



Livingston City Commission Agenda

July 07, 2023

10:30-11:30 AM

Community Room, City/County Complex and Zoom

<https://us02web.zoom.us/j/82613900775?pwd=Y0FacWlJYmdqYldwSHZjWHQ1bTcwQT09>

Meeting ID: 826 1390 0775 **Passcode: 467101** Call In: (669) 900-6833

1. Call to Order

2. Roll Call

5. Public Comment

Individuals are reminded that public comments should be limited to item over which the City Commission has supervision, control jurisdiction, or advisory power (MCA 2-3-202)

6. Consent Items

A. CONSIDERATION OF CONTRACT NO. 20015, BETWEEN THE CITY OF LIVINGSTON AND CRESENDO PLANNING + DESIGN, FOR THE CREATION OF THE 2023 DOWNTOWN MASTER PLAN PROCESS.

7. Proclamations

8. Scheduled Public Comment

9. Public Hearings

Individuals are reminded that testimony at a public hearing should be relevant, material, and not repetitious. (MCA 7-1-4131 and Livingston City Code Section 2-21)

10. Ordinances

11. Resolutions

12. Action Items

13. City Manager Comment

14. City Commission Comments

15. Adjournment

Calendar of Events

Supplemental Material

Notice

- Public Comment: The public can speak about an item on the agenda during discussion of that item by coming up to the table or podium, signing-in, and then waiting to be recognized by the Chairman. Individuals are reminded that public comments should be limited to items over which the City Commission has supervision, control, jurisdiction, or advisory power (MCA 2-3-202).

- **Meeting Recording:** An audio and/or video recording of the meeting, or any portion thereof, may be purchased by contacting the City Administration. The City does not warrant the audio and/or video recording as to content, quality, or clarity.
- **Special Accommodation:** If you need special accommodations to attend or participate in our meeting, please contact the Fire Department at least 24 hours in advance of the specific meeting you are planning on attending.

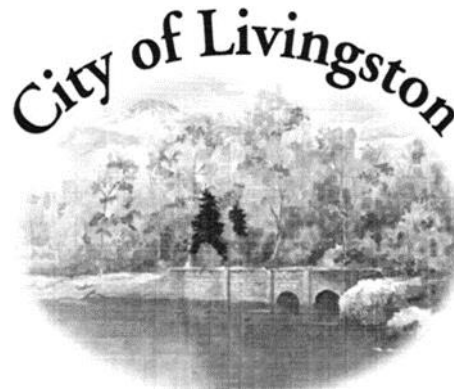
File Attachments for Item:

A. CONSIDERATION OF CONTRACT NO. 20015, BETWEEN THE CITY OF LIVINGSTON AND CRESENDO PLANNING + DESIGN, FOR THE CREATION OF THE 2023 DOWNTOWN MASTER PLAN PROCESS.

City Manager
Grant Gager

220 E Park Street
(406) 823-6000 phone

citymanager@livingstonmontana.org
www.livingstonmontana.org



Incorporated 1889

Chairperson
Melissa Nootz

Vice Chair
Karrie Kahle

Commissioners
Mel Friedman
Quentin Schwarz
Torrey Lyons

Date: June 7, 2023
To: Chair Nootz and City Commissioners
From: Grant Gager, City Manager

Staff Report to Authorize a Contract for Professional Planning Services for the Downtown Master Plan

Recommendation and Summary

Staff recommends the Commission authorize city to enter into a contract for Professional Planning Services with Crescendo Planning + Design by adopting the following motion:

“I move to authorize the city to enter into a contract with Crescendo Planning + Design for Professional Planning Services for the Downtown Master Planning process.”

The reasons for the recommendation are as follows:

- The City issued a Request for Proposals (RFP) for professional planning services for a Downtown Master Plan.
- Nine proposals were submitted in response to the RFP
- Consultant teams were evaluated by a Selection Committee and Crescendo Planning + Design was chosen to lead the Downtown Master Plan process.
- The budget proposed by Crescendo Planning + Design for the Downtown Master Plan is \$114,640.

Introduction

The 2021 Growth Policy created a common vision for Livingston’s future by providing guidance for responsible growth that preserves the City’s unique sense of place. The Downtown Master Plan will create a guiding vision focused on a holistic approach to promoting high-quality development, economic vitality and activities in the downtown area that encourage responsible growth while preserving the historic charm for which Livingston is known.

Analysis

The citizens of Livingston are increasingly expressing a desire for methods to effectively and proactively address challenges associated with growth and change. Many in the community are also eager to capture more tourists as they travel through the region as an opportunity to increase occupancy of downtown buildings (stores, businesses and housing). Others see opportunities to improve downtown buildings, provide wayfinding signs and make improvements to the city’s historic ghost signs. Community members want to be involved in decisions about how and where Livingston should grow.

The need for a Downtown Master Plan in Livingston is great as much has changed in the region and community since the City last undertook a planning effort focused on the downtown area more than two decades ago. Changes and challenges necessitating a new downtown plan include: regional growth pressures; increased regional tourism; lack of high quality affordable and workforce housing; underutilized downtown areas with vacant buildings in need of maintenance and restoration; and, an economy that is heavily influenced by seasonal tourist fluctuations.

The Downtown Master Planning process will identify and build a broad coalition of supporters with diverse interests who will work toward common goals and the Plan's success will rely on an open and inclusive public process that engages diverse sectors of the community, resulting in a Downtown Master Plan that encourages responsible growth yet allows Livingston to maintain its unique sense of place.

Fiscal Impact

The proposed budget for the Downtown Master Plan is \$114,640. Funds for the Plan were secured from the City's Urban Renewal Agency and a Montana Department of Commerce grant award and are included in the City Manager's proposed 2023-2024 City Budget.

Strategic Alignment

The creation of a Downtown Master Plan supports the 2021 Growth Policy *Strategy 6.1.5.3 Explore creating a downtown master plan focused on the Urban Renewal District*. Additional Growth Policies that will be supported by the Scope of Work to be undertaken by Crescendo Planning + Design are *Strategy 6.1.5.1 Develop effective wayfinding signage for locals and tourists to easily find destinations and parking*, and *Strategy 6.1.5.2 Develop a parking strategy and consider removing parking space minimums from downtown coding*.

Attachments

- A. Contract for Professional Planning Services for Downtown Master Plan with Crescendo Planning + Design
- B. Scope of Work for the Downtown Master Plan.
- C. Crescendo Planning + Design RFP Response
- D. Crescendo Planning + Design Downtown Master Plan Budget

PROFESSIONAL SERVICES AGREEMENT 20015

THIS PROFESSIONAL SERVICES AGREEMENT (this “Agreement”) is made and entered into as of the ____ day of _____, 2023, by and between the CITY OF LIVINGSTON, MONTANA, a municipal corporation and political subdivision of the state of Montana with its principal business office located at 220 East Park Street, Livingston, Montana 59047 (hereinafter referred to as the “City”), and CRESCENDO PLANNING + DESIGN, a Colorado corporation with its principal business office located at 9425 East Prairie Meadow Drive, Denver, CO 80238 (hereinafter referred to as the “Contractor”; and together with the City, the “Parties”).

RECITALS:

- A. The City desires to CREATE A DOWNTOWN MASTER PLAN, which requires certain services to be performed in connection therewith.
- B. The City desires to engage CONTRACTOR to lead the Downtown Master Plan Process.
- C. The CONTRACTOR is engaged in the business of Planning and Community Engagement, and has the manpower, knowledge, expertise, skills, means, tools, licenses, if applicable, and equipment necessary to perform the work and is ready, willing and able to undertake and perform the same under the terms and conditions contained in this Agreement.

NOW, THEREFORE, in consideration of the foregoing recitals and the terms and conditions contained herein, the Parties agree as follows:

- 1. INCORPORATION OF RECITALS. The above Recitals are true and correct and are fully incorporated into this Agreement as if fully set forth in this Paragraph 1.
- 2. PURPOSE AND SCOPE OF SERVICES. City agrees to retain CONTRACTOR to perform all services and comply with all obligations specified or indicated in Exhibit A, which is attached hereto and incorporated herein as if fully set forth in this Paragraph 2 (the services described in this Paragraph 2 shall be collectively referred to hereinafter as the “Services”).

3. CONTRACT TIME. The term of the contract shall be for a period not to exceed sixteen (16) months from the date of award The City and CONTRACTOR may extend the term by mutual written agreement.

4. NON-DISCRIMINATION. Pursuant to Mont. Code Ann. § 49-3-207, in the performance of this Agreement the CONTRACTOR agrees that all hiring will be on the basis of merit and qualifications and that the CONTRACTOR will not be discriminate on the basis of race, color, religion, creed, political ideas, sex, age, marital status, physical or mental disability, or national origin.

5. NATURE OF RELATIONSHIP.
 - a. The CONTRACTOR states that it is engaged in an established business or profession which is in no way affiliated with or connected to the City, except by this Agreement and that it uses independent judgment in the performance of services provided hereby free from control or direction of others. The CONTRACTOR shall perform the Services as an independent contractor. The Parties agree that the City is only interested in the end result of the Services, not in the method of performance, and as such, the CONTRACTOR has been and will continue to be free from the control or direction of the City in the performance of this Agreement.

 - b. CONTRACTOR shall not be considered an employee of the City for purposes of tax, retirement system, or social security, FICA withholding, or for any other purpose. CONTRACTORs are not subject to the terms and provisions of the City’s personnel policies and may not be considered a City employee for workers’ compensation or any other purpose.

 - c. The CONTRACTOR shall not be deemed by virtue of this Agreement nor the performance thereof to have entered into any partnership, joint venture, employer/employee or any other legal relationship with the City besides that of an independent contractor.

 - d. The CONTRACTOR, its officers, agents and/or employees shall not have the authority to make representations on behalf of the City, and neither shall the aforementioned persons have the authority to legally bind or otherwise obligate the City to any third person or entity.

6. CONTRACTOR'S REPRESENTATIONS AND WARRANTIES. The CONTRACTOR represents and warrants as follows:

- a. It and its employees possess all of the necessary qualifications, experience, knowledge, tools and equipment to undertake the performance of the Services as set forth in this Agreement.
- b. It will comply with all applicable laws, rules, ordinances and regulations adopted or promulgated by any governmental agency or regulatory body, whether State, federal or local, and furthermore agrees to assume full responsibility for the payment of all contributions of all federal and state income or other payroll tax or assessment, social security, worker's compensation insurance, unemployment insurance, self-employment tax or any other required deduction or contribution for himself or for any employees engaged by the CONTRACTOR in performance of this Agreement.
- c. It will comply with the applicable requirements of the Workers' Compensation and shall maintain workers' compensation coverage for all members and employees of the CONTRACTOR, except for those members who are exempted by law. CONTRACTOR shall furnish copies showing proof of workers' compensation coverage by an insurer licensed and authorized to provide workers' compensation insurance in the State of Montana or proof of exemption from workers' compensation granted by law for independent contractors.
- d. It has reviewed the contract documents related to the Services and this Agreement and has entered into this Agreement based solely upon its own knowledge, inspection and judgment, and not upon any representations or warranties made by the City or its officers, employees or agents.

7. PAYMENT.

- a. For the satisfactory completion of the Scope of Work in the initial eight-month term, the City will pay the CONTRACTOR a sum not to not to exceed One Hundred Fourteen Thousand Six Hundred Forty and No/100 Dollars (\$114,640.00). Each specific service the CONTRACTOR provides under this Agreement is set forth in Exhibit A.

- b. The CONTRACTOR may submit monthly requests for payment based on actual work performed, which must be accompanied by an itemized invoice describing the services furnished, the number of hours worked to accomplish each item, the amount being billed for each item, a description of any other eligible expenses incurred during the billing period and the total amount being billed.
 - c. In connection with obtaining payment under this Agreement, CONTRACTOR agrees to familiarize itself with, and agrees to be bound by, the City's claim procedure, including but not limited to deadlines for submitting claims for approval and payment. The CONTRACTOR assumes responsibility for the late filing of a claim.
 - d. In the event the CONTRACTOR seeks payment or compensation for work, materials or services not included in this Agreement and the exhibits hereto, the CONTRACTOR must seek prior written authorization from the City before such expenditure is incurred. If the CONTRACTOR fails to obtain prior written authorization, the CONTRACTOR shall not be entitled to payment for the unauthorized work, materials or services.
8. TERMINATION OF THIS AGREEMENT. The City reserves the right to terminate this Agreement for any and all causes, or for its convenience, at any time upon thirty (30) days written notice to the CONTRACTOR. If termination is effected by the City for default, an equitable adjustment in the fee shall be made, but no amount shall be allowed for anticipated profit or unperformed services. If termination is effected by the City for reasons of convenience, an equitable adjustment in the fee shall be made, including reasonable profit. The equitable adjustment for any termination shall provide for payment to the CONTRACTOR for services rendered and expenses incurred prior to the termination. Upon termination, the CONTRACTOR will cease work and deliver to the City all data, design drawings, specifications, reports, estimates summaries and such other information and material accumulated by the CONTRACTOR in performing this Agreement whether completed or in progress.
9. OWNERSHIP AND PUBLICATION OF MATERIALS. All documents, design drawings, data, specifications, reports, estimates and such other information and material accumulated or prepared as a result of this Agreement are the property of the City, and the City shall have exclusive and unrestricted authority to release, publish or otherwise

use, in whole or in part, information relating thereto. Any reuse without written verification or adaptation by the CONTRACTOR for the specific purpose intended will be at the City's sole risk and without liability or legal exposure to the CONTRACTOR. The City hereby grants to the CONTRACTOR an unlimited, royalty-free, worldwide, non-exclusive license regarding such documents, design drawings, data, specifications and reports prepared by the CONTRACTOR as part of its services under this Agreement.

10. INDEMNIFICATION AND HOLD HARMLESS. The CONTRACTOR waives any and all claims and recourse against the City, its officers, agents or employees, including the right of contribution for loss and damage to persons or property arising from, growing out of, or in any way connected with or incident to the CONTRACTOR's performance of this Agreement, except for liability arising out of concurrent or sole negligence of the City or its officers, agents or employees. Further, the CONTRACTOR will indemnify, hold harmless, and defend the City, its officers, employees and agents against any and all claims, demands, damages, costs, expenses or liability arising out of the CONTRACTOR's negligent performance of this Agreement, except for liability arising out of the concurrent or sole negligence of the City or its officers, agents or employees.

11. INSURANCE. The CONTRACTOR will carry a commercial general liability insurance policy during the term of this Agreement in an amount of not less than One Million Dollars (\$1,000,000.00) per occurrence, and Two Million Dollars (\$2,000,000.00) aggregate. Copies of certificates of insurance, suitable to the City, shall be filed with the City prior to the commencement of work. The CONTRACTOR shall also maintain workers' compensation and unemployment insurance, as well as other insurances as may be required by law for employers, or an exemption from the state of Montana.

12. CONFLICT OF INTEREST. The CONTRACTOR covenants that it presently has no interest and will not acquire any interest, direct or indirect, in the Services which would conflict in any manner or degree with the performance of the Services. The CONTRACTOR further covenants that, in performing this Agreement, it will employ no person who has any such interest.

13. NOTICES. All notices or communications required to be given under this Agreement shall be in writing and shall be deemed to have been duly given by personal delivery or upon deposit into the United States Postal Service, postage prepaid, for mailing by certified mail, return receipt required and addressed, to the address set forth in this

Agreement. Any change of address shall be made by giving written notice thereof to the other party, providing the new address.

14. MODIFICATION AND WAIVER. No amendment, modification or waiver of any condition, provision or term of this Agreement shall be valid or of any effect unless made in writing, signed by the party or parties to be bound and specifying with particularity the nature and extent of such amendment, modification or waiver. Any waiver by any party of any default of the other party shall not effect or impair any right arising from any subsequent default. Nothing herein shall limit the remedies or rights of the parties hereunder and pursuant to this Agreement.
15. SEVERABILITY. Each provision of this Agreement is intended to be severable. If any provision of this Agreement is illegal or invalid for any reason whatsoever, such illegality or invalidity of said provision shall not affect the validity of the remainder of this Agreement.
16. ENTIRE AGREEMENT. This Agreement contains the entire understanding of the Parties in respect to the Services and supersedes all prior agreements and understandings between the Parties with respect to the Services.
17. INTERPRETATION. All captions, headings, or titles in the paragraphs or sections of this Agreement are inserted for convenience or reference only and shall not constitute a part of this Agreement or act as a limitation of the scope of the particular paragraph or section to which they apply. As used herein, where appropriate, the singular shall include the plural and vice versa and the masculine, feminine or neuter expressions shall be interchangeable.
18. TIME IS OF THE ESSENCE. Time is of the essence in performance of this Agreement.
19. COUNTERPARTS. This Agreement may be executed in multiple counterparts, each of which shall be one and the same Agreement and shall become effective when one or more counterparts have been signed by each of the parties and delivered to the other party.
20. PARTIES IN INTEREST AND ASSIGNMENT. This Agreement shall be binding upon, and the benefits and obligations provided for herein shall inure to and bind, the Parties and their respective successors and assigns, provided that this section shall not be deemed

to permit any transfer or assignment otherwise prohibited by this Agreement. This Agreement is for the exclusive benefit of the Parties and it does not create a contractual relationship with or exist for the benefit of a third party. This Agreement shall not be assigned, or any right or obligation hereunder, in whole or in part, to another without first having prior written consent of the other party. No assignment or transfer of any interest under this Agreement shall be deemed to release the CONTRACTOR from any liability or obligation under this Agreement, or to cause any such liability or obligation to be reduced to a secondary liability or obligation.

- 21. APPLICABLE LAW AND VENUE. This Agreement and the rights and obligations of the Parties shall be governed by and interpreted in accordance with the laws of the State of Montana. The parties stipulate and agree that the Montana Sixth Judicial District Court, Park County, has proper venue and jurisdiction to resolve all causes of action which may accrue in the performance of this Agreement.
- 22. LIAISON. The designated liaison with the City is Jennifer Severson, who can be reached at (406) 222-4903 and jseverson@livingstonmontana.org. The CONTRACTOR's liaison is Andy Rutz, who can be reached at (708) 921-9727 and andy@plantocrescendo.com.
- 23. ATTORNEY FEES. In the event either party incurs legal expenses to enforce the terms and conditions of this Agreement, the prevailing party shall be entitled to recover its reasonable attorney fees and other costs and expenses, whether the same are incurred with or without suit.
- 24. COMPUTING TIME. For the purpose of calculating time under this Agreement, the following computation shall be used: If the period is stated in days or a longer unit of time, exclude the day of the event that triggers the period, count every day, including intermediate Saturdays, Sundays, and legal holidays, and include the last day of the period, but if the last day is a Saturday, Sunday, or legal holiday, the period continues to run until the end of the next day that is not a Saturday, Sunday, or legal holiday.
- 25. CONTRACTORS. The CONTRACTOR shall not at any time supervise, direct, control, or have authority over any contractor's work, nor shall the CONTRACTOR have authority over or be responsible for the means, methods, techniques, sequences, or procedures of construction selected or used by any contractor, or the safety precautions and programs incident thereto, for security or safety at a project site, nor for any failure of a contractor to comply with laws and regulations applicable to such contractor's

furnishing and performing of its work. The CONTRACTOR neither guarantees the performance of any contractor nor assumes responsibility for any contractor's failure to furnish and perform its work in accordance with the contract between the City and such contractor. The CONTRACTOR shall not be responsible for the acts or omissions of any contractor, subcontractor, or supplier, or of any of their agents or employees or of any other persons (except the CONTRACTOR's own employees) at a project site or otherwise furnishing or performing any construction work, or for any decision made regarding the construction contract requirements, or any application, interpretation, or clarification of the construction contract other than those made by the CONTRACTOR.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed in Livingston, Montana, the day and year first aforementioned herein.

CITY OF LIVINGSTON

Crescendo Planning + Design

Grant Gager
City Manager

Andrew Rutz
Owner

Exhibit A
Downtown Master Plan
Scope of Work

EXHIBIT A: SCOPE OF WORK

Introduction

Livingston is a culturally rich, historically significant and vibrant community of 8,386 residents located 26 miles east of Bozeman and 58 miles north of Yellowstone National Park. The City of Livingston is requesting proposals from qualified candidates to develop a Downtown Master Plan to guide future decisions about growth and development that will enhance the City's historic downtown while maintaining its unique character.

Overview of Livingston, Montana

Livingston is situated along the banks of the Yellowstone River just north of Paradise Valley amid incredible natural beauty. The City is surrounded by the Bridger Range to the west, the Absaroka Range to the south, and the Crazy Mountains to the north, it is a roughly 30-minute drive east of Bozeman and just over one hour's drive north of Yellowstone National Park.

Livingston was founded in 1882 to serve the Northern Pacific Railroad. A branch line was also completed through Paradise Valley to the south that extended to the Northern Entrance to Yellowstone National Park, establishing Livingston as the primary Gateway to Yellowstone National Park at that time.

From its early days centered around railroad activity, Livingston has transitioned to a community that welcomes tourists and outdoor recreationists, predominantly in the spring and summer months. Housing is a considerable challenge in Livingston and nearby communities, particularly affordable housing for year-round residents and workforce housing for the service sector jobs that support the area's seasonal tourism economy.

The community's identity centers around outdoor recreation and the enjoyment of the natural beauty of the area, and supports a diverse economy which includes tourism, the arts, remote employment, conservation, and housing for out-of-county mining, Yellowstone National Park, and other businesses. The need for a Downtown Master Plan in Livingston is great as much has changed in the region and community since the City last undertook a planning effort focused on the downtown area more than two decades ago. Changes and challenges necessitating a new downtown plan include: regional growth pressures; increased regional tourism; lack of high quality affordable and workforce housing; underutilized downtown areas with vacant buildings in need of maintenance and restoration; and, an economy that is heavily influenced by seasonal tourist fluctuations.

Vision Statement

The City of Livingston Downtown Master Plan will create a guiding vision focused on a holistic approach to promoting high-quality development, economic vitality and activities in the downtown area that encourage responsible growth while preserving the historic charm Livingston is known for.

Project Overview

Community members are increasingly expressing a desire for methods to effectively and proactively address challenges associated with growth and change. Many in the community are eager to capture more tourists as they travel through the region. Many see opportunities to increase occupancy of downtown buildings (stores, businesses and housing). Others see opportunities to improve downtown

buildings, provide wayfinding signs and make improvements to the city's historic ghost signs. Community members want to be involved in decisions about how and where Livingston should grow.

The City of Livingston adopted a Growth Policy in 2021 that involved considerable public outreach and involvement. The Growth Policy created a common vision for Livingston's future by providing guidance for responsible growth yet preserve its unique sense of place. The following downtown-specific strategies were identified in the Growth Policy:

- Encourage additional residential density within the downtown area of the City. (Strategy 3.1.1.1)
- Plan for and attract new investment into the downtown district to support local businesses. (Objective 6.1.5)
- Develop effective wayfinding signage for locals and tourists to easily find destinations and parking. (Strategy 6.1.5.1)
- Develop a parking strategy and consider removing parking space minimums from downtown coding. (Strategy 6.1.5.2)
- Explore creating a downtown master plan focused on the Urban Renewal District. (Strategy 6.1.5.3)
- Explore mechanisms to strengthen and enhance the effectiveness of the Urban Renewal Agency to encourage redevelopment of underutilized properties in the downtown area. (Strategy 6.1.5.4)
- Utilize and partner with local and state organizations like Prospera Business Network, Montana Department of Commerce, Montana Historic Preservation Grant Program (MHPC), and Montana Procurement Technical Assistance Center (PTAC), etc. to assist with economic development expertise and funding opportunities. (Strategy 6.1.5.5)
- Identify and implement a "Buy Local" procurement policy that greatly incentivizes the City of Livingston to support local businesses. (Strategy 6.1.5.6)
- Support expansion of current and emerging infrastructure technologies including fiber optic service and other communication infrastructure. (Strategy 6.1.5.7)
- Dedicate resources to strategies designed to help the local economy by investing in local businesses. (Strategy 6.1.5.8)

The Downtown Master Plan will provide recommendations for the greater downtown area as far north as the Burlington Northern railroad tracks, including Park Street. The map below identifies the project area, which encompasses the Urban Renewal District, Downtown Historic District, and Central Business District Zoning District:



Scope of Work

The proposed City of Livingston Downtown Master Plan will include:

1. Conduct existing conditions and background analysis and produce a map of community assets and concerns.
2. Create a Wayfinding Plan for the downtown planning area that includes sign, content and installation locations.
3. Create a comprehensive Streetscape Improvement Plan that identifies streetscape improvements and projects such as public art displays, street furniture, and locations throughout the downtown planning area where these projects could suitably be implemented.
4. Recommendations for plan implementation that encompass both long range and “early-win” opportunities, including identification of key partners and their roles in implementation.
5. Identify priority catalyzing development/ redevelopment projects and create an implementation strategy including budget and timeline estimates and project phasing, if necessary, for a variety of project types including, but not limited to: rehabilitation of existing housing units, historic preservation, parking, a low-maintenance pocket park or small public gathering space, and potential improvements to multi-modal transportation access to and within the downtown area.
6. Summary of funding resources available for creating and sustaining revitalization and economic development as identified in the Plan. This summary shall include an overview of grants, loans, and opportunities through private funding sources and local, state and federal grant opportunities.

Additional Scope of Work – dependent on funding

7. A combined Housing and Parking Study that identifies vacant/ underutilized housing units in the project area, particularly abandoned upper floor units above ground floor commercial spaces. Parking must be evaluated for existing needs and availability as well as for future needs based on the results of the housing study to ensure there will be adequate parking for additional future residential units and commercial uses in the project area.

Project Approach

Project approach should focus on identifying and building a broad coalition of supporters with diverse interests who will work toward common goals. Success of the Livingston Downtown Master Plan will be contingent on inclusivity and the integration of multiple perspectives. The community should be engaged in the planning process, including, but not limited to, business owners, residents, employees of downtown businesses, the arts community, historic preservation groups, recreation enthusiasts, and economic development organizations among others. Outreach should strive to engage members of the community with diverse interests, including those who live/ work/ own property both inside and outside the project area.

The success of the Livingston Downtown Master Plan will rely on an open and inclusive public process that engages diverse sectors of the community. One of the challenges will be integrating and involving disengaged groups and constituents who have an interest in the area or can provide meaningful input, but do not typically participate in public planning processes. This may involve assembling small, focused interest groups to foster creativity and candid insights. The consultant team will be tasked with implementing innovative and effective public participation strategies to capture input from diverse sectors of the community at key points in the process, as well as utilizing creative ideas for obtaining public input outside of formal public meetings and surveys. The selected consultant will be responsible for organizing and either leading or co-leading public meetings and public input opportunities with City Staff.

A successful planning process will incorporate the following:

- A strong emphasis on public participation which brings together representatives and stakeholders from a broad range of interests and maintains an inclusive process through community dialogue, consensus building and action.
- Highly visible and extensive community engagement that includes creative ideas for obtaining public input outside of formal public meetings and surveys.
- Analysis of existing land uses, zoning, building ownership and vacancies, and ownership patterns with an emphasis on redevelopment and new business opportunities.
- Visual elements including graphic and/or video depictions that illustrate possible future development and projects based upon key findings from the Master Plan process.
- The successful firm will demonstrate how the Montana Mainstreet Program Four Point Approach will be utilized in the planning process and the final Downtown Master Plan document.

The City of Livingston reserves the right to modify the scope of the project as necessary to fit the needs of the community.

REQUEST FOR PROPOSALS (RFP) 20015

**DOWNTOWN MASTER PLANNING
SERVICES**

**CITY OF LIVINGSTON
220 E. Park Street
Livingston, MT 59047
(406) 823-6000**

Key RFP Dates

| | |
|---------------------------------|-----------------------|
| Issue Date: | April 11, 2023 |
| Question Submittal Date: | April 26, 2023 |
| Proposal Submittal Date: | May 11, 2023 |

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SECTION I:INSTRUCTIONS TO PROPOSERS

SECTION I. INSTRUCTIONS TO PROPOSERS

A. PRE-PROPOSAL CONFERENCE

A pre-proposal conference will not be held for this procurement. Proposers may submit questions or clarifications as noted in Section E., below.

B. EXAMINATION OF PROPOSAL DOCUMENTS

By submitting a proposal, Proposer represents that it has thoroughly examined and become familiar with the work required under this RFP and that it is capable of performing quality work to achieve the City's objectives.

C. ADDENDA

The City reserves the right to revise the RFP documents. Any City changes to the requirements will be made by written addendum to this RFP. Any written addenda issued pertaining to this RFP shall be incorporated into the terms and conditions of any resulting Agreement. The City will not be bound to any modifications to or deviations from the requirements set forth in this RFP as the result of oral instructions. Proposers shall acknowledge receipt of addenda in their proposals. Failure to acknowledge receipt of Addenda may cause the proposal to be deemed non-responsive to this RFP and be rejected.

D. CITY CONTACT

All communication and/or contacts with City staff regarding this RFP are to be directed to the following:

Jennifer Severson
220 E. Park Street
Livingston, MT 59047
jseverson@livingstonmontana.org

Commencing on the date of the issuance of this RFP and continuing until award of the contract or cancellation of this RFP, no proposer, subcontractor, lobbyist or agent hired by the proposer shall have any contact or communications regarding this RFP with any City's staff; member of the evaluation committee for this RFP; or any contractor or consultant involved with the procurement, other than the point of contact named above or unless expressly permitted by this RFP. Contact includes face-to-face, telephone, electronic mail (e-mail) or formal written communication. Any proposer, subcontractor, lobbyist or agent hired by the proposer that engages in such prohibited communications may result in disqualification of the proposer at the sole discretion of the City.

E. CLARIFICATIONS

1. Examination of Documents

Should a Proposer require clarifications of this RFP, the Proposer shall notify the City in writing in accordance with Section E.2. below. Should it be found that the point in question is not clearly and fully set forth, the City will issue a written addendum clarifying the matter posted on the City website.

2. Submitting Requests

- a. All questions must be put in writing and must be received by the City no later than 2:00 p.m., on April 26, 2023.
- b. Requests for clarifications, questions and comments must be clearly labeled, "RFP 20015 Questions". The City is not responsible for failure to respond to a request that has not been labeled as such.
- c. Any of the following methods of delivering written questions are acceptable as long as the questions are received no later than the date and time specified above:
 - (1) U.S. Mail: CITY OF LIVINGSTON, 220 E. Park Street, Livingston MT 59047.
 - (2) Personal Delivery: City of Livingston, Lobby Receptionist, Livingston MT 59047.
 - (3) Email: JSeverson@LivingstonMontana.org

3. City Responses

Responses from the City will be posted on the website no later than April 29, 2023, at 5:00pm. Inquiries received after 2:00 p.m. on April 26, 2023 will not be responded to.

F. SUBMISSION OF PROPOSALS

1. Date and Time

Proposals must be received in the City's office at or before 2:00 p.m. on May 11, 2023

Proposals received after the above-specified date and time will be returned to Proposers unopened.

2. Address

Proposals delivered in person or by a means other than the U.S. Postal Service shall be submitted to the following:

**CITY OF LIVINGSTON
220 E. Park Street
Livingston, MT 59047
Attention: Jennifer Severson**

Or proposals delivered using the U.S. Postal Services shall be addressed as follows:

**CITY OF LIVINGSTON
220 E. Park Street
Livingston, MT 59047
Attention: Jennifer Severson**

Or proposals delivered electronically shall be addressed as follows:

JSEVERSON@LIVINGSTONMONTANA.ORG

3. Identification of Proposals

Proposer shall submit an **original and 3 copies** of its proposal in a sealed package, addressed as shown above in F.2. The outer envelope must show the Proposer's name and address and clearly marked with RFP number (20015). In addition to the above, Proposers shall also include one (1) electronic copy of their entire RFP submittal package in "PDF" format, on a flash drive. If electronic method is utilized, one PDF copy is appropriate.

4. Acceptance of Proposals

- a. The City reserves the right to accept or reject any and all proposals, or any item or part thereof, or to waive any informalities or irregularities in proposals.
- b. The City reserves the right to withdraw or cancel this RFP at any time without prior notice and the City makes no representations that any contract will be awarded to any Proposer responding to this RFP.
- c. The City reserves the right to issue a new RFP for the project.
- d. The City reserves the right to postpone proposal openings for its own convenience.
- e. Each proposal will be received with the understanding that acceptance by the City of the proposal to provide the services

described herein shall constitute a contract between the Proposer and City which shall bind the Proposer on its part to furnish and deliver at the prices given and in accordance with conditions of said accepted proposal and specifications.

- f. The City reserves the right to investigate the qualifications of any Proposer, and/or require additional evidence of qualifications to perform the work.
- g. Submitted proposals are not to be copyrighted.

G. PRE-CONTRACTUAL EXPENSES

The City shall not, in any event, be liable for any pre-contractual expenses incurred by Proposer in the preparation of its proposal. Proposer shall not include any such expenses as part of its proposal.

Pre-contractual expenses are defined as expenses incurred by Proposer in:

- 1. Preparing its proposal in response to this RFP;
- 2. Submitting that proposal to the City;
- 3. Negotiating with the City any matter related to this proposal; or
- 4. Any other expenses incurred by Proposer prior to date of award, if any, of the Agreement.

H. JOINT OFFERS

Where two or more firms desire to submit a single proposal in response to this RFP, they should do so on a prime-subcontractor basis rather than as a joint venture. The City intends to contract with a single firm and not with multiple firms doing business as a joint venture.

I. TAXES

The City is a tax-exempt political subdivision of the State of Montana.

J. PROTEST PROCEDURES

The City has on file a set of written protest procedures applicable to this solicitation that may be obtained by contacting the City point of contact responsible for this procurement. Any protests filed by a Proposer in connection with this RFP must be submitted in accordance with the City's written procedures.

K. CONTRACT TYPE

It is anticipated that the Agreement resulting from this solicitation, if awarded, will be a firm-fixed price contract specifying firm-fixed prices for individual tasks specified in the Scope of Work, included in this RFP as Exhibit A.

L. CONFLICT OF INTEREST

All Proposers responding to this RFP must avoid organizational conflicts of interest which would restrict full and open competition in this procurement. An organizational conflict of interest means that due to other activities, relationships or contracts, a Proposer is unable, or potentially unable to render impartial assistance or advice to the City; a Proposer's objectivity in performing the work identified in the Scope of Work is or might be otherwise impaired; or a Proposer has an unfair competitive advantage. Conflict of Interest issues must be fully disclosed in the Proposer's proposal.

All Proposers must disclose in their proposal and immediately throughout the course of the evaluation process if they have hired or retained an advocate to lobby City staff or the City Commission on their behalf.

Proposers hired to perform services for the City are prohibited from concurrently acting as an advocate for another firm who is competing for a contract with the City, either as a prime or subcontractor.

M. CODE OF CONDUCT

All Proposers agree to comply with the City's Code of Conduct which is hereby referenced and by this reference is incorporated herein.

SECTION II: PROPOSAL CONTENT

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A. PROPOSAL FORMAT AND CONTENT

1. Format

Proposals should be typed with a standard 12-point font, double-spaced and submitted on 8 1/2" x 11" size paper, using a single method of fastening. Charts and schedules may be included in 11"x17" format. Proposals should not include any unnecessarily elaborate or promotional materials. Proposals should not exceed twenty-five (25) pages in length.

2. Letter of Transmittal

The Letter of Transmittal shall be addressed to Jennifer Severson and must, at a minimum, contain the following:

- a. Identification of Proposer that will have contractual responsibility with the City. Identification shall include legal name of company, corporate address, telephone number, and email address. Include name, title, address, email address, and telephone number of the contact person identified during period of proposal evaluation.
- b. Identification of all proposed subcontractors including legal name of company, whether the firm is a Disadvantaged Business Enterprise (DBE), contact person's name and address, phone number and fax number, and email address; relationship between Proposer and subcontractors, if applicable.
- c. Acknowledgement of receipt of all RFP addenda, if any.
- d. A statement to the effect that the proposal shall remain valid for a period of not less than ninety (90) days from the date of submittal.
- e. Signature of a person authorized to bind Proposer to the terms of the proposal.
- f. Signed statement attesting that all information submitted with the proposal is true and correct.

3. Technical Proposal

- a. Project Understanding

This section of the proposal should provide a description of your understanding of the project and the community's needs. Also,

address how you propose to meet those needs, including project approach and methodology.

b. Project Team

A description of the lead firm and all firms proposed to be part of the consultant team with an emphasis on the qualifications needed to provide the services requested in this RFP, along with their web presence and contact information.

c. Work Samples

Provide three (3) examples of downtown plans or similar focused area plans recently completed by the lead firm. Examples may be listed as webpage links or plans may be compiled as an appendix.

d. Public Participation

The public engagement process for the Downtown Master Plan must include a proposed schedule of meetings and public input opportunities at key points in the process; creative ideas for obtaining public input outside of formal public meetings and surveys. The selected consultant will be responsible for organizing and either leading or co-leading public meetings and input opportunities with City staff.

A general discussion about methods you have used to broaden public participation and input into the process. Please discuss how you plan to implement a holistic, inclusive process, including efforts to engage Park County residents living outside the City.

e. Work Plan and Schedule

A discussion of the proposed work plan and schedule of activities to be performed to complete the Master Plan. The anticipated completion date for the Master Plan process is May 31, 2024. The work plan and schedule should discuss, but not be limited to, the following activities: proposed community outreach; proposed site visits; plan outline and priority areas to be focused on that is reviewed and discussed by the stakeholder group; and target completion dates for the plan, including major plan sections, a complete draft of the plan that is available for stakeholder and public review, and the final plan.

f. References

Provide at least three references for similar projects undertaken by the lead firm, including name, address, phone number and email where a contact person may be reached. References for other firms comprising the consultant team should also be included.

4. Cost and Price Proposal

As part of the cost and price proposal, the Proposer shall submit proposed pricing to provide the services included in the Scope of Work.

Submit a not-to-exceed cost breakdown of the Downtown Master Plan process, including estimated hours by role for each activity. Also, include travel and material expenses as separate line items, for each item or activity in your proposal. A separate budget should be prepared for the Housing and Parking Study. Dependent on budget and available funds, the consultant will complete this study during the Downtown Master Planning process, to be adopted with, and as supplemental to, the Downtown Master Plan.

5. Appendices

Information considered by Proposer to be pertinent to this project and which has not been specifically solicited in any of the aforementioned sections may be placed in a separate appendix section. Proposers are cautioned, however, that this does not constitute an invitation to submit large amounts of extraneous materials. Appendices should be relevant and brief.

SECTION III: EVALUATION AND AWARD

SECTION III. EVALUATION AND AWARD

A. EVALUATION CRITERIA

The City will evaluate the offers received based on the following criteria:

- | | | |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| 1. | Qualifications of the Firm and Personnel | 30 % |
| | Technical experience in performing work of a closely similar nature; strength and stability of the firm; strength, stability, experience and technical competence of subcontractors; assessment by client references. | |
| 2. | History of the Team Working Together | 10 % |
| | Experience of the team working together on projects of a similar nature. | |
| 3. | Approach to Public Involvement | 30 % |
| | Emphasis will be placed on creative approaches to increase participation by members of the community who do not own property, live or work in the Central Business District. | |
| 4. | Project Methodology and Timeline | 20 % |
| | Reasonableness of the methodology presented and ability to perform the scope of work within the described time. | |
| 5. | References | 10% |

B. EVALUATION PROCEDURE

An evaluation committee will be appointed to review all proposals received for this RFP. The committee is comprised of City staff and may include outside personnel. The committee members will evaluate the written proposals using criteria identified in Section III A. A list of top-ranked proposals, firms within a competitive range, will be developed based upon the totals of each committee members' score for each proposal.

During the evaluation period, the City may interview some or all of the proposing firms. The interview may consist of a short presentation by the Proposer after which the evaluation committee will ask questions related to the firm's proposal and qualifications.

At the conclusion of the proposal evaluations, Proposers remaining within the competitive range may be asked to submit a Best and Final Offer (BAFO). In the BAFO request, the firms may be asked to provide additional information, confirm

or clarify issues and submit a final cost/price offer. A deadline for submission will be stipulated.

At the conclusion of the evaluation process, the evaluation committee will recommend to City's management the Proposer whose proposal is most advantageous to the City.

C. AWARD

The City may negotiate contract terms with the selected Proposer prior to award, and expressly reserves the right to negotiate with several Proposers simultaneously and, thereafter, to award a contract to the Proposer offering the most favorable terms to the City.

Negotiations may or may not be conducted with Proposers; therefore, the proposal submitted should contain Proposer's most favorable terms and conditions, since the selection and award may be made without discussion with any Proposer.

The selected Proposer will be required to submit to the City's Accounting department a current IRS W-9 form prior to commencing work.

D. NOTIFICATION OF AWARD AND DEBRIEFING

Proposers who submit a proposal in response to this RFP shall be notified via email of the contract award. Such notification shall be made within three (3) business days of the date the contract is awarded.

Proposers who were not awarded the contract may obtain a debriefing concerning the strengths and weaknesses of their proposal. Unsuccessful Proposers, who wish to be debriefed, must request the debriefing in writing or electronic mail and the City must receive it within three (3) business days of notification of the contract award.

EXHIBIT A: SCOPE OF WORK

Introduction

Livingston is a culturally rich, historically significant and vibrant community of 8,386 residents located 26 miles east of Bozeman and 58 miles north of Yellowstone National Park. The City of Livingston is requesting proposals from qualified candidates to develop a Downtown Master Plan to guide future decisions about growth and development that will enhance the City's historic downtown while maintaining its unique character.

Overview of Livingston, Montana

Livingston is situated along the banks of the Yellowstone River just north of Paradise Valley amid incredible natural beauty. The City is surrounded by the Bridger Range to the west, the Absaroka Range to the south, and the Crazy Mountains to the north, it is a roughly 30-minute drive east of Bozeman and just over one hour's drive north of Yellowstone National Park.

Livingston was founded in 1882 to serve the Northern Pacific Railroad. A branch line was also completed through Paradise Valley to the south that extended to the Northern Entrance to Yellowstone National Park, establishing Livingston as the primary Gateway to Yellowstone National Park at that time.

From its early days centered around railroad activity, Livingston has transitioned to a community that welcomes tourists and outdoor recreationists, predominantly in the spring and summer months. Housing is a considerable challenge in Livingston and nearby communities, particularly affordable housing for year-round residents and workforce housing for the service sector jobs that support the area's seasonal tourism economy.

The community's identity centers around outdoor recreation and the enjoyment of the natural beauty of the area, and supports a diverse economy which includes tourism, the arts, remote employment, conservation, and housing for out-of-county mining, Yellowstone National Park, and other businesses. The need for a Downtown Master Plan in Livingston is great as much has changed in the region and community since the City last undertook a planning effort focused on the downtown area more than two decades ago. Changes and challenges necessitating a new downtown plan include: regional growth pressures; increased regional tourism; lack of high quality affordable and workforce housing; underutilized downtown areas with vacant buildings in need of maintenance and restoration; and, an economy that is heavily influenced by seasonal tourist fluctuations.

Vision Statement

The City of Livingston Downtown Master Plan will create a guiding vision focused on a holistic approach to promoting high-quality development, economic vitality and activities in the downtown area that encourage responsible growth while preserving the historic charm Livingston is known for.

Project Overview

Community members are increasingly expressing a desire for methods to effectively and proactively address challenges associated with growth and change. Many in the community are eager to capture more tourists as they travel through the region. Many see opportunities to increase occupancy of downtown buildings (stores, businesses and housing). Others see opportunities to improve downtown

buildings, provide wayfinding signs and make improvements to the city's historic ghost signs. Community members want to be involved in decisions about how and where Livingston should grow.

The City of Livingston adopted a Growth Policy in 2021 that involved considerable public outreach and involvement. The Growth Policy created a common vision for Livingston's future by providing guidance for responsible growth yet preserve its unique sense of place. The following downtown-specific strategies were identified in the Growth Policy:

- Encourage additional residential density within the downtown area of the City. (Strategy 3.1.1.1)
- Plan for and attract new investment into the downtown district to support local businesses. (Objective 6.1.5)
- Develop effective wayfinding signage for locals and tourists to easily find destinations and parking. (Strategy 6.1.5.1)
- Develop a parking strategy and consider removing parking space minimums from downtown coding. (Strategy 6.1.5.2)
- Explore creating a downtown master plan focused on the Urban Renewal District. (Strategy 6.1.5.3)
- Explore mechanisms to strengthen and enhance the effectiveness of the Urban Renewal Agency to encourage redevelopment of underutilized properties in the downtown area. (Strategy 6.1.5.4)
- Utilize and partner with local and state organizations like Prospera Business Network, Montana Department of Commerce, Montana Historic Preservation Grant Program (MHPC), and Montana Procurement Technical Assistance Center (PTAC), etc. to assist with economic development expertise and funding opportunities. (Strategy 6.1.5.5)
- Identify and implement a "Buy Local" procurement policy that greatly incentivizes the City of Livingston to support local businesses. (Strategy 6.1.5.6)
- Support expansion of current and emerging infrastructure technologies including fiber optic service and other communication infrastructure. (Strategy 6.1.5.7)
- Dedicate resources to strategies designed to help the local economy by investing in local businesses. (Strategy 6.1.5.8)

The Downtown Master Plan will provide recommendations for the greater downtown area as far north as the Burlington Northern railroad tracks, including Park Street. The map below identifies the project area, which encompasses the Urban Renewal District, Downtown Historic District, and Central Business District Zoning District:



Scope of Work

The proposed City of Livingston Downtown Master Plan will include:

1. Conduct existing conditions and background analysis and produce a map of community assets and concerns.
2. Create a Wayfinding Plan for the downtown planning area that includes sign, content and installation locations.
3. Create a comprehensive Streetscape Improvement Plan that identifies streetscape improvements and projects such as public art displays, street furniture, and locations throughout the downtown planning area where these projects could suitably be implemented.
4. Recommendations for plan implementation that encompass both long range and “early-win” opportunities, including identification of key partners and their roles in implementation.
5. Identify priority catalyzing development/ redevelopment projects and create an implementation strategy including budget and timeline estimates and project phasing, if necessary, for a variety of project types including, but not limited to: rehabilitation of existing housing units, historic preservation, parking, a low-maintenance pocket park or small public gathering space, and potential improvements to multi-modal transportation access to and within the downtown area.
6. Summary of funding resources available for creating and sustaining revitalization and economic development as identified in the Plan. This summary shall include an overview of grants, loans, and opportunities through private funding sources and local, state and federal grant opportunities.

Additional Scope of Work – dependent on funding

7. A combined Housing and Parking Study that identifies vacant/ underutilized housing units in the project area, particularly abandoned upper floor units above ground floor commercial spaces. Parking must be evaluated for existing needs and availability as well as for future needs based on the results of the housing study to ensure there will be adequate parking for additional future residential units and commercial uses in the project area.

Project Approach

Project approach should focus on identifying and building a broad coalition of supporters with diverse interests who will work toward common goals. Success of the Livingston Downtown Master Plan will be contingent on inclusivity and the integration of multiple perspectives. The community should be engaged in the planning process, including, but not limited to, business owners, residents, employees of downtown businesses, the arts community, historic preservation groups, recreation enthusiasts, and economic development organizations among others. Outreach should strive to engage members of the community with diverse interests, including those who live/ work/ own property both inside and outside the project area.

The success of the Livingston Downtown Master Plan will rely on an open and inclusive public process that engages diverse sectors of the community. One of the challenges will be integrating and involving disengaged groups and constituents who have an interest in the area or can provide meaningful input, but do not typically participate in public planning processes. This may involve assembling small, focused interest groups to foster creativity and candid insights. The consultant team will be tasked with implementing innovative and effective public participation strategies to capture input from diverse sectors of the community at key points in the process, as well as utilizing creative ideas for obtaining public input outside of formal public meetings and surveys. The selected consultant will be responsible for organizing and either leading or co-leading public meetings and public input opportunities with City Staff.

A successful planning process will incorporate the following:

- A strong emphasis on public participation which brings together representatives and stakeholders from a broad range of interests and maintains an inclusive process through community dialogue, consensus building and action.
- Highly visible and extensive community engagement that includes creative ideas for obtaining public input outside of formal public meetings and surveys.
- Analysis of existing land uses, zoning, building ownership and vacancies, and ownership patterns with an emphasis on redevelopment and new business opportunities.
- Visual elements including graphic and/or video depictions that illustrate possible future development and projects based upon key findings from the Master Plan process.
- The successful firm will demonstrate how the Montana Mainstreet Program Four Point Approach will be utilized in the planning process and the final Downtown Master Plan document.

The City of Livingston reserves the right to modify the scope of the project as necessary to fit the needs of the community.

PROPOSED FEES - CITY OF LIVINGSTON DOWNTOWN MASTER PLAN

| | | Crescendo Planning + Design | | | | Crescendo Planning + Design Totals | Economic and Planning Systems (EPS) | | | | EPS Totals | Robert Peccia & Associates (RPA) | | | | RPA Totals | Total | |
|-------------------------------------------------------------------------|---------------------------------------------------------------------------|-------------------------------------------|-----------------|-----------------------|-----------------|------------------------------------|-------------------------------------|------------|-----------------|------------|-----------------|-----------------------------------|-----------|-------------------------------------|-----------|-----------------|------------------|------------------|
| | | Project Management / Community Engagement | | Production / Graphics | | | Principal | | Associate | | | Vice President / Transp. Planning | | Transp. Engineering / Planning Lead | | | | |
| | | hrs | \$150 | hrs | \$100 | | hrs | \$195 | hrs | \$145 | | hrs | \$220 | hrs | \$145 | | | |
| Task 1: Project Kickoff & Project Management | | | | | | | | | | | | | | | | | | |
| 1.1 | Scope Confirmation/Kickoff Meeting | 4 | \$600 | | \$0 | 4 | \$600 | 2 | \$390 | 2 | \$290 | \$680 | 2 | \$440 | | \$0 | \$440 | \$1,720 |
| 1.2 | On-going Project Administration and Coordination | 24 | \$3,600 | | \$0 | 24 | \$3,600 | 4 | \$780 | 4 | \$580 | \$1,360 | 2 | \$440 | 2 | \$290 | \$730 | \$5,690 |
| | Travel & Material Expenses | | | | | | | | | | | | | | | | | \$0 |
| | Subtotal | 28 | \$4,200 | 0 | \$0 | 28 | \$4,200 | 6 | \$1,170 | 6 | \$870 | \$2,040 | 4 | \$880 | 2 | \$290 | \$1,170 | \$7,410 |
| Task 2: Existing Conditions Analysis & Preliminary Visioning | | | | | | | | | | | | | | | | | | |
| 2.1 | Site Visit, Documentation of Physical Conditions and Asset Identification | 4 | \$600 | 12 | \$1,200 | 16 | \$1,800 | 12 | \$2,340 | 24 | \$3,480 | \$5,820 | 2 | \$440 | 8 | \$1,160 | \$1,600 | \$9,220 |
| 2.2 | Stakeholder Outreach and Preliminary Visioning | 12 | \$1,800 | 8 | \$800 | 20 | \$2,600 | 4 | \$780 | 8 | \$1,160 | \$1,940 | | \$0 | 4 | \$580 | \$580 | \$5,120 |
| | Travel & Material Expenses | | | | | | \$750 | | | | | \$750 | | | | | \$250 | \$1,750 |
| | Subtotal | 16 | \$2,400 | 20 | \$2,000 | 36 | \$5,150 | 16 | \$3,120 | 32 | \$4,640 | \$8,510 | 2 | \$440 | 12 | \$1,740 | \$2,430 | \$16,090 |
| Task 3: Community Workshop | | | | | | | | | | | | | | | | | | |
| 3.1 | Community Workshop, Outreach and Master Plan Concept Development | 16 | \$2,400 | 36 | \$3,600 | 52 | \$6,000 | 8 | \$1,560 | 12 | \$1,740 | \$3,300 | | \$0 | 12 | \$1,740 | \$1,740 | \$11,040 |
| | Travel & Material Expenses | | | | | | \$1,330 | | | | | \$750 | | | | | \$500 | \$2,580 |
| | Subtotal | 16 | \$2,400 | 36 | \$3,600 | 52 | \$7,330 | 8 | \$1,560 | 12 | \$1,740 | \$4,050 | 0 | \$0 | 12 | \$1,740 | \$2,240 | \$13,620 |
| Task 4: Master Plan Development | | | | | | | | | | | | | | | | | | |
| 4.1 | Master Plan Framework Recommendations | 8 | \$1,200 | 24 | \$2,400 | 32 | \$3,600 | 4 | \$780 | | \$0 | \$780 | 4 | \$880 | | \$0 | \$880 | \$5,260 |
| 4.2 | Streetscape Improvement Plan and Wayfinding Plan | 8 | \$1,200 | 40 | \$4,000 | 48 | \$5,200 | | \$0 | | \$0 | \$0 | 12 | \$2,640 | 16 | \$2,320 | \$4,960 | \$10,160 |
| 4.3 | Economic Development Strategies and Recommendations | 8 | \$1,200 | 20 | \$2,000 | 28 | \$3,200 | 12 | \$2,340 | 16 | \$2,320 | \$4,660 | | \$0 | | \$0 | \$0 | \$7,860 |
| 4.4 | Focus Groups / Coalition Building | 16 | \$2,400 | 8 | \$800 | 24 | \$3,200 | | \$0 | 4 | \$580 | \$580 | 4 | \$880 | 4 | \$580 | \$1,460 | \$5,240 |
| | Travel & Material Expenses | | | | | | \$750 | | | | | | | | | | | \$750 |
| | Subtotal | 40 | \$6,000 | 92 | \$9,200 | 132 | \$15,950 | 16 | \$3,120 | 20 | \$2,900 | \$6,020 | 20 | \$4,400 | 20 | \$2,900 | \$7,300 | \$29,270 |
| Task 5: Final Master Plan and Implementation Action Plan | | | | | | | | | | | | | | | | | | |
| 5.1 | Master Plan Documentation and Adoption Support | 4 | \$600 | 40 | \$4,000 | 44 | \$4,600 | | \$0 | 4 | \$580 | \$580 | | \$0 | 4 | \$580 | \$580 | \$5,760 |
| 5.2 | Implementation Action Plan | 8 | \$1,200 | 36 | \$3,600 | 44 | \$4,800 | 12 | \$2,340 | 8 | \$1,160 | \$3,500 | 12 | \$2,640 | 8 | \$1,160 | \$3,800 | \$12,100 |
| | Travel & Material Expenses | | | | | | \$750 | | | | | | | | | | | \$750 |
| | Subtotal | 12 | \$1,800 | 76 | \$7,600 | 88 | \$10,150 | 12 | \$2,340 | 12 | \$1,740 | \$4,080 | 12 | \$2,640 | 12 | \$1,740 | \$4,380 | \$18,610 |
| Task 6: Housing & Parking Study | | | | | | | | | | | | | | | | | | |
| 6.1 | Housing & Parking Study | 12 | \$1,800 | 24 | \$2,400 | 36 | \$4,200 | 56 | \$10,920 | 64 | \$9,280 | \$20,200 | 8 | \$1,760 | 24 | \$3,480 | \$5,240 | \$29,640 |
| | Subtotal | 12 | \$1,800 | 24 | \$2,400 | 36 | \$4,200 | 56 | \$10,920 | 64 | \$9,280 | \$20,200 | 8 | \$1,760 | 24 | \$3,480 | \$5,240 | \$29,640 |
| Professional Time and Costs Subtotal | | 124 | \$18,600 | 248 | \$24,800 | 372 | \$46,980 | 114 | \$22,230 | 146 | \$21,170 | \$44,900 | 46 | \$10,120 | 82 | \$11,890 | \$22,760 | \$114,640 |
| TOTAL (TASKS 1-6) FEE | | | | | | | | | | | | | | | | | \$114,640 | |