



MONROE CITY COUNCIL

Agenda Bill No. 20-096

SUBJECT:	Authorize Mayor to sign Agreement for Services with MIG for Parks, Recreation & Open Spaces (PROS) Plan Update
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DATE:	DEPT:	CONTACT:	PRESENTER:	ITEM:
07/14/2020	Parks & Recreation	Denise Johns	Denise Johns	Consent Agenda #7

- Discussion:** 7/14/2020
Attachments: 1. MIG, Inc. Proposal
 2. Consultant Agreement

REQUESTED ACTION: Motion to authorize the Mayor to sign Agreement for Services with MIG, Inc. for Parks, Recreation & Open Spaces (PROS) Plan Update including a Demographic Study in an amount not to exceed \$105,000; and expressly authorize further minor revisions as deemed necessary or appropriate.

POLICY CONSIDERATIONS

This project is a listed objective in the City’s 5-year Strategic Plan for 2020-21, and funded in the City’s 2020 Adopted Budget.

The policy question for the City Council is whether to enter into a contract with MIG to develop and implement an update to the City’s PROS Plan and provide a Demographic Study. The PROS plan is required every six years in order to be eligible to apply for State Recreation and Conservation Office (RCO) grant funding, and the Demographic Study provides information about the community’s characteristics needed for plan development.

DESCRIPTION/BACKGROUND

Washington State’s Growth Management Act (GMA) requires local governments to develop and adopt Comprehensive Plans which include a Parks and Recreation Element that is updated every six years in order to be eligible to apply for and receive State RCO grant funding. The City of Monroe’s PROS Plan serves as the city’s Parks and Recreation Element, and guidelines are found under Washington Administrative Code (WAC) 365-196-440.

Because the PROS Plan represents the Parks and Recreation Element of the City’s comprehensive plan, it must be recognized as a Comprehensive Plan revision and go before the Planning Commission in 2021 for recommended adoption. The PROS Plan is targeted to be brought to the City Council for adoption in December 2021.

On April 9, 2020, staff solicited proposals from qualified consultant teams through use of the Municipal Research and Services Center (MRSC) Professional Services Consultant Roster, in compliance with our City’s Procurement Policies & Procedures. MRSC compiles small works rosters for cities and counties throughout the State of Washington. The City of Monroe has contracted with MRSC to use its small works rosters for contracts valued below \$300,000.

Seven firms submitted proposals that were reviewed by a team that included representatives from the Parks & Recreation, Community Development, Public Works and Administration departments, as well as the Chairperson of the Monroe Park Board. Three firms were selected

for interviews in May. MIG was determined to be most qualified to perform the scope of services for this project (Attachment 1).

The City's current demographic information, based upon the 2010 census and 2019 Washington State Office of Financial Management population estimate, does not capture the City's current population characteristics. Because an accurate community demographic profile will be crucial for gaining insight into existing and expected recreation preferences, staff requested MIG include additional work, the demographic study in their proposal

City staff has negotiated a contract not to exceed \$105,000 with MIG, Inc. for the completed plan, which will include park, trails, demographic study, facility inventory, public outreach, advisory boards meetings, project management, updating vision, goals, objectives, capital planning and funding recommendations. (Attachment 2)

FISCAL IMPACTS

The Consultant has proposed services to complete the PROS Plan Update for Council adoption by December 2021, in a total amount not to exceed \$105,000. The entire contract budget is anticipated to be expended over a two-year period. The approved 2020 budget for Fund 317 (Parks Capital) includes \$50,000 for the PROS Plan Update, and the 2020 budget for the General Fund includes \$5,000 for the demographic study; the remaining \$50,000 proposed is anticipated to be budgeted in the Fund 317 2021 Budget. The funds allocated toward this project for 2020 work are expected to be sufficient with no budget amendment necessary.

TIME CONSTRAINTS

The State Recreation and Conservation Office (RCO) requires a current planning document be provided to be eligible and the City's current plan will expire December 2021 and will need to be approved prior to March 2022 for the City to be eligible for the next round of grant funding. The Consultant proposal anticipates meeting this schedule based on work commencing July 2020.

ALTERNATIVES

1. Do not approve. Provide direction to the Mayor and City Staff to areas of concern.
2. Approve with Council recommendations.



City of Monroe Parks, Recreation & Open Space Master Plan



RFP 2020-05 | May 7, 2020



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In association with: Community Attributes, Inc.

Consent Agenda #7
AB20-096



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May 7, 2020

Jammi Guion
 City of Monroe
 806 West Main Street
 Monroe, WA 98272

RE: City of Monroe Parks Department RFP for Parks, Recreation & Open Space Master Plan

Dear Ms. Guion, Mr. Farrell, and Members of the Selection Committee:

The City of Monroe is planning for its future, identifying ways that parks, facilities, trails, and programs can enhance community livability, meet the needs of new growth, increase economic impacts, protect trees and other natural resources, and maximize the City’s investments for its residents.

What is interesting is that this is a 20-year plan, with a six-year CIP, being developed at a time when no one knows exactly what next month will bring. Planning for Monroe’s parks’ future will require strategic insights, adaptable tactics, and collaborative empowerment. **Monroe will need a local firm who knows the City and region, plus offers national expertise and extensive knowledge of park and recreation planning, development, operations, tourism, and funding to help guide this planning process. MIG is this firm.** We offer an efficient and nimble team led from our office in Seattle. We bring national-caliber expertise and our love-the-rain-and-outdoors approach that is unique to the Pacific Northwest.

But, that is not why you should hire us.

You should hire us because of **our unique ability to create a plan that reflects the true needs of Monroe’s people and parks assets.** We believe that communities should plan their own future. We believe that residents and business should take pride in their parks. We believe that partners, stakeholders, and City staff should have a sense of ownership in the success of the park and open space system. We facilitate a planning process that engages residents, stakeholders, businesses, and park visitors in identifying priorities to build that support.

Why does this matter?

Given the current context, **this planning process must build community support while it re-assesses community priorities to create a realistic and sound strategy for the future.** MIG, together with team member Community Attributes, Inc. (CAI) has a strong track record for matching quality planning with on-point financial guidance that will help Monroe create and implement a new Parks, Recreation & Open Space Plan. We have produced RCO-compliant plans that position our clients for grant eligibility.

If selected, the project will be led by **Principal-in-Charge, Brice Maryman**, who brings expertise in park and greenspace planning, design and development, green infrastructure and placemaking. **MIG’s Director of Parks and Recreation Cindy Mendoza, CPRP**, will serve as the project manager, adding expertise in recreation and park operations, programming, and community engagement. **CAI’s Chris Mefford** and **Michaela Jellico** add financing and funding expertise that is recognized throughout the Seattle region. You can count on us as an extension of your staff team.

Our qualifications, experience, and approach are summarized in this proposal to clearly illustrate our desire to work with you. **We see a bright future for Monroe.**

Please do not hesitate to contact Cindy or I at bmaryman@migcom.com; 206-223-0326, ext. 713, or cindym@migcom.com, ext. 210 if you have any questions about our proposal or would like to meet our team. Thank you for your consideration and we look forward to hearing from you.

Sincerely,

Brice Maryman
Principal-in-Charge

Cindy Mendoza
Project Manager

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01 | Project Team



About MIG, Inc.

MIG, Inc., improves, adapts, and creates organizations, environments, and tools for human development. We are a community of designers, planners, engineers, scientists, and **storytellers** who engage people in creative problem solving and collective action. **We believe that the physical and social environment around us have a profound impact on our lives, and this belief shapes the principles that guide our work:**

- » Communities can plan their own futures.
- » The world needs an ecological perspective.
- » Great projects work for everybody.
- » Elegant design inspires new thinking.
- » All work should be context driven.
- » Accessibility is always a given.

MIG is at the forefront of innovation. We are leading local, regional, and national planning and design initiatives to ensure accessibility and equity; engage, educate, and empower people through participatory processes; facilitate strategy development for social change; create playful and inclusive communities; reimagine streets and repurpose infrastructure; revitalize cities and restore ecosystems; and promote environmental stewardship by recognizing that the health of the natural and built world is mutually dependent.

For nearly four decades, MIG has worked with public, private and nonprofit agencies and their constituents **throughout the United States to effectively address any issue on the planning and design spectrum related to parks and recreation—concept to construction, strategic plan to master plan, historic preservation to open space conservation, sustainability to feasibility, and everything in between.** Our dedicated staff has the background and experience to scope and implement projects that enable people to actively participate in making decisions that impact their access to and use of parks, open space and recreation resources.

The depth of our expertise encompasses the full range of assessment, analysis, outreach, design and planning methods/skills required to help communities create and responsibly manage available resources—ensuring the right balance in the amount, size, types and locations of park land, recreation amenities and services for each community now and in the future. The breadth of our experience is unparalleled—from regional open space and trails to community and neighborhood parks to recreation centers and youth programs. Our approach is based on a thorough understanding of all factors associated with parks and recreation from maintenance and operations to site safety and funding; efficiency and accuracy in data gathering and analysis; and creativity and innovation in facility design, problem-solving and strategic implementation.

About Community Attributes Inc.

Community Attributes Inc. (CAI) is a leader in economics, planning, and data **systems. Founded in 2005 by Chris Mefford, the 12-person firm connects stakeholders, residents, the private sector, and government through an enhanced awareness of regional economic trends, market opportunities, and community needs.** The hallmarks of CAI's practice are flexibility, responsiveness, and innovation. They distinguish their firm with clear deliverables and interactive products that help inform policy decision-making to improve the quality of life within communities.

CAI is intimately familiar with the requirements of the Growth Management Act in calculating and implementing impact fees and has a track record for advising on the implementation of new and updated park impact fees for cities in Washington, Oregon, and California. CAI's impact fee studies clearly present the formulas, variables, and statutory basis for impact fees.

Team Introduction

MIG has assembled a top team of planners, designers, and specialists to assist the City of Monroe in its Master Plan update. Our team includes regional and national experts in key areas relevant to Monroe's planning process, including park and trail planning, outreach and facilitation, recreation programming, maintenance and infrastructure, arts and tourism, natural resources and urban forestry, and funding and economic impacts.

The project management team of Brice Maryman, Principal-in-Charge, and Cindy Mendoza, Project Manager, will oversee the day-to-day development of the project. Brice and Cindy will work directly with the City's Project Manager, supported by a group of professionals who each bring specific technical expertise to the project.

PROJECT MANAGEMENT

Brice Maryman, PLA, FASLA, LEED AP has led park and recreation planning and design projects throughout Washington that are focused on creating great places, green systems, and healthy and vibrant cities. Drawing on his understanding of issues and opportunities across the Pacific Northwest, Brice will provide oversight for the entire process. Brice will also ensure coordination between the Master Plan and the City's forthcoming 2023-2043 Comprehensive Plan update.

Cindy Mendoza, CPRP, specializes in parks, recreation and trails planning for 20 years. She is MIG's most senior project manager in this discipline. Known for her teamwork and ability to make processes run smoothly, Cindy will be responsible for day-to-day task management and serve as the key point of contact. Her strengths include her ability to coordinate residents, stakeholders, Commissioners, Council members, and staff in working toward common priorities to build support for implementation. Cindy ensures that projects are delivered on budget and on time by strategically deploying MIG's extensive staff resources where needed.

KEY TECHNICAL SUPPORT

Ryan Mottau will be the park and recreation planner for this project, bringing more than 17 years of experience with parks and recreation facilities planning, events, and programming to support plan analysis and development. Ryan also leads MIG's questionnaire and survey efforts, including outreach and engagement efforts to test community priorities.

Amanda Bailey, PLA, ASLA is a landscape architect with 10 years of experience in protecting natural resources through park and open space planning to connect people to nature and enhance ecological functions, wetland conservation, and tree canopy protection. She will help guide the evaluation and recommendations related to park landscapes and natural resources.

Roman Yanke is a GIS/technical specialist in park and recreation planning. His expertise is in evaluating complex data—including park conditions, barriers and accessibility—and presenting it graphically and spatially to make decisions about the right level of service to provide.

Chris Mefford and **Michaela Jellicoe** bring local knowledge and funding and financing expertise, with specialties in mitigation fees, park districts, REET, and the funding impacts of COVID-19. Chris will oversee the development of the park funding and financing strategy, grounded in his past work with the City of Monroe, Economic Alliance Snohomish County, and others in the region. Michaela is one of CAI's senior economists and recognized impact fee expert. She will lead the mitigation fee update and funding/financing analysis.

Team Qualifications

Since our founding in 1982, MIG has completed more than 350 parks, recreation, recreation facilities, programs, open space and trails master plans, strategic plans and comprehensive plans. The following projects highlight a few examples of MIG's planning for riverfront cities and natural areas; growing communities; cities seeking greater funding support through impact fees, park districts, bonds and grants; communities interested in cultural arts and tourism; and cities seeking to strengthen community identity, health and vibrancy through the the park and recreation system.

TEAM QUALIFICATIONS

Project	Description	Highlights and Outcomes
<p>Parks, Recreation and Natural Areas Plan, Renton, WA</p>	<p>The Plan identifies current and future needs for parks, recreation facilities, programs, and natural resources over the next 20 years. It includes systemwide policies, implementation strategies, and an investment program to enhance and sustain parks, recreation and natural areas as critical community elements. The Plan identifies priorities to guide capital project phasing and operations to achieve the following objectives: filling gaps in services, building partnerships, strengthening city identity, ensuring sustainability, promoting health, and protecting natural resources.</p>	<ul style="list-style-type: none"> » Adopted in January 2020 to fulfill RCO requirements for grant funding eligibility. » Initiated an inclusive outreach strategy to recruit project ambassadors and build stakeholder support for implementation » Included a geographic needs analysis, aligned with the 10-minute walk. » Updated the 2011 MIG-led plan that helped Renton fund \$14.5 million in critical maintenance projects and win an additional \$8.8 million in State and Federal grant funding.
<p>Parks, Recreation and Open Space (PROS) Plan and the Community Cultural Plan (CCP) Edmonds, WA</p>	<p>MIG designed an integrated planning process to update two plans in tandem, with a common community engagement process designed by MIG and implemented by Department staff. While the CCP guides arts and culture across public, non-profit, and private efforts in Edmonds, the PROS Plan refines thinking on how habitat conservation and trails fit into priorities for the City's parks, recreation, and community services.</p>	<ul style="list-style-type: none"> » Included technical components such as inventory update, GIS service area mapping, needs assessment, maintenance and operations planning, organizational assessment, and cost model development. » Created a new vision for cultural and performing arts to attract residents and visitors to the City and downtown. » Ensured RCO grant eligibility.
<p>Parks, Trails and Open Space Plan, Camas, WA</p>	<p>Camas needed a Master Plan to enhance its role as a small but thriving city on the banks of the Columbia River. In addition to traditional parks and sports fields, MIG's Master Plan emphasizes trail development and natural open space acquisition to protect and take advantage of the natural resources, that give Camas its identity. MIG also evaluated park needs in new growth and annexation areas. The entire plan is grounded in an extensive outreach process to balance competing needs for traditional recreation with the desire for specialized opportunities such as aquatics. The resulting Master Plan will guide the City investment in parks, trails, open space, recreation facilities for the next six to ten years.</p>	<ul style="list-style-type: none"> » Updated by MIG in 2000, 2007, and again in 2014 to ensure RCO grant eligibility and successful project implementation. » Provided direction for a potential partnership and joint bond measure with neighboring Washougal for a new recreation center. » Included two follow-up projects to guide implementation. One is an evaluation of maintenance protocols to address routine and deferred maintenance needs. The other is an ongoing facilitated discussion with the Parks Board to explore the potential formation of a Metropolitan Park District as a funding mechanism.

TEAM QUALIFICATIONS

Project	Description	Highlights and Outcomes
Parks, Recreation and Open Space Plan Shoreline, WA	<p>Working collaboratively with the City, MIG provided a framework and directions for enhancing existing parks and recreation facilities, while addressing the evolving needs of a growing and changing community. The plan includes both a detailed assessment of each existing park and analysis of the type, location, and amenities to meet future park needs. Through the recreation demand study, MIG recommended recreation programs to align with the City’s future identity as an active, engaging and vibrant city with mix of parks and public spaces, healthy lifestyles, and indoor and outdoor recreation options.</p>	<ul style="list-style-type: none"> » Updated by MIG in 2011 and again in 2017 to be eligible for RCO grant funding. » Identified park needs associated with new growth, increasing residential density and light rail development. » Provided a suite of specialized studies to evaluate park and facility condition, identify changing market patterns and demographics, plan for public spaces in developing urban areas and transit corridors, evaluate the feasibility of aquatic/ community center development, and forecast demands for recreation activities and programs.
Parks and Recreation Master Plan, Murray, UT	<p>The Master Plan for this riverfront community defines a 10-year vision; new mission; and goals for parks, art, facilities, trails, greenways, programs, maintenance, and asset management. The Master Plan process included collecting substantial community feedback to document and prioritize the policies, guidelines, recommendations, and funding strategies to enhance the park and recreation system. Guided by community priorities, the Plan introduces a three-phased action plan with capital projects, added maintenance costs, and staffing impacts forecasted for the next 10 years.</p>	<ul style="list-style-type: none"> » Involved more than 3,350 outreach participants and social media followers, along with seven advisory groups. » Helped balance investment in bigger projects that would attract visitors (e.g., Murray Theater) with renovation and deferred maintenance needs at key parks (e.g., Murray City Park). » Included a park gap analysis and 10-minute walk assessment that identified where partnerships and trail development, and if needed, park acquisitions could address needs in unserved areas. » Helped build City Council support for a dedicated CIP fund for park asset management and for the discussion of impact fees as a new funding source.
2015/16 Comprehensive Plan and Code Update, Monroe, WA Multiple Economic Studies, Snohomish County, WA Mitigation and Impact Fee Updates, Multiple Locations	<p>MIG Team member CAI has worked with the City of Monroe and throughout Snohomish County on economics, land use, and feasibility analyses that support plan updates and funding/financing decisions. Examples include developing a regional economic strategy with the Puget Sound Regional Council that includes Snohomish County, creating tax incremental financing programs, and helping various cities update their mitigation fees and methodology, considering both residential and non-residential fees and the interaction between impact fees and bond measures.</p>	<ul style="list-style-type: none"> » Conducted the Industrial Lands Analysis for the Citywide zoning code rewrite based on Monroe’s 2015/16 Comprehensive Plan Update. » Led successful impact/mitigation fee updates for Bothell, Shoreline, Puyallup, Tualatin, and others. » In Snohomish County, produced a feasibility study for a year-round farmers market.

Project Understanding and Approach

The City of Monroe has requested assistance in updating the City's existing Parks, Recreation & Open Space (PROS) Plan. Developed in 2015, the plan is an adopted part of the City's Comprehensive Plan. However, the Comprehensive Plan will be revised beginning in 2021, and circumstances have changed dramatically since the last PROS Plan was completed.

The City of Monroe itself is at a crossroads. Literally at the intersection of State Routes 2, 522, and 203, the City is also at a crossroads for the region's natural systems, sitting at the confluence of the Skykomish, Snohomish, and Snoqualmie rivers. It is a place of seemingly perpetual change, situated between the growth to the west, the mountains to the east, and the agricultural and timber areas in the surrounding regional landscape. New housing, business, traffic, and changing resident expectations have arrived. The park and open space system must respond to evolving demands and needs while protecting the City's heritage and natural resources—creating a unique identity that is truly Monroe's. Parks, recreation, and arts can help the City leverage its location to increase recreational tourism and the vibrancy of the City.

Treasured by residents and visitors alike, Monroe's park system is unique. The City includes destination venues such as the Speedway and Fairgrounds, offers a haven for outdoor sports enthusiasts, and provides the coolest mix of events and activities that you will ever see, ranging from the neighborly (Easter egg hunt) to the outrageous (Nitro Circus), and from the healthy (Monroe Farmers Market) to the healthier (Free Fitness in the Park) to the healthiest (Lake Tye Triathlon). Plus, there is music and entertainment in parks throughout the summer.

The City recently completed Master Plans for the renovation and improved access at Lake Tye Park and the development of the Cadman Site each came with a multi-million dollar price tag and six-to-eight-phase timeline for implementation. A multi-partner bond was intended to help fund several key projects. Last year, the bond passed in City precincts, but it failed to meet the 60% threshold

required across the East County Parks and Recreation District. While it appeared that the City could pass a separate bond this April, COVID-19 and the Governor's Stay Home/Stay Safe order have thrown a wrench in those plans.

Still, this bond and other funds are critical to several projects, including improvements to the Lake Tye Park athletic fields, North Hill Area park, several neighborhood parks, and the Chain Lake Road Trail. This and the "new normal" for parks create several unique needs for the revised PROS plan. The Master Plan should:

- » **Continue to build voter, community, business, and Council support** for implementation, including the bond measure that will advance during this planning process.
- » **Educate residents on park benefits**, communicating the health, quality of life, and economic benefits that key projects will provide for Monroe.
- » **Identify the right mix of recreation amenities and facilities** to support the growing community and demand for variety of recreation experiences for all ages, backgrounds, and interests.
- » **Incorporate maintenance efficiencies and identify an asset management strategy** to take care of parks and replace aging and worn facilities over the long term—even if tourism revenues do not rebound quickly.
- » **Involve partners, stakeholders, and volunteers** in joint initiatives, including collaboration with other recreation providers, the School District, the Monroe Arts Council, the Evergreen Fair Foundation, Washington Department of Fish and Wildlife, East County Parks and Recreation District, key businesses, and others.
- » **Prioritize key projects and public safety** by determining where investment should be increased, what services can be traded off, and how to address park issues.
- » **Create a cohesive identity for the park system** that supports neighborhood park space, community greenspace, sports and activities, signature attractions, and destination events.



- » **Identify capacity-enhancement projects** that are eligible for funding through impact fees and help establish a revised Impact Fee Rate.
- » **Identify funding resources and revenue-generation options** for capital projects and operations, considering internal and external funding options since tax revenues and traditional revenue sources may be lower than normal in the immediate future.
- » **Meet RCO and State Growth Management Act (GMA) requirements** to be eligible to apply for and receive state and federal grant funding.

Proposed Scope of Work

Based on the City's project goals, MIG proposes a scope of work aligned with the deliverables noted in the RFP. Our approach is built around four phases, with added-value tasks in each phase:

- » **Phase 1: Inventory**
- » **Phase 2: Assessment**
- » **Phase 3: Strategies**
- » **Phase 4: Action Plan**

The process includes ongoing review and involvement from four advisory groups:

- » **The Project Leadership Team (PLT)** will be comprised of key staff who will kick off the project, provide internal direction and guidance, and review documents to ensure technical accuracy and consistency with City needs.

This small group is anticipated to include the City's Project Manager and key staff from the Department of Parks and Recreation, such as the Director, Senior Park Planner, Events & Tourism Coordinator, and Parks Operations Supervisor. It may include liaisons to other relevant departments such as Community Development, Economic Development, and Public Works.

- » **The Parks Board (PB)** will provide overarching direction and guidance at key project milestones and all four phases of the planning process. Meetings and events are scheduled to coincide with regular meetings on the third Thursday of each month.
- » **The Planning Commission and Economic Advisory Committee** will be kept informed by City staff using MIG project briefings for each phase of the project. These groups review the Master Plan prior to advancing it to Council for adoption.
- » **City Council** members will be invited to provide direction early in the planning process to help identify key issues and opportunities the plan should address. They will have an opportunity to review the Draft Plan before adopting the Final Plan. City staff can use MIG project briefings to keep Council members apprised of plan development in each phase of the project.

Meetings are anticipated to be in-person unless otherwise noted. In light of suspended in-person meetings due to COVID-19, MIG has the resources and capacity to facilitate hearings, work sessions, focus groups, and large community open houses virtually if needed.

PHASE 1: INVENTORY

The unique character of Monroe and its desire to continue to provide unparalleled parks and recreation opportunities will drive the PROS Plan Update. In Phase 1, MIG will collaborate with City staff during the project kickoff meeting to: define the vision for the project, confirm project objectives, discuss expectations for deliverables, and confirm the project schedule. Building from existing City information, MIG will interview key stakeholders/City leaders and establish an effective outreach and social media process to collect stakeholder and resident feedback while strengthening public connections to City parks and facilities. Also, in Phase 1, the MIG Team will inventory and evaluate the assets that contribute to the park and recreation system.

This includes an analysis of parks, facilities, trails, programs, arts, events, and tourism-related activities provided by the City (in conjunction with assets provided by others). MIG will map parks and recreation facilities, looking geographically at the opportunities and constraints of the park and recreation system. **We will facilitate a discussion with the PB and the PLT to identify the strengths, weaknesses, opportunities, and challenges the Master Plan should address.** This information will be incorporated into an overview of the current state of Monroe's parks and recreation system and operations.

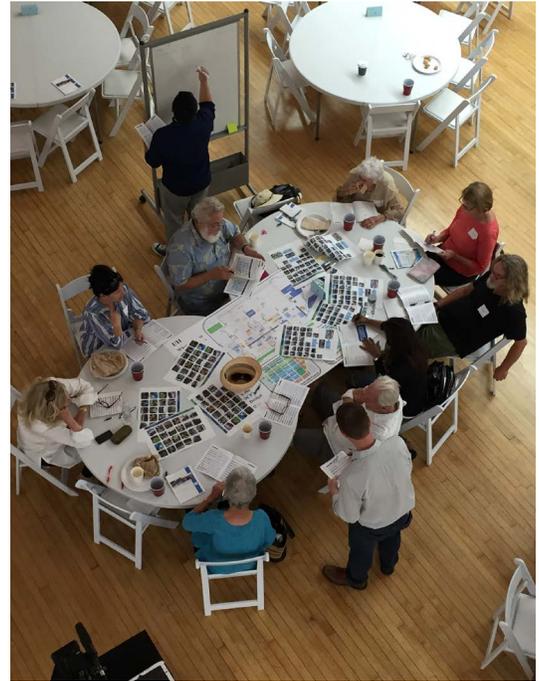
Subtasks include:

- 1.1 Project Initiation Meeting/Videoconference
- 1.2 Background Information Request and Review
- 1.3 **Engagement Plan, Project Branding/Templates, and Comments Log**
- 1.4 Parks, Trails, Open Space and Facility Inventory and Base Map
- 1.5 Arts, Programs, Events, and Tourism Activity Inventory
- 1.6 Park and Facility Tour*
- 1.7 Stakeholder and Key Leader Interviews*
- 1.8 PLT Meeting #1: Orientation, Coordination, and Needs Assessment Approach*
- 1.9 PB Meeting #1: Project Goals, Existing Conditions, and SWOT*
- 1.10 Brief #1: Existing System Summary
- 1.11 Social Media Posts and Project Briefing
- 1.12 Project Management and Administration

* Anticipated to occur in same trip

Deliverables:

- » **Project Initiation Videoconference:** Agenda, schedule, project goals.
- » **Background Information Request:** Request letter
- » **Engagement Plan, Project Branding/Templates, and Comments Log:** Draft engagement and social media strategy, outreach notification/promotional strategies, strategies to reach underrepresented groups; draft and final project banner and template; comments log for City use to track public comments received.



- » **Parks, Trails, Open Space and Facility Inventory and Base Map:** Draft and final existing system map using City-provided GIS data.
- » **Arts, Programs, Events, and Tourism Activity Inventory:** Matrix categorizing existing City services for public art, recreation programs, special events, tourism-targeted activities, and other community enrichment services (e.g., tree planting programs, volunteerism, sport field scheduling, and partnerships).
- » **Park and Facility Tour:** Six-hour tour of representative parks and facilities accompanied by City staff.
- » **Stakeholder and Key Leader Interviews:** Four-five hours of one-on-one or small group interviews scheduled back-to-back in one day (or via videoconference); draft and final interview tool/questions, summary of key themes.
- » **PLT Meeting #1 - Orientation, Coordination, and Needs Assessment Approach:** Agenda, handouts, action-item summary.
- » **PB Meeting #1 - Project Goals, Existing Conditions, and SWOT:** Agenda, orientation handout, PowerPoint.

- » **Brief #1 - Existing System Summary:** Summary of Phase 1 key findings in an attractive, graphic, easy-to-read brief, summarizing the community profile and overview of parks, facilities, programs/events, operations, funding, and partnerships.
- » **Social Media Posts and Project Briefing:** Description of planning process and process graphic to post on website and incorporate into Council and committee updates; one social media graphic and template for City use for additional posts.
- » **Project Management and Administration:** Bi-weekly project manager coordination calls, communication, schedule updates, and invoicing.

PHASE 2: ASSESSMENT

In Phase 2, MIG will evaluate community park, facility, recreation, and arts/cultural needs through **high-tech and high-touch public outreach**, as well as a technical assessment of service gaps and access to desired opportunities. MIG will use ArcGIS Network Analyst™ to map and identify underserved areas, followed by an assessment of partnership and other opportunities to address those needs.

This mapping will inform an evaluation of service-level standards that benchmarks Monroe against similar communities noted in NRPA’s Park Metrics and TPL’s ParkServe® data. An assessment of trends, as well as demographic and visitor characteristics using ESRI Tapestry Segmentation and tourism data will provide clarity on the types of recreation opportunities desired. An online questionnaire and targeted neighborhood, business, visitor, and youth outreach (conducted through live or virtual pop-up events) will ensure that we have robust data and broad-based participation and community support for the planning process. Outreach and technical findings together will be used to define a new level of service (LOS) for parks, facilities, programs, and cultural arts. Summarized as an attractive, easy-to-read brief, the needs assessment will identify current deficiencies as well as opportunities to meet existing and future needs.

Subtasks include:

- 2.1 Online Questionnaire and Advertising Collateral
- 2.2 Pop-Up Engagement / Virtual Events
- 2.3 Brief #2: Outreach Summary and Key Findings
- 2.4 Demographic, Market, Trends and Tourism Forecasts
- 2.5 Parks, Facilities, Recreation, and Cultural Arts LOS Analyses
- 2.6 GIS Access Analysis and Service Gap Maps
- 2.7 Brief #3: Community Needs Assessment Report
- 2.8 PLT Meeting #2: Outreach Findings, Needs, & Strategic Moves*
- 2.9 PB Meeting #2: Outreach Findings, Needs, & Strategic Moves*
- 2.10 Social Media Posts and Project Briefing
- 2.11 Project Management and Administration

* Anticipated to occur in same trip



Deliverables:

- » **Online Questionnaire and Advertising Collateral:** Draft and final questions, programmed and revised online instrument, links and QR code for posting, launch and midpoint graphic; data tables, and key findings
- » **Pop-Up Engagement / Virtual Events:** Outreach technique will vary depending on feasibility of large events and in-person activities. Tasks include either pop-up events or fun virtual mini-workshops targeting interest groups, youth, businesses, and neighbors. Two two-three hour pop-up events, three-four interactive display boards, children's activity, and supplies; OR similar virtual events. (MIG will provide digital materials so that City staff may conduct additional events if desired.)
- » **Brief #2:** Outreach Summary and Key Findings: Summary and graphic representation of cross-cutting themes that emerged from outreach and engagement activities.
- » **Demographic, Market, Trends and Tourism Forecast:** Trends analysis and identification of demographic and market segments using the ESRI Tapestry Segmentation, Monroe 2020 Demographic Study, tourism data, and Comprehensive Plan population forecasts. Results will be summarized in Brief #3.



- » **Parks, Facilities, Recreation, and Cultural Arts LOS Analysis:** Calculation of existing parks and facility service levels in comparison to standards; benchmark evaluation using NRPA's Park Metrics and TPL's ParkServe® data; identification of arts, programs, events participation using City participation and facility use data to define gaps in service. Results will be summarized in Brief #3.
- » **GIS Access Analysis and Service Gap Maps:** Mapping methodology, two-three draft and final maps showing 10-minute walk analysis and facility and trail service areas and gaps, taking barriers and actual routes traveled into account.
- » **Brief #3 - Community Needs Assessment Report:** Summary of Phase 2 technical analysis findings related to park and recreation demand for a 20-year period, 2023-2043, in an attractive, graphic, easy-to-read brief, together with attached relevant details.
- » **PLT Meeting #2 - Outreach Findings, Needs, & Strategic Moves:** Agenda, PowerPoint, action-item summary.
- » **PB Meeting #2:** Outreach Findings, Needs, and Strategic Moves Agenda, PowerPoint.
- » **Social Media Posts and Project Briefing:** Project information and graphic for City use in Council and committee updates and social media posts.
- » **Project Management and Administration:** Bi-weekly project manager coordination calls, communication, schedule updates, and invoicing.

PHASE 3: STRATEGIES

In Phase 3, MIG will work with the City to develop a new systemwide vision, goals, policies, and standards for a 20-year period, 2023-2043, providing a firm foundation for the parks element of the Comprehensive Plan update. MIG will also draft 20-year strategies for site acquisition, development, and improvements—mapping these projects to illustrate the proposed park, recreation, and trail system. These recommendations will guide the development of a focused, preliminary six-year capital projects list to test public priorities.

A capital and operations module will be created to assess costs for acquisition, capital development and renovations, capital reinvestment, operations, and maintenance to be able to make informed decisions about the prioritization of capital projects. These elements will set up a discussion with the PLT, PB, and community of the potential alternatives, tradeoffs, and priority projects to focus on for the next six years. Involving residents in this decision-making process creates a greater sense of ownership over projects to be included in the six-year Action and Implementation Plan.

Subtasks include:

- 3.1 Preliminary Vision, Goals, Policies, and Standards
- 3.2 Existing/Proposed Site Strategies and Partnership Assessment
- 3.3 Proposed System Map and Concepts
- 3.4 Capital Projects List and Prioritization Criteria
- 3.5 Capital and Operations Cost Matrix
- 3.6 Draft Park Mitigation Fees Update
- 3.7 PLT Meeting #3: Policies, CIP, and Priorities*
- 3.8 PB Meeting #3: Policies, CIP, and Priorities*
- 3.9 Virtual Focus Groups/Town Hall Prioritization Challenge
- 3.10 Social Media Posts and Project Briefing
- 3.11 Project Management and Administration

* Anticipated to occur in same trip

Deliverables:

- » **Preliminary Vision, Goals, Policies, and Standards:** Revised 2015 goals and policies, with summary on integration with other City Comprehensive Plan elements.
- » **Existing/Proposed Site Strategies and Partnership Assessment:** Long-term strategy for site acquisition, development, improvements, and partnerships (private, non-profit, and public entities).
- » **Proposed System Map and Concepts:** Document-sized map illustrating proposed future park and trail system at end of 20-year planning horizon.
- » **Capital Projects List and Prioritization Criteria:** Set of prioritization criteria and proposed six-year list of capital projects for discussion, review, and refinement.

- » **Capital and Operations Cost Matrix:** Planning-level capital/operations costs for capital projects.
- » **Draft Park Mitigation Fees Update:** Update and re-calculation of mitigation fees using the formulas in the Park Impact Fee Calculation Technical Memorandum.
- » **PLT Meeting #2 - Policies, CIP, and Priorities:** Agenda, PowerPoint, action-item summary.
- » **PB Meeting #3 - Policies, CIP, and Priorities:** PowerPoint and materials.
- » **Virtual Focus Groups/Town Hall Prioritization Challenge:** Virtual prioritization activity for three focus groups (12-15 participants each) or one larger open town hall forum (up to 200 participants) using online platforms like Zoom and/or Mural for group discussion and breakout sessions.
- » **Social Media Posts and Project Briefing:** Project information and graphics for City use in Council and committee updates and social media posts.
- » **Project Management and Administration:** Bi-weekly project manager coordination calls, communication, schedule updates, and invoicing.

PHASE 4: ACTION PLAN

Informed by the prioritization process, Phase 4 will refine the six-year CIP and define project phasing and partnership strategies in a six-year implementation and action plan. This will be matched with a six-year Funding and Financing Plan that will assess the potential impact of COVID-19 on park funding and then evaluate and recommend a financing and funding plan that takes into account grant funding; user fees/cost recovery; REET; park impact fees; and a potential park and recreation district, service area, or metropolitan park district. Incorporating information from previous phases and tasks, MIG will create an Administrative Draft Plan, formatted as an attractive, graphic, easily readable document providing strategic and practical guidance for the future. The document will highlight community outreach findings and appropriate technical materials, providing details in appendices to serve as a useful tool for annual capital improvement planning and recreation service decision making.

This document will be revised with PLT comments to create a Draft Plan and Draft Comprehensive Plan Parks, Recreation and Open Space Element. Once the Draft materials are ready, MIG will provide a toolkit of materials for public plan review and present the Master Plan to the Parks Board, Planning Commission and Economic Advisory Committee in a special session, and the City Council, before finalizing the document for adoption.

Subtasks include:

- 4.1 Implementation, Partnership and Action Plan
- 4.2 Six-Year Funding and Financing Plan
- 4.3 Revised Park Mitigation Fees
- 4.4 Administrative Draft Master Plan
- 4.5 Draft Comprehensive Plan Parks, Recreation & Open Space Element
- 4.6 Draft Master Plan
- 4.7 PB Meeting #3: Draft Plan Review*
- 4.8 Joint Planning Commission and Economic Advisory Committee: Draft Plan Review*
- 4.9 City Council Meeting: Draft Plan Review
- 4.10 Final Master Plan
- 4.11 Final Comprehensive Plan Parks, Recreation and Open Space Element
- 4.12 Project Management and Project Closeout

* Anticipated to occur in same trip

Deliverables:

- » **Implementation, Partnership and Action Plan:** Revised six-year CIP with identified partnerships, phasing, and costs.
- » **Six-Year Funding and Financing Plan:** Evaluation and summary of the potential impact of COVID-19 on park funding along with funding sources to match the six-year CIP, including grant funding, REET, park impact fees and a park and recreation district, service area, or metropolitan park district. Information will be based on historic amounts and forecasted rates and options for the six-year period.
- » **Revised Park Mitigation Fees:** Final revision to mitigation fees incorporating one round of PLT and PB comments.

- » **Administrative Draft Master Plan:** Fully-formatted draft the PROS Master Plan intended for internal review, along with a comments log to track any revisions needed. The Plan will conform to WAC 365-196-440 (ii) and RCO Manual 2.
- » **Draft Comprehensive Plan Parks, Recreation and Open Space Element:** Fully formatted version of the Comprehensive Plan element to replace Chapter 7 in the current Comprehensive Plan.
- » **Draft Master Plan:** Revised copy of PROS Master Plan and Executive Summary for public, committee, and Council review.
- » **PB Meeting #3 - Draft Plan Review:** PowerPoint and presentation.
- » **Joint Planning Commission and Economic Advisory Committee - Draft Plan Review:** PowerPoint and presentation.
- » **City Council Meeting - Draft Plan Review:** PowerPoint and presentation.
- » **Final Master Plan:** Final version of the PROS Master Plan.
- » **Final Comprehensive Plan Parks, Recreation & Open Space Element:** Final version of the Comprehensive Plan Element.
- » **Project Management and Project Closeout:** Bi-weekly project manager coordination calls, communication, schedule updates, invoicing, and project close-out materials.

OPTIONAL TASK: PAPER QUESTIONNAIRE AND SPANISH TRANSLATION

The 2018 and 2019 Census Quick Facts show that 94.6% of Monroe’s households have a computer. Also, 18% of residents self-identify as Hispanic or Latino, and 19.5% report speaking a language other than English at home. While paper surveys and Spanish-language questionnaires typically receive limited response, some cities provide them to ensure equitable outreach options. MIG would provide a hard-copy paper survey and translate and format both the online and hard-copy version in Spanish, providing input for up to 100 paper surveys. Results would be consolidated with the online questionnaire findings.



Scope Assumptions

The scope described on the previous pages is based on several assumptions consistent with pages two and three of the RFP. The first kickoff meeting of the PLT will provide an opportunity to refine the project approach. MIG is happy to revise tasks to better meet City needs within the agreed-upon budget. Scope assumptions include:

- » The project management budget assumes a 15-month project. It includes two hours per month for coordination between MIG and the City's Project Managers.
- » Due to COVID-19, the initial project kickoff meeting has been scoped as a videoconference. Other meetings are budgeted as in-person meetings unless otherwise noted. MIG offers a suite of virtual meeting tools and workshops that can be used within this budget if social distancing continues or is re-instituted at some point during this project.
- » The City will provide consolidated documents and GIS data as noted in the RFP.
- » MIG will provide digital files (pdfs) of all project briefs, master plans, and PowerPoint presentations. The City will be responsible for web posting, printing, and distributing copies of documents.
- » Each Brief will be formatted as an attractive communications-focused document with details presented in appendices. MIG will provide a draft version in an original format (e.g., Word, Excel) and pdf for City review, refining it into a final version based on one round of consolidated comments.
- » The scope includes several analysis tasks. City edits to draft materials for these tasks will be incorporated into next deliverables.
- » City staff will provide a single, consolidated set of comments in electronic format for all documents where requested. If possible, changes will be provided using track-changes or similar digital comment format.
- » The City will arrange, advertise, promote, host, and identify locations for in-person public meetings and outreach activities. The City will record and/or summarize PB meeting discussions. MIG will provide content and conduct the meetings.
- » MIG has paired PLT, PB, and other meetings in six trips/ meeting windows. This approach uses City and MIG staff time most efficiently, while taking advantage of our proximity to Monroe to keep the project flowing smoothly.

03 | Schedule and Budget

Project Schedule

	2020												2021					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct		
PHASE 1: INVENTORY	Project Initiation Tour Interviews PLT#1, PB#1			Brief #1			Questionnaire Pop-ups Brief #2			Brief #3 PLT#2, PB#2								
PHASE 2: ASSESSMENT																		
PHASE 3: STRATEGIES													Policies Site Strategies CIP Cost Matrix Mitigation Fees					
PHASE 4: ACTION PLAN													Virtual Prioritization Challenge PLT#3, PB#3					
													Action Plan Finance Plan Mitigation Fees Admin Draft Draft Plan, Draft Comprehensive Plan Element Board, Commission, Committee, and Council Review Final Plan					

Estimated Costs

		MIG, Inc.		Sub		Direct Costs	Professional Fees Totals
		MIG Totals	CAI				
Task 1: Inventory							
1.1	Project Initiation Videoconference	5	\$785				\$785
1.2	Background Information Request and Review	9	\$1,165				\$1,165
1.3	Engagement Plan, Project Branding/Templates, & Comments Log	14	\$1,850				\$1,850
1.4	Parks, Trails, Open Space and Facility Inventory and Base Map	14	\$1,550				\$1,550
1.5	Arts, Programs, Events, and Tourism Activity Inventory	14	\$1,710				\$1,710
1.6	Park and Facility Tour	27	\$4,285		\$600		\$4,885
1.7	Stakeholder and Key Leader Interviews	11	\$1,555		\$350		\$1,905
1.8	PLT Meeting #1: Orientation, Coordination, and Needs Assessment Approach	12	\$1,740		\$250		\$1,990
1.9	PB Meeting #1: Project Goals, Existing Conditions, and SWOT	12	\$1,740		\$250		\$1,990
1.10	Brief #1: Existing System Summary	23	\$2,965				\$2,965
1.11	Social Media Posts and Project Briefing	10	\$1,070				\$1,070
1.12	Project Management and Administration	12	\$1,900		\$15		\$1,915
Subtotal		163	\$22,315	\$0	\$1,465		\$23,780
Task 2: Assessment							
2.1	Online Questionnaire and Advertising Collaterals	35	\$4,135		\$500		\$4,635
2.2	Pop-Up Engagement / Virtual Events	27	\$2,855		\$800		\$3,655
2.3	Brief #2: Outreach Summary and Key Findings	22	\$2,390				\$2,390
2.4	Demographic, Market, Trends and Tourism Forecast	19	\$2,415				\$2,415
2.5	Parks, Facilities, Recreation, and Cultural Arts LOS Analysis	25	\$2,985				\$2,985
2.6	GIS Access Analysis and Service Gap Maps	16	\$1,940				\$1,940
2.7	Brief #3: Community Needs Assessment Report	34	\$4,250				\$4,250
2.8	PLT Meeting #2: Outreach Findings, Needs, & Strategic Moves	7	\$1,095		\$150		\$1,245
2.9	PB Meeting #2: Outreach Findings, Needs, & Strategic Moves	7	\$1,095		\$150		\$1,245
2.10	Social Media Posts and Project Briefing	8	\$820				\$820
2.11	Project Management and Administration	12	\$1,900		\$15		\$1,915
Subtotal		212	\$25,880	\$0	\$1,615		\$27,495
Task 3: Strategy							
3.1	Preliminary Vision, Goals, Policies, and Standards	14	\$2,290				\$2,290
3.2	Existing/Proposed Site Strategies and Partnership Assessment	19	\$2,835				\$2,835
3.3	Proposed System Map	9	\$1,005				\$1,005
3.4	Capital Projects List and Prioritization Criteria	15	\$2,255				\$2,255
3.5	Capital and Operations Cost Matrix	30	\$3,830				\$3,830
3.6	Draft Park Mitigation Fees Update	1	\$165	\$1,500			\$1,665
3.7	PLT Meeting #3: Policies, CIP, and Priorities	7	\$1,095		\$150		\$1,245
3.8	PB Meeting #3: Policies, CIP, and Priorities	7	\$1,095		\$150		\$1,245
3.9	Virtual Focus Groups/Town Hall Prioritization Challenge	22	\$2,830				\$2,830
3.10	Social Media Posts and Project Briefing	8	\$820				\$820
3.11	Project Management and Administration	16	\$2,400		\$20		\$2,420
Subtotal		148	\$20,620	\$1,500	\$320		\$22,440
Task 4: Action Plan							
4.1	Implementation, Partnership and Action Plan	11	\$1,775				\$1,775
4.2	6-Year Funding and Financing Plan	1	\$165	\$3,000			\$3,165
4.3	Revised Park Mitigation Fees	1	\$165	\$500			\$665
4.4	Administrative Draft Master Plan	60	\$7,720				\$7,720
4.5	Draft Comprehensive Plan Parks, Recreation & Open Space Element	9	\$1,465				\$1,465
4.6	Draft Master Plan	22	\$2,750				\$2,750
4.7	PB Meeting #4: Draft Plan Review	7	\$1,095		\$150		\$1,245
4.8	Joint Planning Commission and Economic Advisory Committee: Draft Plan Review	6	\$930		\$150		\$1,080
4.9	City Council Meeting: Draft Plan Review	7	\$1,115		\$125		\$1,240
4.10	Final Master Plan	12	\$1,420				\$1,420
4.11	Final Comprehensive Plan Parks, Recreation & Open Space Element	6	\$710				\$710
4.12	Project Management and Project Closeout	14	\$2,110		\$20		\$2,130
Subtotal		156	\$21,420	\$3,500	\$445		\$25,365
SUBTOTAL		679	\$90,235	\$5,000	\$3,845		\$99,080
3% Markup (Direct Costs/Administrative)							\$265
TOTAL PROJECT COSTS							\$99,345
Optional Tasks							
OPT-1	Paper Questionnaire and Spanish Translation						

04 | Work Samples



Tualatin Parks and Recreation Master Plan

TUALATIN, OR

A small city with a big vision, Tualatin provides a unique combination of riverfront parks, trails, recreation facilities, programs, and natural areas. The park system is home to the world's largest Giant Pumpkin Regatta, the nationally recognized Ice Age Tonquin Trail, and the award-winning Ibach Park playground that features Tualatin's natural, prehistoric and Native American history. Yet the park system was aging, the Parks & Recreation Director was retiring, and new development was on the horizon.

Needing guidance during this transition period, the City of Tualatin hired MIG to update its 1983 Parks & Recreation Master Plan and bring the community's future vision into alignment with funding and operational realities. With team member, Community Attributes, Inc., the Master Plan updated Tualatin's impact fees and gained Council approval for increasing Parks System Development Charge (SDC) for capacity-enhancement projects in residential and non-residential areas. The Master Plan included a concurrent American with Disabilities Act (ADA) Assessment and 10-Minute Walk Plan to identify needs for accessible and inclusive parks and facilities.

The plan also identified the demand, costs, and funding options to provide sports fields, sports courts, and a new indoor recreation/art facility to support active recreation, performing and cultural arts, and maker space. It coordinated with regional trail and park development to position Tualatin strongly as a community hub.

With outreach in Spanish and English and 2,850 community and business members participating, the new Master Plan helps promote Tualatin's unique identity, economic vitality, equity, connectivity, and high quality of life through parks, recreation tourism and programs. The plan received the 2019 Excellence in Planning Award from ORPA.

WORK SAMPLES

Master Plan: https://www.tualatinoregon.gov/sites/default/files/fileattachments/parks_and_recreation/page/24161/tualatin_finalplan_102618_print.pdf

Appendices: https://www.tualatinoregon.gov/sites/default/files/fileattachments/parks_and_recreation/page/24161/tualatin_publicdraftplan_appendices_103118-opt.pdf



Parks, Recreation, and Open Space Plan

TUKWILA, WA

In 2014 and again 2019, MIG facilitated the development of Tukwila's Parks, Recreation, and Open Space Plan to address evolving community needs, guide priorities and position the City for grant funding. Many of the recommendations that had been identified by MIG in 2014 were successfully completed. Because of declining funding and changing community priorities, Tukwila hired MIG again to revisit future goals and build community support for priority projects. As one of the most diverse cities in the Pacific Northwest, MIG designed a planning process to reach a broad cross-section of the community and identify the range of needs. By connecting with trusted community partners, the engagement process initiated a variety of activities designed to stimulate participants' thinking about needs, preferences, and new ideas. In total, more than 600 stakeholders responded through community interviews, listening sessions, pop-up events, an online survey, public workshop, and meetings with the project Advisory Group and City leaders.

MIG also inventoried, mapped and evaluated park access and opportunities to improve health outcomes, partially through NRPA's 10-Minute Walk Technical Assistance Grant that was awarded to the City. The resulting Master Plan uses a graphically rich format to provide an easy-to-follow guide that can be implemented by staff, City leadership, and interested community members. Using unique categories to define, organize and prioritize system-wide improvements, the Master Plan aligns recommendations for parks, recreation, and open space with available resources for building, maintaining, and managing the system. The City unanimously adopted the plan in Spring 2020, also receiving approval by the State's Recreation and Conservation Office for future grant funding.

WORK SAMPLES

Master Plan: https://www.dropbox.com/s/eskofzs3nybqnd5/Tukwila_AdoptedPROSPlan_040620.pdf?dl=1

Technical Supplement: https://www.tukwilawa.gov/wp-content/uploads/PR-Tukwila-PROS-Plan_Tech_Supplement_021320_WEB.pdf

05 | References

PADDLE, PLAY, PICNIC...

How do you use Renton's parks?

WE WANT TO HEAR FROM YOU!

Join us for an interactive community workshop to discuss parks, recreation and natural areas in Renton.



Tualatin Parks and Recreation Master Plan
 Ross Hoover, Director
 City of Tualatin Parks & Recreation Department
 18880 SW Martinazzi Avenue, Tualatin, OR 97062
 rhoover@tualatin.gov
 503-691-3060



Murray City Parks and Recreation Master Plan
 Kim Sorensen, Director
 Murray City Parks and Recreation
 296 East Murray Park Avenue, Murray, Utah 84107
 ksorensen@murray.utah.gov
 Phone: 801-264-2614

Renton Parks, Recreation and Natural Areas Plan
 Leslie Betlach, Director
 Renton Parks Planning & Natural Resources
 1055 S. Grady Way, Renton, WA 98057
 Lbetlach@Rentonwa.gov
 425-430-6600

Brice Maryman, PLA, FASLA, LEED AP

PRINCIPAL-IN-CHARGE

AREAS OF EXPERTISE

- » Parks Planning and Design
- » Play Areas
- » Strategic Positioning

EDUCATION

- » MLA, University of Washington
- » BA, English, St. Mary's College of Maryland
- » Certificate, Historic Preservation and Planning, University of Washington

REGISTRATIONS / CERTIFICATIONS

- » Landscape Architect, Washington, 2009, #1147
- » LEED Accredited Professional, 2004

PROFESSIONAL AFFILIATIONS

- » Co-Chair, WASLA Advisory Committee, 2016 - present
- » Urban Land Institute NEXT, 2015 - present

AWARDS

- » Merit Award, Washington ASLA, Pioneer Square Alleys, 2018
- » Denny Award, Seattle Parks and Recreation, WA, 2017

Brice Maryman is an award-winning landscape architect who has devoted his career to designing and building beautiful places that contribute to the vitality of urban ecosystems and the health of human environments. Brice has always been fascinated by the landscape and the stories unearthed in its layers. Over his 15-year career, he has drawn upon his expertise in park, streetscape, and green infrastructure design to reveal those hidden narratives and write new ones – creating spaces that reflect cultural values, protect environmental resources and solve critical problems. Brice's intellectual curiosity and empathy fuel his commitment to exploring how the built environment can confront complex and difficult challenges like homelessness, climate change, economics, and shifting demographics. He frames each problem from multiple perspectives and communicates easily with a variety of stakeholders. In continued service to his profession, Brice shares his knowledge and insights by speaking and writing locally and nationally, as well as by actively participating on advisory committees and boards.

SELECTED PROJECT EXPERIENCE

- » Parks & Recreation Open Space Plan, Shoreline, WA
- » Parks & Recreation Open Space Plan, Lynnwood, WA
- » Parks & Recreation Open Space Plan, Maple Valley, WA
- » Open Space Seattle 2100
- » Green Stormwater Infrastructure (GSI) in Parks, Seattle, WA
- » Meridian Habitat Park, Puyallup, WA
- » North Pointe Exploration Park, Marysville, WA
- » Beacon Mountain at Jefferson Park, Seattle, WA
- » Burke-Gilman Trail, University of Washington LA On-Call Services, Seattle, WA
- » Seattle Pedestrian Master Plan, Seattle, WA
- » Senator Henry M. Jackson Park, Everett, WA
- » South Lynnwood Park, Lynnwood, WA
- » Denny Yard Conceptual Master Plan, University of Washington, Seattle, WA
- » Vassault, Optimist & Baltimore Parks, Tacoma, WA

Cindy Mendoza, CPRP

PROJECT MANAGER

AREAS OF EXPERTISE

- » Project Management
- » Park and Recreation Planning
- » Recreation Programming
- » Community Needs Assessment
- » Recreation Trends

EDUCATION

- » MA, Geography, (Teaching Fellowship), University of Oregon
- » BS, Geography (Honors Scholar), minors in Environmental Studies and English, James Madison University

REGISTRATIONS / CERTIFICATIONS

- » NRPA Certified Park and Recreation Professional

PRESENTATIONS

- » *Homelessness in Parks: Strategies and Solutions*, NRPA 2019
- » *Inclusive Parks + Recreation: You Belong Here!* PROntario 2019, NRPA 2018
- » *Creating Your Community's 10-minute Walk Strategy*, ORPA 2019, CPRS 2020, TRAPS 2020

Cindy Mendoza's leadership and award-winning expertise in park and recreation planning is a catalyst for community livability across the nation. Her affinity for developing parks and programs began 35 years ago as a recreation leader and soccer coach for underserved kids in her community. Through this work, she saw firsthand the life-changing benefits of parks, programs, and natural areas to youth and their families. Clients and colleagues find Cindy to be a solution-oriented pragmatist, working collaboratively to strategize the right mix of programs, facilities, and policies to maximize resources and meet each community's unique needs. As a writer and facilitator, she brings together diverse perspectives, synthesizing outreach findings and technical data to articulate desired outcomes and support action. An authority in the field, she has published and spoken extensively at the state and national level on the evolution of parks and recreation and its contributions to community livability. As MIG's Director of Parks and Recreation, Cindy offers best practices and the capacity to make all communities thrive through people, parks, and programs.

SELECTED PROJECT EXPERIENCE

- » Parks & Recreation Master Plan (ORPA Planning Award), Tualatin, OR
- » Parks, Trails and Recreation Master Plan, South Lake Tahoe, CA
- » Parks & Recreation Master Plan, Murray, UT
- » Pierce County Park District Creation, Pierce County, WA
- » Chelan County PUD Park Operations Analysis & Alternatives, Chelan County, WA
- » Parks, Recreation and Open Space Master Plan, West Linn, OR
- » Parks and Recreation Master Plan, Gunnison, CO
- » Parks and Recreation Master Plan (CPRS Award for Excellence), Apple Valley, CA
- » Parks, Recreation and Open Space Master Plan, Addison, TX
- » Parks, Recreation and Open Space Master Plan & Community Center Study, Forest Grove, OR
- » Parks and Recreation Master Plan, Loveland, CO
- » Swan Creek Park Master Plan (ASLA Merit Award), Tacoma, WA
- » Parks and Recreation Master Plan, Arcata, CA
- » Tahoe Basin Recreation & Tourism Plan, Douglas County, NV
- » LDO Parks, Recreation, and Open Space Standards Update, Parker, CO
- » Parks Conservation & Outdoor Recreation Plan, Island County, WA

Ryan Mottau

PARKS AND RECREATION PLANNER

AREAS OF EXPERTISE

- » Park and Recreation Planning
- » Decision Making Tools
- » Partnership Strategies
- » Technology
- » Public Involvement and Facilitation
- » Community Outreach

EDUCATION

- » BBA, Urban Geography joint major, Simon Fraser University, Burnaby, British Columbia

PRESENTATIONS

- » Out'Reach: Beyond the Usual Limits of Engagement, NRPA 2015
- » Go Big or Go Home! Creating Successful Destination Venues, NRPA 2013, 2014
- » Reinvigorating the Mature Park and Recreation System, NRPA 2013, 2014
- » ¼ Mile to What and Where?, NRPA 2012

Ryan Mottau is a recreation and facilities planner with over 17 years of experience working within and assisting public agencies. The focus of his career has been public facilities planning, including parks, trails, recreation and education facilities. An important feature of this work is establishing a framework to guide community decision making within a complex set of government and non-profit priorities. In his work on parks, recreation and open space plans, Ryan has designed customized tools to assist in understanding the implications of a project and prioritizing community actions. This process ensures that communities develop politically and financially feasible implementation plans.

Ryan leads MIG questionnaire and survey efforts. Building on 25 years of expertise testing community priorities, evaluating park and recreation services and collecting input on a wide variety of topics, he has developed MIG's approach to include a mix of tools—engaging existing social networks in the community to increase turnout and strengthen results. His expertise in relationship building, creativity in designing decision making tools and attention to the big picture creates the flexibility needed to address the unique challenges of each project.

SELECTED PROJECT EXPERIENCE

- » Parks, Recreation, Open Space and Natural Resources Plan, Renton, WA
- » Parks, Recreation and Open Space Plan, Tukwila, WA
- » Parks and Recreation Community Questionnaire, Tukwila, WA
- » Parks, Recreation and Open Space Plan and Community Cultural Plan Updates, Edmonds, WA
- » Park and Recreation District Comprehensive Plan, Bend, OR
- » Park and Recreation Master Plan and Recreation Programs Plan, Tigard, OR
- » Comprehensive 15-Year Park and Facilities Master Plan, Napa, CA
- » Denver Play Master Plan, Denver, CO
- » Integrated Parks Planning, Sonoma County, CA
- » Strategic Business Plan for Developed Parks, Metro Service Area, OR
- » Parks, Recreation and Trails Plan; Recreation Master Plan, Longmont, CO
- » Parks Plan 2025 (Parks, Recreation and Natural Areas System Plan), Lake Oswego, OR

Amanda Bailey, PLA, ASLA

LANDSCAPE ARCHITECT / TECHNICAL SPECIALIST

Amanda Bailey is a landscape architect with ten years of experience working in a wide range of design and planning projects. She excels at synthesizing information and developing clear, concise documents and renderings stemming from complex projects. Amanda’s background in art and sustainable design-build projects enables her to think quickly and creatively to come up with design solutions that highlight and build upon intrinsic qualities to each site. Additionally, she has worked on green stormwater infrastructure projects and looks for opportunities to promote healthy communities and to seek out play in often overlooked everyday spaces.

EDUCATION

- » MLA, Harvard Graduate School of Design
- » BS, Art, University of Wisconsin

REGISTRATIONS

- » Landscape Architect, Washington 2015, #1428

SELECTED PROJECT EXPERIENCE

- » Parks, Recreation and Cultural Services Plan, Maple Valley, WA
- » Parks, Recreation and Open Space Plan, Kirkland, WA
- » Muckleshoot Indian Tribe Comprehensive and Village Plan, Auburn, WA
- » South Lynnwood Park, Lynnwood, WA
- » Meridian Habitat Park, Pierce County, WA

Roman Yanke

GIS / TECHNICAL SPECIALIST

Roman Yanke has worked in communities across the West to guide key decisions in urban planning and park and recreation planning and design. As a technical specialist, Roman is adept in applying GIS, ArcMap, Network Analyst, and other mapping, land use and engagement tools to inform meetings and illustrate documents. Through GIS and map-based platforms, Roman graphically illustrates citywide park and recreation resources, spatially summarizes park and facility condition data, maps trail connectivity, identifies barriers to park use, and evaluates park and facility access in conjunction with city and national standards, including NRPA’s 10-minute Walk Campaign.

EDUCATION

- » MURP; Land Use and GIS Concentration, University of Michigan, Ann Arbor
- » BA, Urban Planning, Minor in Geography, University of Illinois, Urbana-Champaign

PROFESSIONAL AFFILIATIONS

- » American Planning Association (APA)

SELECTED PROJECT EXPERIENCE

- » Parks, Recreation and Natural Areas Plan, Renton, WA
- » Parks, Recreation and Open Space Plan, Tukwila, WA
- » Parks and Recreation Master Plan, Albany, OR
- » Parks & Recreation Master Plan, Sherwood, OR
- » Parks and Recreation Master Plan Update, Santa Monica, CA

Michaela Jellicoe

MITIGATION FEE SPECIALIST | CAI

Michaela Jellicoe leads CAI's impact fee practice. For cities throughout Washington, Oregon, and California, she has updated park impact and mitigation programs, revised fee calculations, conducted fee nexus studies, and provided development fee feasibility studies to assess the impacts of increasing fee rates. She also has served as an expert advisor to cities in Washington regarding their impact fee programs. Michaela was mentored in the practice of impact fee studies by Randall L. Young of Henderson, Young & Company, a nationally recognized expert in impact fees. Michaela brings a wide range of experience in economic, data and policy analysis.

EDUCATION

- » MS, Agricultural Economics, Purdue University
- » BA, Economics and Political Science, Western Washington University

SELECTED PROJECT EXPERIENCE

- » Park System Development Charge Update, Tualatin, OR
- » Park Impact Fee, Shoreline, WA
- » Park Impact Fee Update, Puyallup, WA
- » Park Impact Fee, Bothell, WA
- » Park Development Impact Fee Nexus Study, Hayward, CA
- » Multifamily Tax Exemption Impact Evaluation, Seattle, WA

Chris Mefford

ECONOMIC/FINANCIAL PLANNER | CAI

Chris Mefford founded Community Attributes Inc. in 2005. He excels in working with jurisdictions on economic development and planning projects, providing market and feasibility analyses; economic and financial analysis; and policy analysis. He brings more than 25 years of experience in consulting, analysis of regional economies, land use and transportation patterns. He often speaks to audiences about the regional economy and community development. Chris is an expert in regional economic development socio-economic and demographic analysis, and financial feasibility analysis.

EDUCATION

- » MBA, University of Washington
- » MURP, University of Iowa
- » BA, Mathematics, Economics, University of Northern Iowa

SELECTED PROJECT EXPERIENCE

- » Regional Economic Strategy, Puget Sound, WA
- » Redevelopment Feasibility Analysis, Spokane, WA
- » Buildable Lands Program Methodology, Whatcom County, WA
- » Stillaguamish Valley Economic Redevelopment Strategy, North Stillaguamish Valley, WA

Appendix B | Addenda

- d. What are the current parks and recreation or system management issues that would need to be addressed during the planning process?

Answer: Any system management issues are expected to be identified by the selected consultant during the 'information-gathering process'.

- e. Will the City provide the research and reports listed under "1. Info Gathering" under Anticipated Scope of work or will it be the responsibility of the consultant team to collect them?

Answer: The City will provide any available relevant information not readily obtainable online.

- f. Does the City have existing GIS information that can be provided to the consultant team or will the selected team be required to compile and create that information?

Answer: We will need more information to answer your question, for example please describe the 'existing GIS information' referenced here. Map data is available in GIS format through a recent inventory of known public trails and parks.

Addendum No. 1 is hereby made a part of the Contract Documents and its terms and conditions are fully binding on the Contract Document holder. He/she shall acknowledge receipt of Addendum No. 1 by signing in the space provided below and attaching it to his/her proposal.

This Addendum No. 1 must be signed and included in the bid.

CITY OF MONROE

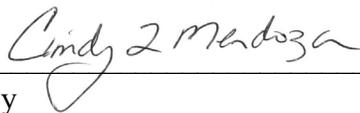
Jammi Guion, Supervisor Construction Documents Coordinator

Issued April 23, 2020

Received and Acknowledged:

MIG

Contractor



By

Title: Project Manager

Date: 5/7/2020



CONSULTANT AGREEMENT	
PROJECT TITLE AND IDENTIFICATION NUMBER City's Parks Recreation and Open Space Master Plan (PROS). # M2020-0023	WORK DESCRIPTION Consultant team to update Chapter 7 and Appendix F <i>Parks, Recreation and Open Space Master Plan (PROS)</i> of the City's 2015-2035 Comprehensive Plan.
CONSULTANT MIG, INC	CONSULTANT CONTACT NAME, AND TELEPHONE NO. Brice Maryman 206 223 0326
FEDERAL I.D. NO. 94-3116998	BUDGET OR FUNDING SOURCE \$100,000: 317-000-010-576-80-41-01 \$5,000: 001-000-005-511-60-41-00
PROJECT ADMINISTRATOR NAME, ADDRESS AND TELEPHONE NO. Mike Farrell – Parks Director 806 West Main Street Monroe, WA 98272 360 863 4557 425 754 3751 mobile	MAXIMUM AMOUNT PAYABLE, IF ANY \$105,000 ** City of Monroe Business License required to receive NTP **
COMPLETION DATE December 17, 2021	10 <input checked="" type="checkbox"/> Lump Sum <input type="checkbox"/> Cost Plus a Fixed Fee <input type="checkbox"/> Schedule Rate/Time and Materials <input type="checkbox"/> Time and Materials/Not to Exceed

THIS AGREEMENT is entered into on July _____, 2020 between the City of Monroe, Washington, hereinafter called "the CITY", and the above person, firm or organization, hereinafter called "the CONSULTANT".

WHEREAS, the CITY desires to accomplish the above-referenced project; and

WHEREAS, the CITY does not have sufficient staff or expertise to meet the required commitment and therefore deems it advisable and desirable to engage the assistance of a CONSULTANT to provide the necessary services for the project; and

WHEREAS, the CONSULTANT has represented to the CITY that the CONSULTANT is in compliance with the professional registration statutes of the State of Washington, if applicable, and has signified a willingness to furnish consulting services to the CITY, now, therefore,

IN CONSIDERATION OF the terms and conditions set forth below, or attached and incorporated and made a part hereof, the parties agree as follows:

1. Retention of Consultant - Scope of Work. The CITY hereby retains the CONSULTANT to provide professional services as defined in this agreement and as necessary to accomplish the scope of work attached hereto as Exhibit A and incorporated herein by this reference as if set forth in full. The CONSULTANT shall furnish all services, labor and related equipment necessary to conduct and complete the work, except as specifically noted otherwise in this agreement.

2. Completion of Work. The CONSULTANT shall not begin any work under the terms of this agreement until authorized in writing by the CITY. The CONSULTANT shall complete all work required by this agreement according to the schedule attached as Exhibit B and incorporated herein by this reference as if set forth in full. A failure to complete the work according to the attached schedule, except where such failure is due to circumstances beyond the control of the CONSULTANT, shall be deemed a breach of this agreement. The established completion time shall not be extended because of any delays attributable to the CONSULTANT, but may be extended by the CITY, in the event of a delay attributable to the CITY, or because of unavoidable delays caused by circumstances beyond the control of the CONSULTANT. All such extensions shall be in writing and shall be executed by both parties.

3. Payment. The CONSULTANT shall be paid by the CITY for satisfactorily completed work and services satisfactorily rendered under this agreement as provided in Exhibit C, attached hereto and incorporated herein by this reference as if set forth in full. Such payment shall be full compensation for work performed or services rendered and for all labor, materials, supplies, equipment, and incidentals necessary to complete the work specified in the Scope of Work attached. The CONSULTANT shall be entitled to invoice the CITY no more frequently than once per month during the course of the completion of work and services by the CONSULTANT. Invoices shall detail the work performed or services rendered, the time involved (if compensation is based on an hourly rate) and the amount to be paid. The CITY shall pay all such invoices within 45 days of submittal, unless the CITY gives notice that the invoice is in dispute. In no event shall the total of all invoices paid exceed the maximum amount payable set forth above, if any, and the CONSULTANT agrees to perform all services contemplated by this agreement for no more than said maximum amount.

4. Changes in Work. The CONSULTANT shall promptly make such changes and revisions in the complete work provided by this agreement as may be necessary to correct errors made by the CONSULTANT and appearing therein when required to do so by the CITY. The CONSULTANT shall make such corrective changes and revisions without additional compensation from the CITY. Should the CITY find it desirable for its own purposes to have previously satisfactorily completed work or parts thereof changed or

revised, the CONSULTANT shall make such revisions as directed by the CITY; this work shall be considered as Extra Work and will be paid for as provided in Section 5.

5. Extra Work.

A. The CITY may, at any time, by written order, make changes within the general scope of the agreement in the services to be performed. If any such change causes an increase or decrease in the estimated cost of, or the time required for, performance of any part of the work or services under this agreement, whether or not changed by the order, or otherwise affects any other terms or conditions of the agreement, the CITY shall make an equitable adjustment in the (1) maximum amount payable; (2) delivery or completion schedule or both; and (3) other affected terms, and shall modify the agreement accordingly.

B. The CONSULTANT must submit any "proposal for adjustment" under this clause within 30 days from the date of receipt of the written order to make changes. However, if the CITY decides that the facts justify it, the CITY may receive and act upon a proposal submitted before final payment of the agreement.

C. Failure to agree to any adjustment shall be a dispute as provided in Section 18. Notwithstanding any such dispute, the CONSULTANT shall proceed with the agreement as changed.

D. Notwithstanding any other provision in this section, the maximum amount payable for this agreement shall not be increased or considered to be increased except by specific written amendment of this agreement.

6. Ownership of Work Product. Any and all documents, drawings, reports, and other work product produced by the CONSULTANT under this agreement shall become the property of the CITY upon payment of the CONSULTANT'S fees and charges therefore. The CITY shall have the complete right to use and re-use such work product in any manner deemed appropriate by the CITY, provided, that use on any project other than that for which the work product is prepared shall be at the CITY'S risk unless such use is agreed to by the CONSULTANT. Electronic versions of all work products shall be provided to the CITY in a format compatible with CITY software, except to the extent expressly waived in the attached exhibits.

7. Independent Contractor. The CONSULTANT is an independent contractor for the performance of services under this agreement. The CITY shall not be liable for, nor obligated to pay to the CONSULTANT, or any employee of the CONSULTANT, sick leave, vacation pay, overtime or any other benefit applicable to employees of the CITY, nor to pay or deduct any social security, income tax, or other tax from the payments made to the CONSULTANT which may arise as an incident of the CONSULTANT performing services for the CITY. The CITY shall not be obligated to pay industrial insurance for the services rendered by the CONSULTANT.

8. Indemnity. The CONSULTANT agrees to hold harmless, indemnify and defend the CITY, its officers, agents, employees and volunteers from and against any and all claims, injuries, losses, suits, costs or liability, including attorneys' fees (collectively, "Claims"), specifically including without limitation Claims resulting from injuries, sickness or death of employees of the CONSULTANT and/or damage to property, arising out of or otherwise resulting from the acts, errors, or omissions of the CONSULTANT, its officers, agents, subconsultants or employees, in connection with the services required by this agreement, provided, however, that: The CONSULTANT's obligation to indemnify, defend and hold harmless shall not extend to Claims caused by or resulting from the sole willful misconduct or sole negligence of the City.

Should a court of competent jurisdiction determine that this agreement is subject to RCW 4.24.115, then, in the event of liability for damages arising out of bodily injury to persons or damages to property caused by or resulting from the concurrent negligence of the CONSULTANT and the CITY, its officers, officials, employees, and volunteers, the CONSULTANT's liability, including the duty and cost to defend, hereunder shall be only to the extent of the CONSULTANT's negligence.

It is further specifically and expressly understood that the indemnification provided herein constitutes the CONSULTANT'S waiver of immunity under Industrial Insurance, Title 51 RCW, solely for the purposes of this indemnification. This waiver has been mutually negotiated by the parties.

The CITY's acceptance or approval of any services or work product under this agreement shall not be deemed to reduce, abridge, limit or otherwise alter the CONSULTANT's obligations as set forth in this section, unless such intent is expressly stated in writing by the CITY.

The provisions of this section shall survive the expiration or termination of this agreement.

9. Insurance. The CONSULTANT shall procure and maintain for the duration of the agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the CONSULTANT, its agents, representatives, or employees.

A. Insurance Term

The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees.

B. No Limitation

The Consultant's maintenance of insurance as required by the Agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the Public Entity's recourse to any remedy available at law or in equity.

C. Minimum Scope of Insurance

The Consultant shall obtain insurance of the types and coverage described below:

1. Automobile Liability insurance covering all owned, non-owned, hired and leased vehicles. Coverage shall be at least as broad as Insurance Services Office (ISO) form CA 00 01.

2. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The Public Entity shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the Public Entity using an additional insured endorsement at least as broad as ISO endorsement form CG 20 26.

3. Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.

4. Professional Liability insurance appropriate to the Consultant's profession.

D. Minimum Amounts of Insurance

The Consultant shall maintain the following insurance limits:

1. Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident.

2. Commercial General Liability insurance shall be written with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate.

3. Professional Liability insurance shall be written with limits no less than \$2,000,000 per claim and \$2,000,000 policy aggregate limit.

E. Other Insurance Provision\

The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain, or be endorsed to contain that they shall be primary insurance as respect the Public Entity. Any insurance, self-insurance, or self-insured pool coverage maintained by the Public Entity shall be excess of the Consultant's insurance and shall not contribute with it.

F. Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best rating of not less than A:VII.

G. Verification of Coverage

The Consultant shall furnish the Public Entity with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Agreement before commencement of the work.

H. Notice of Cancellation

The Consultant shall provide the Public Entity with written notice of any policy cancellation within two business days of their receipt of such notice.

I. Failure to Maintain Insurance

Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the Public Entity may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the Agreement or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the Public Entity on demand, or at the sole discretion of the Public Entity, offset against funds due the Consultant from the Public Entity.

J. Public Entity Full Availability of Consultant Limits

If the Consultant maintains higher insurance limits than the minimums shown above, the Public Entity shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the Consultant, irrespective of whether such limits maintained by the Consultant are greater than those required by this Agreement or whether any certificate of insurance furnished to the Public Entity evidences

limits of liability lower than those maintained by the Consultant.

10. Records Retention and Disclosure. The CONSULTANT shall keep all records related to this agreement for a period of three years following completion of the work for which the CONSULTANT is retained. The CONSULTANT shall permit any authorized representative of the CITY, and any person authorized by the CITY for audit purposes, to inspect such records at all reasonable times during regular business hours of the CONSULTANT. Upon request, the CONSULTANT will provide the CITY with reproducible copies of any such records. The copies will be provided without cost if required to substantiate any billing of the CONSULTANT, but the CONSULTANT may charge the CITY for copies requested for any other purpose. The CONSULTANT shall also provide a complete electronic copy of all reports, plans, and specifications upon completion of the work or upon request of the CITY.

Separate from and additional to the foregoing, the CONSULTANT shall fully cooperate with and assist the CITY with respect to any request for public records received by the CITY and related to any public records generated, produced, created and/or possessed by the CONSULTANT and related to the services performed under this agreement. Upon written demand by the CITY, the CONSULTANT shall furnish the CITY with full and complete copies of any such records within five business days.

The CONSULTANT's failure to timely provide such records upon demand shall be deemed a material breach of this agreement. To the extent that the CITY incurs any monetary penalties, attorneys' fees, and/or any other expenses as a result of such breach, the CONSULTANT shall fully indemnify and hold harmless the CITY as set forth in Section 8.

For purposes of this section, the term "public records" shall have the same meaning as defined by Chapter 42.17 RCW and Chapter 42.56 RCW, as said chapters have been construed by Washington courts.

The provisions of this section shall survive the expiration or termination of this agreement.

11. Notices. All notices required to be given by either party to the other under this agreement shall be in writing and shall be given in person or by mail to the addresses set forth in the box for the same appearing at the outset of this agreement. Notice by mail shall be deemed given as of the date the same is deposited in the United States mail, postage prepaid, addressed as provided in this paragraph.

12. Project Administrator. The Project Administrator shall be responsible for coordinating the work of the CONSULTANT, for providing any necessary information for and direction of the CONSULTANT's work in order to ensure that it generally meets the requirements of this agreement, and for reviewing, monitoring and approving the general quality and quantity of such work. The CONSULTANT shall report to and take any necessary direction from the Project Administrator. Provided, that nothing in this section shall be construed as altering the CONSULTANT'S duty of care or otherwise limiting, abridging, waiving or reducing the CONSULTANT'S obligations under this agreement.

13. Conflict Amongst Main Agreement and Attachments. In case of conflict between the Exhibits to this agreement and the portions of this agreement preceding the signature lines (Sections 1-24), the terms of Sections 1-24 shall prevail. Any limitations on liability and indemnification expressed in the attached exhibits beyond those specified in Sections 8 and 9 (prior to signature line) shall be null and void.

14. Termination. The CITY reserves the right to terminate this agreement at any time upon ten (10) days written notice to the CONSULTANT. Any such notice shall be given to the address specified in Box 3 on page 1. In the event that this agreement is terminated by the CITY other than for fault on the part of the CONSULTANT, a final payment shall be made to the CONSULTANT for all services satisfactorily performed.

{JZL2199620.DOC;1/13011.900000/ }

No payment shall be made for any work completed after ten (10) days following receipt by the CONSULTANT of the notice to terminate. In the event that services of the CONSULTANT are terminated by the CITY for fault on part of the CONSULTANT, the amount to be paid shall be determined by the CITY with consideration given to the actual cost incurred by the CONSULTANT in performing the work to the date of termination, the amount of work originally required which would satisfactorily complete it to date of termination, whether that work is in a form or type which is usable to the CITY at the time of termination, the cost of the CITY of employing another firm to complete the work required, and the time which may be required to do so.

15. Non-Discrimination. The CONSULTANT agrees not to discriminate against any customer, employee or applicant for employment, subcontractor, supplier or materialman, because of race, color, creed, religion, national origin, marital status, sex, sexual orientation, age or handicap, except for a bona fide occupational qualification. The CONSULTANT understands that if it violates this provision, this agreement may be terminated by the CITY and that the CONSULTANT may be barred from performing any services for the CITY now or in the future.

16. Subcontracting or Assignment. The CONSULTANT may not assign or subcontract any portion of the services to be provided under this agreement without the express written consent of the CITY. Any subconsultants approved by the CITY at the outset of this agreement are named on Exhibit D attached hereto and incorporated herein by this reference as if set forth in full.

17. Non-Waiver. Payment for any part of the work or services by the CITY shall not constitute a waiver by the CITY of any remedies of any type it may have against the CONSULTANT for any breach of the agreement by the CONSULTANT, or for failure of the CONSULTANT to perform work required of it under the agreement by the CITY. Waiver of any right or entitlement under this agreement by the CITY shall not constitute waiver of any other right or entitlement.

18. Resolution of Disputes; Governing Law and Venue. This agreement shall be governed by and construed in accordance with the laws of the State of Washington. If any dispute arises out of or in connection with this agreement, including any question regarding its existence, enforceability, interpretation, or validity, the parties will, if practicable, meet and confer in good faith for a period of fourteen (14) days to attempt to resolve such dispute without an adversary proceeding. If at the end of the fourteen (14) day period such attempt at resolution is unsuccessful, the parties may resort to litigation. The exclusive venue for any litigation arising out this agreement shall be the Snohomish County Superior Court. The substantially prevailing party in any such litigation shall be entitled to an award of its reasonable attorneys' fees.

19. Taxes. The CONSULTANT will be solely responsible for the payment of any and all applicable taxes related to the services provided under this agreement and if such taxes are required to be passed through to the CITY by law, the same shall be duly itemized on any billings submitted to the CITY by the CONSULTANT.

20. Code of Ethics. The CONSULTANT and all subconsultants/subcontractors shall also comply with the Monroe Code of Ethics (Exhibit E), Chapter 2.52 MMC. Any violation of Chapter 2.52 MMC by the CONSULTANT or any of its subconsultants/subcontractors shall be considered a material breach of this Agreement.

21. Entire Agreement. This agreement represents the entire integrated agreement between the CITY and the CONSULTANT, superseding all prior negotiations, representations or agreements, written or oral. This agreement may be modified, amended, or added to, only by written instrument properly signed by both parties hereto.

22. Legal Compliance. In the performance of work under this agreement, the CONSULTANT shall comply with all federal, state and municipal laws, ordinances, rules and regulations that are applicable to the CONSULTANT's business, equipment, and personnel engaged in operations covered by this agreement or accruing out of the performance of such operations. Without limitation of the foregoing, CONSULTANT shall comply fully with the Title VI Compliance requirements attached hereto as Exhibit F and incorporated herein by this reference as if set forth in full.

23. Risk of Loss. The CONSULTANT shall be solely responsible for the safety of its employees, agents and subcontractors in the performance of the work hereunder and shall take all protections reasonably necessary for that purpose. All work shall be done at the CONSULTANT's own risk, and the CONSULTANT shall be solely responsible for any loss of or damage to materials, tools, or other articles used or held for use in connection with the work.

24. City of Monroe Business License: The Consultant shall be solely responsible for obtaining a City of Monroe Business License prior to any work commencing per the Monroe Municipal Code Section 5.02.030.

IN WITNESS WHEREOF, the parties hereto have executed this agreement as of the day and year first above written.

CONSULTANT:

CITY OF MONROE:

Geoffrey Thomas, City Mayor

By: _____

Title: _____

ATTEST/AUTHENTICATED:

Rabecca R. Hasart, Interim City Clerk

EXHIBIT A

SCOPE OF WORK

EXHIBIT A: SCOPE OF WORK

MIG proposes a scope of work aligned with the deliverables noted in the RFP. Our approach is built around four phases:

- Phase 1: Inventory
- Phase 2: Assessment
- Phase 3: Strategies
- Phase 4: Action Plan

The process references review and involvement from these advisory groups:

- The **Project Leadership Team (PLT)** will be comprised of a small work team of 3-5 key staff that provide internal direction and ensure technical accuracy of deliverables. This may include a staff person from engineering / streets for coordination with the City’s Transportation Plan.
- The **Parks Board (PB) and Planning Commission (PC)** will provide overarching direction and guidance at key project milestones.. They will meet jointly in Phase 1 to identify goals for the project; in Phase 3 to discuss the capital project list and priorities; and in Phase 4 to review the Draft Plan.
- The **Economic Advisory Committee** will be kept informed by City staff through project briefings. They may be invited to meet jointly with the Parks Board and Planning Commission in Phase 4 to review the Draft Plan.
- **City Council** members are anticipated to participate in Phase 1 interviews, be kept informed by City staff via project briefings throughout the process and review the Draft Plan in Phase 4. In addition, Council members may be invited to participate in the joint Phase 3 discussion of project priorities.

The scope describes each phase and identifies deliverables with each task. Scope assumptions are noted at the end. All files will be provided in a digital format.

Phase 1: Inventory

In Phase 1, MIG will collaborate with City staff during the project kickoff meeting to define the vision for the project, confirm project objectives, discuss expectations for deliverables, and confirm the project schedule. Building from existing City information, MIG will interview key stakeholders/City leaders and establish an effective outreach and social media process to collect stakeholder and resident feedback while strengthening public connections to City parks and facilities. Also, in Phase 1, the MIG Team will inventory the assets that contribute to the park and recreation system. This includes an analysis of parks, facilities, trails, programs, arts, events, and tourism-related activities provided by the City. MIG will map parks and recreation facilities, looking geographically at the opportunities and constraints of the park and recreation system. We will facilitate a discussion with the PB to identify the strengths, weaknesses, opportunities, and challenges the Master Plan should address. This information will be incorporated into an overview of the current state of Monroe’s parks and recreation system and operations.

- 1.1. Project Initiation Videoconference: MIG will meet with key project staff in a 1-hour videoconference to define the vision for the project, confirm project objectives, discuss expectations for deliverables, and confirm the project schedule. MIG will provide digital versions of the agenda and schedule and, following the meeting, update the schedule and

- 1.2. Background Information Request and Review: MIG will submit an information request letter and create a shared drive where the City can upload relevant project information.
- 1.3. Engagement Plan, Project Branding/Templates, and Comments Log: MIG will create a draft engagement and social media strategy that identifies outreach tasks, notification/promotional strategies, and strategies to reach underrepresented groups. This task also includes the development of a draft and final project banner, as well as a comments log for City use to track public comments received.
- 1.4. Parks, Trails, Open Space and Facility Inventory and Base Map: MIG will develop a draft and final inventory spreadsheet and existing system map using City-provided GIS data and available inventory data from community/regional partners and providers, such as Sky Valley, Snohomish County, and the ECPRD District.
- 1.5. Arts, Programs, Events, and Tourism Activity Inventory: MIG will develop a matrix categorizing existing City and relevant area-wide services for public art, recreation programs, special events, tourism-targeted activities, and other community enrichment services (e.g., tree planting programs, volunteerism, sport field scheduling, and partnerships) using available program data.
- 1.6. Park and Facility Tour: One or two MIG staff will attend a 5-6 hour tour of representative parks and facilities accompanied by City staff to discuss and photograph key issues and opportunities.
- 1.7. Joint Board/Commission Meeting #1: Project Goals and SWOT: In the same trip/day as the park tour, MIG will meet with the Parks Board and Planning Commission in a joint work session to discuss goals for the project and the strengths, weaknesses, opportunities and challenges of the existing park and recreation system. City staff will schedule, and MIG will take notes for the meeting. MIG will create a handout or PowerPoint presentation to facilitate this discussion.
- 1.8. Stakeholder and Key Leader Videoconference Interviews: MIG will conduct 4-6 hours of one-on-one or small group interviews (2-3 people) via videoconference with key stakeholders to identify issues and opportunities for the plan to address. These may include 30, 45 or 60 minute sessions with Council members, the City Administrator or School District representatives, community/partner providers or others. MIG will develop draft and final interview questions, and following the interview, a summary of key themes.
- 1.9. Brief #1 - Existing System Summary: MIG will summarize Phase 1 key findings in a short, attractive, graphic, easy-to-read brief, providing an overview of the community profile, parks, facilities, programs/events, operations, funding, and partnerships. Any City edits will be incorporated into Phase 2 deliverables.
- 1.10. PLT Videoconference #1 - Brief #1 and Needs Assessment Approach: MIG will meet with the PLT via videoconference to discuss Phase 1 findings and the approach for the Phase 2 analysis. MIG will provide an agenda, digital handouts, and, following the meeting, an action-item summary.
- 1.11. Social Media Posts and Project Briefing: MIG will provide text that includes an overview of the planning process and a process graphic to post on the City's website and incorporate into Council and committee updates. MIG will also develop one social media graphic and template for City use in a social media post about the project.
- 1.12. Project Management and Administration: This task includes short, bi-weekly project manager coordination calls, communication, schedule updates, and invoicing.

Phase 2: Assessment

In Phase 2, MIG will evaluate community park, facility, recreation, and arts/cultural needs through high-tech and high-touch public outreach, as well as a technical assessment of service gaps and access to desired opportunities. MIG will use ArcGIS Network Analyst™ to map and identify underserved areas, followed by an assessment of partnership and other opportunities to address those needs.

This mapping will inform an evaluation of service-level standards that benchmarks Monroe against similar communities noted in NRPA's Park Metrics and TPL's ParkServe® data. An assessment of trends, as well as demographic and visitor characteristics using ESRI Tapestry Segmentation and tourism data will provide clarity on the types of recreation opportunities desired. An online questionnaire and targeted neighborhood, business, visitor, and youth outreach (conducted through live or virtual pop-up events) will ensure that we have robust data and broad-based participation and community support for the planning process. Outreach and technical findings together will be used to define a new level of service (LOS) for parks and facilities. Summarized as an attractive, easy-to-read brief, the needs assessment will identify current deficiencies as well as opportunities to meet existing and future needs.

- 2.1. Online Questionnaire (English and Spanish): MIG will develop an online questionnaire to test public perceptions and priorities about parks, facilities, trails, and programs. MIG will develop draft questions and revise these based on one consolidated set of City edits. Once questions are approved, we will use a translation service to create a Spanish version and program both the English and Spanish versions online, providing links and QR code for City distribution and posting. The questionnaire is anticipated to be posted for four weeks, with an update on the number of participants at the midpoint and final week. When completed, MIG will create one consolidated set of data tables and key findings.
- 2.2. Pop-Up Engagement / Virtual Events: MIG will discuss with the City's Project Manager options to provide either two pop-up events or two fun virtual mini-workshops targeting interest groups, youth, businesses, and neighbors. The approach may vary depending on feasibility of holding large events and in-person activities. The budget for this task is based on providing one staff for two events (1.5 to 3 hours), on-site training for city staff or supporting PB members, 3-4 interactive display boards, and event supplies--or two similar-scale virtual events. After the events, MIG will summarize key findings.
- 2.3. Demographic Analysis: The MIG Team will identify and evaluate data related to current population, forecasted population growth in 2027 (to match the 6-year CIP), forecasted population growth in 2043 (to match longer-term projections of need), and demographic composition by age, sex, race and household income. The analysis will include using publicly available data to determine the demographic composition of the inmate population at MCC. Findings for both populations will be summarized in a brief technical memorandum.
- 2.4. Demographic, Market, Trends and Tourism Forecasts: MIG will analyze trends and identify demographic and market segments using ESRI Tapestry Segmentation data, the Demographic Analysis and available tourism data. Results will be summarized in Brief #2.
- 2.5. Parks, Facilities, Recreation, and Cultural Arts Analyses: MIG will evaluate existing parks and facility LOS (Level of Service) in comparison to City standards and benchmark these using NRPA's Park Metrics and TPL's ParkServe® data. We will also provide an overview of arts, programs, and events using City participation and facility use data to define gaps in service. Results will be summarized in Brief #2.

- 2.6. GIS Access Analysis and Service Gap Maps: MIG will recommend a mapping methodology and develop 2-3 maps showing 10-minute walk analysis and facility and trail service areas and gaps, taking barriers and actual routes traveled into account. Results will be summarized in Brief#2.
- 2.7. Brief #2: Community Needs Assessment: MIG will summarize Phase 2 outreach and technical analysis findings related to park and recreation demand for a 20-year period, 2023-2043, in an attractive, graphic, easy-to-read brief, together with attached relevant details.
- 2.8. PLT Videoconference #2: Outreach Findings, Needs, & Strategic Moves: MIG will meet with the PLT in a videoconference to discuss Phase 2 findings and their implications for future projects and services. MIG will provide an agenda, PowerPoint, and following the meeting, an action-item summary.
- 2.9. Social Media Posts and Project Briefing: MIG will provide text that summarizes Phase 2 project information for City use in Council and committee updates, along with a new graphic to use in social media posts.
- 2.10. Project Management and Administration: This task includes short, bi-weekly project manager coordination calls, communication, schedule updates, and invoicing.

Phase 3: Strategies

In Phase 3, MIG will work with the City to develop a new system-wide vision, goals, policies, and standards for a 20-year period, 2023-2043, providing a firm foundation for the parks element of the Comprehensive Plan update. MIG will also draft 20-year strategies for site acquisition, development, and improvements—mapping these projects to illustrate the proposed park and recreation system. In addition, off-street trail recommendations will be coordinated with the Transportation Plan project list. These recommendations will guide the development of a focused, preliminary six-year capital projects list to test public priorities.

A capital and operations module will be created to assess costs for acquisition, capital development and renovations, capital reinvestment, operations, and maintenance to be able to make informed decisions about the prioritization of capital projects. These elements will set up a discussion with the PLT, PB, and community of the potential alternatives, tradeoffs, and priority projects to focus on for the next six years. Involving residents in this decision-making process creates a greater sense of ownership over projects to be included in the six-year Action and Implementation Plan.

- 3.1. Preliminary Vision, Goals, Policies, and Standards: MIG will review and revise 2015 goals and policies, integrating other City Comprehensive Plan elements as needed to create a comprehensive set of policies.
- 3.2. Site Strategies, Partnership Assessment and Map: MIG will create a matrix recommending site enhancement strategies for existing parks, plus identify a long-term strategy for site acquisition, development, improvements, and partnerships (private, non-profit, and public entities). The distribution of existing and proposed sites will be illustrated in a document-sized map showing the proposed future park and trail system at end of 20-year planning horizon.

- 3.3. Capital Projects List and Prioritization Criteria: MIG will develop a set of prioritization criteria and a six-year list of capital projects for discussion, City review, and refinement. The project list will be coordinated with the City Council's annually-adopted 5-Year Strategic Plan.
- 3.4. Capital and Operations Cost Matrix: MIG will estimate planning-level capital and operations costs associated with all capital projects in the six-year CIP.
- 3.5. Draft Park Mitigation Fees Update: MIG Team member CAI will update and re-calculate mitigation fees using the formulas in the Park Impact Fee Calculation Technical Memorandum.
- 3.6. PLT Videoconference #3: Policies, CIP, and Priorities: MIG will meet with the PLT in a videoconference to discuss Phase 3 findings, recommended projects, and costs. MIG will provide an agenda, PowerPoint, and following the meeting, an action-item summary.
- 3.7. Joint Board/Commission Meeting #2: Policies, CIP, and Priorities: MIG will meet with the Parks Board and Planning Commission in a special joint session to discuss Phase 3 findings, recommended projects, and costs. City staff will schedule, and MIG will take notes for the meeting. MIG will create a PowerPoint presentation and facilitate this discussion.
- 3.8. Virtual Focus Groups/Town Hall Prioritization Challenge: MIG will create a virtual prioritization activity for 2-3 one-hour focus groups (12-15 participants each) or one larger 1.5-hour town hall forum (up to 200 participants) using online platforms such as Zoom for group discussion. City staff will coordinate scheduling and help recruit participants. MIG will provide an agenda and host the meeting, incorporating results into the Phase 4 Action Plan.
- 3.9. Social Media Posts and Project Briefing: MIG will provide text that summarizes Phase 3 project information for City use in Council and committee updates, along with a new graphic to use in social media posts.
- 3.10. Project Management and Administration: This task includes short, bi-weekly project manager coordination calls, communication, schedule updates, and invoicing.

Phase 4: Action Plan

Informed by the prioritization process, Phase 4 will refine the six-year CIP and define project phasing and partnership strategies in a six-year implementation and action plan. This will be matched with a six-year Funding and Financing Plan that will assess park funding options and recommend a financing and funding plan that takes into account funding sources to support capital projects and operations. Incorporating information from previous phases and tasks, MIG will create an Administrative Draft Plan, formatted as an attractive, graphic, easily readable document providing strategic and practical guidance for the future. The document will highlight community outreach findings and appropriate technical materials, providing details in appendices to serve as a useful tool for annual capital improvement planning and recreation service decision making.

This document will be revised with PLT comments to create a Draft Plan and Draft Comprehensive Plan Parks, Recreation and Open Space Element. Once the Draft materials are ready, MIG will present the Master Plan to the Parks Board, Planning Commission and Economic Advisory Committee in a special session, and to the City Council, before finalizing the document for adoption.

- 4.1 Implementation, Partnership and Action Plan: MG will revise the six-year CIP based on Phase 3 comments and create an action plan with identified partnerships, phasing, and costs.

- 4.2 Six-Year Funding and Financing Plan: MIG Team member CAI will evaluate and summarize the potential impact of COVID-19 on park funding along with funding sources to match the six-year CIP, including grant funding, REET, park impact fees, City or joint City/County/ECPRD bonds and options for district formation. Information will be based on historic amounts and forecasted rates and options for the six-year period.
- 4.3 Revised Park Mitigation Fees: MIG Team member CAI will revise the mitigation fees calculations, incorporating one round of PLT and PB comments.
- 4.4 Administrative Draft Master Plan: MIG will develop a fully-formatted draft the PROS Master Plan for internal review by the PMT. This task will include a comments log to track revisions proposed by City staff and/or PMT members The Plan will conform to WAC 365-196-440 (ii) and RCO Manual 2.
- 4.5 Draft Comprehensive Plan Parks, Recreation & Open Space Element: MIG will revise the current text in the Comprehensive Plan element to replace Chapter 7 in the current Comprehensive Plan.
- 4.6 Draft Master Plan: Based on PMT comments in the comments log, MIG will revise the PROS Master Plan and develop an Executive Summary for public, committee, and Council review.
- 4.7 Joint Board/Commission Meeting #3: Draft Plan Review: MIG will present the Draft Master Plan to the Parks Board, Planning Commission, and potentially the Economic Advisory Committee in a special joint session to create a consensus on changes needed. MIG will provide a PowerPoint presentation and facilitate the Master Plan review discussion.
- 4.8 City Council Meeting: Draft Plan Review: MIG will present the Draft Plan to City Council in a work session. The PowerPoint used in Task 4.7 will be updated to incorporate comments from the joint meeting so that Council may recommend final changes for adoption.
- 4.9 Final Master Plan: MIG will incorporate comments from Tasks 4.7 and 4.8 into a Final PROS Master Plan.
- 4.10 Final Comprehensive Plan Parks, Recreation and Open Space Element: MIG will revise the draft element text based on one round of City comments to create a final version of the Comprehensive Plan Element.
- 4.11 Project Management and Project Closeout: This task includes short monthly project manager coordination calls, communication, schedule updates, and invoicing.

Scope Assumptions

The scope described on the previous pages is based on several assumptions consistent with pages two and three of the RFP. The first kickoff meeting of the PLT will provide an opportunity to refine the project approach. Scope assumptions include:

- The project management budget assumes a 15-month project. It includes two hours per month for coordination between MIG and the City's Project Manager.
- Due to COVID-19, the initial project kickoff meeting has been scoped as a videoconference, as have all PMT meetings. Other meetings are budgeted as in-person meetings unless otherwise

noted. MIG offers a suite of virtual meeting tools and workshops that can be used within this budget if social distancing continues or is re-instituted at some point during this project.

- The City will provide consolidated documents and GIS data as noted in the RFP.
- City will log and track public comments received.
- The City will post to existing official social media communications channels and promote the online questionnaire.
- MIG will provide digital files (pdfs) of all project briefs, master plans, and PowerPoint presentations. The City will be responsible for web posting, printing, and distributing copies of documents.
- Project briefs will be formatted as an attractive communications-focused document with details presented in appendices. Other documents are anticipated to be analysis deliverables/discussion papers for review, with edits incorporated into later deliverables.
- City staff will provide a single, consolidated set of comments in electronic format for all documents where requested. If possible, changes will be provided using track-changes or similar digital comment format.
- The City will arrange, advertise, promote, host, recruit participants, schedule, and identify locations for in-person public meetings, interviews, and outreach activities. The City will record and/or summarize PB meeting discussions. MIG will provide content, present, and facilitate the discussion.
- Meetings occur in five trips/meeting windows. This approach uses City and MIG staff time most efficiently, while taking advantage of our proximity to Monroe to keep the project flowing smoothly.
- City staff will be responsible for project management throughout the process, including coordinating with MIG's Project Manager; providing relevant reports and documentation to MIG; reviewing documents and facilitating meetings as noted previously, providing regular staff updates to City Council, the City Manager's office, the PB and other relevant committees and commissions separate from scheduled project meetings. MIG will provide project management support for City staff and be responsible for management of the consultant team.
- If the City places the project on hold, or if the City's Director or Project Manager changes during the course of the project and necessitates more than an hour of MIG staff time to reinitiate the project, this will be considered extra services. Similarly, if the MIG Project Manager changes during the course of the project, MIG will provide a thorough briefing and update, limiting additional time required by the client to reinitiate the project to one hour.
- MIG would be happy to build into the contract a management reserve fund—tapped only through advance approval by the City's Project Manager—to ensure we can responsive and flexible to changing conditions. This management reserve fund is not currently built into the budget.

EXHIBIT B

COMPLETION SCHEDULE

EXHIBIT C
FEE SCHEDULE



City of Monroe PARKS, RECREATION & OPEN SPACE MASTER PLAN EXHIBIT C: FEE SCHEDULE

		Sub CAI	Direct Costs	Professional Fees Totals
Task 1: Inventory				
1.1	Project Initiation Videoconference			\$1,115
1.2	Background Information Request and Review			\$1,165
1.3	Engagement Plan, Project Branding/Templates, & Comments Log			\$1,685
1.4	Parks, Trails, Open Space and Facility Inventory and Base Map			\$1,930
1.5	Arts, Programs, Events, and Tourism Activity Inventory			\$1,710
1.6	Park and Facility Tour		\$250	\$3,380
1.7	Joint Board/Commission Meeting #1: Project Goals and SWOT		\$140	\$1,960
1.8	Stakeholder and Key Leader Videoconference Interviews			\$1,910
1.9	Brief #1: Existing System Summary			\$3,155
1.10	PLT Videoconference #1: Brief #1 and Needs Assessment Approach			\$1,555
1.11	Social Media Posts and Project Briefing			\$880
1.12	Project Management and Administration		\$20	\$2,250
Subtotal		\$0	\$410	\$22,695
Task 2: Assessment				
2.1	Online Questionnaire (English and Spanish)		\$850	\$5,525
2.2	Pop-Up Engagement / Virtual Events		\$800	\$3,655
2.3	Demographic Analysis	\$4,225		\$4,885
2.4	Demographic, Market, Trends and Tourism Forecast			\$2,415
2.5	Parks, Facilities, Recreation, and Cultural Arts Analysis			\$2,800
2.6	GIS Access Analysis and Service Gap Maps			\$1,940
2.7	Brief #2: Community Needs Assessment			\$6,640
2.8	PLT Videoconference #2: Outreach Findings, Needs, & Strategic Moves			\$1,405
2.8	Social Media Posts and Project Briefing			\$820
2.9	Project Management and Administration		\$20	\$1,920
Subtotal		\$4,225	\$1,670	\$32,005
Task 3: Strategy				
3.1	Preliminary Vision, Goals, Policies, and Standards			\$2,290
3.2	Site Strategies, Partnership Assessment, and Map			\$3,255
3.3	Capital Projects List and Prioritization Criteria			\$2,585
3.4	Capital and Operations Cost Matrix			\$3,520
3.5	Draft Park Mitigation Fees Update	\$1,500		\$1,665
3.6	PLT Videoconference #3: Policies, CIP, and Priorities			\$1,595
3.7	Joint Board/Commission Meeting #2: Policies, CIP, and Priorities		\$150	\$2,160
3.8	Virtual Focus Groups/Town Hall Prioritization Challenge			\$3,845
3.9	Social Media Posts and Project Briefing			\$820
3.10	Project Management and Administration		\$20	\$2,420
Subtotal		\$1,500	\$170	\$24,155
Task 4: Action Plan				
4.1	Implementation, Partnership and Action Plan			\$1,960
4.2	6-Year Funding and Financing Plan	\$3,000		\$3,330
4.3	Revised Park Mitigation Fees	\$500		\$665
4.4	Administrative Draft Master Plan			\$8,050
4.5	Draft Comprehensive Plan Parks, Recreation & Open Space Element			\$1,590
4.6	Draft Master Plan			\$2,750
4.7	Joint Board/Commission Meeting #3: Draft Plan Review		\$125	\$1,590
4.8	City Council Meeting: Draft Plan Review		\$125	\$1,590
4.9	Final Master Plan			\$1,420
4.10	Final Comprehensive Plan Parks, Recreation & Open Space Element			\$710
4.11	Project Management and Project Closeout		\$27	\$2,137
Subtotal		\$3,500	\$277	\$25,792
SUBTOTAL		\$9,225	\$2,527	\$104,647
3% Markup (Direct Costs/Administrative)				\$353
TOTAL PROJECT COSTS				\$105,000

EXHIBIT D

SUBCONSULTANT LIST

Community Attributes, Inc. (CAI) Contact: Chris Mefford and Michaela Jellicoe
500 Union Street Suite 200
Seattle, WA 98101
Phone: 206 523 6683

EXHIBIT E

MONROE CODE OF ETHICS

Chapter 2.52 CODE OF ETHICS

Sections:

- 2.52.010 Purpose – Construction.
- 2.52.020 *Repealed.*
- 2.52.030 Award of contracts prohibited.
- 2.52.040 *Repealed.*
- 2.52.050 *Repealed.*
- 2.52.060 *Repealed.*

2.52.010 Purpose – Construction.

The city of Monroe hereby adopts the code of ethics for municipal officers codified at Chapter 42.23 RCW, inclusive of any future amendments thereof. It is the city's specific intent that the ethical standards set forth at Chapter 42.23 RCW shall govern the conduct of municipal officers within the city of Monroe. Except as expressly provided in this chapter, and Chapter 4.30, Ethics Board, the city disclaims any intent to impose substantive standards of conduct that are more stringent than or otherwise different from those set forth in Chapter 42.23 RCW with respect to the subject matter of said chapter.

2.52.020 *Repealed.*

2.52.030 Award of contracts prohibited.

Members of the city of Monroe, Washington, boards, commissions, and city staff are prohibited from being awarded contracts with the city. Exceptions to this rule are those covered by the CBA, RCW and WAC. This section was submitted to the Monroe city council as an initiative with enough required signatures to be submitted to the voters. The city council adopted the initiative as an ordinance as an alternative to placing on the ballot. Consequently, to the extent required by law, this subsection shall be construed as superseding any conflicting city requirements or requirements that otherwise operate to illegally amend the requirements of an initiative.

2.52.040 *Repealed.*

2.52.050 *Repealed.*

2.52.060 *Repealed.*

EXHIBIT F

TITLE VI COMPLIANCE

During the performance of this Agreement (“contract”), the consultant, for itself, its assignees and successors in interest (hereinafter referred to as the “consultant”) agrees as follows:

1. Compliance With Regulations – The consultant shall comply with the Regulations relative to nondiscrimination in federally-assisted programs of United States Department of Transportation (USDOT), Title 49, Code of Federal Regulations, Part 21, as they may be amended from time to time, (hereinafter referred to as the “Regulations”), which are herein incorporated by reference and made a part of this contract.

2. Nondiscrimination – The consultant, with regard to the work performed by it during the contract, shall not discriminate on the grounds of race, color, sex, or national origin in the selection and retention of sub-consultants, including procurement of materials and leases of equipment. The consultant shall not participate either directly or indirectly in the discrimination prohibited by Section 21.5 of the Regulations, including employment practices when the contract covers a program set forth in Appendix B of the Regulations.

3. Solicitations for Subcontracts, Including Procurement of Materials and Equipment – In all solicitations either by competitive bidding or negotiations made by the consultant for work to be performed under a sub-contract, including procurement of materials or leases of equipment, each potential sub-consultant or supplier shall be notified by the consultant of the consultant’s obligations under this contract and the Regulations relative to nondiscrimination on the grounds of race, color, sex, or national origin.

4. Information and Reports – The consultant shall provide all information and reports required by the Regulations or directives issued pursuant thereto, and shall permit access to its books, records, accounts, other sources of information, and its facilities as may be determined by the City or the appropriate federal agency to be pertinent to ascertain compliance with such Regulations, orders and instructions. Where any information required of a consultant is in the exclusive possession of another who fails or refuses to furnish this information, the consultant shall so certify to WSDOT or the USDOT as appropriate, and shall set forth what efforts it has made to obtain the information.

5. Sanctions for Noncompliance – In the event of the consultant’s noncompliance with the nondiscrimination provisions of this contract, the City shall impose such contract sanctions as it or the USDOT may determine to be appropriate, including, but not limited to:

- Withholding of payments to the consultant under the contract until the consultant complies, and/or;
- Cancellation, termination, or suspension of the contract, in whole or in part

6. Incorporation of Provisions – The consultant shall include the provisions of paragraphs (1) through (5) in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations, or directives issued pursuant thereto. The consultant shall take such action with respect to any sub-consultant or procurement as the contracting agency or USDOT may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event a consultant becomes involved in, or is threatened with, litigation with a sub-consultant or supplier as a result of such direction, the consultant may request WSDOT enter into such litigation to protect the interests of the state and, in addition, the consultant may request the USDOT enter into such litigation to protect the

interests of the United States.