

Westside Area Concept Plan

EXHIBIT A – STATEMENT OF WORK

A. PROJECT DESCRIPTION and OVERVIEW of SERVICES

Project Purpose and Transportation Relationship and Benefit

The goal of the Westside Area Concept Plan (“Project”) is to develop an integrated land-use and transportation plan for about a 450 acre site located within the City of Hood River (“City”) and Hood River County (“County”).

Project seeks to facilitate the development of workforce and affordable housing, refine the City’s Transportation System Plan (“TSP”) adopted in 2011 and the County’s TSP adopted in 2011, and apply smart growth development strategies. Project will recommend updated comprehensive plan and zoning designations and code changes as needed for the City and County consistent with the Project objectives. Adoptions of the plans are expected to occur following Project completion.

Project Area and Subarea Description

Project Area

The Project Area (See Figures 1 and 2) is located on the west side of Hood River and extends south from Interstate 84 at Exit 62 into a historically low-density residential area that includes numerous vacant parcels.

Overview of Project Area

- Project area contains approximately 450-acres and consists of approximately 530 lots/parcels including developed neighborhoods, vacant and partially vacant lands.
- Approximately one half of the Project area is vacant or partially vacant in Low Density Residential and Standard Density Residential zones.
- Project area includes a total of approximately 60 developable acres zoned General Commercial and Light Industrial, located in the “Gateway” area.
- Project area includes a 17-acre vacant parcel owned by the Hood River County School District that is being considered for future facility needs.

The westernmost 158 acres of the Project Area is located outside the city limits but within the Urban Growth Boundary. An intergovernmental agreement between City and County addresses the County’s management of land use activities in this Urban Growth Area (“UGA”) consistent with City standards until such time that annexation occurs.

The Project Area boundaries are shown in Figure 1.



Figure 2

Planning Context

Urban Services: Land in the UGA can be annexed and developed at urban levels under certain conditions. The certain conditions, based on intergovernmental agreements with special districts must be contiguous to the City limits in order to be annexed. Inside the city limits the City provides urban services, including sanitary sewer, domestic water, stormwater facilities, public streets, fire protection and police services. The City recently updated capital facilities plans for sanitary sewer and domestic water. The City's capital facility plan for stormwater is expected to be updated in 2017 following preparation of a stormwater management plan. Presently, the City is preparing a stormwater management plan to incorporate more green features at the request of the City Council. The stormwater management plan is expected to be completed in 2017. The current, 2001 Stormwater Master Plan covers the Project area and will be used for this Project.

Historically, land located outside the city limits, but inside the UGA has been permitted to connect to the City's sanitary sewer system subject to the recording of a consent-to-annexation agreement. The City's policy on urban service connections has changed where; in general, connections to the City's sanitary sewer system will be permitted only when annexation has been determined to be feasible.

Intergovernmental agreements between the City and Ice Fountain Water District, Farmers Irrigation District and Westside Rural Fire Protection District address changes in service as property is annexed to the City. In the UGA domestic water is provided by the Ice Fountain Water District, irrigation water by Farmers Irrigation District, fire services by the Westside Rural Fire Protection District, and public streets by the County. In certain cases, the Ice Fountain Water District or farm Irrigation District may be permitted to continue to serve property after annexation.

The Hood River Valley Parks and Recreation District develops and manages public park facilities in both the City and County.

Electricity in both City and County is provided by Pacific Power. Other franchise utilities may serve property in the Project Area such a Northwest Natural Gas, CenturyLink telephone, Charter Communications cable, Gorge.net internet and Hood River Electric Co-op internet.

Transportation: Public transit in City is generally limited to dial-a-ride service provided by the Hood River County Transportation District (Columbia Area Transit). There is limited fixed-route service available between Hood River, Portland, and The Dalles but none within the Project Area. The Project Area should be designed to be able to be served by transit in the future.

The 2011 City TSP includes analysis of new trips anticipated in the City portion of the Project Area by growth in housing and employment based on current zoning map.

Forecast Housing Need: In August of 2015 the City adopted a Housing Needs Analysis to comply with statewide planning policies that govern planning for housing and residential development including Statewide Planning Goal 10 and Oregon Administrative Rules Chapter 660, Division 8. The Housing Needs Analysis determined that the City has a limited supply of residential land for multifamily development and a deficit of affordable housing.

In response to the findings of the Housing Needs Analysis, the City Council endorsed a Housing Strategy that identifies a variety of actions intended to increase residential land use efficiency, regulate and manage secondary housing and short-term rental housing, and facilitate development of affordable housing. Action 1.1 of the Housing Strategy is to identify land to rezone for additional moderate- and high-density

single-family and multifamily development. The Project provides an opportunity to consider rezoning land for this purpose and to achieve other Project Objectives identified below.

A zoning ordinance update is scheduled to begin in the near future. This will be a separate effort to implement housing strategies identified in association with adoption of the City's Housing Needs Analysis including adopting clear and objective standards for development of townhouses, regulating short-term rentals, and updating Planned Unit Development regulations. The recommended zoning ordinance changes will be either adopted prior to completion of the TGM-funded Project or the Project will assume that the proposed zoning applies to the Project.

Existing and Future School Sites: The Hood River County School District owns a 17-acre vacant parcel that is roughly centered in the Project Area. Based on a recently completed facility plan, the Hood River County School District does not plan to construct a school on the 17-acre site in the near term but will make renovations to the existing schools instead. The district will maintain ownership of the 17-acre site for a new school in the long-term. Project considerations include adequate access to serve the future school including the extension of Mt. Adams through the school site and an interim use of the site.

The existing Westside Elementary School is located outside of the Project area, adjacent to the southern boundary on Belmont Drive. The existing and potential school sites should be taken into consideration when land use patterns and multimodal transportation networks in the Project Area are evaluated and recommended.

Annexation: Land must be contiguous to the city limits in order to be annexed. Land annexed into the UGA can develop at urban levels subject to recording of a Consent-to-Annexation agreement.

Project Objectives

Land Use

- Develop a Concept Plan, anticipating near-term development in the Gateway area.
- Apply smart growth development strategies including those defined in the Transportation and Growth Management *Smart Development Code Handbook*: 1) efficient use of land resources, 2) full utilization of urban services, 3) mixed use, 4) transportation options and 5) detailed, human scaled design. Smart growth development strategies must be implemented to reduce reliance on automobiles for short trips within the Project area, and between the Project Area and surrounding development.
- Evaluate the potential for additional neighborhood commercial and mixed-use development to serve residents in the Project Area.
- Integrate existing and potential school sites as nodes and focal points; and provide community park(s) and open space.
- Result in a plan that when implemented results in attractive and resilient development.

Housing

- Facilitate development of variety of housing types including affordable- and workforce housing for long-term residents.
- Increase the supply of affordable- and workforce housing for fulltime residents while ensuring features are incorporated that make neighborhoods livable, attractive, and desirable.
- Identify land to be rezoned for additional moderate- and high-density single-family and multifamily housing consistent with City Housing Strategy Action 1.1. The objective is not simply to increase density, but to recommend appropriate density in appropriate locations.

- Develop implementing code provisions for Project including to incentivize affordable and workforce housing.
- Recommend finance strategies for the provision of affordable and workforce housing.

Infrastructure

- Identify transportation facilities needed for circulation of motor vehicles, pedestrian and bicycle connectivity.
- Improve efficiency in use of land and public infrastructure.
- Encourage use of alternative modes of transportation; including planning pedestrian and bicycle facility networks.
- Integrate stormwater infrastructure in open spaces and creeks where appropriate while attempting to protect and enhance the creeks' natural resource values.
- Determine the transportation infrastructure costs for planned projects including updating the 2011 City TSP projects within the Project Area and County TSP, as needed.
- Recommend updates to the 2011 City TSP and 2011 County TSP project lists and associated System Development Charges ("SDC") based on street-, pedestrian- and bicycle projects identified as part of the Project.
- Identify infrastructure cost estimates and methods to distribute on-site and off-site infrastructure costs.

Implementation

- Recommend changes to the UGA to facilitate plan implementation.
- Recommend conditions under which annexation can occur.
- Recommend 2011 City TSP and County TSP amendments and refinements in order to facilitate the Project recommendations.
- Prepare recommendations for City and County Planning Commission, City Council, and County Board consideration respectively, including City and County Comprehensive Plan and Zoning designations, Comprehensive Plan Policy and zoning ordinance amendments, and facility standards to implement the Preferred Alternative for land use and transportation for the Westside Concept Plan.

Performance Requirements

Requirements about Public Involvement

Public involvement must comply with Statewide Planning Goal 1 (Citizen Involvement), which calls for "the opportunity for citizens to be involved in all phases of the planning process." The Consultant shall be responsible for the Citizen Involvement component with some City involvement in coordination with the County. Specific information regarding the deliverable and responsibility of Citizen Involvement is listed under the appropriate task.

In carrying out the Citizen Involvement, the City, County and Consultant shall ensure meetings include opportunity for representatives of the following interests to be heard: residents-at-large, development community, freight, business, active transportation, public health, environmental and social justice. "Environmental Justice" is the "fair treatment" and "meaningful involvement" of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies.

“Fair treatment” means that no group of people, including a racial, ethnic, or a socioeconomic group, should bear a disproportionate share of the negative environmental consequences resulting from industrial, municipal, and commercial operations or the execution of federal, state, local, and tribal programs and policies.

“Meaningful involvement” means that: (1) potentially affected community residents have an appropriate opportunity to participate in decisions about a proposed activity that will affect their environment or health; (2) the public's contribution can influence the regulatory agency's decision; (3) the concerns of all participants involved will be considered in the decision making process; and (4) the decision makers seek out and facilitate the involvement of those persons or groups potentially affected.

The City shall consider Title VI regarding outreach to minorities, women, and low-income populations. Special efforts shall be directed to ensuring outreach to and representation of minorities, women, and low income populations.

Requirements about Written and Graphic Deliverables

Consultant’s deliverables must be written concisely and use a simple and direct style, both to minimize the length of the final document and to make the document understandable to as large an audience as is reasonable. Where possible, the Consultant must present information in tabular or graphic format, with a simple and concise accompanying narrative (e.g. system inventories, traffic conditions). Electronic versions must be in Microsoft Word format or an editable format agreed upon by the City and APM.

Consultant’s draft deliverables must be substantially complete and any changes or revisions needed to address comments are expected to be minor.

Consultant shall provide written deliverables to the City Project Manager, County Project Manager, and Oregon Department of Transportation’s (“ODOT”) Agency Project Manager (“APM”) in electronic format as noted under the tasks.

Maps and graphics Consultant must include, at a minimum: a scale; a north direction indicator; a color scheme that ensures readability in black and white; a legend; source; and date for the underlying information. All graphics must be provided to the City and County and APM in electronic format.

Consultant shall revise all deliverables in accordance with the comments received from the City and County Project Managers, APM, meeting participants and public following TAC, PAC and Public Meetings with direction from City as needed. Consultants shall provide the revised deliverables to the City and County and APM within one week unless otherwise specified or another agreed-upon amount of time is established.

Consultant shall provide final versions of Consultant Project deliverables in both Pdf and modifiable version to Project Management Team (“PMT”). Final plans, headers and footers, and graphics will not include Consultant names and logos, Transportation and Growth Management Program or ODOT logos or project codes. These items will only be on the acknowledgement page.

As necessary, final plans and amendments to plans must be prepared as final policy statements of the local government and must not include language such as “it is recommended ...” or “City and County should ...”. Final plan, plan amendments, or other documents to be adopted must include the amendments or deletions to existing City and County plans to avoid conflicts and enable integration of proposed plan with existing City and County documents.

The following text must appear in the final version of the final deliverables:

This project is partially funded by a grant from the Transportation and Growth Management (TGM) Program, a joint program of the Oregon Department of Transportation and the Oregon Department of Land Conservation and Development. This TGM grant is financed, in part, by federal Fixing America's Surface Transportation Act (FAST- Act), local government, and the State of Oregon funds.

The contents of this document do not necessarily reflect views or policies of the State of Oregon.

Monthly Invoices and Progress Reports: Consultant shall provide Project progress reports with each invoice to the APM. The Progress Reports must document the Services accomplished that month and any outstanding or potential Project issues. One copy of each Deliverable must be submitted with the invoice in which payment for the Deliverable is requested.

Project Management

City shall identify City Project Manager to provide day-to-day and overall project administration and management. A PMT must consist of City Project Manager, County Project Manager, APM and Consultant Project Manager. The PMT will meet as described in the tasks.

Unless otherwise noted in the tasks, the City shall:

- organize Project committee and public meetings including scheduling, making arrangements, providing notification; reproducing and distributing meeting materials including summaries
- provide City comments on Consultant's deliverables that are reconciled, meaning a single direction for change;
- provide briefings to interested Planning Commission, City Council members, groups, advisory committees, and others related to Project jurisdictional planning efforts.

Unless otherwise noted in the tasks, the County shall:

- provide County comments that are reconciled, meaning a single direction for change; and
- provide briefings to County Planning Commission, Board of Commissioners, interested groups, advisory committees, and others related to Project planning efforts.
- mail public hearing notices to affected property owners.

Unless otherwise noted in the tasks, the Consultant shall:

- develop and distribute PMT, TAC, PAC and Public Event meeting summary notes within one week of the meeting to document meeting discussion, decisions made and next steps, and provide PAC members the opportunity to make changes to the summary notes at the subsequent meeting. Typically there will be only one set of meeting notes unless corrections are needed.

Acronyms and Definitions

Agency/ODOT – Oregon Department of Transportation

APM – Agency Project Manager

City – City of Hood River

County – Hood River County

PAC – Project Advisory Committee

Project – Westside Area Concept Plan

SDC – System Development Charge

TAC – Technical Advisory Committee
TGM – Transportation Growth Management
TSP – Transportation System Plan
UGA – Urban Growth Area

General Expectations

Consultant commits to oversee and direct the design for the Project to obtain the greatest long-term value for the State of Oregon, and which reflects the prudent expenditure of public funds within the constraints of the Project, program, context and budget. In pursuing this goal, Consultant commits to:

- i. Develop a design that is appropriate for the context of the Project and the nature of its function, both present and future;
- ii. Avoid expenditures for aesthetic effect which are disproportionate to the Project as a whole;
- iii. Manage and facilitate all facets of the Project that are reasonably within Consultant’s control to ensure the Project is completed on or ahead of time and within budget;
- iv. Strive to reduce the construction cost of the Project while keeping life-cycle costs low;
- v. Use recycled/recyclable products to the maximum extent economically feasible in the performance of this Contract; and
- vi. Apprise ODOT throughout the Contract concerning the economic impact of all design decisions; and embody sound and cost-effective sustainability principles in the Services performed under the Contract in accordance with the Department of Administrative Services Sustainable State Facilities Standards and Guidelines.

B. STANDARDS and GENERAL REQUIREMENTS

1. Standards

The standards, manuals, directives and other procedural guidance applicable to Professional Services and Related Services provided are available at the following web site and are incorporated by this reference with the same force and effect as though fully set forth herein:

<http://www.oregon.gov/ODOT/CS/OPO/pages/AE.aspx> (under “Resources”).

The standards, manuals, directives and other procedural guidance available at <http://www.oregon.gov/ODOT/CS/OPO/pages/AE.aspx> (under “Resources”) are not exhaustive and may not include all applicable standards for a given Project. Consultant shall be responsible for determining all applicable practices and standards to be used in performing Professional Services and Related Services. Consultant shall inform and demonstrate to Agency if standards, directives or practices required by Agency in performance of the work are insufficient, in conflict with applicable standards, or otherwise create a problem for the design. Should the requirements of any reference, standard, manual or policy referenced in this Contract conflict with another, Consultant shall request Agency in writing to resolve the conflict.

Unless otherwise specified in a given task, the most current version of applicable standards, manuals, directives and other procedural guidance shall apply. Unless otherwise specified, the system of measurement and language used in all deliverables will be English.

Development or Maintenance of Websites or Web Content - Consultant shall perform all web-related Services required under this Contract in conformance with the **ODOT Web Standards and Expectations** (available at: http://www.oregon.gov/ODOT/COMM/Pages/Web_Toolkit.aspx), which is incorporated into this Contract with the same force and effect as though fully set forth herein. ODOT shall have ownership

and control of work products developed by Consultant as set forth in the terms and conditions of the Contract, Section 12 - **Ownership of Work Product**.

2. Software Requirements

Consultant's software must produce deliverables that are fully compatible, readable and useable by Agency software, requiring no modification or translation of Consultant's deliverables. No loss of data integrity or accuracy may result from any transfer of data. Compressed data must be in a "self-expanding executable" format. To ensure and verify this level of compatibility, Agency may provide sample or required format(s) to Consultant, and Consultant and Agency may conduct tests of sample deliverables from Consultant, and Agency may provide sample or required format(s) to Consultant. Agency reserves the right to reject deliverables that do not meet these requirements. If a deliverable is rejected, Consultant shall resubmit deliverables to Agency that meet these requirements, and shall not bill Agency for the rejected deliverables or for time associated with correcting the rejected deliverables.

Consultant shall deliver all work products in the format(s) required by Agency. Consultant may propose alternative software for consideration by Agency. If Agency determines that the alternative software meets the compatibility requirements of this section, Agency may choose to accept the use of the alternative software. Agency will document this approval in writing.

Software standards currently used by Agency are specified below. Agency anticipates that it will update its software periodically and at such time, new software may be required by notice provided to Consultant 30 days in advance. Software standards include but are not limited to the following:

- Microsoft Office

3. Professional Licenses, Registrations and Qualifications

- Consultant and its subconsultants must be duly licensed to perform the Services, as required by the applicable Oregon Revised Statutes and Oregon Administrative Rules, and other applicable laws. Consultant's personnel and subconsultant personnel must be duly licensed to perform all Services which they will be performing under the Contract, must be performing such Services under the "responsible charge" of a person so licensed (as that term is defined under ORS Chapter 672), or must be otherwise exempt from any licensing requirements applicable to the Services being performed.
- Agency may require Consultant's Personnel to demonstrate a competency in the particular area/discipline to which they are assigned. This may include, but is not limited to, submittal of license number, resume, and work samples from previously completed projects.

C. REVIEW, COMMENT and SCHEDULE OVERVIEW

- Consultant shall coordinate with Agency staff as necessary and shall revise draft deliverables to incorporate Agency draft review comments.
- Consultant shall incorporate comments within 10 business days from receipt by Agency and return the revised deliverables to Agency staff, unless a different timeframe is specified for specific tasks or otherwise agreed to in writing by Agency.
- Agency, City and County shall each provide consolidated and reconciled comments, meaning that one set of comments per representative group is delivered to Consultant that does not have conflicting direction within the comments.

D. FORMAT REQUIREMENTS

- Consultant shall submit draft and final deliverables in electronic format via e-mail (and hard copy if requested).
- Consultant shall also submit any graphic files accompanying reports separately in .jpg or .tif formats unless specified differently by Agency.
- Each draft and final text-based or spreadsheet-based deliverable must be provided in MS Office file formats (i.e., MS Word, Excel, etc.) and must be fully compatible with the version used by Agency.
- Additional format requirements may be listed with specific tasks/deliverables throughout the SOW or in the Contract.

E. TASKS, DELIVERABLES and SCHEDULE

TASKS

Task 1: Project Kickoff

Objective: Lay the Project groundwork by gathering pertinent background information, forming an advisory committee, coordinating Project team roles and responsibilities, establishing goals and objectives for the Project, and building a web site intended to involve and inform the general public about the Project.

- 1.1 **Background Information** –City and County shall provide available Background Information to Consultant, consisting of local, regional and state policy and regulatory documents and existing data, including but not limited to the following:
- City of Hood River Comprehensive Plan
 - Hood River County Comprehensive Plan
 - 2011 City TSP
 - 2011 County TSP
 - City’s draft Project Area street connection plan, a conceptual plan showing potential Project Area street connections.
 - Any relevant inventories or updates related to the transportation system, including data on area traffic counts, accidents, and car, truck, bicycle, and pedestrian circulation;
 - Intracity Public transit route and bus stops
 - Environmental constraints or hazards;
 - County Baseline GIS mapping and data as exists related to the Project Area, including parcel-scale data of land ownership, comprehensive plan designations, zoning designations, existing land uses; buildable lands based on the City’s official Buildable Lands Inventory; location and dimensions of streets, alleyways, sidewalks, and utilities; planimetric mapping data of site improvements; pedestrian, bicycle, and Americans with Disabilities Act-related system inventories; aerial photography; and, relevant environmental data as exists including wetlands and LIDAR topography.
 - City Housing Needs Analysis
 - City Housing Strategy (adopted Sept. 2015)
 - City Economic Opportunities Analysis
 - City Parks & Open Space Plan
 - City Goal 5 / Natural Resource Inventory (e.g. wetlands, riparian corridor)
 - City Water, Sanitary Sewer, Stormwater Master Plans

- Any other relevant local plans, studies, and inventories that relate to the Project Area and Project's Tech Memo content.
- Hood River Parks and Recreation District capital facility plan
- Applicable trail plans
- Applicable plans from the Columbia Gorge National Scenic Area

1.2 **Project Logo and Existing Conditions Maps** – Consultant shall prepare a draft and final logo for approval by the City. Consultant shall incorporate the approved logo into templates for a project map title block, memorandum, and agenda. Consultant shall prepare Project Existing Conditions Maps including parcel-scale data showing the project boundary, city limits, Urban Growth Boundary, tax lots, street right-of-ways, street names, topography, creeks, and existing land use as shown on aerial photography. The Existing Conditions Maps must be based on electronic data provided by the City. Consultant shall prepare two maps: Existing Conditions displayed with line work only; Existing Conditions displayed on top of an aerial photo base. Both Existing Conditions Maps must have a title block and be formatted for use at presentation scale and report scale. The Existing Conditions Maps must serve as the base maps for use in the remaining tasks.

1.3 **Project Kickoff Meeting, Tour and Refined Project Schedule** – City shall organize and Consultant shall conduct Project Kickoff Meeting with City, County and the APM to review Project Objectives, work plan, methods for public participation, schedule, key deliverables, and other items related to management of Project. Consultant shall prepare meeting agenda and provide materials the Consultant deems relevant to discussion items.

The Project Kickoff Meeting must include a discussion of methods and techniques for effective public process and Task 1 and 2 deliverables. This discussion must take into account the unique property ownership patterns and existing population in the Project Area, and include suggestions to involve a broad cross-section of the Hood River community in the Project.

City shall organize and conduct a driving tour of the Project Area. City shall invite County, Consultant team, and City Engineer to tour, and arrange for a van so the team can ride together. Tour may include site visits to properties with stakeholder permission. Consultant shall provide base maps for the tour and one set of summary notes to document key comments and observations. The tour will occur during the two day visit planned for the Project Kick-off Meeting and Stakeholder Interviews.

Consultant shall prepare a summary of the Project Kickoff Meeting that includes:

- Summary minutes with key points raised during the meeting;
- Refined Project Schedule with specific dates for meetings and deliverable products to ensure Project processes are timely. Consultant shall update the Refined Project Schedule throughout the project on a quarterly basis, as part of project management.

Consultant shall provide this summary to the PMT within one week of the Project Kickoff Meeting.

1.4 **Stakeholder Interviews and Summary** - City shall organize and Consultant shall conduct 8 to 10 one-on-one or small group Stakeholder Interviews with stakeholders. The interviewees should represent a broad cross-section of community and Project area interests, including active transportation or safe routes to school's representative as selected by City. Consultant shall prepare interview questions that will help identify the stakeholders' desired outcomes for the Project and to help in the preparation of Task 2 deliverables. City shall make their best effort to

hold some Stakeholder Interviews on the same day as Project Kick-off Meeting. The combined Stakeholder Interview and Kick-off meeting, and Project Area Tour must occur over the course of two days. Consultant shall prepare a written summary of the Stakeholder Interviews.

1.5 **PAC Roster and Interested Parties List** - City, coordinating with the County, shall form the PAC, a volunteer committee. The PAC shall meet periodically to review Project deliverables and provide guidance on Project. City shall invite key stakeholders to participate on the PAC, including representatives of:

- Project Area residents, land owners, and business owners
- Major employers near the Project Area
- Members of City committees and commissions
- Board Members of the Mid-Columbia Housing Authority
- Representatives of Tribes historically present in the Project Area
- Active transportation or Safe Routes to Schools advocates; and
- Other citizens interested in land use, environmental or transportation issues in the Project Area.

City shall maintain Interested Parties List parties expressing interest in the Project, including the PAC, for notification of Project progress, meetings, and presentations. The City shall prepare draft and final outreach material to announce the Project and invite people to join the Interested Parties List. Consultant shall review and edit the draft outreach materials for consistent Project messaging and City shall provide final version of outreach material to APM. City shall contact local media, relevant citizen groups, boards and commissions.

1.6 **TAC Roster** - City shall form the TAC, a committee consisting of staff from the City and neighboring jurisdictions, and topical experts relevant to the Project. The TAC shall meet periodically to review Project deliverables and provide guidance on Project, particularly in relation to legal requirements, generally accepted methods of analysis, inter-jurisdictional coordination, and similar technical issues. City shall invite key members to participate on the TAC, including representatives of:

- Hood River County School District;
- City Public Works and Engineering;
- City Planning;
- County Public Works;
- County Community Development;
- Oregon Department of Land Conservation and Development;
- ODOT Region 1
- Emergency service providers;
- County Prevention Department; and
- Mid-Columbia Housing Authority

1.7 **Task 1 Project Website** - Consultant shall develop and maintain a Project Website. Initial material for the Project Website as a part of Task 1 must include an overview of Project Objectives, the Refined Project Schedule showing major Project tasks and tentative dates for public meetings and deliverables, and a list of Project deliverables.

Project Website must facilitate public input on the Project surveys. Consultant shall maintain a log of public comments received through the Project Website and other means and incorporate this

public comment log into summaries of public input prepared after each Public Event in this Project.

PAC and Public Event agendas and meetings materials must be posted on Project website at least one week prior to meeting Draft and final Technical Memoranda and final presentation material used at Public Events must be published on the Project Website. Additional material may be posted to Project Website. Prior to posting, the City must approve all material posted to the Project Website. City shall provide Consultant comments on potential Project Website material within two working days of receipt.

- 1.8 **Task 1 Check-in Organizational Meetings**– Consultant shall arrange and conduct by telephone Task 1 Check-In Organizational Meeting(s) during the development of Task 1 deliverables anticipated to be approximately two-hours. The Task 1 Check-In Organizational Meetings are expected to be primarily with PMT as a group but a portion of the may be used to organize with individual PMT members. Consultant shall send meeting agendas at least one day in advance of Check-in Organizational Meeting and summary within one day after meeting via email.

City Deliverables

- 1a Background Information (Subtask 1.1)
- 1b Project Kickoff Meeting, Tour and Refined Project Schedule (Subtask 1.3)
- 1c Stakeholder Interviews and Summary (organization) (Subtask 1.4)
- 1d PAC Roster and Interested Parties List (Subtask 1.5)
- 1e TAC Roster (Subtask 1.6)
- 1f Task 1 Check-in Organizational Meetings (participation) (Subtask 1.8)
- 1g Review and comment on Consultant deliverables

County Deliverables

- 1a Background Information (Subtask 1.1)
- 1b Project Kickoff Meeting, Tour and Refined Project Schedule (Subtask 1.3)
- 1c Task 1 Check-in Organizational Meetings (Subtask 1.8)
- 1d Review and comment on Consultant deliverables

Consultant Deliverables

- 1A Project Logo and Existing Conditions Maps (Subtask 1.2)
- 1B Project Kickoff Meeting, Tour and Refined Project Schedule (Subtask 1.3)
- 1C Stakeholder Interviews and Summary (Subtask 1.4)
- 1D PAC Roster and Interested Parties List (review draft outreach material) (Subtask 1.5)
- 1E Task 1 Project Website (Subtask 1.7)
- 1F Task 1 Check-in Organizational Meetings (Subtask 1.8)

Task 2: Context and Site Analysis

Objective: To understand the site conditions and the potential importance of the Project Area’s development within the larger context of the City and County.

Subtasks

- 2.1 **Draft Tech Memo 1: Opportunities and Constraints Maps and Technical Memo** - Consultant shall prepare draft and revised Draft Tech Memo 1 to summarize Project Area existing and

planned future conditions and opportunities consistent with the Project Objectives. Consultant shall distribute draft Tech Memo 1 to the PMT and develop the revised draft Tech Memo 1 based on their review and comment for TAC and PAC review and comment. Draft Tech Memo 1 must consist of a memo and diagrams, maps, and images to describe the land use and transportation context. Draft Tech Memo 1 must emphasize maps and graphics, with short (e.g. paragraph or 3 to 5 bullet statements) narratives as needed for each topic. Draft Tech Memo 1 must contain Project Area information including, but not limited to, the following:

A. Land Use and Landscape Conditions

- Comprehensive plan and zoning designations;
- Buildable land area considering redevelopment potential based on a method of estimating redevelopment potential proposed by Consultant;
- Land parcelization and ownership;
- Existing land uses by type;
- Topography and slopes;
- Environmental and physical constraints on infrastructure or site development including the location of the mapped floodway and floodplain areas, riparian corridors, wetlands, open space zoning.
- Existing and planned parks
- Existing and future school sites located in and adjacent to the Project Area;
- Existing two-acre County-owned property;
- Potential framework of neighborhoods and districts, using topography, walk-sheds, and other key determinants of neighborhood-scale relationships.

B. Transportation Conditions

- Annotated map of existing functional classifications, and existing and planned streets, trails and bikeways.
Annotated map of transportation issues
- Existing conditions and slopes within the corridor for the Mt Adams Avenue extension.

C. Infrastructure Conditions

- Review of existing Stormwater Master Plan and identification of opportunities for incorporating Low Impact Development stormwater management.

2.2 **Draft Tech Memo 2: Vision Statement, Guiding Principles, and Evaluation Criteria -**

Consultant shall prepare draft and revised draft of Tech Memo 2, consisting of a Vision Statement, Guiding Principles, and Evaluation Criteria to guide development of the Project alternatives in Task 4. Consultant shall distribute draft Tech Memo 2 to the PMT and develop the revised draft Tech Memo 2 based on their review and comment. Consultant shall provide revised draft Tech Memo 2 to TAC and PAC for review and comment.

The public review draft and final Tech Memo 2 are developed under other subtasks.

Vision Statement and Guiding Principles must be informed by the Project Objectives and a final version developed under a subsequent task following Public Event 1.

Evaluation Criteria must reflect the following values and objectives:

- facilitate development of variety of housing types including affordable- and workforce housing for long-term residents;
- improve efficiency in use of land and public infrastructure;
- encourage use of non-motorized modes of transportation and transit (when available);

- integrate pedestrian and bicycle facility networks as well as stormwater infrastructure in open spaces where appropriate; and
- result in attractive and durable development.

2.3 **Draft Tech Memo 3: Land Use Program** - Consultant shall prepare draft and revised Draft Tech Memo 3, a written land use program for the Project Area based on the Project Objectives and work to date. PMT shall review Draft Tech Memo 3 and provide comments to Consultant. Consultant shall revise Tech Memo 3 and provide to TAC and PAC. Tech Memo 3 must identify a range of land uses by type, density or intensity for a mix of development that can be supported in the Project Area and consider Draft Tech Memo 2, Vision Statement, Guiding Principles, and Evaluation Criteria. Tech Memo 3 must address potential housing capacity and potential housing types including higher density based in part on City's Housing Needs Analysis/Buildable Lands Inventory and Housing Strategy dated September 2015.

Tech Memo 3 must address potential commercial, industrial, and mixed-use development, based on the City's Economic Opportunities Analysis.

Tech Memo 3 must describe a base case scenario (how the area would build out under existing zoning) and two alternative scenarios for use in Task 4. The alternative scenarios must be reasonably likely given the economics of land development in Hood River. The base case must be compared with the City's TSP and infrastructure master plans. This task does not include preparation of pro forma analysis of financial feasibility.

2.4 **Tech Memo 4: Land Use and Community Designs** - Consultant shall prepare draft and revised version of Tech Memo 4: Land Use and Community Designs. Consultant shall distribute draft Tech Memo 4 to the PMT and develop the revised draft Tech Memo 4 based on PMT comments. Consultant shall provide revised draft Tech Memo 4 to TAC, PAC and participants of Public Event 1 review and comment.

Tech Memo 4 must include examples of building types and public spaces for Project Area with brief narrative descriptions and images of:

- Attached single-family;
- Multifamily;
- Mixed use development;
- Neighborhood compatible commercial development;
- Green street (parkway, greenway) design; and
- Parks, open spaces and trails.

The purpose of Tech Memo 4 is to provide imagery and brief description of development and land uses that support smart growth implementation.

2.5 **PMT Meeting #1** - Consultant shall organize and conduct PMT Meeting #1, anticipated to be two-hours, either at City offices or on the phone in order for PMT to present and give Consultant feedback on Tech Memo 1, Opportunities and Constraints Maps and Technical Memo and to prepare for TAC and PAC Meetings #1. Consultant shall prepare PMT Meeting #1 summary within two working days after PMT Meeting #1.

2.6 **TAC Meeting #1** - City shall organize and Consultant shall conduct TAC Meeting #1 in Hood River. TAC Meeting #1 may be held the same day as PAC Meeting #1. TAC Meeting #1 must include a review of Project's objectives and processes, Refined Project Schedule, and methods of

public participation. Consultant shall solicit feedback on revised draft Tech Memo 1, Opportunities and Constraints Maps and Technical Memo. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before meeting. Consultant shall prepare and distribute meeting summary within 1 week.

- 2.7 **PAC Meeting #1** - City shall organize and Consultant shall conduct PAC Meeting #1 in Hood River. PAC Meeting #1 must include a review of the Project's objectives and processes, Refined Project Schedule, and methods of public participation. Consultant shall solicit feedback on Tech Memo 1, Opportunities and Constraints Maps and Technical Memo to discuss PAC issues related to the Project. Consultant shall facilitate a discussion to obtain PAC input on the Vision Statement to be drafted for the Project. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before PAC Meeting #1. Consultant shall prepare and distribute meeting summary within 1 week.
- 2.8 **PMT Meeting #2** - Consultant shall organize and conduct PMT Meeting #2, anticipated to be two-hours, either at City offices or on the phone. PMT Meeting #2 is for PMT to give Consultant feedback on Draft Tech Memo 2, Vision Statement, Guiding Principles, and Evaluation Criteria; Draft Tech Memo 3, Land Use Program; and Tech Memo 4, Land Use and Community Designs to prepare for TAC and PAC Meetings #2. Consultant shall prepare PMT Meeting #2 agenda at least two days before PMT Meeting #2 and summary within two working days after PMT Meeting #2.
- 2.9 **TAC Meeting #2** - City shall organize and Consultant shall conduct TAC Meeting #2 in Hood River. TAC Meeting #2 may be held the same day as PAC Meeting #2. Consultant shall solicit TAC feedback on Draft Tech Memos 2, Vision Statement, Guiding Principles, and Evaluation Criteria ; Draft Tech Memo 3, Land Use Program; and Tech Memo 4, Land Use and Community Designs. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before TAC Meeting #2. Consultant shall prepare and distribute meeting summary within 1 week.
- 2.10 **PAC Meeting #2** - City shall organize and Consultant shall conduct PAC Meeting #2 in Hood River. Consultant shall solicit PAC feedback on Draft Tech Memos 2, Vision Statement, Guiding Principles, and Evaluation Criteria; Draft Tech Memo 3, Land Use Program; and Tech Memo 4, Community Designs and discuss PAC issues related to the Project. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before PAC Meeting, Consultant shall prepare and distribute meeting summary within 1 week.
- 2.11 **Final Tech Memos 1 and 3; and Public Review Draft Tech Memo 2** – Consultant shall prepare Final Tech Memo 1, Opportunities and Constraints Maps and Technical Memo and Tech Memo 3, Land Use Program; and Public Review Draft of Tech Memo 2 incorporating feedback obtained during Task 2 and distribute to PMT, TAC and PAC prior to Public Event #1.
- 2.12 **Task 2 Project Website** - Consultant shall maintain and update Project Website. PAC and Public Event agendas and meeting materials must be posted on Project website at least one week prior to meetings. Final Technical Memoranda and final presentation material used at Public Events must be published on the Project Website. Additional material may be posted to Project Website. City shall review and approve all material prior to posting to the Project Website. City shall provide Consultant comments on potential Project Website material within two working days of receipt.
- 2.13 **Task 2 Check-in Organizational Meetings**– Consultant shall arrange and conduct by telephone, Task 2 Check-In Organizational Meeting(s) during the development of Task 2 deliverables

anticipated to be approximately two-hours in total time. The Task 2 Check-In Organizational Meetings are expected to be primarily with PMT as a group but a portion may be used to organize with individual PMT members. Consultant shall send meeting agendas at least one day in advance of Check-in Organizational Meeting and summary within one day after meeting via email.

City Deliverables

- 2a PMT Meeting #1 (Subtask 2.5)
- 2b TAC Meeting #1 (Subtask 2.6)
- 2c PAC Meeting #1 (Subtask 2.7)
- 2d PMT Meeting #2 (Subtask 2.8)
- 2e TAC Meeting #2 (Subtask 2.9)
- 2f PAC Meeting #2 (Subtask 2.10)
- 2g Task 2 Check-in Organizational Meetings (Subtask 2.13)
- 2h Review and comment on draft Consultant deliverables

County Deliverables

- 2a PMT Meeting #1 (Subtask 2.5)
- 2b TAC Meeting #1 (Subtask 2.6)
- 2c PAC Meeting #1 (Subtask 2.7)
- 2d PMT Meeting #2 (Subtask 2.8)
- 2e TAC Meeting #2 (Subtask 2.9)
- 2f PAC Meeting #2 (Subtask 2.10)
- 2g Task 2 Check-in Organizational Meetings (Subtask 2.13)
- 2h Review and comment on draft Consultant deliverables

Consultant Deliverables

- 2A Draft Tech Memo 1: Opportunities and Constraints Maps and Technical Memo (Subtask 2.1)
- 2B Draft Tech Memo 2: Vision Statement, Guiding Principles, and Evaluation Criteria (Subtask 2.2)
- 2C Draft Tech Memo 3: Land Use Program (Subtask 2.3)
- 2D Tech Memo 4: Land Use and Community Designs (Subtask 2.4)
- 2E PMT Meeting #1 (Subtask 2.5)
- 2F TAC Meeting #1 (Subtask 2.6)
- 2G PAC Meeting #1 (Subtask 2.7)
- 2H PMT Meeting #2 (Subtask 2.8)
- 2I TAC Meeting #2 (Subtask 2.9)
- 2J PAC Meeting #2 (Subtask 2.10)
- 2K Final Tech Memos 1 and 3; and Public Review Draft Tech Memo 2 (Subtask 2.11)
- 2L Task 2 Project Website (Subtask 2.12)
- 2M Task 2 Check-in Organizational Meetings (Subtask 2.13)

Task 3: Public Event #1

Objective: To solicit public input on existing conditions, the vision statement, the evaluation criteria and draft land use program for the Project Area.

- 3.1 **Presentation Materials for Public Event #1** - Consultant shall prepare draft and final Presentation Materials for Public Event #1 which must include illustrative materials from Tasks 1 and 2, formatted into hard copy presentation materials for display at Public Event #1. Consultant shall also prepare and present a 20 to 25 minute presentation at Public Event #1.

Presentation Materials must describe the Project processes and opportunities for public input. Materials must also include a method to gain public input on Tech Memo 2's Vision Statement and Guiding Principles and preferences as determined at PMT Meetings #1 and #2. Materials must include draft Online Public Event #1 survey questions.

Consultant shall provide draft Presentation Materials for Public Event #1 to the PMT for review and approval in time for Consultant shall to develop final version and post to Project Website at least one week before Public Event #1.

- 3.2 **Public Event #1** – City shall organize and publicize and Consultant shall conduct Public Event #1 within or close to the Project Area. During Public Event #1, Consultant shall convey the Project Objectives, processes and timeframe. Consultant shall also explain smart growth development, site constraints, and what furthering Fair Housing for protected classes means. Consultant shall explain the key concepts and conduct an exercise to solicit comments on the issues identified in Final Tech Memos #1 Opportunities and Constraints Maps and Technical Memo; Tech Memo 3 Land Use Program; Tech Memo 4 Land Use and Community Designs, and public review draft of Tech Memo 2. Consultant shall prepare a press release for City to place in local newspaper to raise awareness of Project and Public Event #1. Consultant shall prepare agenda for PMT review and post to Project Website at least 1 week before meeting. Consultant shall prepare and distribute meeting summary within 1 week. Key Consultant Personnel includes: Joe Dills.
- 3.3 **Online Public Event #1** – Consultant shall plan and execute Online Public Event #1 that will be active by the same day as the Public Event and 2 weeks subsequent to Public Event #1. Online Public Event #1 must include a survey to garner input on Final Tech Memo Final Tech Memo 1, Opportunities and Constraints Maps and Technical Memo and Tech Memo 3, Land Use Program; and Public Review Draft of Tech Memo 2. Consultant shall summarize the results of the Online Public Event #1 survey results and provide to PMT.
- 3.4 **Final Tech Memo 2: Vision Statement, Guiding Principles, & Evaluation Criteria** – Consultant shall prepare Final Tech Memo 2 following Public Event #1 and distribute to PMT incorporating feedback obtained during Tasks 2 and 3.
- 3.5 **Task 3 Project Website** - Consultant shall maintain and update Project Website. Project Website must facilitate public input on the Project surveys. Consultant shall maintain a log of public comments received through the Project Website and other means and incorporate this public comment log into summaries of public input prepared after each Public Event in this Project.

PAC and Public Event agendas and meetings materials must be posted on Project website at least one week prior to meeting draft and final Technical Memoranda and final presentation material used at Public Events must be published on the Project Website. Additional material may be posted to Project Website. Online Public Event #1 is a separate deliverable. City shall review and approve all material prior to posting to the Project Website. City's approval shall not be unreasonably withheld. City shall provide Consultant comments on potential Project Website material within two working days of receipt.

- 3.6 **Task 3 Check-in Organizational Meetings** – Consultant shall arrange and conduct by telephone, Task 3 Check-In Organizational Meeting(s) during the development of Task 3 deliverables anticipated to be approximately two-hours in total time. The Task 3 Check-In Organizational Meetings are expected to be primarily with PMT as a group but a portion may be used to organize

with individual PMT members. Consultant shall send meeting agendas at least one day in advance of Check-in Organizational Meeting and summary within one day after meeting via email.

City Deliverables

- 3a Public Event #1 (organize, publicize and participation) (Subtask 3.2)
- 3b Task 3 Check-in Organizational Meetings (Subtask 3.6)
- 3c Review and comment on draft Consultant deliverables

County Deliverables

- 3a Public Event #1 (participation) (Subtask 3.2)
- 3b Task 3 Check-in Organizational Meetings (Subtask 3.6)
- 3c Review and comment on draft Consultant deliverables

Consultant Deliverables

- 3A Presentation Materials for Public Event #1 (Subtask 3.1)
- 3B Public Event #1 (Subtask 3.2)
- 3C Online Public Event # 1 (Subtask 3.3)
- 3D Final Tech Memo 2: Vision Statement, Guiding Principles, and Evaluation Criteria (Subtask 3.4)
- 3E Task 3 Project Website (Subtask 3.5)
- 3F Task 3 Check-in Organizational Meetings (Subtask 3.6)

Task 4 – Draft Westside Concept Plan and Alternatives

Objective: To develop and gain PMT, TAC, PAC and respective City and County Planning Commissions' input and direction on Draft Westside Concept Plan Alternatives.

Subtasks

- 4.1 **PMT Workshop** – City shall organize and Consultant shall facilitate one PMT Workshop in Hood River to brainstorm and develop initial land use and transportation concepts for the Draft Westside Concept Plan and based on the Project Objectives and work to date. City shall invite participants as deemed appropriate by the City and County Project Managers. The purpose of the PMT Workshop is to explore a range of ideas for at least two Concept Plan alternatives in addition to the base case of existing zoning, which is the third and final alternative. Consultant shall present initial ideas for the alternatives to use as the starting point for the PMT Workshop.
- 4.2 **Draft Westside Concept Plan Alternatives** – Consultant shall prepare Draft Westside Concept Plan Alternatives, an illustrated and written report describing land use and transportation alternatives. The graphics must include proposed land use, streets, pedestrian and bicycle, and open space (including parks and resource areas) frameworks. Infrastructure plans and analysis will be conducted subsequent to this subtask. The graphics, which may be combined or refined in coordination with the PMT, must include:
 - 2 generalized alternatives for land use in the planning area;
 - 2 generalized transportation systems, one system integrated with each land use alternative, and showing preliminary arterial, collector, and neighborhood route hierarchy and connectivity;
 - One framework drawing each for the pedestrian and bicycle networks (including trails), and open space (including parks and resource areas);

- 2 conceptual alignments with plan and profile of the Mt Adams Avenue extension indicating potential future finished grades and options (sloped or retaining wall) on how the new roadway extension will be graded into the existing slope; and
- 2 site studies of the Gateway Area.

A written report must accompany the graphics, describing, in matrix or other concise format, the pros, cons, and issues for the alternatives relative to the Guiding Principles, Evaluation Criteria and any other performance measures identified by the PMT. Land use and housing metric tables summarizing estimated capacity for each land use alternative must be included.

- 4.3 **Tech Memo 5: Policy Framework and Code Memo** – Consultant shall prepare draft and revised draft Tech Memo 5 to identify the approach to policy and zoning code language necessary to achieve alternatives in Draft Westside Concept Plan based on the Project Objectives including affordable housing. The purpose of Tech Memo 5 is to describe the structure of the regulatory implementation, specifically: (a) whether existing code sections can be utilized to implement the plan; and (b) whether there are any unique regulatory issues attributable to either of the alternatives. Tech Memo 5 must be used to help inform preparation of the Preferred Alternative. Tech Memo 5 must be used to determine whether Contingency task resources are necessary to complete the regulatory deliverables in Task 6.

The policy and zoning approach must be clear and consistent with Project Objectives including compliance with fair and affordable housing. Draft Tech Memo 5 must also include review of Project-related City-recommended policy or zoning code changes under consideration.

Consultant shall distribute draft Tech Memo 5 to PMT and revised draft to TAC and PAC. Final Tech Memo 5 is developed under a subsequent task.

- 4.4 **Tech Memo 6: Funding Review and Funding Toolkit** – Consultant shall prepare Tech Memo 6, Funding Review and Funding Toolkit for TAC and PAC with a draft version for the PMT and a revised draft for the TAC and PAC. Tech Memo 6 must document both quantitatively and qualitatively the revenue sources likely to be needed to implement infrastructure necessary for the Draft Westside Concept Plan while providing affordable housing. Tech Memo 6 must provide information about the potential impact the changes and fees assessed on new development in this area will have on new housing prices, including market-rate and subsidized affordable housing. Tech Memo 6 must identify revenue sources and will not consider infrastructure costs, as the costs will not be available until work is completed in Task 5. As part of preparing Tech Memo 6, Consultant shall review funding related City and County documents and shall meet with City and County public works, planning, finance staff, and affordable housing TAC members to discuss financing options. Tech Memo 6 must include:

- consideration of SDCs, capital facilities plans (typically linked to citywide SDC receipts), land trusts, intergovernmental transfers and grants, urban renewal, general fund reserves, local improvement districts, proportionate share districts and bonds and any other finance methods.
- verification that County-collected Transportation SDCs for development in the UGA can be directed to 2011 County TSP projects despite annexation of land area (not roads) into the City and if not, recommended alternatives or adjustments needed.
- discussion of revenues generated in SDCs through development in the Project Area
- a high level gap analysis of funding revenues and costs for needed off-site infrastructure
- recommended amendments to City’s existing cost-sharing methods.

Consultant shall distribute draft Tech Memo 6 to PMT and revised draft to TAC and PAC. Consultant shall develop the revised Memo based on Task 4 review and comment. Final Tech Memo 6 is developed under a subsequent task.

- 4.5 **PMT Meeting #3** – City shall organize and Consultant shall conduct PMT Meeting #3. Consultant shall present and solicit input on Draft Westside Concept Plan, draft Tech Memo 5, Policy Framework and Code Memo and draft Tech Memo 6, Funding Review and Funding Toolkit. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before meeting, Consultant shall prepare and distribute meeting summary within 1 week.
- 4.6 **TAC Meeting #3** – City shall organize and Consultant shall conduct TAC Meeting #3. Consultant shall present and solicit input on Draft Westside Concept Plan, revised draft Tech Memo 5 Policy Framework and Code Memo and revised draft Tech Memo 6 Funding Review and Funding Toolkit. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before meeting, Consultant shall prepare and distribute meeting summary within 1 week.
- 4.7 **PAC Meeting #3** – City shall organize and Consultant shall conduct PMT Meeting #3. Consultant shall present and solicit input on Draft Westside Concept Plan, draft Tech Memo 5 Policy Framework and Code Memo and draft Tech Memo #6 Funding Review and Funding Toolkit. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before meeting, Consultant shall prepare and distribute meeting summary within 1 week.
- 4.8 **Presentation Materials for Public Event #2** - Consultant shall prepare draft and final Presentation Materials for Public Event #2 which must include illustrative and informational materials from Task 4, formatted into hard copy presentation materials for display at Public Event #2. Consultant shall prepare and present a 20 to 25 minute presentation at Public Event #2.
- 4.9 **Public Event #2** – City shall provide meeting logistics and publicize and Consultant shall plan and execute Public Event #2 to gain citizen input on the Draft Westside Concept Plan alternatives. Public Event #2 must include a survey to gain citizen input and presentation material used at Public Event #2 must be published on the Project Website. Public Event #2 must be completed at least two weeks prior to Joint City Council and Planning Commission Briefing and Joint Board of Commissioners and Planning Commission Briefing. Consultant shall summarize the results of Public Event # 2 and provide to PMT within 1 week of Online Public Event #2 closing. Key Consultant Personnel includes: Joe Dills.
- 4.10 **Online Public Event # 2** – Consultant shall plan and execute Online Public Event #2 to gain citizen input on the Draft Westside Concept Plan alternatives with a survey. Online Public Event #2 must be active by the day of Public Event #2 and 2 weeks subsequent to Public Event #2. Consultant shall summarize the results of the Online Public Event #1 survey and provide to PMT.
- 4.11 **Joint City Council and Planning Commission Project Briefing** – City shall organize and conduct Joint City Council and Planning Commission Briefing to provide a Project update and to gain direction on developing preferred alternatives in Task 5. Consultant shall provide presentation materials for the briefing and attend to present findings to date. City shall provide meeting summary within one week of briefing.

- 4.12 **Board of Commissioners and Planning Commission Briefings** – County shall organize and conduct County Board of Commissioners and Planning Commission Briefings to provide a Project update and to gain direction on developing preferred alternatives in Task 5. Briefings must occur during the same general time period as the Joint City Council and Planning Commission Briefing. County shall provide meeting summary within one week of briefings.
- 4.13 **Final Tech Memo 5: Policy Framework and Code Memo; and Final Tech Memo 6: Funding Review and Funding Toolkit** - Consultant shall prepare Final Tech Memos 5 and 6 following Joint City Council and Planning Commission Project Briefing and Board of Commissioners and Planning Commission Briefings and distributed to PMT incorporating feedback obtained during Task 4.
- 4.14 **Task 4 Project Website** - Consultant shall maintain and update Project Website with PAC Meeting #3 agenda and meeting material that must be posted on Project website at least one week prior to meeting. City shall pre-approve all material posted to the Project Website. City shall provide Consultant comments on potential Project Website material within two working days of receipt. Online Public Event # 2 is a separate deliverable.
- Project Website must facilitate public input on the Project. Consultant shall maintain a log of public comments received through the Project Website, Public Event #2 and other means and incorporate this public comment log into summaries of public input and post after Public Event #2.
- 4.15 **Task 4 Check-in Organizational Meetings**– Consultant shall arrange and conduct by telephone, Task 4 Check-In Organizational Meeting(s) during the development of Task 4 deliverables anticipated to be approximately two-hours in total time. The Task 4 Check-In Organizational Meetings are expected to be primarily with PMT as a group but a portion may be used to organize with individual PMT members. Consultant shall send meeting agendas at least one day in advance of Check-in Organizational Meeting and summary within one day after meeting via email.

City Deliverables

- 4a PMT Workshop (organize and participate) (Subtask 4.1)
- 4b PMT Meeting #3 (Subtask 4.5)
- 4c TAC Meeting #3 (Subtask 4.6)
- 4d PAC Meeting #3 (Subtask 4.7)
- 4e Public Event #2 (Subtask 4.9)
- 4f Joint City Council and Planning Commission Briefing (Subtask 4.11)
- 4g Task 4 Check-in Organizational Meetings (Subtask 4.15)
- 4h Review and comment on draft Consultant deliverables

County Deliverables

- 4a PMT Workshop (participation) (Subtask 4.1)
- 4b PMT Meeting #3 (Subtask 4.5)
- 4c TAC Meeting #3 (Subtask 4.6)
- 4d PAC Meeting #3 (Subtask 4.7)
- 4e Public Event #2 (participation) (Subtask 4.9)
- 4f Board of Commissioners and Planning Commission Briefings (Subtask 4.12)
- 4g Task 4 Check-in Organizational Meetings (Subtask 4.15)
- 4h Review and comment on draft Consultant deliverables

Consultant Deliverables

- 4A PMT Workshop (Subtask 4.1)
- 4B Draft Westside Concept Plan Alternatives (Subtask 4.2)
- 4C Tech Memo 5: Policy Framework and Code Memo (Subtask 4.3)
- 4D Tech Memo 6: Funding Review and Funding Toolkit (Subtask 4.4)
- 4E PMT Meeting #3 (Subtask 4.5)
- 4F TAC Meeting #3 (Subtask 4.6)
- 4G PAC Meeting #3 (Subtask 4.7)
- 4H Presentation Materials for Public Event #2 (Subtask 4.8)
- 4I Public Event #2 (Subtask 4.9)
- 4J Online Public Event #2 (Subtask 4.10)
- 4K Joint City Council and Planning Commission Briefing (Subtask 4.11)
- 4L Final Tech Memo 5: Policy Framework and Code Memo; and Final Tech Memo 6: Funding Review and Funding Toolkit (Subtask 4.13)
- 4M Task 4 Project Website (Subtask 4.14)
- 4N Task 4 Check-in Organizational Meetings (Subtask 4.15)

TASK 5: Preferred Westside Concept Plan

Objective: To develop and gain PMT, TAC, PAC and respective City and County Planning Commissions' input and direction.

Subtasks

- 5.1 **Preferred Alternative for Westside Concept Plan** – Consultant shall prepare the Preferred Alternative for Westside Concept Plan, a graphic and written report building upon Task 4 work and input. The Preferred Alternative for Westside Concept Plan must, at a minimum, include the following components:
- 1 diagram of city-wide context;
 - Recommended land use framework, showing integrated land use and transportation in the planning area. The land use framework must be annotated to describe zoning designations, affordable housing, neighborhood commercial, and 17-acre school site assumed interim use (coordinated with the School District by the City);
 - Land use metrics, including gross acres for each land use, dwellings, and densities;
 - Recommended circulation framework, showing streets, bike routes, major pedestrian ways and trails;
 - Recommended open space network, including parks and resource areas;
 - Street cross-sections for 3 to 4 street types;
 - Sanitary sewage layout and cost estimate;
 - Water system layout and cost estimate;
 - Stormwater layout or diagram and cost estimate; and 1 page of character images for stormwater facilities;
 - One page summary of the concept plan level infrastructure funding strategy, including remaining issues to be resolved;
 - Refined evaluation of infrastructure layout, cost and funding gaps;
 - Illustrative site study of the Gateway Area.

To prepare the components, the Consultant shall:

- a. Funding: Assess infrastructure funding needs and strategies for transportation, sewer, water, stormwater, and parks. Consultant shall prepare a projection for each type of infrastructure and make gap-closing recommendations for further analysis (e.g. redesign with cost reduction, push to later phase, increase citywide funding sources, or other). Consultant shall include conservative and aggressive build-out scenarios in order to identify potential variances in funding sources (e.g. SDCs). Consultant shall lead an infrastructure funding work session, in Hood River, to discuss potential solutions to funding gaps. City shall invite attendees and ensure that City representatives with expertise in infrastructure funding and policy participate. The Funding product of this subtask must be based on Tech Memo 6 to reflect input from the infrastructure funding work session.
- b. Sanitary sewer: Evaluate the Sanitary Sewer Master Plan as it relates to the preferred land use concept plan. Verify the existing sewer lines and those identified in the master plan provide sufficient service and capacity to serve the preferred land use concept plan area. Anticipated sanitary sewer system development costs will be generated.
- c. Water: Evaluate the Water System Master Plan as it relates to the Preferred Alternative for Westside Concept Plan. Water line size and capacity assumptions must be included for any existing waterlines to be purchased from Ice Fountain Water District. Verify the existing water system and those identified in the master plan provide sufficient service and capacity to the preferred land use concept plan area. City shall perform any hydraulic modeling that is required. Consultant shall generate anticipated water system development costs.
- d. Stormwater: Evaluate the 2001 Storm Water Master Plan as it relates to the preferred land use concept plan. Verify the existing storm water system and those identified in the 2001 Storm Water Master Plan provide sufficient service and capacity to the Preferred Alternative for Westside Concept Plan. It is anticipated that storm water will be routed to existing natural drainage ways including Henderson Creek and Phelps Creek if feasible. The storm water concept planning must include an identification of the drainage basins and estimate of impervious areas. Modelling will not be conducted, so a modelled estimate of the land area required for detention facilities will not be provided. A typical size for detention facilities will be assumed, and cost estimate provided based on the assumption. Low impact development concepts must be evaluated and recommendations consistent with the Capital Facilities Plan and City Engineering standards must be presented. The onsite storm water management concepts must be coordinated with the offsite storm water conveyance. Anticipated storm water system development costs will be generated for conveyance and detention facilities.
- e. Transportation: Consultant shall perform future transportation analysis for the 2035 horizon year to evaluate the impact the Preferred Alternative would have on the transportation system. The 2011 City TSP and associated Comprehensive Plan must be used to determine the initial assumptions about traffic demand from the Project Area based on the land use assumptions that were the basis for the 2011 City TSP's future analysis. Consideration must also be given to the assumption that transit will serve the Project Area and the close proximity of existing and proposed land uses to reduce vehicle trips.

Consultant shall use the travel forecasting tool developed for the 2011 City TSP project to forecast future trips on the transportation network. The base year scenario from the forecasting tool must be used as-is, without refinement or recalibration. Consultant shall develop a new 2035 horizon year scenario by adding four years of housing and employment growth to the existing 2031 horizon year scenario. Housing and employment growth information must be based on the City's 2015 Housing Needs Analysis and current state economic forecasts. Consultant shall provide recommended allocations of housing and employment growth to forecasting tool transportation analysis zones across the city for City input. If refinements to buildout assumptions in the Port Waterfront area are desired by City, City shall work with the Port of Hood River to determine the appropriate housing and employment allocations for waterfront area Transportation Analysis Zones and will provide to Consultant.

Consultant shall modify the land use type and development intensity assumptions in the forecasting tool to create a Preferred Alternative scenario. Consultant shall post-process forecasted trips using the methodology from ODOT's current version of the Analysis Procedures Manual. The Financially Constrained Plan proposed in the 2011 City TSP must be assumed as part of the 2035 baseline transportation network. The analysis time period must include only the weekday p.m. peak hour, consistent with the City's 2011 TSP.

Consultant shall analyze study intersection operations and compare them to applicable City and ODOT performance criteria. Study intersections must include the same study intersections used for the City's 2011 TSP within the Project Area boundary, in addition to four intersections anticipated to be created by proposed new road extensions in the TSP. Intersections must include:

- Frankton Rd./ Country Club Rd.
- Frankton Rd./ May St.
- Rand Rd./ May St.
- Cascade Ave./ Westcliff Dr.
- Cascade Ave./ I-84 WB
- Cascade Ave./ I-84 EB
- Cascade Ave./ Mt. Adams Ave.
- Cascade Ave./ Rand Rd.
- Belmont Ave./ Frankton Rd.
- Belmont Ave./ Mt. Adams Ave.
- Belmont Ave./ 27th St.
- May St./ Mt. Adams Ave.

To support the future year forecast and operational analysis, Consultant shall obtain new weekday p.m. peak period (2-hour) manual turn movement traffic counts at the following intersections (at other study intersections, older traffic counts from the 2011 TSP work must be used),:

- Cascade Ave./ Westcliff Dr.
- Cascade Ave./ I-84 WB
- Cascade Ave./ I-84 EB
- Cascade Ave./ Mt. Adams Ave.
- Cascade Ave./ Rand Rd.
- Belmont Ave./ Frankton Rd.

Operational analysis for the Preferred Alternative must be compared to conditions under the Baseline Alternative. Operational analysis will be limited to intersection delay and capacity calculations only and will not include queuing analysis, with the exception of the I-84 Exit 62 ramp terminals. Should the impacted transportation system not meet performance standards or safety/operational criteria, Consultant shall propose mitigation/improvements to address the specific deficiency, including alternative methods of traffic control.

Future analysis must include evaluating the impact to the I-84 Exit 62 eastbound and westbound ramps. Analysis of the I-84 Exit 62 ramp terminals must include estimation of 95th percentile queue lengths. Consultant shall apply ODOT performance targets and City mobility standards in the evaluation of alternatives.

Consultant shall evaluate the street and off-street trail layouts for the concept plans to assure pedestrian and bicycle system connectivity has been addressed. The Consultant shall make connectivity recommendations for all modes so that the proposed neighborhoods are connected to existing and future schools and parks located inside and adjacent to the Project Area.

- f. Police and Fire Services: Consultant shall estimate impact to police and fire services by providing the plans to local police and fire providers and incorporating their input into the Westside Concept Plan. The City shall facilitate the review by police and fire service providers.

Plan must include the rationale for the recommendations and assessment of the recommendations against the Evaluation Criteria.

- 5.2 **PMT Meeting #4** - City shall organize and Consultant shall conduct PMT Meeting #4 to present and solicit input on Preferred Alternative for Westside Concept Plan. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before meeting, Consultant shall prepare and distribute meeting summary within 1 week.
- 5.3 **TAC Meeting #4** - City shall organize and Consultant shall conduct TAC Meeting #4 to present and solicit input on the Preferred Alternative for Westside Concept. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before TAC Meeting #4. Consultant shall prepare and distribute meeting summary within 1 week.
- 5.4 **PAC Meeting #4** - City shall organize and Consultant shall conduct PAC Meeting #4 to present and solicit input on the Preferred Alternative for Westside Concept Plan Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before meeting, Consultant shall prepare and distribute meeting summary within 1 week.
- 5.5 **Online Public Event #3** – Consultant shall plan and execute Online Public Event #3. Online Public Event #3 must be active for two weeks and include a survey to solicit community input on the Preferred Alternative for Westside Concept. Consultant shall summarize the results of the Online Public Event #3 survey results and provide to PMT within one week of Online Public Event #3 closing.

- 5.6 **Joint Planning Commission and City Council Work Session** - City shall organize and conduct a joint work session of the Planning Commission and City Council. The goal of this work session is for the Planning Commission and City Council to discuss and provide input on the Preferred Alternatives for use in Task 6. Consultant shall provide presentation materials for the work session and attend to present findings. City shall provide meeting summary within one week of work session.
- 5.7 **Joint County Board of Commissioners and Planning Commission Work Session** – County shall organize and conduct a joint work session of the Board of Commissioners and Planning Commission. The goal of this work session is for the Board of Commissioners and Planning Commission to discuss and provide input on Preferred Alternative for Westside Concept Plan for use in Task 6. County shall obtain Joint Planning Commission and City Council Work Session presentation from City for the work session and present findings. County shall provide meeting summary within one week of work session.
- 5.8 **Task 5 Project Website** - Consultant shall maintain and update Project Website. Project Website must facilitate public input on the Project surveys. Consultant shall maintain a log of public comments received through the Project Website and other means and incorporate this public comment log into summaries of public input prepared after Online Public Event #3 in this Project.

Additional material may be posted to Project Website. Prior to posting, the City shall approve all material posted to the Project Website. City shall provide Consultant comments on potential Project Website material within two working days of receipt.

- 5.9 **Task 5 Check-in Organizational Meetings** – Consultant shall arrange and conduct by telephone, Task 5 Check-In Organizational Meeting(s) during the development of Task 5 deliverables anticipated to be approximately two-hours in total time. The Task 5 Check-In Organizational Meetings are expected to be primarily with PMT as a group but a portion may be used to organize with individual PMT members. Consultant shall send meeting agendas at least one day in advance of Check-in Organizational Meeting and summary within one day after meeting via email.

City Deliverables

- 5a PMT Meeting #4 (Subtask 5.2)
- 5b TAC Meeting #4 (Subtask 5.3)
- 5c PAC Meeting #4 (Subtask 5.4)
- 5d Joint Planning Commission and City Council Work Session (Subtask 5.6)
- 5e Task 5 Check-in Organizational Meetings (Subtask 5.9)
- 5f Review and comment on draft Consultant deliverables

County Deliverables

- 5a PMT Meeting #4 (Subtask 5.2)
- 5b TAC Meeting #4 (Subtask 5.3)
- 5c PAC Meeting #4 (Subtask 5.4)
- 5d Joint County Board of Commissioners and Planning Commission Work Session (Subtask 5.7)
- 5e Task 5 Check-in Organizational Meetings (Subtask 5.9)
- 5f Review and comment on draft Consultant deliverables

Consultant Deliverables

- 5A Preferred Alternative for Westside Concept Plan (Subtask 5.1)
- 5B PMT Meeting #4 (Subtask 5.2)

- 5C TAC Meeting #4 (Subtask 5.3)
- 5D PAC Meeting #4 (Subtask 5.4)
- 5E Online Public Event #3 (Subtask 5.5)
- 5F Joint Planning Commission and City Council Work Session (Subtask 5.6)
- 5G Task 5 Project Website (Subtask 5.8)
- 5H Task 5 Check-in Organizational Meetings (Subtask 5.9)

Task 6 – Recommended Plans and Implementation

Subtasks

- 6.1 **Recommended Westside Concept Plan** – Consultant shall prepare Recommended Westside Concept Plan, a graphic and written report building upon Task 5 work. Recommended Westside Concept Plan must be in a format suitable for adoption after Project.
- 6.2 **Tech Memo 7: Recommended Comprehensive Plan Policy, Code, Transportation Planning Rule Findings and TSP Amendment** – Consultant shall prepare draft and revised Tech Memo 7, building on Tech Memo 5, Policy Framework and Code Memo and implementing the recommended plans in subtasks 6.1. Tech Memo 7 must include final recommended plan policy, code, OAR 660-012-0060 findings, updated modal maps, transportation project list and text changes for the 2011 City TSP amendment and Project adoption. The Transportation Planning Rule findings must be consistent with OAR 660-012-0060. This task assumes that the code will be refinements to existing zones and standards. If new zones, overlay zones, or substantial new standards are required, Consultant will prepared them only upon authorization from the APM for use of Contingency resources.

Consultant shall distribute draft Tech Memo 7 to PMT, TAC, and PAC. Consultant shall develop the revised Memo based on Task 6 review and comment.

- 6.3 **Joint PMT and TAC Meeting #5** - City shall organize and Consultant shall conduct Joint PMT Meeting and TAC Meeting #3 to solicit feedback on Recommended Westside Concept Plan, and draft Tech Memo 7, Recommended Comprehensive Plan Policy, Code, Transportation Planning Rule Findings and TSP Amendment. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before meeting, Consultant shall prepare and distribute meeting summary within 1 week. Joint PMT and TAC Meeting #5 may be conducted as a conference call.
- 6.4 **PAC Meeting #5** – City shall organize and Consultant shall conduct PAC Meeting #4 to solicit feedback on Recommended Westside Concept Plan, and draft Tech Memo 7, Recommended Comprehensive Plan Policy, Code, Transportation Planning Rule Findings and TSP Amendment. Consultant shall prepare agenda and meeting materials for PMT review and post to Project Website at least 1 week before meeting, Consultant shall prepare and distribute meeting summary within 1 week.
- 6.5 **Title VI Report** – City shall prepare and submit to APM a report to document outreach efforts to low-income, minority, and other local disadvantaged populations, in accordance with the requirements of Title VI.
- 6.6 **Task 6 Project Website Update** -- Consultant shall maintain and update Project Website with PAC Meeting #5 agenda and meeting materials. Additional Project material may be posted to

Project Website. City shall review and approve all material to be posted to the Project Website. City shall provide Consultant comments on potential Project Website material within two working days of receipt.

- 6.7 **Task 6 Check-in Organizational Meetings**– Consultant shall arrange and conduct by telephone, Task 6 two, approximately one-hour in total time. The Task 6 Check-In Organizational Meetings are expected to be primarily with PMT as a group but a portion may be used to organize with individual PMT members. Consultant shall send meeting agendas at least one day in advance of Check-in Organizational Meeting via email text and provide summary within one day after meeting via email.

City Deliverables

- 6a Joint PMT and TAC Meeting #5 (Subtask 6.3)
- 6b PAC Meeting #5 (Subtask 6.4)
- 6c Title VI Report (Subtask 6.5)
- 6d Task 6 Check-in Organizational Meetings (Subtask 6.7)
- 6e Review and comment on draft Consultant deliverables

County Deliverables

- 6a Joint PMT and TAC Meeting #5 (Subtask 6.3)
- 6b PAC Meeting #5 (Subtask 6.4)
- 6c Task 6 Check-in Organizational Meetings (Subtask 6.7)
- 6d Review and comment on draft Consultant deliverables

Consultant Deliverables

- 6A Recommended Westside Concept Plan (Subtask 6.1)
- 6B Tech Memo 7: Recommended Comprehensive Plan Policy, Code, Transportation Planning Rule Findings and TSP Amendment (Subtask 6.2)
- 6C Joint PMT and TAC Meeting #5 (Subtask 6.3)
- 6D PAC Meeting #5 (Subtask 6.4)
- 6E Task 6 Project Website Update (Subtask 6.6)
- 6F Task 6 Check-in Organizational Meetings (Subtask 6.7)

CONTINGENCY TASKS

This task identifies specific deliverables that the Agency at its discretion may elect to authorize Consultant to produce. Consultant shall only complete this Task and the identified deliverables if written (email acceptable) NTP is issued by the APM.

- C.1 **Contingency Code Development.** If it is determined that the regulatory structure described in Tech Memo 5, Policy Framework and Code Memo requires new code sections, Consultant shall prepare code text for up to two new zoning districts or overlay districts (total of two new sections).

Consultant Deliverables

- C1 Contingent Code Development

Project Schedule

The following schedule is preliminary and subject to change based upon more detailed scheduling in Task 1 and schedule changes approved by the APM during the project.

TASK		<i>Schedule</i>
1	Project Kickoff	July to August 2016
2	Context and Site Analysis	July to September 2016
3	Public Event #1	September 2016 to January 2017
4	Draft Westside Concept Plan and Alternatives	February 2017
5	Preferred Westside Concept Plan	March to April 2017
6	Recommended Plans and Implementation	April to July 2017

F. CONTINGENCY TASKS

The table below is a summary of contingency tasks that Agency, at its discretion, may authorize Consultant to perform. Details of the contingency tasks and associated deliverables are stated in the Task section of the SOW. Consultant shall complete only the specific contingency task(s) identified and authorized via written (e-mail acceptable) Contingency NTP issued by APM. If requested by Agency, Consultant shall submit a detailed cost estimate for the agreed-to contingency Services (within the NTE amount(s) in the Contingency Task Summary Table) within the scope of the contingency task.

If Agency chooses to authorize some or all of these tasks, Consultant shall complete the authorized tasks and deliverables per the schedule identified for each task. The NTP will include the contingency task name and number, agreed-to due date for completion and NTE amount for the authorized contingency task.

Each contingency task is only billable (up to the NTE amount identified for the task) if specifically authorized per NTP. In the table below, the “NTE for Each” amount for a contingency task includes all labor, overhead, profit, and expenses for the task. The funds budgeted for contingency tasks may not be applied to non-contingency tasks without an amendment to the Contract. The total amount for all contingency tasks authorized shall not exceed the maximum identified in the table below. Each authorized contingency task must be billed as a separate line item on Consultant’s invoice.

Contingency Task Summary Table

Contingency Task Description	Method of Comp.	Total NTE Amount
C1 Contingency Code Development	Lump Sum per Deliverable	\$5,350
Total NTE For All Contingency Tasks:		\$5,350