

EXHIBIT 1
To the Lander Master Plan
Professional Services Agreement



February 15, 2024

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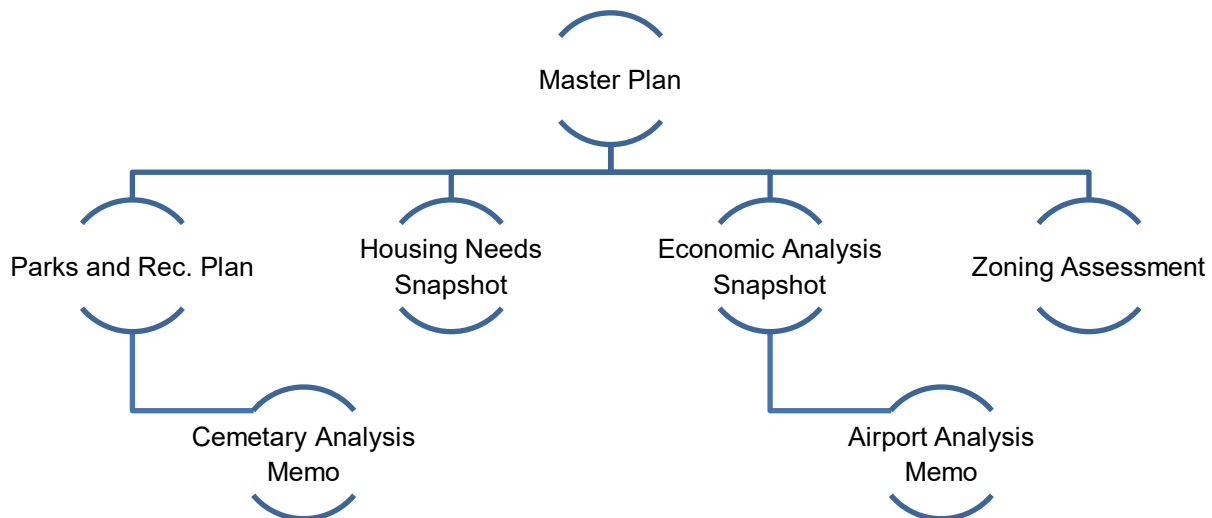
Re: Final Scope and Breakdown – Lander Master Plan and Specialty Studies

Dear Ms. Fossen:

Following our coordination discussion on January 16, 2024, our team has prepared the following revised scope of work, schedule, and budget. We understand the City is interested in developing and completing the following elements as part of this effort.

1. A holistic Master Plan update
2. A Parks and Recreation Plan
 - a. A separate cemetery best practices analysis memo
3. A housing needs analysis snapshot
4. An economic analysis snapshot
 - a. A separate airport management best practices analysis memo
5. A zoning assessment

As introduced in our proposal for the Master Plan, we suggest a **workbook style Master Plan** that is tailored towards a five-to-ten-year horizon and structured as the primary planning document for the community comprised of approximately 20 to 30 pages. The additional studies and plans reflected in the list above and illustrated below serve as appendices to the Master Plan that can be updated independent of the Master Plan and work in tandem with the Master Plan’s action plan section.



Budget Breakdown

For the primary project elements, we anticipate the following budget allocations which may be shifted between the elements during the progression of the project. The total project budget and breakdown are a result of our targeted engagement and plan development approach included at the end of this letter, reflective of our initial proposal to the RFP. Deviations from this approach during the process could result in the need for additional budget.

The total budget for the primary project elements is \$130,000. This does not include any project contingency, which in this case we would suggest considering a five percent contingency as a you-pick-it budget item. This “you-pick-it” line item is only used if directed by the City for additional work or analysis that is identified during the process by City staff or officials. This could include grant writing support during the process to move identified strategies and action items into implementation.

- Master Plan = \$52,500
- Housing Needs Snapshot = \$15,000
- Economic Analysis Snapshot = \$12,500
- Zoning Assessment = \$7,500
- Parks and Recreation Plan = \$42,500

Optional study elements separate from the primary budget breakdown above. Based on our understanding of the work as identified in the Overview section below, we anticipate the following budgets.

- Airport Best Practices Memo = \$13,000
- Cemetery Best Practices Memo = \$7,500

Overview of Project Elements

**note scope of work is included as Exhibit 1*

Lander Master Plan

The updated Master Plan will be structured to include the overarching goals and vision of the community; snapshots of the core community planning themes that are identified through community engagement; and an implementation plan that includes a strategic action plan matrix and up to three detailed implementation strategies per theme of the plan. This approach will allow the Master Plan to serve as a guiding document for the community that can be reviewed and updated in five to ten years and inform the specialty studies that are part of this effort and future community efforts. The planning effort will help establish a series of overarching vision and values that guide the community through critical decision points ahead. Our team will work with the City to update the Future Land Use Map, identify policies, capital improvement needs, code adjustments, programs and additional planning steps needed to implement the vision through our strategic 3P2C exercise with City leadership.

Extensive public engagement and outreach is conducted as part of the Master Plan element to inform the other primary project elements. We anticipate that most of the necessary GIS data needed for this effort is currently available from the City. If there are large gaps that require extensive GIS data creation, further discussions will need to take place to understand if this impacts the overall budget.

Housing Needs Analysis Snapshot

The analysis will be a brief five-to-ten-page standalone report providing the community with current calculations and an overview of existing housing market gaps and strategies for consideration. The analysis includes the preliminary review of the current housing market conditions, analysis of data, sale history, and housing rental market, as well as an analysis of the demand for the number of for sale and

for rent units at different price points in the community. We believe in a right-sized data approach where data is used to help guide and inform decisions. Data will be targeted towards those areas that align with the goals and vision established through the Master Plan engagement activities with strategies being tied into the Master Plan's implementation chapter. We will work with the City to identify available and existing data used by the City and pull from a variety of sources including ESRI Business Analyst, regional and state level data, Census data, and online sources such as Zillow and Realtor.com. The snapshot will include recommendations on policies and program strategies to provide guidance on how to diversify housing opportunities to address local needs and interests of the community such as access to and attainable housing.

Economic Analysis Snapshot

Similar to the housing needs analysis, the economic snapshot will be a brief standalone report consisting of approximately five-to-ten pages. The snapshot will include an analysis of existing conditions and opportunities within the community. We will review existing tourism strategies and what opportunities exist in this sector of the economy. Our team will pull available data already used by the City and from a variety of data sources such as ESRI Business Analyst, regional and state level data, and Census data. The snapshot will incorporate analysis of local economic development trends as they relate to retail market conditions and employment sector opportunities. The economic snapshot will relate to and tie into the housing analysis snapshot as both snapshots support one another.

Zoning Assessment

Our team will review your current zoning and development regulations, excluding building and fire codes. This analysis will identify areas that may be misaligned from the community's vision and goals, as identified through our engagement efforts, and planning best practices. The assessment will be a snapshot format that will provide recommendations to guide the community into a formal regulation update process, separate from this effort. We anticipate conversations with staff throughout this process to align guidance with local context and need.

Parks and Recreation Plan

The plan will build from the engagement efforts conducted under the Master Plan process and run concurrent with the Master Plan. The Parks and Recreation Plan will dive into an existing conditions analysis of existing recreational amenities within the City, alignment with the goals and vision for parks and recreation within the community, and the development of action strategies that are implementable and realistic for the community. For this effort, we will review the current parks and recreational systems, with an eye toward identifying key opportunities and needs. If practical, we will look for opportunities to engage with local youth to help with the analysis which may include a walking audit or sidewalk/trails inventory exercise – depending on logistics and ability to coordinate with the schools and youth through the City.

Our recommendations for implementing your vision are part of our signature strategic 3P2C exercise with City leadership – similar in nature to the overall Master Plan process, but specific to Parks and Recreation. To help visualize potential improvements and amenities, our team will provide sketches and other visual means – specific number yet to be determined based on inventory and engagement discussions.

Optional – Airport Management Best Practices Memo

For this effort, we will work closely with Public Works staff to pull key takeaways from the Statewide Economic Assessment that provides information on the economic value the airport provides for the community. Building from this, we will research up to three case studies as best practices for similar sized

airport communities to cover management topics such as hanger fees, transportation or rental car checkout programs, considerations for fueling programs, and general tie-in to the Economic Analysis findings. The result will be a brief memo directed at the staff level.

Optional – Cemetery Best Practices Memo

Similar to the Airport Memo, this work will center around identifying current challenges or barriers with the local cemetery operations and rules, a review of up to three case studies and a summary of action items the City could consider as part of their cemetery operations. One of the primary topics of consideration is natural burial practices. This brief memo will also be directed at the staff level.

Approach

Our approach pulls from the preliminary approach included in our formal RFP proposal factoring in the various project elements discussed with staff. Some key takeaways of our approach include the following:

1. Compress most of the public engagement into our signature multi-day Bullseye Workshop series early in the process – anticipate for May 2024 before school is out.
2. Combine outreach and research efforts between the various project elements.
3. Staging deliverables from the project elements over the remainder of 2024 with a final project completion of December 2024.

The full Scope of Work breakdown is included as Exhibit 1 to this letter.

We thank you for the opportunity to provide you with this final scope and breakdown. We look forward to collaborating with you on these exciting efforts.

Sincerely,
Ayres Associates Inc



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Attachments

- Attachment 1: Scope of Work – Lander Master Plan, Parks and Recreation Plan, and Specialty Studies

Attachment 1: Scope of Work

Lander Master Plan, Parks and Recreation Plan, and Specialty Studies

The following core task elements are revised and summarized from the Scope of Services provided in our RFP proposal.

Task 1. Kickoff and Project Management

- **Kickoff Meeting (virtual)**
 - Schedule overview.
 - Discussion on engagement strategies and tentative dates.
 - Project branding discussion.
 - Key staff for the different project elements for coordination.
- **Recurring Project Team Meetings (virtual)**
 - Monthly check-in meetings, as needed.
- **Project 101 and City Website Content**
 - Content development to help residents and stakeholders understand the “Why” behind the project and “How” they can be involved.
- **Public Engagement Strategy and Survey**
 - Identifying communication strategies, engagement activities for our signature bullseye workshop series, and the development of a community-wide survey.
- **Master Plan and Parks and Recreation Plan Outlines**
 - Develop and finalize the chapter content outline to maintain the schedule and budget.

Key Deliverables: Public Engagement Strategy, Project 101, Website Educational Content, Community Survey, Plan Outlines

Key Meetings: Kickoff Meeting, Project Team Meetings (*recurring*).

Task 2. Data Collection and Analysis

This task will help us evaluate the right data to guide the planning efforts and project elements and how we best want to showcase this information. This task and associated activities below will occur simultaneously and throughout all project elements.

- **Data Gathering**
 - Collaborate with local staff to collect existing plans, studies, or data needed to inform and guide the various project elements. Data sources will be confirmed with the City to ensure ‘like’ information is being conveyed to the community whether it be from the City or the plan.
 - This also includes our existing conditions analysis for the various project elements.
- **Analysis, Review, and Snapshot Content**
 - Key information will be reviewed and summarized to develop snapshots or “at-a-glance” content containing infographics and charts to help the community understand how this information guides the implementation strategies and various project elements.

Key Deliverables: Data Summary Review, Raw Data, Snapshot Content.

Task 3. Bullseye Workshop

Our signature multi-day Bullseye Workshop is an efficient means of gathering the community's hopes, dreams, and aspirations while staying rooted in local traditions and values. This is where we craft the vision and values, framework for the plan, and a path forward towards implementation.

- **Bullseye Workshop**
 - A series of engagement activities (*for all ages and abilities*) over the course of several on-site days to develop the direction and core content for the plan. Coordination efforts to include partnering with the local schools, host stakeholder and staff level discussions.
- **Vision & Values**
 - Attendees share their vision for the community using a variety of interactive and engaging activities such as real-time polling, social media stations or chalkboard testimonials, and our community visioning “Mad-Libs” exercise.
 - We develop core vision and value statements that serve as the foundation and organizing element of the plan into themes.
- **Community Framework**
 - Attendees help guide the overall growth framework of the community using fun and interactive activities such as our “5-Minute Master Plan” activity.
 - We will take these exercises and map the community-wide big ideas into the community framework map that will help guide the future land use map and the implementation strategies.
- **Implementation Roadmap**
 - Targeted to staff and local leaders who will be responsible for implementing the vision.
 - We generate an action matrix outlining key strategies grouped under similar plan themes or components.
 - During this time, the group will brainstorm potential action strategies and prioritization. The group will also identify 2-3 maximum implementation strategies per section or chapter from the plan elements for our team to develop detailed strategy write-ups.

Key Deliverables: Workshop Coordination, Advertising Flyers and Materials, Vision & Values Statements, Core Values Overview, Community Framework Map(s) (*Big Ideas and Final Framework*), Implementation Roadmap Activities.

Key Meetings: Multi-day Community Bullseye Workshop Series; Stakeholder Meetings (*as applicable*), Staff 3P2C Workshop.

Task 4. Master Plan Development

This exercise will occur throughout and lead to the overall Master Plan.

- **Draft Plan**
 - The draft Master Plan will be shared with City staff for review with comments compiled and sent back to our team to incorporate into the final version.
- **Final Draft Open House and Worksession Review**
 - We will work with City staff to schedule an afternoon/early evening community open house and joint Planning Commission and City Council Worksession to review and finalize the Master Plan.
- **Final Plan and Adoption**
 - Following the open house and joint Worksession, we will finalize the Master Plan and deliver to the City for adoption as digital files (.pdf and base design files).

- We will be present during the adoption meeting to answer any final questions before the final handoff.

Key Deliverables: Draft Plan, Final Draft Plan, Open House Materials, Worksession Presentation, Final Plan.

Key Meetings: Community Open House, Joint Worksession, Adoption Meeting (*tentative*).

Task 5. Parks and Recreation Plan Development

This exercise will occur throughout and run concurrent with the Master Plan process. We anticipate engagement efforts (*Bullseye Workshop Series*), review, and adoption meetings occurring simultaneously with the Master Plan items under Task 4.

- **Draft Plan**
 - The draft Parks and Recreation Plan will be shared with City staff for review with comments compiled and sent back to our team to incorporate into the final version.
- **Final Draft Open House and Worksession Review**
 - We will work with City staff to schedule an afternoon/early evening community open house to review and finalize the Parks and Recreation Plan.
- **Final Plan and Adoption**
 - Following the open house, we will finalize the Parks and Recreation Plan and deliver it to the City for adoption as digital files (.pdf and base design files).
 - We will be present during the adoption meeting to answer any final questions before the final handoff.

Key Deliverables: Draft Plan, Final Draft Plan, Open House Materials, Final Plan.

Key Meetings: (**note concurrent with Master Plan*) Community Open House, Joint Worksession, Adoption Meeting (*tentative*).

Task 6. Housing Assessment

The Housing Assessment will occur throughout the Master Plan process.

- **Draft Snapshot**
 - The draft snapshot will be shared with City staff for review with comments compiled and sent back to our team to incorporate into the final version.
- **Final Snapshot**
 - The final snapshot will be shared with the City as digital files (.pdf and base design files).

Key Deliverables: Draft Snapshot, Final Snapshot.

Key Meetings: Stakeholder and Staff Discussions (*anticipated to occur concurrently with Master Plan engagement efforts*).

Task 7. Economic Analysis

Similar to the Housing Assessment in Task 6, the Economic Analysis will occur throughout the Master Plan process.

- **Draft Snapshot**
 - The draft snapshot will be shared with City staff for review with comments compiled and sent back to our team to incorporate into the final version.

- **Final Snapshot**
 - The final snapshot will be shared with the City as digital files (.pdf and base design files).

Key Deliverables: Draft Snapshot, Final Snapshot.

Key Meetings: Stakeholder and Staff Discussions (*anticipated to occur concurrently with Master Plan engagement efforts*).

Task 8. Zoning Assessment

The zoning assessment will occur near the end of the Master Plan process and will be one of the final deliverables pulling from and informing the Master Plan implementation chapter.

- **Staff Insights**
 - We will set up a time to visit with City staff regarding the current regulations, what challenges exist, and areas that have either been considered in the past or should be considered moving forward.
- **Draft Assessment**
 - Our team will prepare a draft assessment for review by City staff. Comments need to be compiled and sent back to our team to incorporate into our final version.
 - If a virtual meeting is needed to discuss the various recommendations or City comments, our team will coordinate the meeting to confirm direction for the Final Assessment.
- **Final Assessment**
 - Following staff level discussions and review of the Draft Assessment, our team will prepare the final assessment document and deliver it to the City for internal use. This will be delivered as a digital file (.pdf).

Key Deliverables: Draft Assessment, Final Assessment.

Key Meetings: Staff Coordination Meeting, Staff Review Meeting, Staff Strategize Meeting (*if applicable*).

Bonus: 6- to 12-Month Post-Approval Check-In

As a courtesy, we will complete a virtual check-in meeting with staff between six months and one year from adoption. This will provide an opportunity for us to hear from staff about the overall progression in working through the implementation strategies, and for us to provide additional input or guidance to staff on the implementation strategies and using the plan.