

City of New Braunfels | Comprehensive Plan Update

Scope of Work – 08.13.2025

TASK 1. ONGOING TASKS

Task 1.1: Project Initiation Meeting. This subtask will focus on finalizing the overall scope, budget, and schedule for the project, while also beginning to shape the plan's structure and organization. A key component will be clarifying the roles of City Management and City Council and establishing the frequency and format of ongoing coordination with each. The discussion will also inform the development of the Community Engagement Plan (Task 1.2), with initial topics including the identification of focus groups, key engagement milestones, and lessons learned from past outreach efforts.

A two-hour virtual meeting will be held with up to three MIG team members in attendance. Following the meeting, MIG will join City staff for a driving tour to gain a deeper understanding of the city's-built environment and contextual conditions.

Task 1.2: Community Engagement Plan. Working with the City, the MIG Team will develop an updated, inclusive Community Engagement Plan that builds upon the efforts and lessons learned from the 2018 Comprehensive Plan. The plan will specifically focus on re-engaging community members who participated in the 2018 process while also reaching and involving residents who have moved to New Braunfels since then to ensure that the full diversity of the community is reflected in the planning process. The level of effort for the final Community Engagement Plan will be calibrated and aligned with the fee allocated to engagement in the project budget. The project budget is based on the assumption that there will not be a Steering Committee. If the City's needs and/or desires change in relation to this, it will require a contract amendment to account for additional services.

The plan will identify Key Objectives, Key Audiences, Major Tasks and Activities, and Metrics of Success. It will include a preliminary schedule aligned with the project scope to show how engagement and technical tasks will connect and support each other. Details and specifics will be added to the preliminary plan at the conclusion of each phase to ensure coordination with aligned planning activities, community events, and necessary adjustments throughout the project duration. The engagement plan will be in PDF format and no more than 8 pages.

Task 1.3: Monthly PMT Meetings. This subtask includes virtual monthly coordination calls throughout the one-year project schedule in order to establish strong communication with all members of the Project Team and effectively align MIG as an extension of the City Staff. PMT meetings will be conducted virtually unless the timing aligns with an in-person meeting window. Up to two MIG Team members will attend each PMT meeting.

Task 1.4: Monthly Invoicing. MIG will prepare monthly invoices for review and approval by the City. The invoices will include a summary of percentage complete by task, including direct expenses for MIG.

Task 1.5: Ongoing Project Management and Coordination. In addition to regularly scheduled meetings and calls, it is anticipated that MIG will participate in ongoing project coordination and communication with the City and between MIG team members.

Task 1 Deliverables:

- Community Engagement Plan
- Monthly PMT Meeting Agendas and Minutes

TASK 2: DATA, VISION, AND OUTLINE UPDATES

Task 2.1: Policy Inventory and Data Review. Using plans, studies, and other related documents listed in the RFP and assembled by City staff as a foundation, the MIG Team's subject matter experts will conduct a thorough review of existing plans, documents, and data to develop a clear understanding of existing conditions and policies that will inform the Comprehensive Plan Update. Additional documents to be reviewed include, but are not limited to, the Strategic Plan, Workforce Housing Study, West End Area Plan, and the Mayfair development materials.

The MIG Team will compile relevant policies from these documents into a Microsoft Excel spreadsheet, using the 2018 Comprehensive Plan elements to code and organize the policies for consistency.

City staff will be engaged to review, edit, and augment the draft policy inventory. The Project Management Team (PMT) will review and provide comments, and the MIG Team will revise the inventory accordingly before circulating it to other department heads. Department heads will be asked to identify any essential policies that may be missing and to provide input on the implementation status of existing policies. MIG will incorporate this feedback and deliver the finalized Policy Inventory for use in subsequent phases of the Comprehensive Plan Update.

Task 2.2: Updated Comprehensive Plan Policy and Data Refinement. Based on the findings from the Policy Inventory and Data Review, the MIG Team will update the agreed-upon data identified in collaboration with City staff. MIG will also conduct a detailed review of the 2018 Comprehensive Plan to identify and refine existing policies that need to be updated, clarified, or strengthened to reflect current conditions, community priorities, and best practices. The MIG Team will create a 20-page PDF memo that includes supporting data tables or appendices.

Task 2.3: Updated Vision Framework and Handout. The initial engagement series will be related to confirming the community's vision and goals. Building on the results of the 2018 Comprehensive Plan, an updated outline of the vision framework will be developed for discussion with City staff. It is anticipated that the Elements from the existing Comprehensive Plan will be integrated; however, opportunities to streamline/enhance the overall structure and organization of the Plan may be explored at a high level as part of this task. The summary handout will include a clear and concise vision based on community information, equitable engagement, and collective aspirations. The handout will be in PDF format and no more than four pages.

Task 2.4: Updated Plan Outline. MIG Team members will work with City staff to generate an annotated outline for the updated plan that builds on the visioning document, preliminary plan framework, and other interim directions established in the process thus far. The outline will provide an overall snapshot of the Plan organization, document format (as conveyed through "mock-ups" of sample page layouts), and a list of proposed graphics. The outline will also establish how the contents of the Vision and Goals Summary Handout document and other vital elements are integrated into the Comprehensive Plan Update document. The plan outline will be in PDF format and no more than two pages.

Task 2.5. Task 2 Community Engagement Implementation. The MIG Team will collaborate with the PMT and City Communications staff to implement the Community Engagement Plan activities for Task 2 of the project. Major events and activities developed specifically for the New Braunfels Comprehensive Plan Update will begin in 2025 towards the end of winter. The MIG Team will lead the development of focus groups, bilingual community questionnaires, and presentation and meeting materials. The City will be responsible for keeping media platforms up to date with provided content. Engagement tasks are envisioned to be:

- Five Focus Groups
- One Bi-Lingual Community Survey
- One community workshop or open house
- Two pop-up events (Conducted by City staff)

During each task of engagement implementation, MIG is scoped for up to one, three-person, two-day Meeting Window during which many on-site engagement events and activities will occur. The MIG Team will prepare materials and conduct all outreach activities (minus pop-up events) that reasonably fit into the Meeting Window. Additional updates to elected or appointed officials outside the Meeting Windows will be conducted by City staff, and the PMT will provide MIG with copies of updated materials drafted by staff. City staff will ensure that events and activities with elected and appointed officials are properly noticed, formatted, and compliant with all City or other legal requirements.

Task 2 Deliverables:

- Policy Inventory

- Updated Comprehensive Plan Policy and Data Refinement Memo
- Updated Vision Framework Handout
- Updated Plan Outline
- Task 2 Community Engagement Implementation Materials

TASK 3: PLACE TYPES AND FUTURE LAND USE MAP DEVELOPMENT

Task 3.1: Place Types Parameter Development and Refinement. The MIG Team will test and refine a preliminary place-types palette to related policy guidance the City has generated before the Comprehensive Plan Update effort. The MIG Team will help to ensure that the place types build upon the unique assets present in New Braunfels and the characteristics defined for each and they appropriately and adequately relate to and inform existing and updated zoning districts. The MIG Team will work closely with staff and the community to identify places that already exist and those that have the most significant potential to transform the New Braunfels landscape for the benefit of those in and near the areas where they are applied by considering the types of housing and jobs that are expected in each. The aspirational composition of place types will be examined to maximize the potential of place types and their implementation to help the city develop and redevelop sustainably, improve fiscal sustainability, develop vibrant walkable areas with a mix of well-connected uses and amenities, address disparities, and improve overall quality of life. The MIG Team will create a PDF memo no more than 10-pages.

Task 3.2: Place Types Capacity and Demand Analysis. The MIG Team will conduct a Place Types Capacity and Demand Analysis to evaluate the city's existing land use framework and support future sustainable development and redevelopment aligned with community goals. This analysis will begin with data collection and review, including an inventory of current and planned place types (translated from existing and future land use), zoning regulations, population projections, employment trends, and transportation networks, as well as insights from efforts completed by the Multimodal Thoroughfare Plan. MIG will perform a sustainable development and redevelopment capacity analysis to assess the ability of existing and planned place types to accommodate future development and redevelopment, considering housing, employment, and infrastructure needs. In parallel, demand forecasting will align population and employment projections with regional trends to estimate future needs for housing, jobs, and other services.

The Capacity and Demand Analysis will provide side boards for scenario development to ensure minimum quantities of development are maintained or achieved and that scenarios do not over-project the potential absorption of any individual place type. This will include an analysis to identify fiscal sustainability impacts, underserved areas, variations in demand by geography and demographic group. A Capacity & Demand Memo of up to 10-page will be created that includes an evaluation of existing and planned place types, zoning, population, employment trends, and infrastructure. Development and redevelopment capacity, demand forecasting, fiscal sustainability, quality of life, and equity analysis will help guide scenario development and policy recommendations. The memo will also include scenario modeling "outputs" that compare projected demand with place-type absorption to inform zoning and infrastructure decisions.

Task 3.3: Place Types 3D Modeling. The MIG Team will develop up to eight (8) 3D place type models to visually represent existing and proposed place type patterns. These models will be developed in Sketchup and provide a dynamic, spatially accurate understanding of the relationships between building forms, public spaces, and infrastructure within designated place types. Example graphic styles, scales, level of detail, and annotations will be shared with City staff to facilitate a discussion and agreement on the custom approach for New Braunfels.

Task 3.4: Draft and Refined Development Scenarios. MIG will develop up to three (3) Future Place-Based Map scenarios to explore key questions, potential trade-offs associated with development and redevelopment, and other aspects of the community's vision (both qualitative and quantitative). One scenario is anticipated to correlate place types to the existing Future Land Use Map to show the likely outcomes under the current policy map. Another could be based on planned infrastructure indicated in existing adopted City plans and policies. MIG will also create and deliver GIS shapefiles of the Refined Development Scenarios to the City upon finalization.

Task 3.5: Scenario Modeling and Evaluation. This subtask is focused on conducting scenario modeling and evaluation for up to three scenarios created as part of Task 3.4. MIG will test the scenarios on an array of measurable socio-economic, environmental, and built-form inputs and outputs. The scenarios and associated evaluation will be summarized in a PowerPoint slide deck, up to 20 slides, with a particular emphasis on the tradeoffs between scenarios, including comparing and contrasting how various development patterns impact public costs and revenues.

Task 3.6: Preferred Place-Based Scenario. A draft of the Preferred Place-Based Scenario and updated place types will be prepared to reflect input from community outreach. MIG will create visualizations to support the preferred scenario and provide input on language relating to urban design and placemaking for the draft plan. This task will focus primarily on community character, land use, and urban design considerations for individual place types. The Preliminary Preferred Place-Based Scenario will be summarized into a 6- to 10-page, highly graphic collateral piece and delivered to the City in print-ready PDF format. MIG will also create and deliver a GIS shapefile of the Preferred Place-Based Scenario to City upon finalization.

Task 3.7: Task 3 Community Engagement Implementation. The MIG Team will collaborate with the PMT and City Communications staff to develop and implement the project's community engagement strategy for Task 3. Engagement tasks are envisioned to be:

- One presentation to the Planning Commission
- One presentation to the City Council
- One Bilingual Community Survey
- One community workshop or open house
- Two pop-up events

The MIG Team will capitalize on opportunities for additional pop-up and intercept events. During the Meeting Window, larger-scale community workshops and input sessions on significant deliverables will be scheduled while school is in session. The MIG Team will also develop a summary of inputs gathered from Task 3 engagement activities.

Task 3 Deliverables:

- Place Types Parameter Memo
- Place Types Capacity and Demand Analysis Memo
- Up to eight (8) Place Type Sketchup 3D Models
- Up to three (3) Future Place-Based Scenarios in GIS Format and PDF Maps
- Scenario Modeling and Evaluation PowerPoint Slide Deck
- Preferred Place-Based Scenario in GIS Format and PDF Map
- Task 3 Community Engagement Implementation Materials

TASK 4: POLICY REFINEMENT AND IMPLEMENTATION

Task 4.1: Policy Refinement (Goals, Strategies, and Actions). Any new or refinement to existing goals, strategies, and actions identified as part of the engagement process for this update will be written by City Staff and reviewed by the MIG team to ensure it aligns with the refined place types and the preferred scenario established through the planning process. As part of this effort and findings from Task 2.1, the MIG Team will also conduct a comprehensive review of the entire plan to identify and resolve any redundancies, complex language, contradictions or inconsistencies, ensuring that the updated

Comprehensive Plan is cohesive, clear, and actionable. This refinement will focus on policies that achieve the community's goals and implement the vision for New Braunfels. These recommendations will be refined as needed to focus on leveraging public, private, and partnership opportunities to establish short-, medium-, and long-term implementation measures. Additional services will need to be considered if there is a need to write the goals and strategies from scratch.

Recognizing that Comprehensive Plans often risk becoming long lists of aspirational—but unfeasible—ideas, the MIG Team will ensure that recommended actions are directly tied to the refined policy framework, local market conditions, land economics, and operating costs identified earlier in the process. To support community understanding and buy-in, we will clearly articulate the relationships, trade-offs, and development conditions necessary for these recommendations to succeed. This will be done through visual tools developed as part of Task 4.4, including infographics, diagrams, and maps to visually explain how recommendations connect to desired community outcomes. Each recommendation will be vetted to ensure alignment with the vision, preferred scenario, and practical implementation pathways. The MIG Team will create a recommended refinements list in Excel format. All the City-approved refinements from the list will be embedded into the Final Plan (Task 5.7).

Task 4.2: Draft and Refined Implementation Strategy. The Team will develop a comprehensive implementation strategy to guide actions needed to implement the policies created for the Comprehensive Plan. The major actions recommended will be prioritized based on the most pressing issues identified during the Comprehensive Plan process. The implementation strategy will include the guidance in the planning, policy, and land use tools that should be used to review, maintain and update the plan. This implementation strategy will replace the existing Implementation Roadmap chapter of the 2018 Comprehensive Plan.

A schedule for key milestones and action completion fiscal years will be proposed as a guide to the City's implementation efforts. Funding tools and strategies will be identified for the major infrastructure improvements recommended in the plan, as well as any necessary changes to policies or tools that are needed to ensure the vision created in the plan is sustainable. The Team will also utilize innovative approaches to both prioritizing plan actions and measuring outcomes related to actions. A major component to ensuring successful implementation of the plan is to tie the implementation and measurement of success directly to the plan framework and guiding policies. The implementation actions should fall directly out of the priority goals and objectives from the plan and align with performance metrics for measuring the desired outcomes of the plan. The strategy will be in PDF format and no more than 20 pages to be embedded into the relevant chapter/s of the Final Plan (Task 5.7).

Task 4.3: Metrics and Measures. The MIG Team will work with the community and staff to develop a list of metrics and measures to track progress for the recommendations and strategies created as part of the Comprehensive Plan Update. The list will be in Excel and PDF format and no more than four pages to be embedded into the Final Plan (Task 5.7).

Task 4.4: Task 4 Community Engagement Implementation. The MIG Team will collaborate with the PMT and City Communications staff to develop and implement the project's community engagement strategy for Task 4. Engagement tasks are envisioned to be:

- Five Focus Groups
- One community workshop or open house
- Two pop-up events

City staff will capitalize on opportunities for additional pop-up and intercept events. During the Meeting Window, larger-scale community workshops and input sessions on significant deliverables will be scheduled while school is in session. The MIG Team will also develop a summary of input gathered from Task 4 engagement activities.

Task 4 Deliverables:

- Recommended Refinements List
- Implementation Strategy

- Metrics and Measures
- Task 4 Community Engagement Implementation Materials

TASK 5: COMPREHENSIVE PLAN UPDATE AND ADOPTION

Task 5.1: Administrative Draft Plan. The MIG Team will compose an Administrative Draft Plan, including charts, maps, figures, etc. The Administrative Draft Plan will be in a Word-based text format with associated essential graphics as an attached companion. The narrative will reference clearly identified graphics that will be attached after the narrative's conclusion. The budget and scope for this key deliverable allows for two rounds of consolidated staff comments, with MIG Team revisions after each.

Task 5.2: Formatted Draft Plan. Based on the first round of comments from City staff and key partners on the administrative draft, the MIG Team will revise the plan narrative and associated graphics. The revised plan narrative and associated graphics will be incorporated into refined template developed as part of Task 2.4. MIG will deliver an electronic copy (PDF) of the Formatted Draft Plan. The City will be responsible for producing any viewable copies.

Task 5.3: Public Review Draft Plan. The City will provide one set of consolidated comments with a preferred direction on the formatted draft. The MIG Team will revise the plan narrative and associated graphics. MIG will deliver web-ready and print-ready electronic copy (PDF) of the Public Review Draft Plan. The City will be responsible for producing viewable copies.

Task 5.4: Executive Summary Document. The MIG Team will develop a 6- to 8-page executive summary for the Plan for reproduction and distribution to community members and potential partners. The MIG Team will graphically design the executive summary and provide print-ready files to the City. MIG will deliver an electronic copy (PDF) of the Executive Summary document and one printed physical copy. The City will be responsible for producing additional copies. As for the Public Review Draft Plan, time and budget will allow for two rounds of consolidated comments by City staff and revisions by the MIG Team.

Task 5.5: Adoption Draft Plan. The MIG Team will incorporate feedback gathered during the public review process into the Adoption Draft Plan. MIG will provide the City with an electronic (PDF) version of the Adoption Draft Plan, while the City will be responsible for producing any viewable copies. Following adoption, MIG will complete up to two rounds of revisions based on consolidated comments from City staff, as directed during the adoption process. The Final Plan (Task 5.7) will be delivered in formats optimized for both printing and online use.

Task 5.6: Review, Approval, and Adoption Processes. The MIG Team will co-lead the approval and adoption process presentations with the PMT. MIG will attend up to two in-person adoption meetings/hearings each for the City Planning Commission and City Council.

Task 5.7: Final Plan. The MIG Team will incorporate feedback gathered throughout the review and approval process into a Final Adoption Draft Plan document. MIG will deliver an electronic copy (PDF) of the Final Plan. The City will be responsible for producing viewable copies. After the plan is adopted, MIG will make any revisions as dictated during the adoption process and deliver a Final Plan in formats optimized for printing and posting online. The City will be responsible for producing viewable copies.

Task 5 Deliverables:

- Administrative Draft Plan
- Formatted Draft Plan
- Public Review Draft Plan
- Executive Summary Document
- Adoption Draft Plan

- Final Plan

Scope Assumptions

The MIG Team has made the following assumptions concerning the administration of the Comprehensive Plan Update for New Braunfels. These assumptions are intended to clarify the roles and responsibilities of City staff and the MIG Team.

PROJECT MANAGEMENT

- » The MIG Team and City staff will work together throughout the project. To keep the process moving, project management issues that arise during the project will be dealt with quickly through a conference call or face-to-face meeting.
- » MIG will provide project management for the overall project and be responsible for managing the consultant team. MIG will prepare for and facilitate monthly meetings with the City Project Management Team. These meetings will often include project updates. However, working sessions will be to advance the project tasks and deliverables. MIG will provide an agenda and work session materials. If no timely work session is needed, MIG may cancel the meeting and provide a project update via email.
- » City staff will be responsible for project coordination tasks throughout the process, including providing relevant reports and documentation to the MIG Team, reviewing all documents and providing comments, publicizing and arranging public meetings, and scheduling/arranging workshops and public hearings.
- » City staff will keep MIG informed of all significant issues that arise in the community that may significantly affect the project (e.g., policy shifts, major project applications, significant events, and major reports or studies).
- » If the primary client contact or Project Manager changes during the course of the project and necessitates more than an hour of MIG staff time to reinitiate the project, this will be considered extra services.
- » If the MIG Project Manager changes during the project, MIG will provide a thorough briefing and update, limiting any additional time required by the client to reinitiate the project to one hour.
- » The overall project duration is anticipated to be one year from the notice to proceed. The project schedule will be finalized in coordination with City staff at the start of the project. If the project extends more than three months beyond the agreed-upon end date, additional budget will be requested.
- » MIG is scoped for a PMT meeting once a month during the anticipated project schedule. Additional PMT meetings can be added through additional services.

BUDGET

- » The project budget estimates how project costs are allocated among phases and tasks and among MIG Team members. The MIG Team will not exceed the total contract amount without the express approval of the City. The MIG Team may reallocate costs among tasks as needed to carry out the tasks in the Work Plan. MIG will notify the City of significant cost reallocations in conjunction with monthly invoicing and progress reports.
- » The City will compensate the MIG Team for work carried out at the City's request that is outside of the Work Plan. MIG will inform the City of any work that is out-of-scope and subject to additional costs prior to conducting the work. The City will compensate the MIG Team for this work on a time-and-expenses basis according to current billing rate schedules.
- » Direct costs have been estimated based on current pricing (e.g., fares and hotel room rates). If travel costs increase significantly over the multi-year project timeframe, MIG may have to revise direct costs accordingly.

INVOICING

- » MIG will bill monthly for services rendered on a percentage complete by task basis, with expenses added to the contract budget.

- » The City’s Project Manager or their designee will review and approve MIG’s monthly invoices. Any questions or issues related to the monthly invoice will be dealt with quickly through a conference call with MIG and the City’s Project Manager. The City will pay invoices within 30 days of receipt.

SCHEDULE

- » During quarterly project schedule updates, MIG and the City will mutually set specific dates for drafts, reviews, and finalization of each deliverable. MIG will make every effort to meet the deadlines outlined in the project schedule, and City staff will make every effort to meet the deadlines as outlined in the project schedule developed and agreed upon by the City and MIG.
- » Neither the City nor the MIG Team will be held responsible for schedule delays resulting from circumstances or events beyond their control.

PUBLIC OUTREACH

- » MIG will work within “Meeting Windows” at each project phase. These windows will customarily be up to two days, during which non-local MIG members will be present and conduct multiple meetings and events.
- » Unless otherwise noted in the Work Plan, the City will coordinate, arrange, advertise, host, and facilitate all public meetings, community group presentations, workshops, study sessions, and public hearings. As noted in the Work Plan, the MIG Team will provide content and conduct the meetings, workshops, and study sessions.
- » City staff will be responsible for distributing any viewable copies of project outreach materials prepared by MIG.
- » City staff will memorialize all public comments and inputs received during the public outreach and provide this information to MIG, except as outlined in the scope.
- » With support from MIG, City staff will present all public review drafts and final documents to the City Planning Commission and City Council for review and discussion. City staff will memorialize City Council directions and provide that information to MIG.
- » City staff will prepare all staff reports for City Planning Commission and City Council meetings and hearings unless otherwise noted in the Work Plan.
- » City staff will provide MIG with a stylized PowerPoint template to use for all presentations for the duration of the project.
- » The City will utilize its existing communication channels, including social media platforms, website, and newsletters, to help promote public-facing materials and engagement opportunities developed as part of this project.
- » City staff will conduct all in-person pop-up or intersect events.
- » A Steering Committee will not be included in this scope of services. The formation of a Steering Committee can be conducted as part of additional services.

DOCUMENTS

- » The City will provide the MIG Team with editable files of the existing comprehensive plan including the InDesign template, GIS shapefiles, and Illustrator graphics.
- » The MIG Team will provide draft examples and suggestions for document format, graphic look, and content for milestone documents. City staff will provide clear direction for the preferred format, graphics, and content for milestone documents.
- » If available, City staff will provide the MIG Team with graphics (e.g., logos, photographs) of local scenes, landscapes, and other applicable imagery to support the production of work products, documents, and outreach materials.

- » Unless otherwise noted in the Work Plan, City staff will review each draft material once. The City's Project Manager will coordinate document review by City departments and key stakeholders.
- » City staff will provide a single, consolidated set of comments in electronic format on all documents. Staff will review all comments to resolve any inconsistencies and provide clear direction. If possible, changes will be provided using track changes or a similar digital comment format.
- » City staff will not distribute working draft or administrative draft documents to decision-makers or the public.
- » The MIG Team will provide the City with digital files of all documents and products suitable for posting on the City website and for producing viewable copies. MIG will provide editable digital copies of all materials in their native formats and as InDesign files. Unless otherwise noted in the Work Plan, the City will be responsible for distributing viewable copies of documents if needed.

GIS AND MAPPING

- » The City will provide current and available GIS data that is reasonably accurate to complete the project.
- » The MIG Team will not produce any new GIS data other than what is necessary to carry out the tasks outlined in the Work Plan.
- » During the project initiation phase, City staff will confirm the boundaries (e.g., planning area, neighborhoods, and districts) used during the project.

OTHER ASSUMPTIONS

- » Unless otherwise specified in the work plan, MIG will not be responsible for conducting transportation planning or engineering tasks as part of this scope of work.



City of New Braunfels | COMPREHENSIVE PLAN UPDATE

project cost

		MIG, Inc.																		MIG Direct Costs		Professional Fees Totals			
		Mukul Malhotra		Marco Hinojosa		Jay Renkens		Saul Vazquez		Avery Wolfe		Shikha Merchant		Ben Margolis		Yuri Chang		MIG						MIG Totals	
		Principal-in-Charge		Project Manager		Consulting Principal		Senior Project Associate		Senior Project Associate		Project Associate		Economist		Sustainability Expert		Project Assistant							
		Hrs@	\$305	Hrs@	\$140	Hrs@	\$295	Hrs@	\$135	Hrs@	\$125	Hrs@	\$110	Hrs@	\$280	Hrs@	\$220	Hrs@	\$125						
Task 1: Ongoing Tasks																									
1.1	Project Initiation Meeting	8	\$2,440	10	\$1,400	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	18	\$3,840	\$0	\$3,840		
1.2	Community Engagement Plan	2	\$610	10	\$1,400	2	\$590	0	\$0	20	\$2,500	0	\$0	0	\$0	0	\$0	0	\$0	34	\$5,100	\$0	\$5,100		
1.3	Monthly PMT Meetings	11	\$3,355	18	\$2,520	10	\$2,950	3	\$405	3	\$375	0	\$0	4	\$1,120	0	\$0	0	\$0	49	\$10,725	\$0	\$10,725		
1.4	Monthly Invoicing	2	\$610	18	\$2,520	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	12	\$1,500	32	\$4,630	\$0	\$4,630		
1.5	Ongoing Project Management and Coordination	24	\$7,320	40	\$5,600	12	\$3,540	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	76	\$16,460	\$0	\$16,460		
Subtotal		47	\$14,335	96	\$13,440	24	\$7,080	3	\$405	23	\$2,875	0	\$0	4	\$1,120	0	\$0	12	\$1,500	209	\$40,755	\$0	\$40,755		
Task 2: Data, Vision, and Outline Updates																									
2.1	Policy Inventory and Data Review	2	\$610	4	\$560	1	\$295	0	\$0	30	\$3,750	0	\$0	4	\$1,120	0	\$0	0	\$0	41	\$6,335	\$0	\$6,335		
2.2	Updated Comprehensive Plan Policy and Data Refinement	2	\$610	4	\$560	2	\$590	0	\$0	30	\$3,750	0	\$0	4	\$1,120	0	\$0	0	\$0	42	\$6,630	\$0	\$6,630		
2.3	Updated Vision Framework and Handout	2	\$610	8	\$1,120	1	\$295	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	11	\$2,025	\$0	\$2,025		
2.4	Updated Plan Outline	2	\$610	4	\$560	2	\$590	0	\$0	8	\$1,000	0	\$0	0	\$0	0	\$0	0	\$0	16	\$2,760	\$0	\$2,760		
2.5	Task 2 Community Engagement Implementation	20	\$6,100	32	\$4,480	4	\$1,180	40	\$5,400	18	\$2,250	20	\$2,200	0	\$0	0	\$0	0	\$0	134	\$21,610	\$3,000	\$24,610		
Subtotal		28	\$8,540	52	\$7,280	10	\$2,950	40	\$5,400	86	\$10,750	20	\$2,200	8	\$2,240	0	\$0	0	\$0	244	\$39,360	\$3,000	\$42,360		
Task 3: Place Types and Future Land Use Map Development																									
3.1	Place Types Parameter Development and Refinement	4	\$1,220	8	\$1,120	4	\$1,180	0	\$0	40	\$5,000	0	\$0	0	\$0	0	\$0	0	\$0	56	\$8,520	\$0	\$8,520		
3.2	Place Types Capacity and Demand Analysis	2	\$610	12	\$1,680	4	\$1,180	0	\$0	40	\$5,000	0	\$0	16	\$4,480	8	\$1,760	0	\$0	82	\$14,710	\$0	\$14,710		
3.3	Place Types 3D Modeling	8	\$2,440	16	\$2,240	6	\$1,770	20	\$2,700	0	\$0	80	\$8,800	0	\$0	0	\$0	0	\$0	130	\$17,950	\$0	\$17,950		
3.4	Draft and Refined Development Scenarios	2	\$610	8	\$1,120	8	\$2,360	0	\$0	12	\$1,500	0	\$0	4	\$1,120	0	\$0	0	\$0	34	\$6,710	\$0	\$6,710		
3.5	Scenario Modeling and Evaluation	2	\$610	8	\$1,120	4	\$1,180	24	\$3,240	60	\$7,500	20	\$2,200	0	\$0	0	\$0	0	\$0	118	\$15,850	\$0	\$15,850		
3.6	Preferred Place-Based Scenario	2	\$610	8	\$1,120	4	\$1,180	0	\$0	20	\$2,500	0	\$0	0	\$0	0	\$0	0	\$0	34	\$5,410	\$0	\$5,410		
3.7	Task 3 Community Engagement Implementation	20	\$6,100	32	\$4,480	12	\$3,540	32	\$4,320	10	\$1,250	40	\$4,400	0	\$0	0	\$0	0	\$0	146	\$24,090	\$4,000	\$28,090		
Subtotal		40	\$12,200	92	\$12,880	42	\$12,390	76	\$10,260	182	\$22,750	140	\$15,400	20	\$5,600	8	\$1,760	0	\$0	600	\$93,240	\$4,000	\$97,240		
Task 4: Policy Refinement and Implementation																									
4.1	Policy Refinement (Goals, Strategies, and Actions)	4	\$1,220	16	\$2,240	4	\$1,180	8	\$1,080	20	\$2,500	0	\$0	4	\$1,120	4	\$880	10	\$1,250	70	\$11,470	\$0	\$11,470		
4.2	Draft and Refined Implementation Strategy	2	\$610	8	\$1,120	8	\$2,360	0	\$0	30	\$3,750	0	\$0	24	\$6,720	4	\$880	0	\$0	76	\$15,440	\$0	\$15,440		
4.3	Metrics and Measures	2	\$610	4	\$560	2	\$590	0	\$0	21	\$2,625	0	\$0	0	\$0	0	\$0	0	\$0	29	\$4,385	\$0	\$4,385		
4.4	Task 4 Community Engagement Implementation	12	\$3,660	25	\$3,500	4	\$1,180	25	\$3,375	8	\$1,000	25	\$2,750	0	\$0	0	\$0	0	\$0	99	\$15,465	\$3,000	\$18,465		
Subtotal		20	\$6,100	53	\$7,420	18	\$5,310	33	\$4,455	79	\$9,875	25	\$2,750	28	\$7,840	8	\$1,760	10	\$1,250	274	\$46,760	\$3,000	\$49,760		
Task 5: Comprehensive Plan Update and Adoption																									
5.1	Administrative Draft Plan	4	\$1,220	12	\$1,680	4	\$1,180	10	\$1,350	40	\$5,000	20	\$2,200	0	\$0	0	\$0	0	\$0	90	\$12,630	\$0	\$12,630		
5.2	Formatted Draft Plan	4	\$1,220	12	\$1,680	4	\$1,180	10	\$1,350	40	\$5,000	20	\$2,200	0	\$0	0	\$0	0	\$0	90	\$12,630	\$0	\$12,630		
5.3	Public Review Draft Plan	4	\$1,220	8	\$1,120	2	\$590	2	\$270	8	\$1,000	20	\$2,200	0	\$0	0	\$0	0	\$0	44	\$6,400	\$0	\$6,400		
5.4	Executive Summary Document	2	\$610	4	\$560	2	\$590	0	\$0	0	\$0	30	\$3,300	0	\$0	0	\$0	0	\$0	38	\$5,060	\$0	\$5,060		
5.5	Adoption Draft Plan	2	\$610	4	\$560	2	\$590	0	\$0	0	\$0	15	\$1,650	0	\$0	0	\$0	0	\$0	23	\$3,410	\$0	\$3,410		
5.6	Review, Approval, and Adoption Processes	8	\$2,440	8	\$1,120	8	\$2,360	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	0	\$0	24	\$5,920	\$2,000	\$7,920		
5.7	Final Plan	1	\$305	2	\$280	2	\$590	0	\$0	0	\$0	6	\$660	0	\$0	0	\$0	0	\$0	11	\$1,835	\$0	\$1,835		
Subtotal		25	\$7,625	50	\$7,000	24	\$7,080	22	\$2,970	88	\$11,000	111	\$12,210	0	\$0	0	\$0	0	\$0	320	\$47,885	\$2,000	\$49,885		
SUBTOTAL		160	\$48,800	343	\$48,020	118	\$34,810	174	\$23,490	458	\$57,250	296	\$32,560	60	#####	16	\$3,520	22	\$2,750	1647	\$268,000	\$12,000	\$280,000		
TOTAL PROJECT COSTS																					\$280,000				