

118 Central Avenue North, New Prague, MN 56071 phone: 952-758-4401 fax: 952-758-1149

#### **MEMORANDUM**

TO: HONORABLE MAYOR AND CITY COUNCIL

CC: JOSHUA M. TETZLAFF, CITY ADMINISTRATOR

FROM: KEN ONDICH, PLANNING / COMMUNITY DEVELOPMENT DIRECTOR

**SUBJECT:** SELECT CONSULTANT FOR UNIFIED DEVELOPMENT CODE

**DATE:** NOVEMBER 1, 2024

As was included in the Council's Visioning document for 2024, City Staff has been moving forward with preparations for the creation of a unified development code, which is a complete re-write of the Zoning and Subdivision Ordinances, along with incorporation of the City's Floodplain Regulations, Building Regulations, Traffic Impact Study Guidelines and Central Business District Design and Sign Guidelines. The Council approved a total budget of \$80,500 for consulting services to update the Comprehensive Plan (\$40,500 from the 2024 Budget and \$40,000 from ARPA funds).

Proposals were solicited by posting the RFP on the League of Minnesota Cities website, Minnesota Planning Association website and City Website during September/October with a due date of October 18th. A total of 4 proposals were received. After reviewing and scoring the proposals, the top two ranking firms were interviewed by City Administrator Tetzlaff, Planner Chapman, Mayor Jirik and me on 10/31/24.

While all the proposals were good, particularly from the top two firms that were interviewed, the consensus after review of the proposals and final interviews is to select Bolton & Menk as the firm for the completion of the Unified Development Code. While Bolton & Menk was not the highest ranked proposal before the interview process, it was close behind and offered significant cost savings (\$22,887) over MSA's top ranked proposal. This selection recommendation is based on their experience as a firm and Planning Leader Jeff Matzke in completing similar code revisions and their experience working in the area, particularly in Scott County, as well as their ability to complete the work by the end of 2025, by meeting our budget requirements and overall approach to the project.

A contract is in the process of being reviewed and will be brought to the meeting on Monday for review and approval.

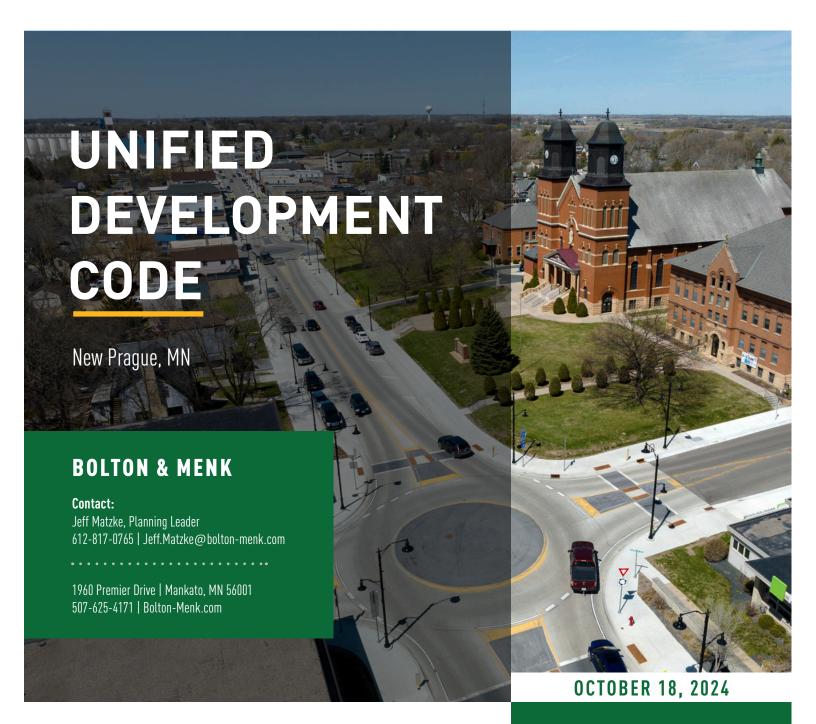
#### **Staff Recommendation**

Staff recommends that the City Council make a motion to approve the selection of Bolton & Menk to complete the Unified Development Code project and to approve the contract in an amount not to exceed \$49,613.

#### **Scoring Matrix (Prior to Final Interviews)**

<u>Firm</u>	<u>Fee</u>	<u>Total</u>		
MSA	\$72,500	93.5		
Bolton &				
Menk	\$49,613	90		
WSB	\$76,846	82		
Landform	\$79,980	73.5		





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Real People, Real Solutions.

1960 Premier Drive Mankato, MN 56001 507-625-4171 | Bolton-Menk.com

October 18, 2024

Ken Ondich
Planning and Community
Development Director
118 Central Avenue North
New Prague, MN 56071
kondich@ci.new-prague.mn.us

RE: Proposal for Creation of a Unified Development Code

#### Dear Ken:

The City of New Prague is a one-of-a-kind community. You have a perfect mix of continuing long-standing traditions and implementing a healthy mix of new developments to meet the demands of the ever-growing population. With the last zoning ordinance being developed nearly 25 years ago and then creating the subdivision ordinance 10 years later, these critical planning documents no longer meet the needs of the city. Like you, Bolton & Menk, Inc. takes great pride in designing and managing projects that are safe, sustainable, and functional. We understand what needs to be accomplished for the successful creation of a unified development code.

As the City of New Prague continues to grow and thrive, you recognize the need for updates to the city's planning and land use regulations. Regulatory tools like design guidelines, codes, and zoning or subdivision ordinances translate planning visions and recommendations into enforceable code language that shapes the physical development of the community. They are essential in determining a community's character and maintaining neighborhood livability, the natural setting, workplace environments, and historic resources.

Our team will work closely with you to prepare a unified development code update based on a collaborative process that includes:

- A clear understanding of the established character areas of the city
   (neighborhoods, commercial districts, natural areas); these character areas and
   the city's new comprehensive plan will provide the guidance for how standards
   and regulations recognize and respond to the physical pattern of the city
- Our philosophy of using words, graphics, and numbers to communicate regulations that are easy to understand, use, and implement
- An almost continuous engagement and feedback process using highly-graphic and engaging techniques and methods that will be guided by our assembled team, all who are seasoned engagement practitioners
- Our understanding that in some cases the existing zoning standards and requirements are doing a good job at regulating areas of the city and may need little or no significant changes

The City of New Prague will benefit from our team's experience with recent code updates for similar-sized cities and our experience with supporting cities with zoning administration duties—we understand the technicality of writing code updates, but also how codes are managed and administered. As multidisciplinary municipal consultants, we are constantly working with boards, supervisors, officials, councils, commissions, planners, engineers, administrators, public works directors, staff, and residents to share and present information clearly and with purpose.

**MULTIDISCIPLINARY FIRM** — The city is looking for big and creative ideas to direct the future of its targeted opportunity sites. At the same time, development concepts need to be feasible, responsive to the market, and have a path to implementation. Bolton & Menk is a multidisciplinary firm who offers a wide range of planning services and more than 40 planners on staff. With more than 1,000 employees, we offer the expertise of a national firm with a deep bench, but we are just down the road.

**PROVIDING LEADERSHIP IN WRITING AND IMPLEMENTING CODES TAILORED TO YOU** — We understand that you're looking for a team with broad experience in code development and implementation. Our team includes professionals who have developed and worked with zoning codes for cities all across the Midwest. For me personally, I have spent two decades interpreting and administering them as the city planner for Prior Lake. As a team, we are committed to producing a unified development code that is clear, consistent, concise, responsive, and most importantly, user-friendly. We will tailor our approach based on your needs, whether that be remote or in-person meetings, or corresponding via phone or email; we stand ready to serve and act as one cohesive team. We are offering you a highly experienced, qualified, thoughtful, and collaborative group that can support your success in updating the existing zoning, subdivision, and sign code.

**THINKING CREATIVELY BUT BEING PRACTICAL** — New Prague wants a consultant who can help convey the unified development code updates to the community. Our in-house project communication and graphic design teams can take ideas and/or concepts from text-heavy technical language and create visual aids for community engagement events. We understand the importance of creating visual tools that are easy to use, understand, and maintain. We want to see this area thrive for the city and will work with you all the way to make that happen.

**CONNECTING WITH AND SERVING THE COMMUNITY** — This project may result in substantial change to both regulatory guidance and the built environment. It is essential that this change reflects and involves New Prague's growing population. Our team's track record demonstrates success in working in communities just like New Prague with both innovative and effective community engagement strategies for managing change.

**WE'RE FAMILIAR WITH THE CITY** — Our team is already familiar with the city, city staff, permitting requirements, stakeholder interests, and design standards that apply to this project and past projects that we've conducted in New Prague. This means we can leverage our existing knowledge and relationships to deliver high-quality solutions in a timely and cost-effective manner.

In continued service to the City of New Prague, we are excited at the opportunity to complete the Unified Development Code. I will serve as your lead client contact and project manager. Please contact me at 612-817-0765 or Jeffrey.Matzke@bolton-menk.com if you have any questions regarding our proposal.

Respectfully submitted,

Bolton & Menk, Inc.

Jeffrey Matzke

Planning Leader/Project Manager

MANTE

# PROJECT UNDERSTANDING

The City of New Prague is updating their unified development code as part of a larger effort to revitalize the city center and refresh regulatory guidance citywide. The unified development code will also support city staff in meeting current goals and upholding future growth.

This initiative is a mix of planning, design, engagement, and implementation, as there are active development proposals coinciding with the planning phase of the project. Major elements include

- NEW SUBDIVISION AND ZONING CODE This will supersede the existing ordinances; it will include updated subdivision process regulations, residential, and commercial area ordinances
- POTENTIAL ZONING DISTRICT REVISIONS
   AND DESIGN STANDARDS They will remain consistent with recent comprehensive plan guidance, including flexible planned unit development standards, and neighborhood and business mixed-uses
- INCORPORATION OF INNOVATIVE PARKING AND LANDSCAPING CODE TECHNIQUES – These solutions can be done through Bolton & Menk's exclusive <u>Low Salt</u> Initiative Program
- A SYNCHRONIZED UNIFIED DEVELOPMENT CODE — It will align with state and federal regulations such as shoreline and floodplain codes
- A COORDINATED PUBLIC ENGAGEMENT
   PROCESS The process will provide a wide range of opportunities for the community to engage with and influence the outcomes of the process



## PROJECT APPROACH

At Bolton & Menk, we believe all people should live in safe, sustainable, and beautiful communities and we take pride in our ability to make that happen.

Each of us makes it our personal, ethical, and professional mission to prepare well-crafted and research-based reports and plans. Our unique, integrated, creative, and transparent approach makes us stand out from other firms.

## TASK 1: PROJECT KICKOFF AND ADMINISTRATION

#### Task 1.1: Project Kickoff and City Tour

Bolton & Menk will conduct a project kickoff with the city to launch the process. This will include finalizing the schedule, scope of work, goals, and overall approach to the project. A city tour will also be scheduled with city staff to gain further insights into the needs of the project.

#### Task 1.2: Steering Committee Meetings

Our team will work with a steering committee comprised of city staff and other key stakeholders that will provide technical expertise for the project. The committee is expected to meet two to three times during the planning process.

#### Task 1.3: Review of Existing Plans and Studies

Bolton & Menk will review the newly approved comprehensive plan, and any other existing city plans that are relevant to this project. We will summarize goals, policies, and strategies that will guide development of the zoning code and redevelopment plans.

#### Task 1.4: Project Coordination

This task covers ongoing project coordination with the city and other partners, as needed.



#### Task 1 Deliverables:

- Final project scope
- Project schedule
- Meeting agendas and notes for the steering committee



#### **Collaboration and Digital Tools**

#### GIS COMMENT MAPPING TOOL

Based on previous experiences, we recommend engaging the community through our digital mapping tool to share project design and construction details as they evolve. Users can add comments using their smartphone or computer to share ideas, concerns, and general comments.

#### VIRTUAL MEETINGS

We will host virtual meetings for community members to attend. Since December 2020, our project team has hosted 12+ public virtual meetings for various planning clients. These virtual meetings included 676 attendees. The public adapted to this format well and appreciated the option even when in person attendance is an option.

#### SOCIAL MEDIA

Our team will provide content for the city and project partner's social media accounts to post content that visually promotes upcoming engagement opportunities.

#### WEBSITE AND VIRTUAL OPEN HOUSE

Our team will work with New Prague communication staff to keep the sites up-to-date with clear, concise information, and a variety of ways to provide feedback.

#### **EMAIL BULLETINS**

We will provide updates and event notifications through GovDelivery to a list of e-blast subscribers interested in city projects.

#### TASK 2: DRAFT UNIFIED DEVELOPMENT CODE

#### Task 2.1: Ordinance Review

We will review existing code documents to understand what elements will need to be updated and replaced. This includes identifying what updates should be the highest priority, as well as what are the most desirable features of a new code. We will then summarize findings and discuss with city staff.

#### Task 2.2: Evaluation of Existing Conditions

Our team will review and map existing land use and property conditions to determine context-sensitive approaches for zoning and subdivision. This will include an in-depth look at redevelopment sites.

## Task 2.3: Drafting and Refining Zoning Regulations and Districts

Bolton & Menk will draft new code and district language to implement comprehensive plan guidance, comply with state standards, reflect community character, and incorporate innovative best practices for parking, landscaping, and other design standards. Our team will work with the planning commission and city council for up to four work sessions to refine drafts. The extent of revisions to the code (and phasing in these changes) will be determined during the process.

#### Task 2.4: Rezoning Strategy

For any rezoning made necessary through the new code and districts, we will develop an approach that best achieves city goals, manages transitions, and supports community character.

#### Task 2.5: Adoption of New Code

We will work with city staff on the review and adoption of the new code and districts, including the formal city approval process.

#### Task 2.6: Ensuring Documents Are in a User-Friendly Format

Our team will ensure final code document is userfriendly and accessible, including streamlined procedures, graphical representation of codes, and quick reference style guidance for the public.

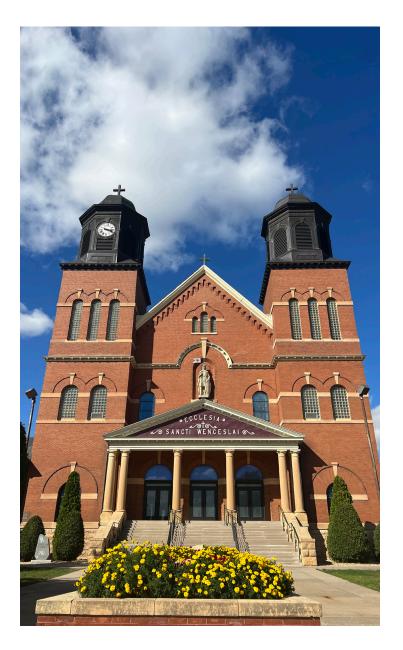
#### Task 2.7: Staff Training and Support

We will support city staff for a start-up period of up to one year through in-person or virtual meetings, phone calls, and emails. Our local team will be available and accessible during that time to respond to questions and meet with city staff, as well as to assist with future phases of work. Depending on the scope and scale of additional work, a contract amendment may be needed.



#### Task 2 Deliverables:

- Review and update the ordinance code
- Evaluate current conditions
- Draft and revise zoning regulation codes
- Develop a rezoning strategy to help reach city's goals
- Guide city staff through the adoption process
- Simplify final code documents
- · Train city staff, as needed



#### PUBLIC ENGAGEMENT

As southern Scott County's major rural center community, New Prague has a traditional small town feel with locals who desire input in the city's future. The regulatory changes being proposed are substantial, and an inclusive and non-traditional process is needed to reach out to the community and keep them engaged and informed. Our approach will be refined based on conversations with city staff.

#### At this time, we are proposing three phases of engagement:

**PHASE 1** – Existing conditions

**PHASE 2** – Alternatives and strategies

PHASE 3 – Draft review and comment

Our approach to community engagement is grounded in a clear understanding of the community. For this project, we will use the following engagement tools:

- Steering committee
- Public open house and workshop, including design charrettes
- Pop-up meetings at community events
- Project website with online surveys and interactive comment mapping

- Social media engagement
- Focus groups and interviews with developers, major property owners, business owners, and other targeted groups
- Project fact sheets, translated as needed (e.g. Spanish)





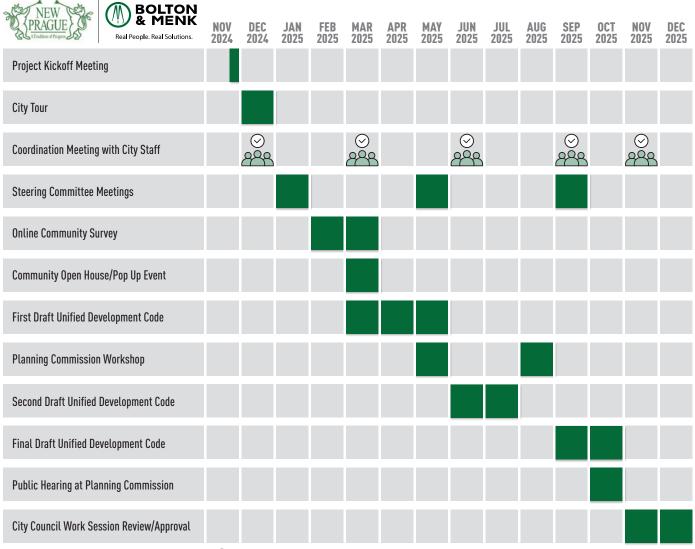


# **TIMELINE**

This schedule details the anticipated work tasks and completion dates. It is based on our project understanding, description, and scope of services included in this proposal and our experience on similar projects.

Upon selection, Bolton & Menk will work with city officials to revise and update this schedule as needed to ensure successful delivery of this project.

We believe the project will take no longer than 12 months from the start date in January 2025 and end before December 31, 2025. Every effort will be made to complete the unified development code ordinance update thoroughly and efficiently.





## **RESUMES**

Bolton & Menk has assembled a highly motivated and experienced group of professionals to create a unified development code for the City of New Prague. Our team project manager, Jeff Matzke, will be supported by key individuals and support staff. We are 100 percent available and committed to completing this project. Project team member bios have been included in the following pages of this section. Full résumés of all staff can be provided upon



#### JEFF MATZKE Project Manager

Jeff is a senior planner who began his career in 2003. Prior to joining our team, Jeff was the city planner for the City of Prior Lake. He reviewed building permits for compliance with the city comprehensive plan and zoning ordinance, and had frequent interaction with residents and developers on both small- and large-scale projects. His expertise is in development review processes. He has led multiple teams in municipal government while assisting the development community with obtaining their city entitlements. Jeff is analytical and passionate about helping others implement processes.

#### **RELEVANT EXPERIENCE:**

- Zoning and Subdivision Ordinance Update, Chisago County, MN
- Planning Services, City of Jordan, MN
- Zoning Ordinance Update, City of Castle Rock, MN
- Accessory Dwelling Unit Ordinance Creation, City of New Brighton, MN
- Development Review Management, City of Prior Lake, MN\*
- Zoning and Subdivision Ordinance Updates, City of Prior Lake, MN\*
   \*Completed at previous employer



#### HAILA MAZE, AICP Principal-in-Charge

As a principal planner and planning practice area leader at Bolton & Menk, Haila is committed to advancing the long-term success of communities. She draws on her background in local and regional planning to connect with clients, helping them identify what they need and how to accomplish it. She began her career in 1998 and has extensive experience with land use and transportation planning, creative and inclusive engagement, and supporting work in health assessment, scenario planning and modeling, and implementation planning.

#### **RELEVANT EXPERIENCE:**

- Unified Development Code, City of Brooklyn Center, MN
- Planning Services, City of Jordan, MN
- Planning Services, City of Scandia, MN
- Review of Land Use and Zoning Codes, City of Windom, MN
- Zoning Ordinance Update, City of Taylors Falls, MN
- Zoning Code Review and Update, City of Dassel, MN



# TJ HOFER Zoning and Subdivision Ordinance Support

A planner at Bolton & Menk, TJ began his career in 2019. His responsibilities include interpreting and enforcing zoning ordinance and comprehensive plans for his clients. He also is responsible for assisting in developing plan studies, comprehensive plans and ordinance updates, and preparing and presenting staff reports. He assists with community engagement and outreach during the planning process. Since beginning his career, TJ has worked toward his passion of helping clients both establish and meet their goals—he loves seeing the process unfold.

#### **RELEVANT EXPERIENCE:**

- Unified Development Code, City of Rogers, MN\*
- Planning Services, City of Jordan, MN
- Planning Services, City of Scandia, MN
- Planning Services, City of Empire, MN
- 2040 Comprehensive Plan Update, City of Marine on St. Croix, MN
- 2040 Comprehensive Plan Update, City of Scandia, MN
- 2040 Comprehensive Plan Update, City of Forest Lake, MN



## RACHEL LEMIRE Public Engagement Coordinator

Rachel is a project communication specialist at Bolton & Menk who started her career in 2020. She enjoys using her creative and analytical skills to collaborate with others on writing and graphic design projects. She is responsible for print and online communication, and the development of project websites, handouts, social media content, maps, and newsletters.

#### RELEVANT EXPERIENCE:

- 2022 Planning and Engineering, Scott County, MN
- Comprehensive Plan and Zoning Updates, Boone County, IA
- Zoning and Redevelopment, City of Brooklyn Center, MN
- Comp Plan and Zoning Code Updates, City of St. Augusta, MN



## FRANNIE NIELSEN Research Development Support

Frannie began her professional planning career when she joined Bolton & Menk in 2021. Her skills in public engagement, urban design, policy, and environmental sustainability make her a jack of all trades and an integral part of our planning team. In her role as a planner, Frannie has specialized in zoning, land use, and comprehensive plans and is passionate about providing guidance for the future growth of the communities she works in.

#### **RELEVANT EXPERIENCE:**

- Comprehensive Land Use Plan Update, Becker County, MN
- Planning Services, City of Jordan, MN
- Zoning Ordinance Update, City of Taylors Falls, MN
- Zoning and Subdivision Ordinance, Chisago County, MN
- Comp Plan and Zoning Code Updates , City of St. Augusta, MN
- Zoning and Redevelopment, City of Brooklyn Center, MN



#### MADISON RICHARD Planning Support

Madison is a planner at Bolton & Menk, working to provide support to municipalities in daily planning services and assisting on larger-scale plan studies, reports, and updates. Prior to joining Bolton & Menk in 2024, she worked for three years doing public sector planning in Ohio, focusing on zoning and land use planning and application process management. Madison has a passion and desire to make planning more accessible to improve the lives of the communities and people she works with.

#### **RELEVANT EXPERIENCE:**

- Community Plan Update, City of Dublin, OH\*
- Planning Application Process, City of Dublin, OH\*
- Sustainability and Redevelopment Plan, Clinton Township, OH\*
  - \*Completed at previous employer

leff Matzke Project Manager motivation, and work ethic to effectively manage and coordinate each pr		KEY RESPONSIBILITIES	% OF AVAILABILITY	
		Jeff will serve as your primary point of contact. He has the qualifications, experience, motivation, and work ethic to effectively manage and coordinate each project phase. Jeff will be responsible for overall team management and all schedule, cost, public outreach, and scope management processes.	75%	
Haila Maze	Principal-in-Charge  Haila will work closely with Jeff to manage budget and project resources. She has a proven track record of successfully delivering projects on time and looks to build on that with this project.		30%	
TJ Hofer	Zoning and Subdivision Ordinance Support	TJ will support Jeff in drafting and finalizing the city's ordinances for the unified development code.	50%	
Rachel LeMire	LeMire Public Engagement Coordinator Rachel will provide strategic expertise on community engagement, and will assist with creating communication to area neighborhoods.		60%	
Frannie Nielsen	Research Development Support	Frannie will support Jeff and TJ by researching the city's current status and determine solutions that could be beneficial to New Prague.	30%	
Madison Richard	Planning Support	Madison will support Jeff and TJ by providing planning expertise.	40%	

# PROJECT EXPERIENCE

Collaboratively, our team has extensive experience helping cities update their planning, zoning, and code development regulations. We have provided samples of projects completed within the past 10 years, with similar tasks and challenges to the City of New Prague's Unified Development Code.

## UNIFIED DEVELOPMENT CODE CITY OF BROOKLYN CENTER, MN

Bolton & Menk led the complete overhaul of the City of Brooklyn Center's Unified Development Ordinance, which hadn't been meaningfully updated since the 1960s. The update prioritized reorganizing the code for clear and convenient use, modernizing regulations, and promoting equity in new use and development standards.

To inform the code, Bolton & Menk used resident and business owner task forces, zoning info sheets, a project website, surveys, interactive zoning map, community meetings, and a three-part informational video series.

The final code, adopted in 2022, included the allowance of accessory dwelling units (ADUs) and home businesses, revision of parking standards, establishing a TOD zoning district and performance measures, adoption of Mississippi River Corridor Critical Area (MRCCA) regulations, and greater clarity in allowable uses and site standards across a freshly established set of zoning districts.

#### WANT TO VIEW THE PROJECT WEBSITE?









#### PLANNING SERVICES

#### City of Jordan, MN

The City of Jordan experienced a staff turnover that left them with a relatively inexperienced planning staff facing several upcoming developments. Bolton & Menk was hired to provide on-call planning and development review services for the city. Our role is to assist staff with the review of development applications, including report writing and presentations to the planning commission and city council. We also provide assistance in zoning code interpretation and administration. Most recently as the current consultant city planner, Jeff has revised multiple subdivision and zoning codes. These have included streamlining subdivision and land use application processes, and incorporating new land initiatives for the rural center.



## 2040 COMPREHENSIVE PLAN UPDATE - LAND USE AND HOUSING

#### City of Prior Lake, MN

The City of Prior Lake experienced substantial growth since 1990, and the population is expected to increase nearly 50 percent by 2040. The city needed to update its comprehensive plan to reflect the current population and housing forecasts and the future needs of the city. Because the land use and housing chapters provide the parameters for the other plan elements, they were critical to the preparation of the entire plan.

Bolton & Menk led the preparation of the land use and housing chapters, working with city staff and the planning commission to develop goals and objectives guiding the plan and providing future land use recommendations. Key recommendations included development of a new mixed-use land use designation in the downtown area, replacing a controversial transitional area.

Bolton & Menk helped the city conduct a quality public engagement process. We provided background information and graphics for open house events. The full comprehensive plan was approved by the Metropolitan Council in May 2020.



#### ON-CALL PLANNING SERVICES

#### City of Scandia, MN

Bolton & Menk began providing planning services to the City of Scandia in 2023, shortly after the city adopted a Unified Development Code in September 2022. Fast forward to today as the consultant city planner, Bolton & Menk provides development review, land use and planning application review, and code management. Bolton & Menk has a deep understanding of how the unified development code works within the city and how to make a practical, usable ordinance. Since stepping into the role, the team at Bolton & Menk has helped the city with more than a dozen amendments to the unified development code to ensure that the code meets the city's needs and to increase usability for both staff and the public.

# TIME AND BUDGET CONSTRAINTS

If selected for New Prague's Unified Development Code, we promise to make it a priority. We have reserved the availability of key personnel for you and this project. All those identified will be 100 percent available to perform their respective tasks as identified in this proposal and to deliver the scope of work identified.

Bolton & Menk's nearby locations in Mankato and Chaska provides superior accessibility to you and your staff. This proximity provides us the ability to be in personal contact with the city without factoring in significant travel times.

We are confident we can meet your December 2025 deadline. Your project timeline becomes our timeline. Our team is at the disposal of the city to meet these needs. We provide professional services in the most efficient and effective manner, essentially serving as a member of your staff. Bolton & Menk invests in long-term client relationships, and you will see that reflected in our approach, decisions, and dedication to your community.



## REFERENCES

Past performance serves as a great indicator of future performance. Our clients tell us we are doing a great job, and they will tell you, too!



#### TOM NIKUNEN

CITY ADMINISTRATOR



CITY OF JORDAN, MN

**952-492-2535** 

□ tnikunen@jordanmn.gov

#### **CASEY MCCABE**



COMMUNITY DEVELOPMENT DIRECTOR

#### CITY OF PRIOR LAKE, MN

**952-447-9815** 

cmccabe@priorlakemn.gov

#### **JESSE ANDERSON**

COMMUNITY DEVELOPMENT DIRECTOR



CITY OF BROOKLYN CENTER, MN

**%** 763-569-3420

ianderson@ci.brooklyn-center.mn.us

#### **KYLE MORELL**





CITY OF SCANDIA, MN

**651-433-2274** 

k.morell@ci.scandia.mn.us

# **FEES**

Bolton & Menk will provide the scope of services as described for an estimated fee of \$49,613. We will bill work following our standard hourly billing rates and will not exceed our estimate without prior authorization from the city.

Client: City of New Prague, MN Project: Unified Development Code			Bolton & Menk, Inc.							
Task No.	Work Task Description	Principal	Project Manager	Planner 2	Planner	Planner	Communication Specialist	Graphic Designer	Total Hours	Total Cost
1.0	Project Management	5	10	4	0	0	0	0	19	\$3,474
2.0	Draft Code Language	0	30	14	97	0	0	0	141	\$20,458
3.0	Community Engagement	0	38	0	0	26	0	0	64	\$10,642
4.0	Staff, Planning Commission, Council Coordination	0	25	0	0	0	0	0	25	\$4,675
5.0	Code Adoption	0	15	0	0	0	0	0	15	\$2,805
6.0	Implementation Tools, Graphics, and Handouts	0	6	0	0	20	21	7	54	\$7,559
	Total Hours	5	124	18	97	46	21	7	318	
	Average Hourly Rate	\$204.00	\$187.00	\$146.00	\$132.00	\$136.00	\$135.00	\$126.00		•
	Subtotal	\$1,020	\$23,188	\$2,628	\$12,804	\$6,256	\$2,835	\$882		

Total Not-to-Exceed Fee \$49,613