

Contract No. _____

Date _____



City of Edmonds

121 FIFTH AVENUE N. • EDMONDS, WA 98020 • 425-771-0251
COMMUNITY SERVICES / ECONOMIC DEVELOPMENT DEPARTMENT

Mike Cooper
Mayor

PROFESSIONAL SERVICES AGREEMENT BECKWITH CONSULTING GROUP STRATEGIC PLANNING SERVICES FOR THE CITY OF EDMONDS

THIS AGREEMENT, made and entered into between the **City of Edmonds**, hereinafter referred to as the “City”, and **Beckwith Consulting Group**, hereinafter referred to as the “Consultant”;

WHEREAS, the City desires to engage the professional services and assistance of a consultant to guide a strategic planning process for the City of Edmonds, Washington resulting in the creation of a community wide vision and strategic plans set forth in the attached Statement of Work, Exhibit A hereto; and

NOW, THEREFORE, in consideration of mutual benefits accruing, it is agreed by and between the Parties hereto as follows:

1. Statement of Work. The Statement of Work shall include all services and material necessary to accomplish the above-mentioned objectives in accordance with the specifics noted below.

A. General Description. At the request of City staff, the Consultant will provide strategic planning consulting, project management, and other services not described in the Statement of Work as directed by the City’s representative.

The specific Statement of Work can be found in Exhibit A, attached hereto and fully incorporated herein by this reference.

B. Authorization Required. In conjunction with the City staff, the Consultant will prepare work plans consistent with the Statement of Services for approval by the Community Services/Economic Development Director of the City, or his designee. All services performed pursuant to this Agreement shall be consistent with the approved work plans. Each and every task billed under this Agreement shall be subject to the

requirement that it be authorized by the City. Such authorization shall be written and may be documented by e-mail.

2. Payments. The Consultant shall be paid by the City for completed work for services rendered under this Agreement as provided hereinafter. 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.

A. Amount. Payment for work accomplished under the terms of this Agreement shall be as set forth in the Statement of Work and the authorization provided under paragraph 1(B) above, provided that in no event shall the payment for work performed pursuant to this Agreement exceed the sum of One Hundred Thousand and No/100 Dollars (\$100,000), i.e., Ninety Seven Thousand Five Hundred Sixty and No/100 Dollars (\$97,560) for the subtotal, and Two Thousand Four Hundred Forty and No/100 Dollars (\$2,440) for contingency.

B. Payment Approval. All vouchers shall be submitted by the Consultant to the City for payment pursuant to the terms of this Agreement. The City shall pay the appropriate amount for each voucher to the Consultant. The Consultant may submit vouchers to the City monthly during the progress of the work for payment of completed phases of the project. Billings shall be reviewed in conjunction with the City's warrant process. No billing shall be considered for payment that has not been submitted to the Finance Director three (3) days prior to the scheduled cut-off date. Such late vouchers will be checked by the City and payment will be made in the next regular payment cycle. Invoices will be in a form and content reasonably acceptable to the City and will describe:

- Services performed
- Number of hours expended in performing the services
- Base contract amount
- Amount invoiced to date
- Current invoiced amount
- Contract balance amount

The specific time and materials schedule can be found in Exhibit B, attached hereto and fully incorporated herein by this reference.

C. Record Retention. The costs, records and accounts pertaining to this Agreement are to be kept available for inspection by representatives of the City for a period of three (3) years after final payment. Copies shall be made available upon request.

3. Ownership and Use of Documents. All research, tests, surveys, preliminary data and any and all other work product prepared or gathered by the Consultant in preparation for the services rendered by the Consultant under this Agreement shall be and are the property of Consultant provided, however, that:

A. Final Document. All final reports, presentations and testimony prepared by the Consultant shall become the property of the City upon their presentation to and acceptance by the City and shall at that date become the property of the City.

B. Copies. The City shall have the right, upon reasonable request, to inspect, review and copy any work product during normal office hours. Documents prepared under this agreement and in the possession of the Consultant may be subject to public records request and release under Chapter 42.56 RCW.

C. Default. In the event that the Consultant shall default on this Agreement, or in the event that this contract shall be terminated prior to its completion as herein provided, the work product of the Consultant, along with a summary of work done to date of default or termination, shall become the property of the City and tender of the work product and summary shall be a prerequisite to final payment under this contract. The summary of work done shall be prepared at no additional cost.

4. Time of Performance. The Consultant shall perform the work authorized by this Agreement promptly in accordance with the receipt of the required governmental approvals.

5. Hold Harmless Agreement. The Consultant shall indemnify and hold the City and its officers and employees harmless from and shall process and defend at its own expense all claims, demands, or suits at law or equity arising in whole or in part from the Consultant's negligence or breach of any of its obligations under this Agreement; provided that nothing herein shall require a Consultant to indemnify the City against and hold harmless the City from claims, demands or suits based solely upon the conduct of the City, its agents, officers and employees; and provided further that if the claims or suits are caused by or result from the concurrent negligence of (a) the Consultant's agents or employees, and (b) the City, its agents, officers and employees, this indemnity provision with respect to (1) claims or suits based upon such negligence (2) the costs to the City of defending such claims and suits shall be valid and enforceable only to the extent of the Consultant's negligence or the negligence of the Consultant's agents or employees.

The Consultant shall comply with all applicable sections of the applicable Ethics laws, including RCW 42.23, which is the Code of Ethics for regulating contract interest by municipal officers. The Consultant specifically assumes potential liability for actions brought by the Consultant's own employees against the City and, solely for the

purpose of this indemnification and defense, the Consultant specifically waives any immunity under the state industrial insurance law, Title 51 RCW.

6. General and Professional Liability Insurance. The Consultant shall obtain and keep in force during the terms of the Agreement, or as otherwise required, the following insurance with companies or through sources approved by the State Insurance Commissioner pursuant to Title 48 RCW.

Insurance Coverage

- A. Worker's compensation and employer's liability insurance as required by the State.
- B. Commercial general liability and property damage insurance in an aggregate amount not less than two million dollars (\$2,000,000) for bodily injury, including death and property damage. The per occurrence amount shall not exceed one million dollars (\$1,000,000).
- C. Vehicle liability insurance for any automobile used in an amount not less than a one million dollar (\$1,000,000) combined single limit.
- D. Professional liability insurance in the amount of one million dollars (\$1,000,000).

Excepting the Worker's Compensation Insurance and Professional Liability Insurance secured by the Consultant, the City will be named on all policies as an additional insured. The Consultant shall furnish the City with verification of insurance and endorsements required by the Agreement. The City reserves the right to require complete, certified copies of all required insurance policies at any time.

All insurance shall be obtained from an insurance company authorized to do business in the State of Washington. The Consultant shall submit a verification of insurance as outlined above within fourteen days of the execution of this Agreement to the City.

No cancellation of the foregoing policies shall be effective without thirty days prior notice to the City.

The Consultant's professional liability to the City shall be limited to the amount payable under this Agreement or one million dollars (\$1,000,000), whichever is the greater, unless modified elsewhere in this Agreement. In no case shall the Consultant's professional liability to third parties be limited in any way.

Certificates of coverage shall be delivered to the City within fifteen (15) days of execution of this Agreement. Coverage limit provided herein is neither intended nor shall it cap Consultant's liability resulting from breach of contract, warranty, negligence or any other act of tort.

7. Discrimination Prohibited. Consultant shall not discriminate against any employee or applicant for employment because of race, color, religion, age, sex, national origin or physical handicap.

8. Consultant is an Independent Contractor. The Parties intend that an independent Contractor relationship will be created by this Agreement. No agent,

employee or representative of the Consultant shall be deemed to be an agent, employee or representative of the City for any purpose. Consultant shall be solely responsible for all acts of its agents, employees, representatives and subcontractors during the performance of this contract.

9. City Approval of Work and Relationships. Notwithstanding the Consultant's status as an independent contractor, results of the work performed pursuant to this contract must meet the approval of the City. During pendency of this Agreement, the Consultant shall not perform work for any party with respect to any property located within the City of Edmonds or for any project subject to the administrative or quasi-judicial review of the City without written notification to the City and the City's prior written consent.

10. Termination. This being an Agreement for professional services, either party may terminate this Agreement for any reason upon giving the other party written notice of such termination no fewer than ten (10) days in advance of the effective date of said termination.

11. Changes/Additional Work. The City may engage Consultant to perform services in addition to those listed in this Agreement, and Consultant will be entitled to additional compensation for authorized additional services or materials. All such authorizations shall comply with paragraph 1(B) above. The City shall not be liable for additional compensation until and unless any and all additional work and compensation is approved in advance in writing and signed by both Parties to this Agreement. If conditions are encountered which are not anticipated in the Statement of Works, the City understands that a revision to the Statement of Work and fees may be required. Provided, however, that nothing in this paragraph shall be interpreted to obligate the Consultant to render or the City to pay for services rendered in excess of the payments discussed in Section 2.A, unless or until an amendment to this Agreement is approved in writing by both Parties.

12. Standard of Care. Consultant represents that Consultant has the necessary knowledge, skill and experience to perform services required by this Agreement. Consultant and any persons employed by Consultant shall use their best efforts to perform the work in a professional manner consistent with sound practices, in accordance with the usual and customary professional care required for services of the type described in the Statement of Work.

13. Non-waiver. Waiver by the City of any provision of this Agreement or any time limitation provided for in this Agreement shall not constitute a waiver of any other provision.

14. Non-assignable. The services to be provided by the Contractor shall not be assigned or subcontracted without the express written consent of the City.

15. Covenant Against Contingent Fees. The Consultant warrants that he has not employed or retained any company or person, other than a bona fide employee working solely for the Consultant, to solicit or secure this contract, and that he has not paid or agreed to pay any company or person, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gifts or any other consideration contingent upon or resulting from the award of making this contract. For breach or violation of this warranty, the City shall have the right to annul this contract without liability or, in its discretion to deduct from the contract price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift, or contingent fee.

16. Compliance with Laws. The Consultant in the performance of this Agreement shall comply with all applicable Federal, State or local laws and ordinances, including regulations for licensing, certification and operation of facilities, programs and accreditation, and licensing of individuals, and any other standards or criteria as described in the Agreement to assure quality of services. The Consultant specifically agrees to obtain a business license during and for any period in which services are provided under this Agreement.

17. Notices. Notices shall be sent to the following address, with receipt of any notice being deemed effective three days after deposit of written notice.

City

Consultant

Stephen Clifton
c/o City of Edmonds
121 Fifth Avenue North
Edmonds, WA 98020

Tom Beckwith
c/o Beckwith Consulting Group
P.O. Box 704
LaConner, WA 98257

18. Severability. This Agreement shall be read and interpreted as a whole, except that the capitalized and underlined headings for each numbered paragraph are for descriptive purposes and shall not prevail over the provision which they head. In the event that any provision herein shall be struck down, particularly those contained in paragraph 7 (Consultant is an independent Contractor), this Agreement shall be at an immediate end.

18. Integration. The Agreement between the Parties shall consist of this document and the Exhibits attached hereto. These writings constitute the entire Agreement of the parties and shall not be amended except by a writing executed by both parties as provided in paragraph 11 (Changes/Additional Work). In the event of any conflict between this written Agreement and any provisions of Exhibits attached hereto, this Agreement shall control.

19. Venue and Jurisdiction. Any action to interpret or enforce this Agreement shall be brought before the Superior Court of Snohomish County, Washington, and the Parties agree that, as between them, all matters shall be resolved in that venue.

DATED THIS _____ DAY OF _____, 2011.

CITY OF EDMONDS

Mayor Mike Cooper

ATTEST/AUTHENTICATED:

By: _____
Sandra S. Chase, City Clerk

APPROVED AS TO FORM:

By: _____
Office of the City Attorney

CONSULTANT

By: _____

Its: _____

STATE OF WASHINGTON)

COUNTY OF _____)

I certify that I know or have satisfactory evidence that _____ is the person who appeared before me, and said person acknowledged that he/she signed this instrument, and on oath stated that he/she was authorized to execute the instrument as the _____ of _____ to be the free and voluntary act of such party for the uses and purposes mentioned in the instrument.

DATED: _____

NOTARY PUBLIC

Printed Name: _____

My appointment expires: _____

Strategic Plan Statement of Services/Scope of Work

Task 1: Conduct EDC/PB/Council retreat #1

Beckwith Consulting Group (BCG) BCG will conduct a workshop with Department Directors, Economic Development Commission (EDC), Planning



Board (PB), City Council, and others the City deems appropriate to review the goals and objectives, scope, tasks of work, time schedule, and other particulars of the proposed work program before finalizing your process. This would provide participants an opportunity to review and strategize about:

- **Vision** - concerning the context, scope, and particulars of this proposed strategic planning process.
- **Assessment** - of the participants and products that have been achieved by the 2009 EDC & PB Joint Annual Report, Levy Lid Lift Committee, Westgate and Five Corners Charrettes, Mayor's Survey, and other public and private plans and projects to-date.
- **Identification of who and how to involve** - key stakeholders, business and property owners, organizations and interest groups, as well as the public-at-large.

Department Directors, EDC, PB, and Council will review the proposed process and identify issues and concerns to be resolved during the course of work. Based on the results of the retreat, BCG will refine the proposed tasks, schedules, and other particulars if necessary based on outcome of the retreat.

- **Website** - BCG will create direct linkages to the City's website devoted to this strategic planning process including pages with objectives, scope of work, schedules, e-mail notification, and sign-up for continuous newsletter distributions.
- **Event outreach** - BCG will staff booths at community events including the Summer Market, Arts Festival, Waterfront Festival, Taste of Edmonds, and others to provide materials and surveys that will generate public interest and solicit comments on the strategic planning process.

Deliverable - *a refined schedule, list of strategic planning participants, and identification of issues to be covered in the strategic planning process. A series of newsletters will be published in/posted on the City's website for public distribution.*

Phase 1:
Compile background/interviews

Task 2: Conduct internal/external scans

Working with Department Directors, BCG will compile and analyze the following conditions for strategic plan evaluation.

- **2010 Comprehensive Plan** - including environment, economic, housing, land use, transportation, parks and recreation, and public facilities goals and projects,
- **2011 Budget, Annual Financial Statement, and Capital Improvements Program** - including near term and future cost, revenue, and capital financing projections,
- **Census**- comparative data from the 2000 and 2010 census, American Community Survey (ACS), ERSI, and other sources on socioeconomic characteristics and changes in Edmonds, Puget Sound, Washington, US,
- **OFM, DOR, and Snohomish County data** - on retail sales, property values, buildable lands, housing market conditions, etc

Deliverable - *internal/external scans of existing comparative conditions and trends organized into a format for strategic plan discussion.*

Task 3: Interview stakeholders

BCG will conduct personal interviews and/or focus group sessions with key officials, property and business owners, public organizations, user groups, and other parties of interest identified from the results of the retreat in task 1 regarding:



- extent of involvement in city activities,
- perceived problems or opportunities with existing/future conditions,
- suggestions concerning opportunities and possibilities, and
- interest in participating in possible strategic planning opportunities.

Deliverable - *a copy of stakeholder interviews along with a report documenting major findings.*

Task 4: Conduct EDC/PB/Council retreat #2

BCG will review the results of the existing conditions inventory and analysis and stakeholder interviews with Department Directors, EDC, PB, and Council during a public workshop session. Your workshop participants will review results and define implications to be covered in future tasks.

Deliverable - *outline of issues to be reviewed with the public in the strategic planning process described in a newsletter on your website.*

Assess public opinions

Task 5: Conduct mail-back surveys of owners, employees, and customers

BCG will conduct a series of mail-out and intercept surveys of business and property owners, employees, and customers concerning business conditions, current utilization of area stores and businesses, and their characteristics.



BCG may design the surveys to be bulk mailed to 1,800+ licensed business owners and handed out to employees at Stevens Hospital, Edmonds School District, city staff, and key economic centers; and distributed to random sampled customers intercepted at major places of travel, business, recreation, and during community festivals within the downtown and Highway 99 business centers - whichever distribution method the City and BCG jointly deem most effective for each type of survey.

The surveys will include closed and open-ended questions in a folded format allowing the respondent to mail-back the survey with a pre-printed business reply postage cover. BCG may design the surveys to ask each respondent group the following questions:

Business owner surveys

- reason for locating in Edmonds,
- business trends including impact of internet and finance,
- suggestions and recommendations concerning market possibilities,
- willingness to participate or commit to possible strategic planning opportunities.

Employee surveys

- employee opinions of existing conditions including job opportunities, housing conditions and costs, support services such as training and childcare,
- what employees perceive to be economic problems or opportunities, and
- employee characteristics including place of residence, education, income, household status, and other particulars.

Customer surveys

- where customers shop within the city and with major competitors,
- customer opinions of existing conditions including available products and services, parking access and capacities, building conditions, and images,
- what customers perceive to be problems or opportunities, and
- customer characteristics including place of residence, employment, income, household status, and other particulars.

***Deliverable** - a copy of the mail-back and intercept surveys results along with a report documenting major findings.*

Task 6: Conduct surveys of students

BCG will design a hand-out/mail-back or internet survey to be taken by Edmonds middle and high school students. The survey, which may be coordinated with the school districts' annual school student activity assessment requirements, will include a series of closed-ended questions about the student's:

- ***Workforce participation*** - including their volunteer, internship, or employment with city organizations, businesses, or other enterprises during the school year, vacations, or summer.
- ***Vocational interests*** - in occupations or professions offered in high school, vocational school, college, or other instructional programs and the extent to which they believe the city provides opportunities to learn, work, or practice in such.
- ***Job and volunteer desires*** - on the students part for volunteer, internship, or employment activities which are not currently offered by local organizations or businesses.
- ***Participant characteristics*** - including place and length of residence, age and class, and home school.

***Deliverable** - a copy of the hand-out/hand-back or internet survey results along with a report documenting major findings.*

Task 7: Conduct internet surveys of residents

BCG will design, post, and collate internet surveys on a continuous basis to elicit resident opinions concerning problems, issues, opportunities, and other particulars that should be addressed during the strategic planning process. The on-line surveys will use photos and illustrations to ask the respondents a series of open and closed-ended questions rating:



- existing conditions, strengths, and problems of the downtown, Westgate, Five Corners, Highway 99, Firdale Village, commercial districts, each neighborhood, and city in general,
- possible approaches concerning environmental protections, economic opportunities, land use developments, housing conditions, traffic and transit, parks and recreation, general appearances, fiscal concerns, and other particulars,
- respondent characteristics including age, household type, length of residence, place of work, and other particulars for sample control purposes.

Note - BCG will also create hardcopy versions of the on-line surveys that can be distributed and collected from various locations throughout the city for residents who do not use or are not comfortable taking the survey on-line. BCG will input the hardcopy versions into the on-line database to create an effective and integrated outreach of existing public opinions. If necessary, BCG will also create other language transcriptions of the surveys for distribution in areas where English is not the prevalent language.

Deliverable - a copy of the on-going internet surveys results along with a report documenting major findings.

Task 8: Conduct EDC/PB/Council retreat #3

BCG will review the results of the public outreach interviews and surveys with Department Directors, EDC, PB, and Council during public workshops. Workshop participants will review results and define implications concerning the content and direction of future strategic planning tasks.

Deliverable - a series of possible strategic planning issues to be presented and developed in a charrette in task 9-10 published on a newsletter on your website.

visioning charrette

Task 9: Recruit delegates/distribute materials

The City, EDC, PB, and Council will issue invitations and publish public notices to recruit persons to serve as delegates to the strategic planning charrette.

The participants may include representatives of City advisory boards and commissions, business and public interest organizations, school district, key property and business owners, residents-at-large, and other parties of interest or impact on your strategic planning process.

Depending on the number of applications, the City may select participants by lottery to ensure a random sample of interested parties and restrict the total number to a level that can be accommodated within a reasonably sized facility (@ 200 participants per evening for as many evenings as you wish to accommodate).

As part of the recruitment process, BCG may query potential delegates on the issues of interest and importance to them concerning the strategic planning process. Based on delegate queries, BCG will compile, publish, and mail background materials to the delegates selected to participate in the charrette process.

The materials may include background information on the results of the internal/external scans and surveys - as well as results of the EDC, PB, and Council retreats.

Deliverable - a roster of delegate participants who have signed on to participate in the charrette along with distribution of materials with which to become familiar with the topics of most interest to the strategic planning process.

Task 10: Conduct charrette with delegates

The City will host, and BCG will organize and conduct, a participatory strategic planning charrette with the delegates. BCG will conduct the session as a brainstorming workshop, where the participants divide into small groups of 20 or less to jointly create (and BCG facilitates) as many ideas as possible.

Each group will be asked to respond to a mandatory list of questions and topics to make sure the entire delegation brainstorm the same objectives. The list of mandatory questions will be drawn from the results of the internal/external scans, interviews and surveys, and preceding EDC, PB, and Council retreats. Once each small group has completed the mandatory list, they may take up any other optional topics or subjects their group deems worthy.



These initial charrettes will be developed without critical evaluation until the participants are satisfied that all possible ideas have been explored. The participants will then evaluate every proposal listing negative and positive features. Where appropriate, BCG may refine, expand, or combine proposals as a means of increasing positive and decreasing negative features. BCG will continue the iterative charrette until the participants are satisfied that every idea has been fully evaluated.

BCG will then poll the groups to determine the level of support available for each proposal. The participants will then determine, based on the polling results, which concepts or concept refinements BCG develops into detailed strategic planning elements in following tasks.

Note - BCG will provide facilitators, and train City staff members, to work with BCG to scribe and facilitate the small group charrettes. BCG has done this before with other client representatives with much success.

Deliverable - brainstorming ideas for a list of mandatory and thus common topics created by groups small enough to have interaction necessary to create a range of possible strategic planning solutions along with a ranking score by which to determine most to least priorities.

Task 11: Collate charrette results

BCG will compile a comparative description of the charrette results that emerge from each delegate worktable that participated in task 10. Where appropriate, BCG will generate supplementary graphics, text, or concepts common of each delegate group's strategic planning proposals.

***Deliverable** - a report documenting and collating the results of the small group sessions into a comparative matrix which can be prioritized and presented to the public for reactions.*

Task 12: Conduct EDC/PB/Council retreats #4a and 4b

BCG will review and discuss the charrette results that emerge from task 11 with Department Directors, EDC, PB, and Council during public workshop sessions. Workshop participants will evaluate the proposals, and where appropriate, help generate supplementary graphics, text, or even common concepts to be further considered by the delegates and public.

Based on the City's reviews, BCG will edit a summary description of the comparative charrette results and incorporate the proposals into Powerpoint and website presentations. BCG will distribute the updated materials to the delegates for evaluation in the tasks following.

Retreat number 4 has been split into 2 parts in order to provide Council an opportunity to review the results of the delegate recruitment and charrette agenda - including a practice session in October (4a), and in November, the City Council will have an opportunity to review the results before Beckwith Consulting Group begins drafting the strategic plan.

***Deliverable** - City review and validation of charrette results for distribution for delegate and public comment.*

**Phase 2:
Develop strategic plan**

Task 13: Draft strategic plan

Based on the results of task 12, BCG will work with Department Directors to develop a strategic plan based on the charrette proposals that the EDC, PB, and Council validate. Depending on the results, the strategic plan could include elements dealing with:

- ***Community prioritization of services/capital/projects/initiatives*** - The City is interested in successful prioritization of services with the following objectives: ability to evaluate services the City provides, one versus another; to better understand the City's services in the context of the cause-and-effect relationship they have on the organization's priorities; to provide a higher degree of understanding among decision makers as they engage in a process to rank services based on priorities; and articulate to people within the City and to the public how the City values its services, how the City invests in its priorities, and how the City divest itself of lower-priority services (if necessary).
- ***Branding and marketing*** - including tagline, message, and other contents with which to sell the community brand on the City's website, brochures, video productions, and other outreach media,
- ***Retail development strategies*** - including identification of the retail businesses to retain and recruit with which to close retail gaps and expand City sales taxes,
- ***Business development strategies*** - including identification of the small and large businesses to retain, expand, and recruit with which to provide City residents local employment opportunities,
- ***Tourism strategies*** - including the special events, historical attractions, artworks and artists to retain and recruit with which to expand and

- market the City's tourism interests,
- **Housing strategies** - including what kinds of households the City seeks and/or needs to house in Edmonds and how to provide/produce housing products that fit each household/market segment,
- **Land use strategies** - including opportunities within the downtown, Westgate, Five Corners, Firdale Village areas, and along Highway 99 with which to develop mixed use projects and neighborhoods with opportunities to live, work, shop, and play,
- **Transportation strategies** - including continued expansion of your ferry, rail, transit, bike, and walk networks with which to provide City residents, employees, and tourists modes of travel that reduce vehicle traffic and greenhouse gas emissions,
- **Urban design strategies** - including historic and mixed use design standards and form-based codes as well as park, trail, gateway and wayfinding systems that will protect and enhance the quality of the City,
- **Green sustainability strategies** - including the measures to be taken to reduce carbon footprints, use recycled materials, apply smart and low impact development measures, and other green building applications,
- **Sustainability strategies** - including identification of sustenance levels and corresponding employee and service requirements by which to sustain the community now and in the future,
- **Levels-of-service and the providers** - for public administration, police, fire, EMT, public works, parks, and other services and the public, nonprofit, private organizations with which to provide them,
- **Fiscal strategies** - including the combination of fees, taxes, levies, bonds, lease-to-own (LTO) capital facility development/procurement strategies, and other measures to finance City services and facilities,
- **Benchmarks** - and the method and metric parameters for measuring and evaluating progress towards the attainment of each strategic objective outlined above.

Deliverable - a strategic plan for each element that materializes from the process along with descriptions of required tasks, responsibilities, participants, costs, and milestone measurements that can be reviewed and critiqued with City staff and the EDC, PB, Council, and public.

Task 15: Conduct forum(s) with delegates and public

The City will host, and BCG will conduct, a public exhibition and open house to review the strategic planning proposals with the delegates and public-at-large.

Prior to the forum, BCG will mount displays of summaries of the major strategic planning proposals at prominent sites throughout the city and assist the City, if desired, in presentations of the strategic planning proposals to the Downtown Edmonds Merchants Association, Greater Edmonds Chamber of Commerce, Port of Edmonds, Edmonds School District, Stevens Hospital, and others.

On the day of the forum, BCG will display illustrations of the strategic planning proposals around the meeting room walls in a manner to facilitate review by the charrette delegates and public.



BCG will distribute a written survey to each participant as they enter the forum indexed to the graphic displays. The survey will also ask the delegates to rank the strategies and examples on a preference scale ranging from do not implement or not appropriate, to highly desirable to

incorporate into action plans.

Deliverable - a public open house with exhibits, newsletter, and internet survey on your website describing the open house exhibits and results of the survey questions.

Task 15: Conduct EDC/PB/Council retreat #5

BCG will review and discuss the draft strategic plan elements that emerge from task 13 and the results of the open house from task 14 with Department Directors, EDC, PB, and Council during public workshop sessions. Workshop participants will review the draft strategic plan and identify issues to be tested with the public.

Deliverable - Department Directors, EDC, and PB review and critique of a draft strategic plan and identification of issues to be tested and prioritized with the public.

Test plan with public

Task 16: Conduct phone/controlled internet survey of voter households

BCG will design and recruit by telephone a random sample of registered voter households and provide them a link to a controlled and illustrated internet survey that they can complete on-line or a hardcopy survey that they can fill out and mail-back to us to input on-line.



The survey will ask the respondents their opinions, preferences, and priorities concerning the proposed strategic planning concept(s). BCG will also ask the respondents what impact the strategic planning proposals realization will have on their shopping, entertainment or recreation habits, housing preferences, economic prospects, or other behavior patterns.

The results will provide the City a statistically valid method of determining public support for various strategic planning concepts and strategies, particularly aspects requiring public implementation and financing.

Deliverable - a copy of the phone/internet survey results along with a report documenting major findings and recommendations.

Task 17: Conduct forum with delegates and public

The City will host, and BCG will conduct, another public open house to review the phone/internet survey results with the delegates and public-at-large. BCG will review and compare the results of the survey with the charrette delegates' priorities.

BCG will identify key and common priorities, and the behavioral changes the voter household respondents indicate could occur as a result of key strategic planning proposal implementations. BCG will also discuss the survey respondent reactions to and preferences for various strategic planning implementation measures.



Deliverable - a public open house with exhibits and newsletter on the City's website describing the results of the phone/internet survey and open house.

Task 18: Conduct EDC/PB/Council retreat #6

BCG will review and discuss the phone/internet survey results and the forum comments with Department Directors, EDC, PB, and Council during public workshop sessions. Workshop participants will consider the survey and forum implications and finalize strategic planning proposals and concepts to be adopted in plans and implementation measures

Deliverable - a detailed list of specific strategic planning proposals to be reviewed and approved for implementation.

Document/approve strategic plan

Task 19: Finalize/publish strategic plan documents

BCG will review the results of task 18 and finalize the following documents:

- **Website, Powerpoint, Channel 21/39, and brochure handouts** - containing summaries of your strategic planning goals, objectives, strategies, and any other appropriate summary information.
- **Narrative plan** - containing narrative presentations of the City's strategic planning measures and milestones.
- **Technical appendices** - containing the results of all process tasks including the internal/external trend scans, stakeholder interviews, mail-out/mail-back surveys, strategic planning charrette, and phone/internet survey.

Deliverable - consolidated strategic planning documents in a format complying with GMA/SEPA requirements.

20: Conduct Planning Board and City Council hearings

BCG will assist the City in presenting final strategic planning strategies and implementation measures to the Planning Board and City Council during a series of public hearings as required by state planning enabling acts.

Deliverable - one-of-a-kind exhibits and a public record describing final hearing comments and approvals.

Exhibit A.1

Edmonds Strategic Plan

task number and content		S	M	T	W	T	F	S
		September						
						1	2	3
		4	5	6	7	8	9	10
1	Conduct Council/EDC/PB retreat #1	11	12	13	14	15	16	17
2-3	Conduct scans/interview stakeholders	18	19	20	21	22	23	24
5-7	Survey owners, employees, students, residents	25	26	27	28	29	30	
		October						
								1
		2	3	4	5	6	7	8
		9	10	11	12	13	14	15
		16	17	18	19	20	21	22
4	Conduct Council/EDC/PB retreat #2	23	24	25	26	27	28	29
9	Recruit delegates and distribute materials	30	31					
		November						
				1	2	3	4	5
		5	6	8	9	10	11	12
		13	14	15	16	17	18	19
8	Conduct Council/EDC/PB retreat #3	20	21	22	23	24	25	26
10	Conduct charrette with delegates	27	28	29	30			
		December						
11	Collate charrette results					1	2	3
		4	5	6	7	8	9	10
		11	12	13	14	15	16	17
		18	19	20	21	22	23	24
12	Conduct Council/EDC/PB retreat #4	25	26	27	28	29	30	31
		January 2012						
13	Draft strategic plan	1	2	3	4	5	6	7
		8	9	10	11	12	13	14
		15	16	17	18	19	20	21
15	Conduct Council/EDC/PB retreat #5	22	23	24	25	26	27	28
14	Survey city voter households	29	30	31				
		February						
16	Conduct forum(s) w/delegates/public				1	2	3	4
		5	6	7	8	9	10	11
		12	13	14	15	16	17	18
		19	20	21	22	23	24	25

18	Conduct Council/EDC/PB retreat #6	26	27	28	29			
		March						
						1	2	3
19	Finalize/publish strategic plan documents	4	5	6	7	8	9	10
		11	12	13	14	15	16	17
		18	19	20	21	22	23	24
20a	Conduct Planning Board hearings	25	26	27	28	29	30	31
		April						
		1	2	3	4	5	6	7
		8	9	10	11	12	13	14
		15	16	17	18	19	20	21
20b	Conduct Council hearings	22	23	24	25	26	27	28
		29	30					

All Council/EDC/PB meetings to be conducted at from pm.
Charrettes and open houses to be conducted pm at

Edmonds Strategic Plan

Team Leader/Planner - Tom Beckwith FAICP

 | Economic Development - Eric Hovee, Paul Dennis AICP, Andrea Logue

 | Community Development - Steve Price, Nancy Jordan, David Schroedel AICP

 | Communications/Phone-Internet Surveys - Aimee Beckwith, GMA Market Research

														labor	labor	mtls/	total	
														hrs	cost	expense	cost	
Initiate process																		
1	Conduct EDC/PB/Council retreat #1	X X X												24	\$2,520	\$0	\$2,520	
Phase 1																		
Compile background/interviews																		
2	Conduct internal/external scans	X X X												96	\$10,080	\$0	\$10,080	
3	Interview stakeholders	X X X												56	\$5,880	\$0	\$5,880	
4	Conduct EDC/PB/Council retreat #2	X X X												24	\$2,520	\$250	\$2,770	
Survey public																		
5	Conduct mail-back surveys -	X X												40	\$4,200	\$0	\$4,200	
6	Conduct hand-back surveys -	X X												20	\$2,100	\$0	\$2,100	
7	Conduct internet surveys -	X X												36	\$3,780	\$0	\$3,780	
8	Conduct EDC/PB/Council retreat #3	X X X												24	\$2,520	\$250	\$2,770	
Conduct charrette																		
9	Recruit delegates/distribute	X X												32	\$3,360	\$0	\$3,360	
10	Conduct charrette w/delegates	X X X												72	\$7,560	\$350	\$7,910	
11	Collate charrette results	X												24	\$2,520	\$0	\$2,520	
12	Conduct EDC/PB/Council retreat #4	X X X												24	\$2,520	\$250	\$2,770	
Phase 2																		
Develop draft strategic plan																		
13	Draft strategic plan	X X X												140	\$14,700	\$0	\$14,700	
14	Conduct forum(s)	X X X												24	\$2,520	\$250	\$2,770	
15	Conduct EDC/PB/Council retreat #5	X X X												32	\$3,360	\$250	\$3,610	
Test proposals with public																		
16	Survey city voter households*	X X												48	\$5,040	\$6,000	\$11,040	
17	Conduct forum(s)	X X X												24	\$2,520	\$250	\$2,770	
18	Conduct EDC/PB/Council retreat #6	X X X X												32	\$3,360	\$250	\$3,610	
Document/approve strategic plan																		
19	Finalize/publish strategic plan	X X X X												80	\$8,400	\$0	\$8,400	
20	Conduct PB, Council hearings	X												16	\$1,680	\$250	\$1,930	
* Includes telephone surveys.																		
													Subtotal		852	\$89,460	\$8,100	\$97,560
													Contingency		3%			\$2,440
													Project budget					\$100,000

Assumptions

- 2 Assumes City will help compile and assess existing conditions.
- 3 Assumes personal interviews with up to 24 key stakeholder individuals and/or focus groups in workshops.
- 5 Assumes BCG will design, collate, and distribute mail-back surveys to major employers and employees. Assumes BCG will organize and conduct intercept surveys of downtown and other customer destinations.
- 6 Assumes School District will facilitate surveys in conjunction with their annual activities survey requirement.
- 7 Assumes BCG will create hard-copy handouts that can be distributed in the library, arts center, community center, and other public facilities.
- 10 Assumes session involving facilitation of all delegates in planning charrette sessions with city staff members trained and participating with consultant team as scribes and facilitators.
- 14 Assumes meeting involving graphic preference materials and surveys. Also includes development of exhibitions for display before the forum throughout city and in road show presentations.
- 16 Assumes completion of 600 phone/internet surveys for an accuracy of +/-3%. Additional survey accuracy can be provided at cost of \$20 per completed survey.
- 17 Assumes meeting involving exhibition of charrette proposals in open house format with surveys. Also includes development of exhibitions for display before the forum throughout city and in road show presentations.

Exhibit B

Beckwith Consulting Group Time and Materials Schedule as of 1 January 2011

Payment for professional services may be on the basis of the following hourly rates of staff engaged on the project plus direct expenses, outside consultants, and rental of specialized equipment:

Hourly Rates:

Rates for standard basic services shall be at the rates shown which are based on a multiple of 2.5 times the employee's direct personnel expense.

Rates for overtime, where required and authorized by the Client, shall be at the standard rate for regular working hours and at the special rates for any extra hours authorized.

Rates for special services such as special consulting, consulting reports and/or court testimony shall be at a multiple of 3.0 times the employee's direct personnel expense on the project as defined here.

Direct Personnel Expense:

Direct Personnel Expense is defined as the gross hourly salaries of staff engaged on the project and the cost of their mandatory and customary fringe benefits.

Gross hourly salary is defined as the employee's base yearly salary divided by 2,080 hours per year. Mandatory and customary fringe benefits are defined as statutory employee benefit, insurance, sick leave, holidays, vacations and the like.

Direct Expenses:

Travel outside the Puget Sound Region (King, Kitsap, Pierce, and Snohomish Counties) at \$0.20 per mile plus any ferry or parking charges.

Blueprints, photographs, photocopying, and other printing or reproduction services provided outside the Beckwith Consulting Group's offices at cost of the service plus 10% for management, coordination and responsibility.

Board and lodging outside the Puget Sound Region (King, Kitsap, Pierce, and Snohomish Counties) at the cost of expense.

Postage, long distance telephone, telegram, and other communications sent at cost of the service plus 10% for coordination and utility taxes.

Hourly Rates for Standard Service:

<i>Team member</i>	<i>Standard hourly rate</i>
Tom Beckwith FAICP	\$175.00
Eric Hovee	\$185.00
Paul Dennis	\$120.00
Andrea Logue	\$100.00
Steve Price	\$95.00
Nancy Jordan	\$75.00
David Schroedel AICP	\$85.00

Hourly rates may be changed each year to reflect cost-of-living wage increases. Adjustments for employee merit increases generally occur in January of each year, but may be made on an individual basis as performance warrants.

Method of Compensation:

Invoices will be submitted once a month for services performed during the prior month. Invoices not paid within 30 days of issuance shall bear interest at the rate of 1.5% per month compounded monthly.

Delinquency:

The Client shall pay the Beckwith Consulting Group for all expenses incurred for collecting any delinquent amount including but not limited to liens, reasonable attorney's fees, witness fees, personnel expenses, document duplication, organization and storage costs, taxable court costs, travel and subsistence in addition to the delinquent amount.