

Appendix A: Summary of the Stakeholder Interview Process

This appendix contains:

1. A summary of general stakeholder themes identified through stakeholder interviews
2. A list of the stakeholders interviewed
3. A copy of the interview guide used in the stakeholder interview process

Stakeholder Themes

Purpose of the Study and Process

- Mostly glad that it is happening and interested in the results
- Some questioning of why City is spending the money on this study
- Concern about selection of stakeholders to interview and the impact it might have on study outcomes

Concerns and Issues Related to the Four Industrial Uses and Their Possible Relocation

Related to the Presence of the Industrial Uses

- Air quality and safety issues: do people know what they're breathing? Concern about school location; concern about ethanol transloading, but also acknowledgement of risks related to vehicle transport and other materials that are carried through the area by rail
- Quality of life issues: odors, dust, smells, appearance, how adjacent uses impact property values; inability to control late night trains; need for a buffer between residential and industrial uses; buffer should have been considered when area was developing with residential; need for more neighborhood-based retail
- Lack of pedestrian orientation and connectivity: limited access to Metro – distances not that far put walking is impossible; Metro station is underutilized
- Concern that City's attitude towards industrial uses in the area is too permissive, and Norfolk-Southern's decision-making for locating the ethanol transloading operation here may have taken it into account

Related to Redevelopment

- Industry has a place in the City: Importance of City's self-sufficiency (especially related to being able to handle their own waste); need to retain industry to be a real city; the uses under study are all things a city needs; City has no policy for retaining industry
- Negative impacts of redevelopment; schools are over capacity; no infrastructure is in

place to support redevelopment

- Positive or neutral opinion of existing uses: no issue with current uses if emissions stay low
- Concerns on city's attitude towards business – shouldn't force out or unduly regulate lawfully operating businesses; businesses can be enticed to leave or will leave when it is in their economic interest; certain businesses are being singled out ; legislating after the fact is not fair to the industries
- Business concern over costs related to transportation, and business risks related to transportation (eg , not able to deliver product within small time window, concerns about asphalt quality if it is not delivered at the right temperature).

Other Opinions and Concerns Related to Economic and Environmental Impacts

- Fiscal impacts – both keeping industrial uses and removing them are seen as fiscally unwise
- Jobs impact: Small number of blue collar jobs under consideration not seen as a big impact given the total number of jobs in the city; concern that City is too much of a bedroom community
- SUP process for VA Paving engaged a lot of citizens and made them more aware of the industrial uses around them, lessening their tolerance for them

Vision for the Sites Under Study

- Mixed use redevelopment: residential, with sufficient retail, using station as an anchor; interest in office for fiscal impact; pedestrian oriented; diversity of retail uses; need for park land; will be ripe for development after Landmark/Van Dorn
- Interest in retaining some sort of light industry or green tech business on site.

For the Study to be Considered Fair and Unbiased, It Should:

- Acknowledge the value of all existing uses and industrial uses in general
- Consider all existing uses equally, and not target or single any out
- Bring a full diversity of opinion through random sampling or other means
- Look at all critical costs and quantify benefits of relocation
- Be a technically based study
- Consider fiscal and environmental sustainability
- Consider the importance of land use diversity
- Consider adjacencies and correspondence with existing plans
- Ask the right questions
- Allow the reader of the study to draw his or her own conclusions

Suggestions to Improve Public Outreach

- Access the community through the schools and PTA
- Reach out to a broader range of grassroots organizations, eg, garden clubs, seniors groups, Federation of Civic Associations
- Try a different approach to community interaction – perhaps town forums/open houses, blogs, or greater use of email

List of Stakeholders Interviewed

Alexandria Chamber of Commerce: Kathy Puskar, who presented CoC's official position on the study

Alexandria Federation of Civic Associations: Annabelle Fisher

Brookville Seminary Valley Civic Association: Geoff Gooddale, Susan James

City of Alexandria: Mark Jinks, Rich Baier, William Skrabak, Chris Spera, Steve Mason, Bruce Johnson

Cameron Station Civic Association: Ingrid Sanden

Cameron Station Homeowners Association: Melinda Lyle

Covanta EFW Facility: Michael Renga, James Klecko

Eisenhower Partnership: Andres Domeyko; additional meeting with board members to discuss history of Eisenhower West area and development trends

Sumners Grove Homeowners Association: John Pecic, Zina Raye

Virginia Paving/Lane Construction Corporation: Denny Luzier, Mark Schiller, John Irvine, Mary Catherine Gibbs (attorney)

Vulcan Materials: David Riensheider, Paul Micklich, Ken Wire (McGuire Woods)

West End Business Association: Wendy Albert, John Porter (Alexandria City Public Schools)

Stakeholder Interview Guide

Part 1: Introduction to BAE and the Study

1.1. Introduction

Thanks for agreeing to sit down with us today to discuss industrial uses in the Eisenhower West area. As you know, BAE has been hired by the City to undertake a study analyzing the costs, impacts and opportunities of redeveloping the industrial uses in Eisenhower West.

As a first step in our outreach effort, my colleague and I are here today conducting separate interviews with a variety of individuals and organizations. We have just started our work, and wanted to initiate our assignment with these interviews, even though we don't yet have any findings to share.

Key points to convey:

- We want to introduce you to us and give you an opportunity to ask questions about the work we are tasked to do.
- We feel that your thoughts and opinions will be useful to us in focusing our efforts and guiding our analysis as we start this assignment.
- We want you to know that we plan to be transparent (no "black box" type of analysis, you'll know the assumptions we're using in our analysis).
- We don't know yet what the findings and conclusions of the study will be.
- Your comments will not be disclosed in our report. Let us know if we should be particularly sensitive in communicating with the city or others on any of the topics you discuss with us, and how the information should be treated.
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We want to start by telling you briefly about the work we plan to do, then we'll walk you through a few basic questions and hear your thoughts about the topics we're studying.

1.2. The Study

The four uses to be studied are: the energy from waste facility owned and operated by Covanta, the ethanol transloading facility owned and operated by Norfolk Southern, and the Vulcan and Virginia Paving facilities. We will be working closely with another consulting firm, HDR, that will be studying the Covanta facility operations and has specific expertise in energy from waste plants. BAE's team will also include MACTEC Engineering, who will contribute to the technical analysis of environmental conditions and air quality impacts.

Our study has the following components:

1. *Costs and impacts related to the removal of industrial uses:* as part of our study, we will be a) investigating relocation requirements and cost to incent operators to relocate or cease operations; b) studying environmental conditions and estimating order-of-magnitude costs for remediation; c) evaluating the impacts of relocation and redevelopment on air quality and greenhouse gas emissions; and d) estimating economic impacts to the city and its residents of the removal of these uses.
2. *Assessing mixed use redevelopment opportunities:* we will look at the market and financial viability of redevelopment of the area. Based on a market analysis of the area, we will develop alternate redevelopment scenarios (which may include a mix of uses, retaining some industrial uses and/or creating open space), test whether the economics of the market would make these alternatives viable, and if not, assess the conditions that would need to be in place to trigger the type of redevelopment analyzed.

Other points to make about the study:

- This is not a small area plan, but rather a strategic study that gives the community, city staff and elected officials more information about the area.
- Timing: our goal is to have the study completed before Council's summer recess.
- Our scope is already defined.
- The study allows opportunities for community input. In addition to these initial stakeholder sessions, two community meetings will be scheduled and information will be available on the city's website.
- Our focus will be on the analytical tasks to be undertaken as part of the assignment. We're not experts on the past history surrounding these uses, and like to think we offer an outsider's perspective on the issue. That said, we want to understand the background that you think is important to the study, and invite you to share with us what you think is relevant.

Part 2. Interview Questions for the Resident Stakeholder Groups

2.1. Industrial Land Use and the Eisenhower West Area

1. This study looks at four industrial operations in the Eisenhower West area. How do these four business operations affect you? How do they affect the residents your group represents? How do they affect the city and the region?
2. In what ways do you feel that these uses currently affect the neighborhood? How would redevelopment of the industrial uses affect the area?
3. What do you see as the future for this area? What do you think would be most appropriate for the area? Why?
4. Within our scope of work, what are the issues that are most important to you? Are the aspects of these businesses and how they operate that you think we should be aware of?

2.2. The study process

1. In addition to these stakeholder meetings, we plan to have two open public meetings. Do you have any suggestions as to how we can make these meetings most productive? Are there stakeholders you think are critical to the process who we may not be aware of?
2. What criteria would you use to judge whether you think the study is balanced and fair in its assessment?
3. Are there any other topics that you wanted to discuss that we haven't yet?

Thanks for your time today and we look forward to sharing our findings with you over the coming months. Please feel free to contact us if you have any further questions or comments.

Part 2. Interview Questions for the Four Businesses Under Study

2.1. General Business Profile

1. In order to facilitate a comprehensive study, we would like to learn as much about your facility and your business as possible, and we want to give you the opportunity to share information about your company with us. Can you provide us with some general details about what your facility does each day? Do you service clients in the nearby area? What are your operating hours? How many people do you employ?

2. Does your company operate similar facilities elsewhere in the country?

2.2. Eisenhower West Area

1. Are there any advantages that your company gains by being located in this exact location? Is this something that could not be replicated in another area? Are there disadvantages to this location for your business?

2. How does the service you provide affect the Eisenhower West area, the rest of the city and the region?

2.3 The Study Process

1. What criteria would you use to judge whether you think the study is balanced and fair in its assessment?

2. Is there anything we haven't asked about that you would like to share with us? Is there any information about your company that you think would be important to share so that we have an accurate assessment?

3. We understand the importance of confidentiality with business information. Are there conditions under which you would be comfortable sharing your firm's employment and revenue data with us?

Thanks for your time today and we look forward to sharing our findings with you over the coming months. Please feel free to contact us if you have any further questions or comments.

Part 2. Interview Questions for Business and Property Owner Organizations

2.1. The Eisenhower West Area

1. This study looks at four industrial operations in the Eisenhower West area. How do these four business operations affect your members?
2. Are any of these four businesses members of your organization?
3. What would you like to tell us about the membership of your organization? How long have most of your member businesses been in existence?
4. What would you and your members like to see for the Eisenhower West area? What do you think is most appropriate for the area? Do you have any opinions about the potential redevelopment of this area?

2.2. The Study Process

1. In addition to these stakeholder meetings, we plan to have two open public meetings. Do you have any suggestions as to how we can make these meetings the most productive for you and your members? Are there stakeholders you think are critical to the process who we may not be aware of?
2. What criteria would you use to judge whether you think the study is balanced and fair in its assessment?
3. Are there any other topics that you wanted to discuss that we haven't yet?

Thanks for your time today and we look forward to sharing our findings with you over the coming months. Please feel free to contact us if you have any further questions or comments.

Part 2. Interview Questions for City Staff & Elected Officials

2.1. The Industrial Uses/Eisenhower West Area

1. How have you, your staff and/or your department been involved in the issues surrounding the industrial uses under study?
2. Do you have any concerns about the potential relocation of these four businesses or their cessation of activity in Alexandria will have? What about the affects of a potential redevelopment of the area?
3. What affects (positive and/or negative) do you think the uses currently have on the city and/or your constituents? What are your concerns about the current uses?
4. What would you (or your office, or your constituents) like to see for the Eisenhower West area? What do you think is most appropriate for the area

2.2. The Study Process

1. Do you have suggestions for making the public meetings effective? City council officials: Do you feel you or your office needs to maintain involvement in any aspect of the study? Is there information from your office that you think would be useful to our study? Are there stakeholders we may not have contacted that you think should be engaged in the study process?
2. What criteria would you use to judge whether you think the study is balanced and fair in its assessment?
3. Are there any other topics that you wanted to discuss that we haven't yet?

Thanks for your time today and we look forward to sharing our findings with you over the coming months. Please feel free to contact us if you have any further questions or comments.