis area. This program is administered by Madison County Transit in Granite City, IL and covers four counties in Missouri and three in Illinois. The purpose of the program is to inform the residents of this seven-county area about ozone depletion. The Metro St. Louis area is considered a "moderate ozone non-attainment area" by the EPA. Air quality in the region must improve by 1996 or businesses may face costly and complicated anti-pollution regulations, and the region will lose federal funding for road improvements. Our goal was to achieve measurable reductions in traffic congestion and air pollution and to educate the residents of this region regarding what happens when an area violates its federally-mandated ozone levels. TVG arranged events to discuss the benefits of cleaner air and arranged a joint promotion with the American Lung Association and the CBS-affiliated television station for this area to educate the public on the issues surrounding clean air.

The firm's work for this transportation client resulted in the following results:

- In August, 1994 there were 1,570 applicants in the database and 33 registered carpools. By March, 1995 that number had climbed to 3,187 applicants and 478 registered carpools.
- New corporations coming on board in that same time period included Maritz, CPA and G.C. Services Corporation.

A linchpin of this program was a focused media relations plan. The press kit included PSA's which were successfully placed in rotation at a majority of radio stations covering the region, plus more than a dozen radio stations in the region interviewed the program manager. Nearly two-dozen newspaper articles appeared in one month. Highlighted in the press materials was the MetroRide store and its grand opening. A cover story on the NBC affiliate was arranged and aired several times. American Cablevision taped a segment carried on their network to all subscribers. Computer bulletin boards and cable bulletin boards carried information about the program.

- **The firm has been notified by the City of Cape Girardeau, MO** that we have been selected along with Black & Veatch to handle a community involvement project in that city regarding changes in their overall transportation plan.
- **The firm is handling a contract with the Missouri Highway and Transportation Department (MHTD), through Booker & Associates, to handle media, public involvement and community outreach on an MTLA (Major Transportation Investment Analysis) highway department project covering three counties in MO.**

The Vandiver Group has a long history of success in the area of media relations and public involvement and of working with organizations to reach ambitious goals.

About the Firm

The Vandiver Group is a full-service marketing, communications and public relations firm offering strategic planning, marketing, market research, crisis management, environmental, risk communication management, media training, employee communication and corporate reputation management. The firm is a WBE (Woman Business Enterprise) and has DBE (Disadvantaged Business Enterprise) certification from several agencies including MHTD, Bi-State Development Agency, The State of Texas, The St. Louis Development Corporation, The State of Illinois Central Management Services and The St. Louis Airport Authority.

The Vandiver Group and E. Bruce Harrison Company, based in Washington, D.C., have created an affiliation to jointly market their services. Harrison, founded in 1973, has offices in New York, Dallas, San Francisco and Brussels, Belgium, and through their affiliates, in Monterrey and Mexico City.

About the Founder

Donna M. Vandiver, President of the Vandiver Group, is a business consultant with more than twenty years experience in profit and not-for-profit companies. She spent thirteen years at a Fortune 100 company in a variety of increasingly responsible positions, in Florida, Illinois, and Missouri. The Vandiver Group assists corporate and non-profit clients in a variety of industries and specialty areas.

In her thirteen years with St. Louis-based Monsanto Company, Ms. Vandiver held a variety of increasingly responsible positions in public relations/public affairs and marketing communications. She left as Director, Public Relations, with responsibility for external affairs for that \$7 billion company. She also was Director of Public Relations for KETC-TV, Channel 9 in St. Louis; Communications Coordinator for the University City School District, Promotions Director for the May Company and

has been a newspaper reporter and editor. She has won numerous awards from various professional organizations.

Ms. Vandiver earned her Master's degree in management from Webster University and her Bachelor's degree in Journalism from the University of Missouri-Columbia.

She is a member of The Association for Corporate Growth, The Planning Forum, The National Association of Women Business Owners, The National Association of Female Executives, Women in Communications, Inc., RCGA, The St. Louis Press Club, The Media Club, Downtown St. Louis, The Institute of Management Consultants, and The Public Relations Society of America. She serves on the Advisory Board of the Parkway Education Foundation, the Board of The American Heart Association and on the Minority Business Development Committee of Confluence St. Louis.

Resumes of select staff are enclosed in this packet.

CAPABILITIES OF THE VANDIVER GROUP

STRATEGIC PLANNING

- The Vandiver Group uses a consensus approach to help clients identify their vision, mission and strategies and assists them with the development of tactics to help the companies reach their goals.

BUSINESS-TO-BUSINESS MARKETING

- Directed marketing/communications programs for companies in markets such as paper, imaging and photographic products, printing, carpet, upholstery, apparel, automotive, architectural, rubber chemicals, specialty plasticizers, water treatment and adhesives.

MARKET RESEARCH

- Develop strategy, overall plan, and research tools. Recently completed studies include: customer satisfaction with company and product; member support of a professional organization, and assessing effectiveness of media messages and product test market. Staff is experienced at facilitating focus groups and developing and conducting telephone and written surveys.

REPUTATION MANAGEMENT

- Managed corporate reputation and image for a Fortune 100 company.
- Conduct interviews with CEO's, COO's and senior management as part of a corporate needs analysis for client companies.
- Conduct focus groups.
- Initiated a ten-year research review of available data and compared it to corporate reputation, drawing from America's "most-admired" companies list.
- Assessed an organization's strategic leadership needs.

EFFECTIVE MEDIA RELATIONS

- Developed win/win media relations with publications such as The Wall Street Journal, The New York Times, Business Week, Fortune and Forbes magazines, trade publications and national network news programs.
- Successfully placed articles in business magazines and trade journals to properly position and market clients.
- Initiate and review content analysis projects and market research to develop and track successful media messages.
- Arrange and conduct media training for executives in a variety of industries. Most recently trained executives of a Fortune 50 company in the U.S. and Europe in 1995.

PUBLIC OUTREACH--TRANSPORTATION PROJECTS

- Handled public outreach, community involvement and marketing program for a ridesharing program covering four counties in Missouri and three in Illinois. The Vandiver Group was selected from twelve agencies competing to launch the program.
- Develop and implement public outreach and community involvement plans for a major MetroLink expansion in Illinois.
- Set up and implement a community outreach program for a state highway and transportation department.

RISK MANAGEMENT

- Develop positions to minimize risk.
- Handle crisis communications involving environmental spills and accidents.
- Handle media inquiries on environmental and product litigation.
- Chaired committee to develop a worldwide environmental communications program for a \$7 billion company.
- Set up and managed Community Advisory Panels.

INNOVATIVE EMPLOYEE COMMUNICATIONS

- Initiate innovative programs for business units, plants and companies which included quarterly magazines, daily and weekly newsletters and video news programs.
- Conducted communication audits for several companies and recommended changes in the programs to more effectively reach employee and customer audiences.
- Developed and implemented a program engaging employees in a variety of special events including a 50th anniversary celebration, a grand re-opening and numerous other special events.

COMMUNITY RELATIONS

- Set up programs in several plant sites for Fortune 100 company.
- Arranged meeting with community leaders/residents to discuss and address environmental/pollution concerns of residents.
- Created atmosphere positive to expansion of company in several communities who questioned such expansion.

GLOBAL EXPERIENCE

- Work with global operating units to provide communications perspective and counsel regarding new or changed business strategies, goals and objectives. Specific experience includes Europe, Canada, The Far East and South America.

PROFILE

Donna M. Vandiver, President of the Vandiver Group, is a business consultant with more than thirteen years of experience in strategic planning, marketing, market research and public relations for corporate and non-profit clients in a variety of industries with sales from \$.5 million to \$15 billion. She also writes and speaks on the importance of ethics, trust and integrity and other business topics.

KEY ACCOMPLISHMENTS

- Create effective marketing programs in the areas of new product or service introduction, value-added product differentiation strategies, product or service extensions, corporate reputation and image management and media message development.
- Help clients align their employees and culture with their vision, mission and strategies to align and "reconnect" employees.
- Create award-winning internal and external public relations and marketing program.
- Initiated and reviewed content analysis projects and market research to develop and monitor success of media messages and placement.
- Conduct media and presentation skills training to senior executives in a variety of industries in the U.S. and Europe.
- Developed and implemented a worldwide environmental communications plan for a Fortune 100.
- Have successfully managed a variety of programs in support of client goals, strategies and objectives.

PROFESSIONAL EXPERIENCE

THE VANDIVER GROUP, St. Louis, Missouri

1993-Present

President

Founded this business consulting firm to assist clients in developing their vision, mission and strategies, implementing those strategies and effectively communicating them. She has managed a variety of public affairs/public relations and community outreach projects.

MONSANTO COMPANY, St. Louis, Missouri

1979-1993

Director, Public Relations, 1991-1993

- Conducted interviews with the CEO and executive management to identify the needs, problems, and challenges facing the organization and developed plan to better align the organization's culture and employees with business strategy and mission.
- Created media messages, briefed senior executives and arranged media opportunities resulting in positive placements in first tier media such as, The New York Times, Forbes, Fortune, Business Week, The Economist and national network news programs.
- Supervised corporate, environmental and financial communications.
- Served as liaison between corporate public affairs and operating unit public affairs staffs.

Manager, Public Relations, 1990-1991

- Refined media strategy. Arranged visits with tier one reporters and editors in the U.S. and Europe. Developed win-win media strategies.
- Chaired committee to develop environmental communications plan. Presented to senior management to get buy-in. Implemented plan.
- Initiated content analysis projects to track company and competitor media messages.

Public Relations Manager, 1986-1990

- Directed marketing/public relations programs for two divisions with sales of \$2 billion.
- Helped increase upholstery fabric sales 282% and branch share 13% in down market. Helped move Wear-Dated carpet fiber from commodity to branded position, and increased sales and share of nylon in carpeting and Acrilan in apparel.

- Received the President's Award for team marketing for helping to make Saflex the fastest growing segment of the architectural glass market.
- Doubled coverage of Monsanto's branded products and increased front-page coverage in trade and consumer publications by 1200%.
- Developed and implemented highly successful special events for Saflex and Wear-Dated apparel and carpet.
- Increased new business leads for multiple operating units via trade shows, literature and media coverage.

Supervisor, Communications and Public Relations, 1984-1986

Sauget, Illinois

- Supervised community relations, media relations, employee communications, video production and executive speech writing.
- Served as chief spokesperson on clean-up requiring extensive knowledge of environmental regulations and laws.

Communications Supervisor, 1979-1984

Pensacola, Florida

- Initiated quarterly employee magazine, supervised daily employee newsletter, started quarterly video news program and wrote, directed and produced video programs for several Monsanto locations.
- Received Monsanto Communications Performance Award.

KETC-TV, CHANNEL 9 (PBS), St. Louis, Missouri

1975-1979

Director of Public Relations

Nominated for several local EMMY awards. Hosted local interview program. Developed image and logo still used to identify station.

UNIVERSITY CITY SCHOOLS, St. Louis, Missouri

1972-1975

Communications Coordinator

Implemented a communications strategy to pass the first tax levy campaign in seven years in the state of Missouri.

THE MAY COMPANY, St. Louis, Missouri

1972

Promotion Director, West County Shopping Center

Liaison between store owners and management. Organized all special events.

Reporter and Editor - daily and weekly newspapers in Missouri.

1968-1972

EDUCATION**Webster University, St. Louis, Missouri**

1980

M.A. in Management**University of Missouri - Columbia, Missouri**

1972

Bachelor's Degree in Journalism**PROFESSIONAL AFFILIATIONS**

The Association For Corporate Growth

The Planning Forum

The National Association of Women Business Owners

The Institute of Management Consultants

The National Association of Female Executives

Women in Communications, Inc. (Judge, 1995 Clarion Awards)

RCGA

The St. Louis Press Club

The Public Relations Society of America

The Parkway Education Foundation (Advisory Board)

The American Heart Association (Board)

The West County Chamber of Commerce

Confluence St. Louis Minority Business Development Committee

**ST. LOUIS
DEVELOPMENT
CORPORATION**

Freeman R. Bosley, Jr
Mayor

Larry T. Bushong
Executive Director

330 North 15th Street
St. Louis, MO 63103
(314) 622-3400
(314) 259-3435 - TDD

Fax
(314) 622-3413
(314) 231-2341

August 31, 1995

Donna Vandiver
THE VANDIVER GROUP
1238 Chavaniac Dr.
St. Louis Missouri 63011

RE: Woman Business Enterprise/ Certification WBE163

Dear Donna Vandiver:

THE VANDIVER GROUP has been certified as a bona fide **Woman-Owned Business Enterprise** by the City of St. Louis in the trade/service area(s) of **PUBLIC RELATIONS MARKETING STRATEGIC PLANNINGI**. Your certification number is **WBE163** and it expires 8/31/97.

This certification was conducted in accordance with the provisions of the St. Louis Development Corporation's (SLDC) Certification Policies and Procedures and the Mayor's Executive Order #18. As a certified **WBE**, **THE VANDIVER GROUP** will be listed in the City's Directory of Minority and Women's Business Enterprises, which is distributed to City and outside agencies, developers, and general contractors.

Before your **WBE** certification expiration date, this office will send you a **recertification application** to the above address for completion and return. If your **PUBLIC RELATIONS MARKETING STRATEGIC PLANNINGI** business has not undergone any changes during the past year in ownership, management, and control, then you are likely to be recertified. If, however, you have added an additional trade/service to your business and want it to be part of your **WBE** certification, then you must contact this office in writing, documenting ownership, management, and control to our satisfaction so that another site visit can be scheduled.

Respectfully yours



Percy Green, II
Deputy Director
Contract Compliance

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cc: Henrietta Dortch

Files

Enterprise Zone Commission • Industrial Development Authority • Land Clearance For Redevelopment Authority
Land Reutilization Authority • Local Development Company • Operation Impact
Planned Industrial Expansion Authority • Port Authority • Tax Increment Financing Commission

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