

City of Albany | Waterfront Committee

**A Vision for the  
Future of Albany's Waterfront  
Budget Proposal: April 16, 2008 (Revised)**

FERN TIGER  
ASSOCIATES

201 Clay Street  
Suite 290  
Oakland, CA 94607  
510.208.7700

*“So long as we think dugout canoes  
are the only possibility – all that is  
real or can be real – we will never  
see the ship, we will never feel the  
free wind blow.”*

– Sonia Johnson,  
*Going Out of Our Minds*

FERN TIGER ASSOCIATES

# Approach



## FTA APPROACH FOR ALBANY WATERFRONT VISION PLANNING PROCESS

Fern Tiger Associates prides itself on its creative and comprehensive approach to problem solving and its 29-year track record in civic engagement, as well as its skills in communication, graphics, writing, community facilitation, assessment, and analysis. Perhaps most important, the firm has the unusual ability to reach out to stakeholders with differing points of view and agendas – building trust through an open process, complemented by accurate, timely, and understandable information that invites participation and respects input accumulated throughout the process. This unique, multi-disciplinary approach, strengthened by the well-honed skills of an in-house team, makes FTA the ideal candidate to create and guide a process for the communities that comprise the city of Albany – to think, to argue, to understand, and ultimately to coalesce on a vision for the future of Albany’s waterfront.

In order to be successful in ensuring that the outcome of any civic engagement process is informed and then embraced by the broadest cross-section of a community, Fern Tiger Associates is committed to designing and following through with a process distinctly appropriate for individual communities. Thus, the processes described in the case studies included in this Statement of Qualifications reflect a sampling of methods that may be employed (or could be modified) in the implementation of a broad outreach and engagement effort with the residents, businesses, and other community institutions in the city of Albany.

FTA envisions a community process with five phases. While the process moves seamlessly from one phase to the next, for purposes of review, what follows are descriptions of the kinds of tasks that would likely be included in five somewhat distinct, but overlapping and interconnected phases.

It is during Phase One of FTA’s work that the actual process for outreach, engagement, communication, and participation will be conceived and designed. The work of figuring out the right process lays the groundwork for establishing a dialogue, building trust, understanding the issues, assessing perceptions and misperceptions, and for a productive community process. It is also during this phase that FTA establishes a realistic timeline for completion of the full project and meets the budget and schedule expectations.

### *Phase One: Gathering Information and Design of Appropriate and Effective Process*

- Review any relevant visioning processes or community meetings focused on the Waterfront and adjacent lands, as well as other land use issues facing the city.
- Meet with city staff and commissioners engaged with land use, waterfront, and other topics that could be impacted by waterfront development.
- Interview a broad cross-section of opinion makers, identified and self-identified waterfront “activists,” community leaders, long time residents, elected officials, business leaders, and others to ensure full understanding of diverse points of view, other issues facing the city that could impact this process, etc.
- Interview landowner(s), if possible, as well as owners of adjacent properties and or owners of nearby properties as necessary.
- Assess need for community survey or other larger scale data collection tool to provide additional input on community views; design survey, disseminate, analyze results.



- Review relevant best practices related to waterfront development.
- Gather data to understand environmental, social, and economic impact of current and projected waterfront development based on status quo and also on new options derived from process and consultant recommendations.
- Observe public and city meetings related to relevant development topics.
- Analyze qualitative and quantitative information gathered.
- Develop “findings report” with recommendations related to the design of the engagement process and timeline.
- Develop and fine tune community outreach program and related strategies to ensure broad, meaningful, and engaged participation representing a diverse cross-section of Albany stakeholders.

*Phase Two: Tools and Outreach*

- Conceive, design, and produce graphically interesting, clearly written (based on needs of identified communities) and effective materials and tools to support the engagement process (e.g. announcements, press strategy and proactive messaging, brochures, website, interactive electronic communications, posters, newsletters, “session materials,” FAQs, backgrounders, etc).

*Phase Three: Facilitation of Engagement Process*

As noted above and in the case studies included in this Statement of Qualifications, the precise nature of the engagement process will be determined during Phase One. FTA will then prepare, train leaders (if necessary), coordinate and facilitate the actual process as designed. This might include elements such as:

- Series of informal, facilitated gatherings at homes or public venues (schools, libraries, cafes, etc.) where neighbors can meet to discuss their concerns and their visions.
- Weekend community workshops focused on specific themes or issues (e.g. FTA might design and implement interactive waterfront “game” in which community stakeholders determine and prioritize a range of development options and outcomes).
- Waterfront education program that might include group visits to the site, with possible outreach to engage youth through schools and after-school programs.
- Presentations/discussions at community meetings, commission hearings, business groups, environmental organizations, land use interest associations, realtors, etc.

*Phase Four: Report, Recommendations, Dissemination*

- Analyze results of engagement process and other information gleaned throughout project scope.
- Develop and design report-style document (format will be designed to maximize impact for broad audiences; could involve multiple formats as well as electronic and/or interactive versions) outlining results, next steps, ways to become and remain involved, etc.
- Determine effective dissemination strategy and support implementation as appropriate.

*Phase Five: Ongoing Support to City and Community*

FTA is committed to providing support as necessary to ensure a smooth transition between phases and to helping the city and the community meet the commitments necessary for successful and sustainable decisionmaking and implementation.

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# Draft Scope and Budget

## Project Concept

To create and implement a process to engage – and simultaneously inform and educate – the broad Albany community (residents, businesses, and community institutions) in discussions, activities, and events that will provide information, ideas, and perspectives related to the creation of a vision for the city’s waterfront. The process will be designed to:

- ▶ assess and define the importance of the area commonly referred to as “the Albany Waterfront;”
- ▶ understand the needs, concerns, and values of community stakeholders – and of the community as a whole – as well as the community’s perceptions and expectations of the city as it embarks on a plan to define a broadly supported vision for the Albany Waterfront;
- ▶ define the appropriate role of the city with regard to shepherding a process for changes to the waterfront, and to ensure compatibility of plans for the waterfront with citywide values, vision, and other criteria;
- ▶ assess and match (if appropriate) community desires, ideas, and capacity with city resources and capabilities;
- ▶ ensure that the vision for the waterfront is grounded in an understanding of the physical, economic, environmental, social, and aesthetic opportunities, constraints, and challenges of the site;
- ▶ identify specific goals and evaluate scenarios and strategies for achieving goals;
- ▶ develop and implement a comprehensive community engagement plan that allows community input to inform the process as well as the “product\*” (by creating public education and feedback loops);
- ▶ encourage the community and the city to develop an understanding of opportunities, constraints, and tradeoffs (inc. economic, environmental, social, aesthetic issues) associated with various concepts for the waterfront;
- ▶ ensure that the community remains informed about the engagement process and its outcomes through effective and strategic communications throughout the eighteen-month process;
- ▶ assess results of the community engagement process (through quantitative and qualitative means) in order to create a shared vision for the future of the waterfront;
- ▶ utilize appropriate and creative press strategies and outreach materials to engage and inform community stakeholders of key issues, events, opportunities, and ultimately, the community vision for the Albany Waterfront.

*Throughout the process, Fern Tiger Associates will provide monthly status reports, reflecting work completed and in progress.*

\*Note: the term “product” refers specifically to the vision for development and preservation of the waterfront, and also to the documentation of the process; the findings; the results of community participation; and the analysis of community input, ideas, and direction.

## Project Phases

Fern Tiger Associates proposes a comprehensive process:

- ▶ to assess the greater Albany community (including but not limited to identified opinion leaders, residents, neighborhood organizations, youth, elected officials, seniors, business and civic leaders) in order to lay the groundwork for establishing a dialogue, building trust, understanding the issues, and identifying perceptions and misperceptions of the process, the status of the waterfront, the city, and other related issues;
- ▶ to develop a set of findings, recommendations, and strategies (including the design of relevant outreach materials and tools for the process) to guide the design and implementation of an appropriate and effective community process to understand the impact of various options related to ideas for waterfront redevelopment and to achieve the community's vision for the waterfront;
- ▶ to provide opportunities for the community to expand their knowledge of issues impacting the waterfront in the context of the city's/community's needs, resources, and goals;
- ▶ to gather and then analyze comprehensive community input – from the broadest range of stakeholders possible – related to the vision of the future of the Albany waterfront;
- ▶ to document the planning and implementation processes of the “creation of a vision for the waterfront” to share among Albany residents (current and future) and with other communities;
- ▶ to coalesce and articulate a broad based vision for the future of the Albany Waterfront that is embraced by stakeholders;
- ▶ to create a document that contains clear contextual information and background materials that establishes the basis for the decisionmaking process (including economic, social, environmental, and aesthetic impacts associated with different scenarios) so that the vision may be understood and supported even by those who are not actively involved (e.g., future Albany residents);
- ▶ to implement appropriate strategies to move toward a comprehensive and defined plan for the waterfront.

This scope is described in five totally integrated (partially overlapping) and seamless phases over an eighteen (18) month period:

- ▶ **Phase One**      Gathering Information and Design of Appropriate and Effective Community Engagement Process (6 to 8 months; substantially complete by Month 8)
- ▶ **Phase Two**      Development of Tools and Outreach for Engagement (2 to 3 months; substantially complete by Month 9)
- ▶ **Phase Three**    Facilitation of Engagement Process (5-7 months; substantially complete by Month 14)
- ▶ **Phase Four**     Creation of Report, Recommendations, Dissemination (4-6 months; complete by Month 18)
- ▶ **Phase Five**     Ongoing Support to City and Community, including but not limited to acting as spokesperson for press related to waterfront visioning process (as needed)



**SCOPE of Work – City of Albany: Waterfront Committee**

*A Vision for the Future of Albany’s Waterfront* - Fern Tiger Associates - March 31, 2008 **DRAFT**

**Phase One** (Months 1 - 8)

**Information Gathering/ Early Engagement/ Design of Outreach and Engagement Process**

This phase of work will allow FTA to gain a broad understanding of the general issues, challenges, and milieu in which the city operates and in which the waterfront discussions will take place. It will also enable FTA to gain insight into the challenges to be anticipated in subsequent phases. The information gathering and planning phase includes tasks necessary to allow FTA to:

- ▶ review history of previous efforts to engage Albany residents, including specific activities focused on waterfront and adjacent lands; review of documents, press; analysis of successes, challenges, personal observations; determination of lingering concerns, etc.
- ▶ meet with city staff: understand other current land use issues facing city
- ▶ determine the scale of the project;
- ▶ identify project resources and opportunities (including people to interview, important calendar dates, internal and external documentation, etc.);
- ▶ interview broad cross section of opinion leaders, residents, and others;
- ▶ meet and/or interview representatives of appropriate regulatory agencies;
- ▶ develop a project “action plan,” including timelines and deliverables;
- ▶ ensure that key stakeholders understand and support the process;
- ▶ meet with landowners;
- ▶ assess benefit of community survey or large scale data collection tool;
- ▶ review best practices re: waterfront development;
- ▶ assess need for specific consultants related to economic, environmental, technical issues;
- ▶ gather data re: environmental, social, economic factors, potentially including biological, geological, regulatory, historic, cultural, aesthetic, and fiscal issues;
- ▶ observe public meetings related to relevant topics and local issues;
- ▶ develop findings report, including recommendations regarding design of outreach, and engagement process (including opportunities for public education);
- ▶ design participation process to engage broad cross section of Albany residents.

**Deliverables - Phase One**

- ▶ Findings report
- ▶ Community outreach plan (strategic communications plan for engagement, outreach, and dissemination of results, as well as ongoing and/or periodic feedback loops, information sharing, etc.)
- ▶ Design of process
- ▶ Timeline for implementation of process and anticipated results
- ▶ Description of tools needed for outreach, communication, engagement, and dissemination

<b>Tasks</b>	<b>Month</b>
Meet one-on-one with (interview) city staff/waterfront sub-committee/electeds (approximately 14 “group one” interviews) to confirm planning goals, expectations, and process; discuss and review access to existing documents related to waterfront history and development in order to understand the breadth and depth of community engagement in Albany as well as specific efforts related to waterfront. (Includes prep, logistics, debrief, selected transcription). Develop list of core stakeholders for group two interviews.	1-2
Identify and interview key waterfront and city stakeholders to assess “project landscape;” identify perceived themes/issues (approx. 15-20 “group two” interviews); gather community perspectives from diverse stakeholders; build understanding; build support for participatory visioning process. (Includes scheduling, prep, debrief, and selected interview transcription.)	1-2

Tasks	Month
Preliminary research, including limited review of best practices for waterfront development; identification of successful and/or unsuccessful attempts by communities to impact development and acquisition of waterfronts for civic usages. Site visits as necessary; debrief.	2-4
Review and assess data from previous efforts to engage Albany residents, including specific outreach related to the waterfront; understand successes and challenges; review relevant documents, press, etc. (Identify project source materials which will inform the community assessment process, including prior community studies, surveys, grant proposals, other internal documents, etc.); incorporate issues and learnings from prior activities into concept and new process.	2-4
Meet with city staff to understand other current land use issues facing city.	2-4
Interview broad cross section of opinion leaders, residents, PTAs, business leaders, youth, etc. to gain comprehensive understanding of Albany topics, concerns re waterfront and other current matters (approx. 30 “group three” interviews). Broadly assess community perceptions and expectations related to waterfront and community engagement. Includes scheduling, prep, debrief, and selected interview transcription.	3-6
Identify project resources and opportunities; determine critical calendar dates for upcoming year which FTA may choose to observe and/or provide outreach information.	3-6
Observe public meetings (committees, commissions, council, etc.) related to relevant topics and local issues, and to waterfront specifically.	1-8
Interview landowner(s). Includes scheduling, prep, and debrief.	2-3
Assess value of community survey (if determined useful to process, develop survey tool and analysis methodology); see line item below.	4-6
Conduct citywide survey (random digit dial/ door to door/ on-line/ mail/ other) if determined useful to process and for companion information; analyze survey results.	Timing TBD
Determine information needed from external sources, including potential use of consultants with specific expertise in areas such as land use economics, environmental engineering, and other technical areas for particular information appropriate for the visioning process (not available from existing documentation)	
Analyze qualitative and quantitative information gathered; assess findings of community landscape; analysis of strengths, challenges, opportunities, threats.	6-7
Develop findings, recommendations/options related to actual engagement process; timeline.	7-8
Design participation process to engage broad cross section of Albany residents to ensure broad, meaningful, and engaged participation representing a diverse cross-section of Albany residents.	6-8
Meet with stakeholders key to implementation of engagement plan (target audiences, e.g., principals, PTAs, neighborhood groups, community leaders, seniors, youth, etc.).	8
Periodic meetings with city staff/Waterfront Committee.	1-8
Meet with consultants with specific expertise in economic or environmental analysis, as determined necessary to provide any detailed information to support engagement process.	TBD

**Phase Two (Months 6-9)****Tools and Outreach**

During this phase of work, FTA will conceive, design, and produce graphically interesting, clearly written (based on needs of identified communities), effective materials and tools to both reach out to the community and to support the actual participatory engagement process. This phase will include the development of a comprehensive, strategic outreach/communications plan, including press/media strategies and goals; the development of an identity for the process; plans for ongoing public education and communication with the community at large; and dissemination of “results” and “next steps.”

- ▶ Tools for Outreach are likely to include items such as informational publications (e.g. history of the waterfront, role of the waterfront, etc.); brochures (e.g. about the process); press announcements (backgrounders, releases, follow-up); website; electronic communications formats; print materials (posters, invitations, thank yous); “newsletters”/formats to be determined; FAQs; and other materials.
- ▶ Tools for the Engagement Process are likely to include items such as facilitator packet, including script and evaluation/data collection materials; handouts for attendees; specific session-related tools; “give-aways;” etc.

**Deliverables - Phase Two**

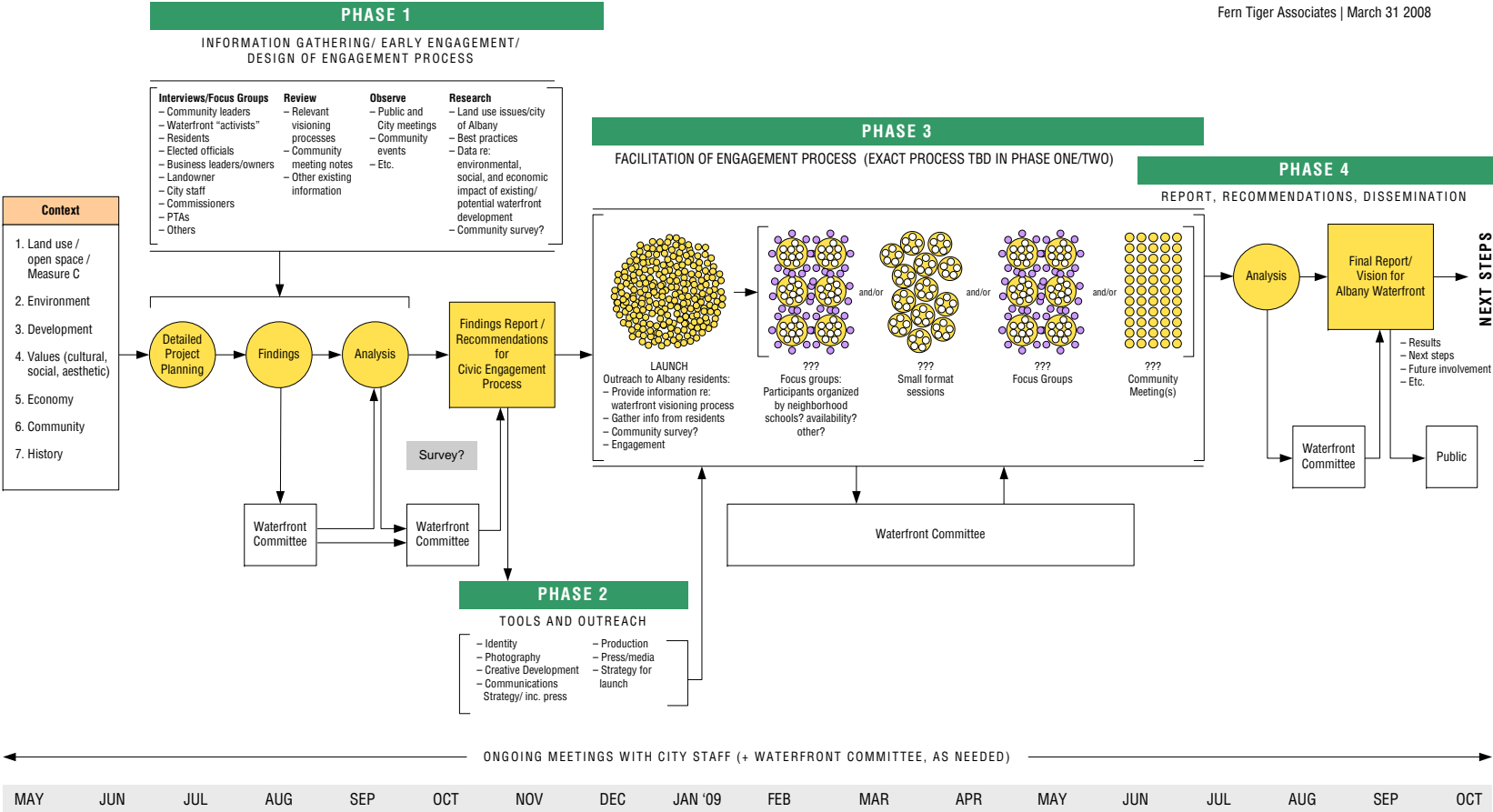
- ▶ Communications/Outreach Strategies
- ▶ Materials to support Engagement Sessions and Broad Outreach (as determined in Phase One)
- ▶ Strategy for Launch (and supporting materials)

<b>Tasks</b>	<b>Month</b>
Develop communications plan and strategies (outreach, public information, engagement, press and media strategy, dissemination of information, dissemination of results, etc.); project action plan/ timeline.	6-8
Develop “identity package and guidelines” including graphic styles, core text, electronic formats, other materials to create cohesive “look and feel” for community engagement process.	7-8
Create detailed concepts for public community launch of process, including press and public outreach, to effectively notify and stimulate interest among broad cross section of community (including, but going beyond those already engaged in the issues); development of message(s).	7
Design interactive web-based interface (web architecture and layout) for information-sharing, communication, and outreach.	6-8
Updating of web-based interface throughout process	TBD
Develop frameworks and concepts for materials to support facilitated, interactive process.	8-9
Design prototype materials for engagement process, including facilitator binder(s)	7-8
Create actual materials for outreach and for engagement process as determined appropriate in Phase One design of actual sessions. (Formats, concepts, design, text, photography, production, pre-press, press supervision of print materials)	8-9

Tasks	Month
Prepare for and implement launch (outreach, materials, create interest); work with city and Waterfront Committee to roll out implementation plan for launch and outreach for community; address press and community inquiries	8-9
Prepare background/information materials (as appropriate) to support staff, officials, and other potential spokespersons for presentations related to engagement process, outreach, etc.	7-9
Periodic meetings with city staff/Waterfront Committee.	7-9
Meet with consultants with any needed specific expertise in economic or environmental analysis, as determined necessary to provide additional information to support process	TBD
<p><b>Phase Three (Months 8-14)</b></p> <p><b>Facilitation of Engagement Process</b></p> <p>During this phase of work, FTA will implement the community-based, interactive process developed in the previous phases. The goal of this phase is to create a shared understanding of the importance of strategic and creative thinking related to potential opportunities and challenges (issues, tradeoffs, possibilities) for Albany’s waterfront (and the city as a whole) and for the evolution of ideas, directions, and conceptual programs for a community driven plan for the preservation/development of the Albany waterfront area.</p> <p>General concepts for the engagement process to be reviewed include, but are not limited to:</p> <ul style="list-style-type: none"> <li>▶ Series of hosted, informal, facilitated (but highly participatory) gatherings at homes or public venues (schools, libraries, community centers, cafes, etc.) and design of data capture (qualitative and quantitative); and/or</li> <li>▶ Weekend community workshops focused on specific themes or issues as precursors to broader participation engagement process; and/or</li> <li>▶ Design and implementation of a “game” to develop and prioritize range of development issues, options, outcomes; and/or</li> <li>▶ Waterfront education program (tours, activities, specific targeted outreach to schools and youth groups, neighborhood organizations, PTAs, seniors, etc – building on natural community infrastructure of city); and/or</li> <li>▶ Presentations/discussions at community meetings, committee hearings, business groups, environmental organizations, land use interest associations, realtors, etc.; and/or</li> <li>▶ Train the trainer model to build organic growth of process; and/or</li> <li>▶ Random invitation model; and/or</li> <li>▶ Other participatory, engagement, and education models yet to be determined, based on information gained in Phase One portion of this scope.</li> </ul> <p><b>Deliverables - Phase Three</b></p> <ul style="list-style-type: none"> <li>▶ Process Documentation (written and visual)</li> <li>▶ Additional materials as needed to support city staff and Waterfront Committee</li> <li>▶ Framework for analysis of engagement</li> </ul>	

Tasks	Month
Fine tune plans for community engagement “launch” (including update of press contact information; contact and coordination with local stakeholders, etc.)	8-9
Fine tune interactive community engagement sessions, develop facilitator scripts, prepare and facilitate pilot session(s), debrief, refine based on experience; test data gathering formats, etc.	9-10
Launch engagement process (possible press conference or other media event)	10
Implement engagement process to reach broad cross section of residents, especially those not yet engaged; facilitate sessions of varying sizes and compositions (format to be determined in phase one)	11-13
Develop framework for analysis of engagement results and for data capture/ gather data	10-11
Input data gathered to enable analysis of quantitative as well as qualitative information from sessions, and for the development of the vision	11-14
Analyze data, perceptions, emerging concepts for waterfront vision from engagement process.	13-14
Document project process in written and visual formats to share as a model for city, other communities, and for future stakeholders, as appropriate.	11-13
Ongoing coordination and logistics for implementation of engagement process (invitations, follow up, notes, debrief, thank yous, next steps)	8-13
Periodic meetings and consultation with city staff/Waterfront Committee.	8-13
Meet with consultants with specific expertise in economic or environmental analysis, as determined necessary to provide any detailed information to support engagement process	TBD
<p><b>Phase Four (Months 13-18)</b></p> <p><b>Report, Recommendations, Dissemination</b>  During this phase of work, FTA will analyze the results of the engagement process and other information gleaned throughout the project. This background and analysis will be used to create a report-style document (to be produced in a variety of formats to maximize readership and interest) as well as a series of other print and web-format documents outlining results, next steps, ways to become and remain involved, etc. In addition, the dissemination strategy described in the communication plan will be developed and implemented.</p> <p><b>Deliverables - Phase Four</b></p> <ul style="list-style-type: none"> <li>▶ “Guiding Vision” for Albany Waterfront</li> <li>▶ Report-style document re: findings, process, context, outcomes</li> <li>▶ Series of publications (as determined appropriate) for key audiences</li> <li>▶ Dissemination of vision in variety of formats and venues</li> <li>▶ Materials related to public dissemination of “Guiding Vision” (e.g., to support press conference or broad mailing)</li> </ul>	

Tasks	Month
Analyze results (qualitative and quantitative) of issues (values, tradeoffs, challenges, concerns, critical issues, economic implications, environmental data, maps, open space, development caps, mitigations, etc.) addressed in the engagement process.	13-14
Write full report with appendices (data), executive summary, etc. Develop format for easy understanding of information and data as well as process, documentation of methodology, community vision for waterfront.	14-16
Articulate the “guiding vision” developed through the engagement process for the Albany Waterfront, including strategic goals, direction, messages, audiences, and key activities.	15-16
Develop text and graphics to clearly describe and illustrate key components of community input	13-17
Determine dissemination strategy to share the vision and goals, including appropriate format(s) for key audiences – including community stakeholders (current and future) and other communities	13-14
Design and produce document(s) for dissemination	15-17
Present document(s) to Waterfront Committee	18
Prepare for and facilitate outreach, press, and/or other public dissemination as determined appropriate (e.g., press conference, mailing(s), etc.), following completion of process. Includes materials development as needed to support outreach (beyond materials developed in Phase Two and report(s) developed in this phase of work).	16-18
Periodic meetings with city staff/Waterfront Committee.	16-18
<p><b>Phase Five (ongoing)</b></p> <p><b>Ongoing Support to City and Community</b></p>	
Act as spokesperson as appropriate for press, community questions, etc. related to waterfront visioning process, including but not limited to responses to press inquiries, letters, and other communication formats.	TBD



City of Albany  
Waterfront Visioning Process  
Community Assessment and Strategy Development  
Budget for Phases One to Four

Daily Rate - based on formula "averaging" rates: \$890

Task	Days		Amount	
	Low	High	Low	High
<b>Phase I (Months 1-8)</b>				
Conduct background research (incl document review, site visits, best practices, etc)	13	17	11,570	15,130
Conduct stakeholder interviews (50-60); includes research, prep, scheduling, debrief	22	28	19,580	24,920
Coordinate/observe/attend meetings (incl public meetings, city staff & waterfront committee etc.)	20	27	17,800	24,030
Plan and develop project framework (incl resource assessment, survey tool, action plan, timelines, etc)	4	6	3,560	5,340
Conduct city-wide survey (as necessary)	TBD		TBD	
Develop findings report and recommendations	22	25	19,580	22,250
Develop comprehensive participation process (pilots and finetuning as needed)	18	20	16,020	17,800
Subtotal Days	99	123		
<b>Subtotal - Phase I</b>			<b>\$88,110</b>	<b>\$109,470</b>
<b>Phase II (Months 7-9)</b>				
Develop communication/outreach strategies/plan	15	20	13,350	17,800
Create cohesive graphic concept ("look and feel")	10	15	8,900	13,350
Develop interactive, web-based interface (updates of web interface - TBD)	15	20	13,350	17,800
Develop and produce project materials (incl. concepts, prototypes, text, photos, etc)	30	36	26,700	32,040
Plan and prepare for project launch	23	28	20,470	24,920
Subtotal Days	78	99		
<b>Subtotal - Phase II</b>			<b>\$69,420</b>	<b>\$88,110</b>
<b>Phase III (Months 8-14)</b>				
Manage project launch (incl coordination, logistics, pilot sessions, media event, etc.)	32	43	28,480	38,270
Facilitate community engagement process (incl. small/large group sessions, updates to city staff)	44	50	39,160	44,500
Analyze and assess community data (incl development of frameworks, input, etc.)	35	45	31,150	40,050
Document community process and perceptions (incl. written and visual formats)	34	44	30,260	39,160
Subtotal Days	145	182	129,050	161,980
<b>Subtotal - Phase III</b>			<b>\$129,050</b>	<b>\$161,980</b>
<b>Phase IV (Months 13-18)</b>				
Write and produce final report (incl. analysis of project data and results)	31	37	27,590	32,930
Articulate "guiding vision" (incl. prelim strategic goals, direction, messages, audiences, activities)	8	10	7,120	8,900
Develop and produce project documents (incl. text, graphics, etc.; present to committee)	16	18	14,240	16,020
Coordinate public dissemination and outreach (with updates to city staff)	15	18	13,350	16,020
Subtotal Days	70	83		
<b>Subtotal - Phase IV</b>			<b>\$62,300</b>	<b>\$73,870</b>
<b>Phase V (ongoing)</b>				
Ongoing support to city and community	TBD		TBD	
<b>Subtotal - Phases I - IV</b>			<b>\$348,880</b>	<b>\$433,430</b>
<b>Contract Administration (@ 10%) Phases I - IV</b>			34,888	43,343
<i>Less Administration costs donated back to project</i>			(17,444)	(21,672)
<b>Total Professional*</b>	<b>392</b>	<b>487</b>	<b>\$366,324</b>	<b>\$455,102</b>

\* Consultant has agreed to a not-to-exceed professional fee of \$410,713

Estimated Direct Expenses	Days	Amount
Print materials, publications, and duplication (EST.)		35,000 50,000
Citywide Survey	TBD	20,000 40,000
Reserve for subcontracts with other consultants as needed in phases I-IV (e.g. environmental, economic, technical, etc. to understand planning opportunities and constraints, ) (EST.)		30,000 75,000
Website (EST.)		7,000 12,000
Travel and miscellaneous (EST.)		3,000 5,000
<b>Total Estimated Direct Expenses</b>		<b>\$95,000 \$182,000</b>