


Exhibit A

**APPENDIX A - PROPOSAL COVER SHEET
CITY OF DULUTH
RFP# 21-AA15
COASTAL INFRASTRUCTURE RESILIENCE OUTREACH**

Proposer Information:	
Proposer Name	MSA Professional Services, Inc.
Mailing Address	332 W. Superior Street, Suite 600 Duluth, MN 55802
Contact Person	Chris Janson, AICP
Contact Person's Phone Number	(515) 635-3401
Contact Person's E-Mail Address	cjanson@msa-ps.com
Federal ID Number	39-1016174
Authorized Signature	
Title	Project Manager Senior Public Engagement Specialist

PROPOSAL FOR Coastal Infrastructure Resilience Outreach RFP No. 21-AA15



PREPARED FOR:
CITY OF DULUTH, MN
APRIL 26, 2021



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April 26, 2021

Purchasing Division | City of Duluth
 City Hall, Room 120 | 411 West 1st Street
 Duluth, MN 55802

Re: Coastal Infrastructure Resilience Outreach | RFP No. 21-AA15

Dear Selection Committee,

MSA and TRC are pleased to submit this proposal for Coastal Infrastructure Resilience Outreach Services, RFP Number 21-AA15. We have assembled a great team of professional engagement specialists that know how to reach people, educate them and build consensus. We are proposing a close collaboration as a joint venture with TRC leading the Research and Assessment services and MSA Professional Services (MSA), leading the Coastal Resilience Outreach services. MSA and TRC’s staff will work with Jeff Anderson, PE of MSA to seamlessly coordinate Outreach Services for the Coastal Resilience Research and Assessment project. Jeff is available to attend any in-person meetings with the City on short notice and will coordinate the project teams to closely follow on the City provided directions. Our combined team will provide seasoned technical expertise, strong local knowledge and project management.

The program for Outreach Services for the Research and Coastal Risk Assessment will be led by Chris Janson, AICP, assisted by Kate Eyinck, Claire Michelson, Jeff Powell, Jeff Anderson, PE and Dan Veriotti, PE from TRC. Chris, Claire, Kate and Jeff continuously work together on planning projects across the upper Midwest. Our team believes strongly that successful outreach and engagement is crucial to good plans, produce educated stakeholders and are necessary for effective implementation. We think there’s a good fit here between the expertise we offer and the detail the City is looking for – and hope that you all agree.

If there are any questions on the proposal while reviewing, please feel welcome to reach out. We’re happy to answer, adjust, or pivot as needed (both now and throughout the project) to make sure we provide the outreach the City is seeking to advance conversations and inform future decisions. We build out all of our work to make sure it’s optimized for our client’s needs, and this project is no exception. Our “more than a project, it’s a commitment” tagline couldn’t be more true.

Thanks for this opportunity to pursue work with the City and we’re looking forward to expanding this conversation over the coming weeks.

Sincerely,
 MSA Professional Services, Inc.

Christopher Janson, AICP
 Project Manager | Senior Public Engagement Specialist

CONTACT OF REPRESENTATIVE

Chris Janson, AICP
 Project Manager
 cjanson@msa-ps.com
 (515) 635-3401

MAIN OFFICE WHERE WORK WILL BE CONDUCTED

321 W. Superior Street,
 Suite 600
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 Phone: (218) 722-3915
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FEDERAL ID #

39-1016174

MINNESOTA TAX ID#

3587765



FIRM PROFILE

MSA Professional Services, Inc. (MSA) specializes in the sustainable development of communities. We achieve this by building honest, open relationships that go beyond the project to become a trusted source of expertise and support for immediate challenges and long-term goals. Big or small, we do whatever it takes to meet each need, working to make communities stronger in the process. **It's more than a project. It's a commitment.**

MSA's roots reach back to the 1930s. Once a rural land survey company, our firm now consists of approximately 350 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. MSA excels at helping clients identify grant and funding sources and then delivering high quality, cost-effective solutions.



17 OFFICE LOCATIONS

PLANNING + DESIGN STUDIO

At MSA, we know that every project starts with a plan – a clear and consensus-driven vision for the future that can be realistically implemented. Our Planning + Design Studio is 14 strong, consisting of:

- 9 American Institute of Certified Planners (AICP)
- 2 Professional Landscape Architects (PLA)
- 2 Housing Specialists
- 1 Funding Expert
- 3 Planning Specialists

Members of our studio regularly give presentations on various planning topics at state and national conferences. The professional planners that comprise the Studio have helped hundreds of communities and private organizations define their vision, obtain funding, and implement the improvements they seek. And, because our planners are part of a multi-disciplinary firm, they are able to engage our professional engineers and architects in the planning processes to aid our clients in developing sustainable, implementable plans.



Our planners have created 20 award-winning plans over the past 10 years.

CORE SERVICES

Below is a sample of the services that MSA's Planning + Design Studio can offer. The bold items are what we feel are the key services that will benefit your project:

- Public Engagement
- Capital Improvement and Strategic Plans
- Comprehensive Plans
- Zoning: Ordinance Creation, Code Rewrites, Development Regulations and Zoning Administration
- Community Blight Studies
- Cooperative Boundary Agreements
- Economic Development: Market Analysis, Tax Increment Financing, Feasibility Studies
- Funding: Grant Writing, Grant Administration, Fundraising
- Housing Studies: Analysis of Impediments to Fair Housing, Market Analysis
- Impact Fee Studies
- Landscape Architecture
- Park and Recreation Planning: Park Master Plans, Comprehensive Outdoor Recreation Plans, ADA Studies
- Redevelopment Studies: Downtown, Neighborhood, Corridor, and Site Planning
- Transportation Planning: Bicycle + Pedestrian Plans, Safe Routes to Schools Plans, Access Management Studies
- Urban Design: Wayfinding, Streetscaping, and Design Standards

PUBLIC ENGAGEMENT

We believe that our role as your consultant is to work hard, introduce fresh ideas, listen carefully and deliver work that accurately represents the consensus of City officials, staff, employers, business owners, property owners and residents.

We understand the importance of a genuine, multi-faceted approach to engage stakeholders in this important process. MSA will facilitate a thorough, inclusive and effective community engagement process. Our proposed Scope of Work includes the required meetings for stakeholders identified in the RFP and several optional online engagement tools.

Public engagement has been called many things: public participation, civic involvement, public outreach, public input, and many more. No matter what you call it, it is the process by which interested and affected individuals, organizations, agencies and government entities are consulted and included in the planning and decision-making process. Public engagement generally consists of three related, and often overlapping, processes: information dissemination, dialogue, and stakeholder participation.

At MSA, we believe that when planning a public project it must be done with the public's advice and input. Decisions made by local governments affect the future of all those who live and work in the community. As your consultant, we are committed to helping governments and organizations understand the diverse needs and concerns of the public, non-profit organizations, business interests and local governments. Aside from community support, this process also lends itself to assuring the final project reflects the community's ethos and vision for its future.

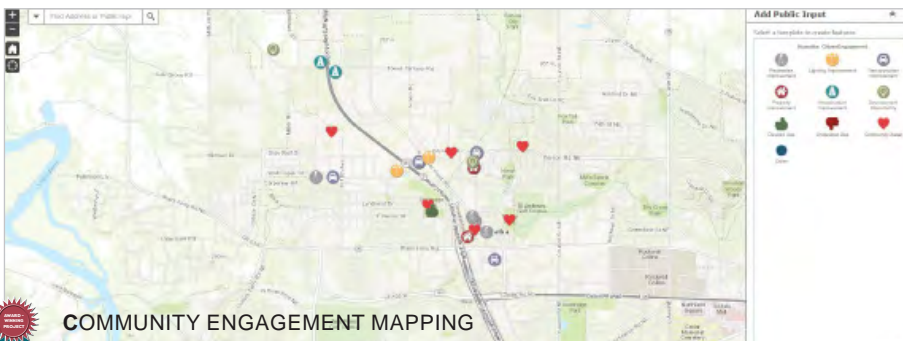
We specialize in hearing the voices of many citizens through the process of public engagement. Engagement can and should be accomplished by tapping into a variety of sources, including community and non-profit organizations, public officials, youth, disabled individuals, mature citizens, and those that have been traditionally underserved. This document contains some techniques we utilize to increase community engagement. Let's start a conversation about how we can develop the best engagement strategy for your community.



CONFAB BOOTHS



IDEA BOARDS OR WALLS



COMMUNITY ENGAGEMENT MAPPING



FOCUS GROUPS



COMPREHENSIVE PLAN UPDATE

HASTINGS, MN

The City of Hastings, Minnesota, (pop.22,700) is located in Dakota County, southeast of St. Paul in the Minneapolis-St. Paul Metropolitan Statistical Area. The City is located along the Mississippi River and a Metropolitan Council-designated emerging suburban edge community. As such, it provides convenience for residents to easily commute to Minneapolis and St. Paul while also enjoying a smaller community and residential feel in Hastings.

From 2000 to 2010, the City of Hastings' population grew over nineteen percent. As the surrounding areas of the community are mostly rural townships, this allows for great opportunity for future growth, development and annexation for the City. Although the Metropolitan Council requires comprehensive plan updates, due to the fast-changing metropolitan environment in the Twin Cities and surrounding areas, it was equally as important to the City to update its comprehensive plan, which hadn't been updated since 2009/2010. In 2018, the City issued a Request for Proposals for planning services, and MSA was selected over other qualified firms to assist the City with their comprehensive plan update.

Hastings officials had specific areas they wanted to focus on for the update of their plan with an emphasis on future development and growth. Through the planning process, MSA updated demographics and community stats, revised goals, created an implementation strategy, readdressed future land use and future growth areas, and assisted Hastings as they defined their community character and identified opportunities to thrive as a growing community.

The comprehensive plan process emphasized 10 priority areas in which the community sought to focus future efforts: growth, transportation, housing, community design, economic competitiveness, public infrastructure, heritage preservation, open space, hazards and Mississippi River Corridor critical area. Within these specific chapters are individual goals and strategies based on citizen feedback and existing conditions for the City to focus on and implement. This project began in 2018 and was approved by the Metropolitan Council and adopted by the City of Hastings in December, 2020.

LINK TO FINAL COMPREHENSIVE PLAN:
https://issuu.com/msaprofessionalservices/docs/hastings_2040_comprehensive_plan

REFERENCE INFORMATION

Justin Fortney | City Planner
 City of Hastings | City Hall | 101 4th Street East
 Hastings, MN 55033
 Direct: (651) 480-2381 | Fax: 651-437-7082

PROJECT SIMILARITIES

Recently completed Comprehensive Plan update for a mid-sized City in Minnesota that included a robust outreach and engagement strategy involving an advisory committee, several public meetings, and online engagement tools.



ST. CROIX COUNTY ZONING ORDINANCE COMPREHENSIVE UPDATE

ST. CROIX COUNTY, WI

Despite recent updates to certain sections of its land use regulations, including Farmland Preservation zoning districts, St. Croix County had never updated its entire zoning ordinance. The code contained policies that were internally inconsistent or incompatible with state law, and it was hard to use. The County selected MSA to lead an overhaul of the code, in partnership with enCode Plus and zoning specialists at White & Smith.

The MSA team collaborated with County staff to assure a robust outreach to the 17 towns under county zoning allowing each genuine opportunity to help guide the code revisions so they would then be willing to adopt the revised code. The engagement process included a series of clustered meetings around the county at three stages in the schedule to work with the towns.

The revised code needed to address the differing requirements of urbanizing towns and rural towns with limited growth pressure. It accomplished this by adding zoning districts to provide more options to towns and landowners for appropriate land use regulation. We worked with staff to revise the zoning map across the county, including the rezoning of the majority of county parcels into new districts best suited to town and landowner preferences.

The County adopted the revised zoning ordinance in December 2019 and is working with the 17 towns to complete their individual adoptions in 2020.

REFERENCE INFORMATION

John Hilgers, St. Croix County Senior Planner
(715) 386-4672
john.hilgers@sccwi.gov

PROJECT SIMILARITIES

County-wide zoning ordinance update that included 18 months of engagement activities involving kickoff, mid-project and draft review meetings with stakeholders/officials from more than 15 Townships impacted by the ordinance.

C2C PLAN

STORY COUNTY, IA

In 2015, Story County began the process of creating the County's first Comprehensive Plan. The plan, titled "The Cornerstone to Capstone Plan for 2036," was adopted in June 2016, on time and on budget. A consultant team, led by MSA, was selected to assist the County and worked with the Project Team, Citizen Task Force, Planning and Zoning (P&Z) Commission and Board of Supervisors to complete the plan.

The plan incorporates previous planning efforts completed recently by the County as well as Iowa Smart Planning Principles and includes chapters focused on Conservation of Natural Resources and Recreation, Land Use Planning, Economic Prosperity and Transportation for the unincorporated areas of Story County. A robust public engagement plan was completed with assistance from County staff. Highlights include Community Visioning Workshops at various locations across the County, three separate surveys focused on target audiences, a project website, County managed social media announcements, regular updates to P&Z and the Board of Supervisors, five open houses, an online open house, lively Citizen Task Force meetings and bi-monthly project team meetings. The plan focuses on providing the County with a solid framework for decision-making as growth continues throughout the next 20 years.

REFERENCE INFORMATION

Leanne Harter, AICP
County Outreach and Special Projects Manager
(515) 382-7247
lharter@storycountyiowa.gov

PROJECT SIMILARITIES

County-wide comprehensive plan update that included many outreach activities, both in-person and online.

RECENTLY COMPLETED PROJECTS WITH OUTREACH SERVICES



- Comprehensive Plan Update, Hastings, MN
- Parks and Recreation Plan, Durant, IA
- Downtown Master Plan, Clinton, IA
- Parks and Recreation Plan, Hiawatha, IA

For further information and to view full copies of many recent plans completed by MSA, please visit: <https://issuu.com/msaprofessionalservices>

CITY OF DULUTH EXPERIENCE



EXPERIENCE & FAMILIARITY WITH CITY OF DULUTH

MSA has been located in Duluth and designing, developing plans, inspecting, and documenting infrastructure improvement projects here for more than 20 years. This knowledge is based on experience across a range of project types within the City, including, but not limited to the following:.

- **East 2nd Street Reconstruction** - Urban reconstruction of street, sewer, water, storm and gas
- **River West Drive** – New urban street, sewer, water, storm, and gas
- **Thunderbird Wren** – Housing development project
- **Duluth Flood Repairs** – Westgate Boulevard, Plymouth Avenue, Olney Street and Hillcrest Drive, Lift Station No. 39, Merritt Creek
- **Morgan Park Development** – Phases II, III, and IV – New street and utilities
- **Lift Station No. 15 Relocation**
- **Duluth Stream Flood Repairs** – Merritt, Amity, Miller and Chester Creeks
- **Middle Booster Station Needs Study**
- **Lift Station Rehab, Repair and Reconstruction** (No. 3,8, 9, 14, 17, 23, 26, 39, 45)
- **Lakeside & East Interceptor Sanitary Sewer Overflow Storage Facility**
- **Piedmont Park** - Volunteer Wetland and Stormwater Management Practices and Implementation
- **Irving Park** - UST removal oversight and MPCA protocol limited site investigation
- **4th Street and 6th Avenue East** - Contaminated soil management contingency plan and oversight



REFERENCES

City of Hastings

Hastings, MN

Justin Fortney | City Planner

101 Fourth Street East
Hastings, MN
(651) 480-2381
Jfortney@hastingsmn.gov

St. Croix County

Hudson, WI

John Hilgers | Senior Planner

1101 Carmichael Road
Hudson, WI 54016
(715) 386-4672
John.Hilgers@sccwi.gov

Story County

Story County, IA

Leanne Harter | County Outreach and Special Projects Manager

900 6th Street
Nevada, IA 50201
(515) 382-7247
lharter@storycountyiowa.gov

WHAT OUR CLIENTS ARE SAYING.

STORY COUNTY

C2C Plan

“Chris Janson and his team are very responsive and are producing quality work that will guide the County well for the foreseeable future.”

- Drew Kamp, Story County

CITY OF HIAWATHA

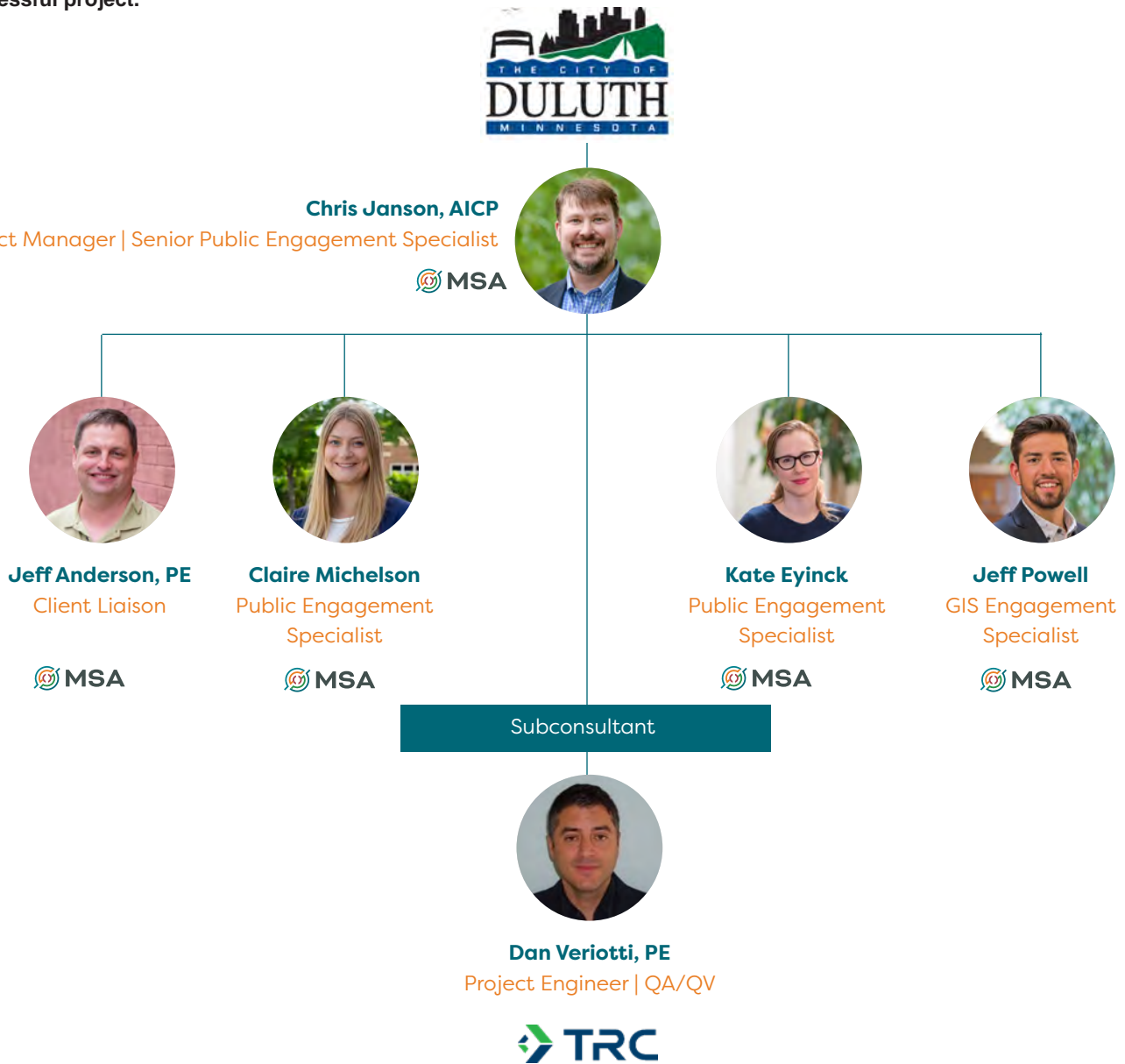
2029 Parks and Recreation Vision and Taylor Park Concept Plan

“... Shawn and Claire have been great to work with on our updated Comp Plan. They have great communication, are helpful answering questions and give quality work.”

- Kelly Willadsen, Parks and Recreation Director

ORGANIZATIONAL CHART

The MSA and TRC team will function as an extension of the City of Duluth's staff for this project. Our **Duluth office** will function as the hub of operations. Project management and coordination with City staff will flow through Chris Janson. The team we have organized below includes experienced engineers and technical service leads who bring an efficient blend of skills that will assist the City with the upcoming projects. What you may not see, however, is that this team is backed by more than 350 engineers, architects, planners, funding experts, surveyors, GIS experts and environmental scientists. **Rest assured, you will always have the support necessary to achieve a successful project.**



SUBCONSULTANT | TRC



TRC is a leader in delivering professional services for public, private and government clients. We take an integrated approach to your problem, harnessing unparalleled environmental, consultative, engineering and applied technology experience. Incorporated in Connecticut in 1969, TRC has spent half a century providing cutting edge professional services in the engineering and consulting realm. TRC collaborates with its clients to design tangible solutions that provide real, quantifiable results and ongoing benefits – long after a project's completion.



Chris Janson, AICP

PROJECT MANAGER | SENIOR PUBLIC ENGAGEMENT SPECIALIST

Chris will be responsible for the overall management of the process and planning for Coastal Resilience Outreach Services.

Chris serves as a senior project planner for MSA's Planning + Design Studio. In this role, he focuses on serving municipal clients in the areas of project management, public engagement, comprehensive planning, zoning administration, development review, funding administration, GIS mapping, and plan implementation. While at MSA, he has secured more than \$10 million in grant funding. Chris has more than 13 years of experience as a land use planner with planning offices in Iowa, Illinois, Nebraska, and Minnesota.

EDUCATION

B.S., Community and Regional Planning
Iowa State University

CERTIFICATIONS

American Institute of Certified Planners, AICP
Chapter Development Co-Chair on the Iowa Chapter of the American Planning Association
Board of Directors

AREAS OF EXPERTISE

- Project Management and Coordination
- Comprehensive Planning
- Community Development and Financing
- Neighborhood Planning
- Grant and Funding Administration
- Community Economic Analysis

SELECTED PROJECT EXPERTISE

Comprehensive Plan | Norwalk, IA

Managing the development of the Norwalk 2040 Comprehensive Plan.

Burlington Comprehensive Plan Update | Burlington, IA

Facilitated all public and steering committee meetings for comprehensive planning effort.

Comprehensive Plan | Story County, IA | APA-IA Award Recipient 2016

Led the planning team and public engagement process for the Story County Cornerstone to Capstone Plan.

Zoning Ordinance Update | St. Croix County, WI

Assisting with public engagement in the overhaul of St. Croix County's (MSP Metro Area) zoning ordinance and conversion to online code.

Comprehensive Plan Update | Hastings, MN

Managed the public engagement and process of creating the 2040 Hastings Comprehensive Planning.

Comprehensive Plan Update | Lexington, MN

Managing the creation of the 2040 Lexington Comprehensive Plan and providing continual planning services to the community through development review assistance.

Downtown Master Plan | Clinton, IA

Managed the creation and public engagement for the Clinton Downtown Master Plan.



Jeff Anderson, PE

CLIENT LIAISON

Jeff will serve as the local client liaison making sure the lines of communication between the team and City remain open.

Jeff has more than 25 years of environmental consulting experience. Throughout his career, he has helped clients navigate a broad spectrum of environmental and site development issues within areas of increased ecological concern. He has managed projects from conceptual planning through design and construction. Jeff has extensive experience working with regulatory agencies at the Local, State and Federal level. This combination of project management and design experience, along with the regulatory compliance expertise, allows Jeff to think ahead of solutions and present outside the box options which are both sustainable and able to be implemented within restrictive regulatory constraints. This mix of skill sets makes Jeff an invaluable component to any project team and capable of efficiently managing the needs and communication for multifaceted project teams.

SELECTED PROJECT EXPERTISE

Lake Vermilion State Park | Tower/Soudan, MN

Performed wetland delineation and permitting for this unique state park, along with park master plan concept assistance with trail and amenity siting, which included public boat access features and utility infrastructure.

Pattison State Park | Superior, WI

Performed site evaluation and trail siting following flood damage to the park trail system. Subsequent efforts included designing sustainable, flood resilient features to enhance the trail system with consideration of accessibility issues.

Bad River Potato River Road | Odanah, WI

Performed wetland delineation and site evaluation for the overall realignment design of a rural road damaged multiple times by recent floods. Efforts included assistance with stream and road bank stabilization and reinforcement of damaged features.

Beaver Bay Water Treatment Plant | Beaver Bay, MN

Site investigation, corrective action design, bid specifications, construction administration, post-construction monitoring for a public water supply system located adjacent to Lake Superior and utilizing lake water as the public water source. Efforts also included the design of water intake updates to repair features damaged by short- and long-term impacts from wave damage.

Lift Station 15 Relocation Environmental Manager | Duluth, MN

Acted as the Environmental Manager during the relocation of Lift Station 15 as part of the Twin Ports Interchange project. Provided overall management of investigation activities, soil characterization and sampling during earthworks activities and directed manifesting of materials transported off-site for approved off-site disposal. Over-arching responsibilities included coordination of efforts between City of Duluth, MnDOT, the MPCA and contractors/consultants representing both the City and MnDOT. Activities documented through MPCA prescribed Development Response Action Plan and Implementation Report standards.

EDUCATION

B.S., Chemical Engineering
University of Minnesota Duluth

REGISTRATIONS | CERTIFICATIONS

Professional Engineer, MN, WI
Wetland Delineator
Certification, MN (#1121)

AREAS OF EXPERTISE

- Concept Planning
- Recreational Plan Management
- Brownfield Redevelopment
- Environmental Compliance
- Phase I and II Environmental Site Assessments
- Regulatory Compliance
- UST Removal
- Wetland Delineation and Mitigation Permitting
- Remedial Investigations/ Corrective Action Design
- Leaking Underground Storage Tank Investigations/ Remediation
- Environmental Funding Sources





Claire Michelson

AICP Candidate



PUBLIC ENGAGEMENT SPECIALIST

Claire will assist with all outreach activities for Coastal Resilience Outreach Services.

Claire serves as a project planner for MSA's Planning and Design studio and has worked on a variety of engineering and planning-related projects. Claire has experience in facilitating public engagement activities, GIS map creation, and document creation and writing. She assists with planning projects in a variety of capacities and is passionate about community engagement and the connections that she makes with communities, helping them become better places to live, work and play.

EDUCATION

B.S., Community and Regional Planning
Iowa State University

CERTIFICATIONS

AICP Candidate

AREAS OF EXPERTISE

- Public Engagement
- Comprehensive Planning
- Zoning Ordinances

SELECTED PROJECT EXPERTISE

Comprehensive Plan | Thomson, MN

Led the public engagement section of the plan. Kept communication with the client throughout the process to keep them up to date, and participated in community outreach, pop-up events and other meetings to engage the full spectrum of community members, summarizing feedback gathered into the plan.

Comprehensive Plan Update | Hastings, MN

Assisted in the final stages of public engagement and document creation. Edited and completed the final copy of the plan.

Comprehensive Plan | Lexington, MN

Assisted in the final steps of the 2040 Lexington Comprehensive Plan and continues to provide planning assistance and services to the community for development review.

2030 Park Vision | Hiawatha, IA

Assisting with the facilitation of stakeholder meetings, crowdsource mapping, community survey creation and committee meetings. Authored the plan document and assisting with writing, visioning, and research.

Downtown Master Plan | Clinton, IA

Created a crowdsource mapping application for the public input portion of the project. Assisted with document creation and writing.

2030 Park and Recreation Vision | Durant, IA

Created public engagement opportunities tailored to the community for the best outcome. Facilitated those events ranging from eye-catching banners, pop-up events, focus group interviews, and suggestion boxes in strategic places around town.



Kate Eiynek

PUBLIC ENGAGEMENT SPECIALIST

Kate will assist with all outreach activities for Coastal Resilience Outreach Services.

Kate has more than 19 years of community engagement, project management, public relations and planning experience. She also has specialized expertise in developing and facilitating inclusive and creative community engagement strategies for diverse stakeholder groups. Kate is known for her collaboration and communication skills among elected officials, community members, developers and businesses to advance projects. The team will leverage her strong communication skills and local North Shore familiarity to build consent among stakeholders.

EDUCATION

B.A., Psychology and Fine Arts
Hamline University

ADDITIONAL COURSEWORK

Professional Development
– Mini Master of Project
Management, Executive
Education | University of St.
Thomas

Professional Development
– Master of Urban and
Regional Planning (MURP)
Degree Program Course Work
| Humphrey School of Public
Affairs

Professional Development
– Master of Architecture (M
Arch 1) Course Work | University
of Texas at Austin School of
Architecture

AREAS OF EXPERTISE

- Public Engagement
- Municipal Liaison and Development
- Client Satisfaction
- Business Development

SELECTED PROJECT EXPERTISE

Consulting Planner | Florence Township, MN

Providing expertise for changes that will best advance the vision and goals for the community. Managing the updates of the Florence Zoning Ordinance and providing continual Planning Services to the community through development review assistance, mapping, analysis, and public communications.

Consulting Planner | Pine City, MN

Responsible for a variety of planning, design, and economic development projects: establishing long term goals, defining needs and building consensus.

Consulting Planner | Shafer, MN

Responsible for Land Use Planning, zoning updates, GIS, and development review: draft and deliver exhibits, public notices, and communications throughout the process.

Comprehensive Plan | Thomson, MN

Analyzing and recommending strategies for tying community investments to existing and planned land use. Guided public agencies and stakeholders through the process of creating productive, economical, and competitive projects. Assisting with comprehensive planning and implementation, project management, community outreach, and communications. Engaging community members and soliciting public feedback on the comprehensive plan through: a customized project website, ESRI Survey123 for ArcGIS, newsletters, utility bill inserts, pop-up meetings, and community events.

Urban Fringe District Health Impact Assessment (HIA) | Goodhue County, MN*

Assisted Goodhue County Land Use Management, in collaboration with Goodhue County Health and Human Services, to conduct a Health Impact assessment (HIA). Facilitating meetings and attendee understanding while researching best practices in incorporating public health into the comprehensive planning process and zoning. Worked to guarantee health is present as a thematic element in the plan and implementation of zoning ordinance.

Comprehensive Plan | Goodhue County, MN*

Managing the creation of the Goodhue County 2016-2040 Comprehensive Plan; conducting public and stakeholder engagement ensuring all stakeholders have a voice in the process; recommend actions based on results.

*Denotes experience prior to MSA.



Jeff Powell

GIS ENGAGEMENT SPECIALIST

Jeff will create and manage all online GIS based engagement tools for Coastal Resilience Outreach Services.

Jeff specializes in ArcGIS Online custom configurations for municipal clients seeking advanced asset management solutions for the field and office. He provides comprehensive GIS services to over 15 municipal clients in the Twin Cities Metro and western Wisconsin including Lindstrom, Newport, Oak Grove, Somerset, Cumberland Utilities, Rice Lake Utilities, Ladysmith, and Hayward. In addition, his background as an FAA Remote sUAS Pilot and environmental scientist supports MSA projects in the greater Minnesota region.



EDUCATION

B.S., Biology and Environmental Science, Coe College

CERTIFICATIONS

FAA Remote Drone Pilot, sUAS

AREAS OF EXPERTISE

- ArcGIS Desktop Products (ArcMap, ArcGIS Pro)
- ArcGIS Online Web GIS for Asset Management
- Web and Mobile GIS application development
- Trimble GPS Equipment (GeoXH, Geo7, R2, TSC3)
- UAS Regulatory Compliance Specialist
- UAS Video and Photogrammetry Applications

SELECTED PROJECT EXPERTISE

CAD Mitigation and ArcGIS Online Implementation | Rice Lake Utilities, WI

Managed the migration from a single-user AutoCAD system to a multi-departmental ArcGIS Online solution for the utility. Managed the data conversion and migration to GIS from CAD and various formats to a cloud infrastructure, including training and setup of a utility-owned Trimble GPS for self-sufficient data collection. Trained all field staff to perform all maintenance tasks, documentation, and GPS work via tablets with ArcGIS Online. Developed and implemented advanced web GIS tools to manage meter replacement program, cross connection control inspection program, and all utility maintenance. Web tools and dashboards report in real-time the DNR/PSC/EPA regulatory requirement progress for the utility.

GIS Migration and ArcGIS Online Implementation | Menomonie WI Water Department

Managed the migration from an organizational ArcGIS and third-party asset software system to a comprehensive ArcGIS Online solution for the water department. Performed the GIS data migration working in collaboration with city staff on recommendations for data schema improvements, workflow analysis, and reporting functionality. Trained all field and office staff on their respective skills and GIS workflows. The department's ArcGIS Online account feeds real time data to another consultant's GIS solution for seamless data access and collaboration across the entire city. Developed and implemented advanced web GIS tools to manage meters, cross connection, and all utility maintenance. Web tools and dashboards report in real-time the DNR/PSC/EPA regulatory requirement progress for the water department.

ArcGIS Online Migrations And Implementations | Various Midwestern Municipalities Including: Ladysmith, Hayward, Shoreview, Lindstrom, Somerset, Newport, Amery

Implemented the complete ArcGIS Online platform creating a centralized geospatial foundation for each municipality's residents and staff. Delivered focused GIS apps for municipal staff to perform asset management, community engagement, and planning. Trained municipal staff of all disciplines in the use of ArcGIS Online tools. Developed custom GIS solutions to meet the needs of municipalities and end users.



Dan Veriotti, PE

PROJECT ENGINEERING | QA/QC



Dan is proposing to lead the Coastal Resilience Research and Assessment project and will team with MSA to assist with outreach services.

Dan Veriotti has more than 20 years of project management experience with feasibility studies/master planning, coastal and water resources engineering (surface and groundwater), environmental remediation studies; wetlands; waterfront design development for shoreline protection structures, dredging and beaches; technical studies (coastal processes, river hydraulics); data collection; structural analysis; regulatory coordination; and construction administration. Developed strategic partnerships and working relationships with federal (USACE-Chicago, Buffalo, and Detroit, EPA) and state agencies, and public and private clients, as well as other private consulting firms. Led multi-disciplinary teams for complex projects throughout the Great Lakes, Mississippi River, and various inland lakes, as well as Singapore, Shanghai, and Malaysia.

EDUCATION

M.Sc., Coastal Engineering,
University of Michigan

M.Sc., Water Resources
Engineering-Coastal
Hydraulics, University of
Michigan

CERTIFICATIONS

Professional Engineer – MN, IL,
OH, WI, IN, PA, IA, MI

AREAS OF EXPERTISE

- Site Investigations
- Data Collection
- Coastal and Riverine Numerical Analysis
- Regulatory Coordination
- Design Development-Waterfront/Shoreline Protection
- Dredging and Habitat Restoration
- Construction Administration

SELECTED PROJECT EXPERTISE

Duluth Resilient Shoreline Design | Duluth, MN

FEMA Funded Projects for a Resilient Shoreline, Emergency Declaration January 2018. Construction Budget ~\$22M.

Sites:

- Lakewalk Phase I Shoreline Protection: Engineering Construction Plans, Permitting February-August 2018; Construction Completed February 2019.
- Lakewalk Phase II Shoreline Protection: Engineering Construction Plans, Permitting January-April 2019; Construction Completed October 2019.
- Canal Park Shoreline Protection: Engineering Construction Plans, Permitting January-April 2019; Construction Completed October 2019.
- Lakewood Water Intake Shoreline Protection: Engineering Construction Plans, Permitting January-April 2019; Construction Completed November 2019.
- Large Outfalls, Bluff Stabilization, Shoreline Protection: Four Sites: Engineering Construction Plans, Permitting May-June 2019; Construction Completed December 2019.
- DECC Bulkhead, Shoreline Armoring.
Project Manager and lead principal engineer for data collection (topographic, bathymetric, underwater investigation and aerial survey), coastal analysis, design and construction documents for the shoreline restoration (Coastal structures and beaches), Landscape Architectural design, regulatory permitting and full time construction administration in different shoreline areas (Canal Park, Lakewalk) Different projects are under construction and will be completed in the Spring 2021.

PROJECT GOALS AND OBJECTIVES

One of MSA's goals is to "create better places to live and work." It is our commitment to you to bring your needs together with our expertise assist the City of Duluth in developing the best and most appropriate solutions. We truly believe in making partners and not just completing projects.

The City of Duluth intends to apply for a FEMA Hazard Mitigation grant to cost-effectively increase the resilience of coastal infrastructure in the face of climate-driven increases in the frequency and severity of coastal storms and rising lake level on the coast of Lake Superior. The City is seeking to partner with a consulting firm to perform outreach services that will inform and advise local governments, stakeholders, and the public of various methods proposed. It is expected that the Research and Assessment and Outreach services will be utilized to apply for funding from FEMA's Hazard Mitigation Grant Program (HMGP) for implementation.

MSA is proposing to provide outreach and education in collaboration with other consultant(s) that will inform and demonstrate to the public, stakeholders, and local agencies economically feasible methods of reducing bank collapse. MSA has teamed with Dan Verriotti of TRC to assist with outreach. TRC has also prepared a proposal to provide Research and Assessment services and MSA has joined TRC as a sub-consultant on that proposal. The MSA and TRC team will allow for efficient collaboration to inform and educate stakeholders throughout Research and Assessment.

MSA and TRC will facilitate and compile agency, public, and stakeholder input about coastal erosion and flooding, and the level of acceptance of the benefits of the proposed mitigation strategies and/or concerns relating to the proposed strategies.

Our team will convene and facilitate an inter-agency advisory group comprised of agencies including FEMA, the Army Corps, Minnesota DNR, Minnesota PCA, and Minnesota Homeland Security and Emergency Management. Other industries or agencies with significant interest, potentially including MN Power, WLSSD, Port Authority, and Rail Authorities, will be invited to participate. We will also facilitate public and stakeholder feedback on primary concerns and issues in targeted areas as outlined in the RFP. Outreach participants will include residents, stakeholders, local agencies and non-profits and the general public.

WORK PLAN | SCOPE | TIMELINE

We understand the importance of a genuine, multi-faceted approach to engage stakeholders in this important process. MSA will facilitate a thorough, inclusive and effective outreach process that will both improve the assessment and build support for adoption and implementation. An effective outreach strategy will help stakeholders envision and understand the scope of the assessment, viable options for mitigation and the preferred direction for improvements. Our proposed approach includes the following elements:

REQUIRED OUTREACH SERVICES

Advisory Group Meetings

Our team, led by MSA, will convene and facilitate three (3) inter-agency advisory group meetings. Agencies to be convened include agencies with permitting authority and industries or organizations with public-serving infrastructure, such as sanitary districts, rail and port authorities, St. Louis County, MN Department of Transportation, and utility companies.

The Advisory Group will provide early feedback on primary concerns and issues to the identified sites (meeting #1), input into the priorities for mitigation actions (meeting #2), and feedback and responses to the draft recommendations (meeting #3). All of these meetings would be in-person meetings but could easily be facilitated as hybrid meetings, with both in-person and online engagement opportunities, if requested by the City.

Public Engagement Meetings

Our team, will convene and facilitate three (3) public engagement sessions with interested and/or impacted community members. The stakeholders at these meetings will be asked to provide early feedback on primary concerns and issues to the identified sites (meeting #1), input into the priorities for mitigation actions (meeting #2), and feedback and responses to the draft recommendations (meeting #3). All of these meetings would be in-person meetings but could easily be facilitated as hybrid meetings, with both in-person and online engagement opportunities, if requested by the City.

Parks Commission Presentation

Our team, will present the findings from the Advisory Group and Public Engagement Meetings, as included in the Coastal Resilience Assessment, to the City of Duluth Parks Commission.

St. Louis County Board Presentation

Our team, will present the findings from the Advisory Group and Public Engagement Meetings, as included in the Coastal Resilience Assessment, to the St. Louis County Board.

ADDITIONAL OUTREACH TOOLS

The following tools supplement the required Outreach Services as outlined in the RFP. MSA has found, especially in recent years, that offering online engagement options that can be accessed at the convenience of the public, has been very successful. Stakeholders unable to attend scheduled Public Engagement Meetings are afforded the opportunity to review materials and contribute their thoughts, leading to more educational exposure and more successful implementation. Included below are several of the additional outreach tools we proposed to provide at the City’s discretion and direction.

Project Website

MSA will develop a customized project website for the Coastal Resilience Research and Assessment project. The project website will be used to post the overall project schedule, share draft materials and solicit comments throughout the process. This aspect of the community engagement strategy is important for transparency, and for sharing information with stakeholders who are unable to attend meetings. The website would be maintained by MSA and could be linked to the City’s website.

Flyers, Public Notices and Social Media Postings

MSA will utilize flyers, public notices and social media postings to make stakeholders aware of the process and direct them to the project website for more information. Examples include designing meeting flyers, providing the text for published notices of public meetings and working with the community’s existing social media accounts to notify stakeholders about upcoming planning activities.

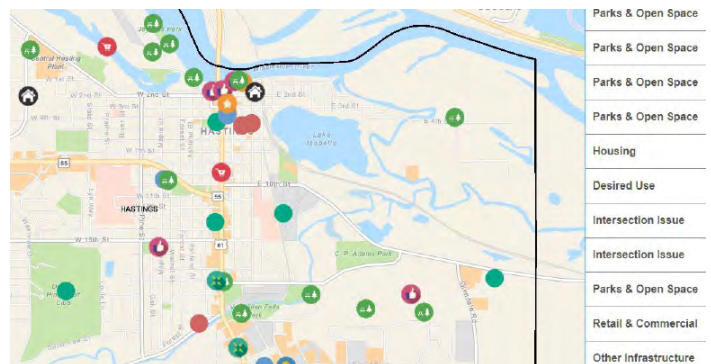
Community Surveys

Our team, with assistance from City staff and the Advisory Group Committee will develop three community surveys. The surveys will be distributed via Survey 123. Paper copies will also be available for those who would prefer to complete a printed survey. The first survey would allow stakeholders an opportunity to provide feedback on primary concerns and issues to the identified sites. The second survey would allow input on the priorities for mitigation actions. The third survey would allow stakeholders to provide feedback on the draft recommendations. We will summarize the

results of the surveys for review and inclusion in the Assessment document.

Crowdsource Concerns and Issues Mapping

Our project website will feature a scalable ArcGIS Online map of the identified sites that can be used by the public to identify primary concerns and issues to the identified sites. Users can contribute to the community map using a computer or mobile device, adding descriptions and photos to further explain their thoughts. Crowdsourcing mapping is a great visual way to get citizens involved with the process and identify their concerns and issues.

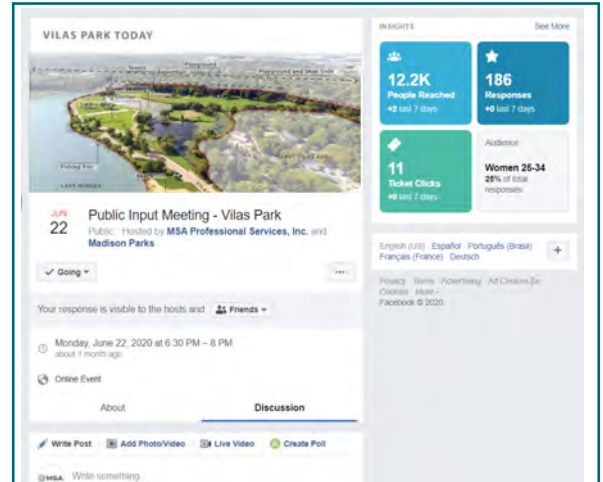
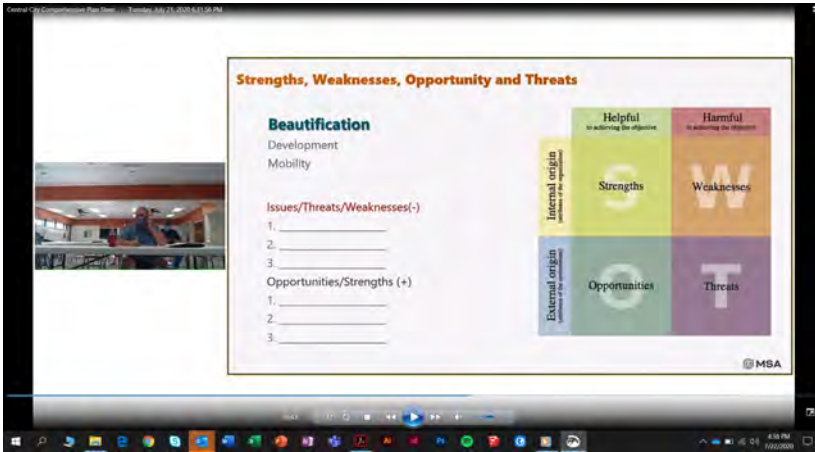


Many of MSA’s plans benefit from utilizing Survey 123 or other crowdsourcing mapping applications which combine issues and opportunities findings with mapping.

Pop-Up Meetings

An exciting method of public engagement that reaches people not likely to attend traditional meetings is for our team to facilitate Pop-Up Meetings during the assessment process to solicit public input at a planned community events. We have found that many individuals and families who may be too busy to attend traditional evening meetings have a great opportunity to participate in the process by providing input by visiting with us at Pop-Up Meetings. We will set up booths at community events and people can stop by the booths at their convenience. They can browse draft materials and we will engage them in the process at any level they feel comfortable without taking up an evening of their time. We have planned for two Pop-up Meetings as part of this process.

- The first Pop-Up Meeting, focused on educating stakeholders about the project and gathering issues and concerns, would be facilitated at a City selected community-wide event in the Summer/Fall of 2021.
- A second Pop-Up Meeting, to be facilitated at a City selected event, in the spring/summer of 2022. This second Pop-Up Meeting will focus on presenting the draft report, discussing implementation, and gathering comments prior to delivering the final report.



“Wow, I got a lot out of that meeting. I love the chat [feature and] how they would ask questions and other attendees would answer...We even heard from people I bet we would never hear from “the old face to face” way.”

- Parks Planning and Design Manager

Public Engagement Photos. At MSA, we believe that when planning a public project it must be done with the public's advice and input. We specialize in hearing the voices of many citizens through the process of public engagement. Engagement can and should be accomplished by tapping into a variety of sources, including community and non-profit organizations, public officials, youth, disabled individuals, mature citizens, and those that have been traditionally underserved.

ADAPTATION TO COVID-19

As planners, public engagement is central to our work, and the need for effective engagement continues even with COVID-19 social distancing practices in effect. We have made successful adjustments in our projects this year to comply with public health restrictions on face-to-face meetings, and we have found that digital community engagement has been as robust as traditional methods, often attracting more participants due to the convenience of the digital options.



Pop-Up Meeting | Central City, IA

DRAFT PROJECT TIMELINE

TASK	TIMEFRAME
Project Kickoff Meeting	May 2021
Launch Project Website	June 2021
Launch Crowdsourcing Map and Survey #1	July 2021
Initial Advisory Group Meeting	July 2021
Initial Public Engagement Session	July 2021
Pop-Up Meeting #1 - Education, Issues and Concerns	Summer/Fall 2021
Deliver and Post Meeting Notes, Summary and Raw Data from Initial Outreach Activities	August 2021
Launch Survey #2	September 2021
Mid-Project Advisory Group Meeting	September 2021
Mid-Project Public Engagement Session	September 2021
Deliver and Post Meeting Notes, Summary and Raw Data from Mid-Project Outreach Activities	October 2021
Launch Survey #3	March 2022
Final Advisory Group Meeting	March 2022
Final Public Engagement Session	March 2022
Deliver and Post Meeting Notes, Summary and Raw Data from Final Outreach Activities	April 2022
Pop-Up Meeting #2 - Draft Report Presentation and Comments	Spring/Summer 2022

The schedule above is based on the tasks listed in this proposal, the RFP and TRC's proposal for Coastal Resilience Research and Assessment. The schedule has built-in flexibility and will support completion before August 2022. All attempts will be made by the Outreach Services team to expedite this process in partnership/collaboration with the City of Duluth.

ADDENDUMS



Purchasing Division
Finance Department

Room 120
411 West First Street
Duluth, Minnesota 55802



218-730-5340



purchasing@duluthmn.gov

**Addendum 1 to
Solicitation 21-AA15 RFP for Coastal Resilience Outreach Services**

This addendum serves to notify all bidders of the following changes to the solicitation documents:

1. For proposal planning purposes, the anticipated budget for this project is expected to be in the area of \$50,000.

Please acknowledge receipt of this Addendum by including a copy of it with your proposal.

Posted: **April 9, 2021**



Purchasing Division
Finance Department

Room 120
411 West First Street
Duluth, Minnesota 55802



218-730-5340



purchasing@duluthmn.gov

**Addendum 2 to
Solicitation 21-AA15 RFP for Coastal Resilience Outreach Services
And
Solicitation 21-AA16 RFP for Coastal Resilience Research and Assessment**

This addendum serves to notify all bidders of the following changes to the solicitation documents:

1. The attendee list with contact information is attached to this addendum.
2. The City is aware of basic shoreline armoring solutions and is looking for alternatives to help us address variables such as climate change and varying lake levels over the next 30+ years.
3. Questions asked and answered at the meeting are listed below.

Q1) Are there any transects or sections that are currently monitored by the City, SLC or MN SeaGrant to your knowledge? The City of Duluth does not have anything currently. We typically rely on aerial images to observe changes throughout time. This is something we may need to do on more vulnerable sections in the future. New Lidar will be obtained this year.

Q2) Does the City have profiles or beach measurements over time? No, the City does not have this information, but we will provide contact information to the successful proposer for all information we currently know about.

Q3) What RFPs include Room Rental, printing and refreshments? Both RFPs require holding meetings. However, CDC, City and State recommendations will determine whether those meetings will be virtual or in-person.

Q4) What data is available that may be relevant to the project? Historical aerials, geotechnical data, erosion rates...and will this information be provided for all study areas? The City does not have this information but it may be available from other sources. Obtaining this information will be the responsibility of the awarded proposer. For information purposes only, the City *may* have data on walls that the City built in the past, and this could be requested from the Engineering Department; there was a study done in the 1980s through the University of Minnesota; and there may have been some work done in which LHB was previously involved, but the City does not have the full report.

Q5) Will a map be provided outlining the 4 sections of the project, as evolved? No additional maps will be provided. The maps that were included in the RPF are accurate.

Q6) Questions on number of meetings in the outreach portion. Follow the RFP guidelines or as deemed necessary.

Q7) What are the project timelines? The anticipated completion date for both projects is changed to August 30, 2022.

Q8) Any idea when new LiDar will be collected and ready for the study? MNDNR is coordinating this effort, and we hope raw data is available mid-summer 2021. There is a previous data set available from 2011.

Q9) Is there a priority for the Areas (Research RFP) or should they all be considered the same? Prioritization will likely come once the City develops the estimation of cost(s), and will likely prioritize where there is established public infrastructure. However, we want to study them equally, so for these RFPs, they should be considered the same.

Q10) Is there a page limit (maximum length) for the research RPF document? No.

Q11) Does the City have records of all the utilities in the area? We have records of public utilities that we can provide to the successful proposer, but no private infrastructure or utilities records.

Q12) Has MNDNR or US Army Corp been contacted about potential engineering alternatives from a permitting perspective and what is viable? No.

Please acknowledge receipt of this Addendum by including a copy of it with your proposal.

Posted: **April 14, 2021**

PRE-BID MEETING SIGN-IN SHEET

BID # AA RFP: **21-AA15** and **21-AA16**

Tuesday, April 13, 2021 at 11:00 AM (via WebEx)

NAME	COMPANY	E-MAIL	PHONE
Cameron Davis		* Did not send an email as requested	
Chase Dewhirst	AMI Consulting Engineers	chase.dewhirst@amiengineers.com	(651)263-9915
Dan Veriotti (TRC)	TRC - Principal Engineer	dveriotti@trccompanies.com	(312)203-4125
George Meister		* Did not send an email as requested	
Jesse Schomberg		* Did not send an email as requested	
Jim Hutchens	Senior Managing Consultant - Ramboll	jhutchens@ramboll.com	(414) 502-6749
Justine Shapiro-Kline	Associate, Planning - One Architecture & Urbanism	shapirokline@onearchitecture.nl	(617) 448-5024
Kerri Prince	GEI - Senior Water Resources Engineer	kprince@geiconsultant.com	(303) 834-0535
Madison Rodman	Resilience Extension Educator (UofM MNSeaGrant)	mrodman@umn.edu	218-726-8536
Michelle Cook		* Did not send an email as requested	
MSA: Kate Kiyneck (Goodman)	MSA	keiyneck@msa-ps.com	(612) 548-3128

Nick Schapman	Sr. Project Manager - GHD	Nicholas.Schapman@ghd.com	(513) 218-4222
Nick Stefani	Edgewater Resources (Madison WI)	nstefani@edgewaterresources.com	(630) 723-9272
Pete Zuzek		* Did not send an email as requested	
Peter Demshar	Geotechnical Engineer (BARR)	Pdemshar@barr.com	(952) 913-6392
Tom MacDonald	Sr Water Resources Engineer	TMacDonald@barr.com	(612) 760-1302
Victor Magar	Principal - Ramboll Environment & Health	vmagar@ramboll.com	(312) 731-2419

COST PROPOSAL FOR Coastal Infrastructure Resilience Outreach RFP No. 21-AA15



PREPARED FOR:
CITY OF DULUTH, MN
APRIL 26, 2021



332 W. Superior Street, Suite 600
 Duluth, MN 55802
 P: (218) 722-3915 | TF: (800) 777-7380 | F: (218) 722-4548

April 26, 2021

Purchasing Division | City of Duluth
 City Hall, Room 120 | 411 West 1st Street
 Duluth, MN 55802

Re: Cost Proposal for Coastal Infrastructure Resilience Outreach | RFP No. 21-AA15

Dear Selection Committee,

MSA Professional Services, Inc. (MSA) proposes the following fee structure for the services related to the above-mentioned project.

Lump Sum Fee = \$49,664

	FEE
Required Outreach Services	\$36,294
Additional Outreach Services	\$10,370
Direct Expenses (mileage, copies, etc.)	\$3,000
Total:	\$49,664

Our scope of services is in general accordance with the terms and our understanding of the RFP and our stated work plan in the technical proposal. MSA Professional Services, Inc. (MSA) is open to scope and fee negotiation with the City of Duluth should you desire to reduce or expand the scope of services for this project. We recommend that the City consider increasing the available budget to allow the potential for enhanced services beyond what is included in our proposed scope.

Please see the attached cost proposal breakdown for further detail regarding scope and hours per staff per task (Attachment 1).

Our scope and fee are based on the following assumptions/exclusions:

1. All required meetings will be attended in-person by at least two MSA team members.
2. All required meetings will be facilitated by MSA as hybrid meetings with in-person and online participation options.

I'd like to thank you for the opportunity to provide our services for this project. At MSA, we're committed to forging long-term partnerships with our clients, and we look forward to continuing that relationship with the City of Duluth. Please contact me via phone – (218) 722-3915 – or email – cjanson@msa-ps.com – with any questions or concerns you might have.

Sincerely,
 MSA Professional Services, Inc.

Chris Janson, AICP
 Project Manager

Project Planning Analysis

I Services, Inc.

	Project	Phase	Task	Start Date	End Date	Planned Hrs	Planned Bill
City of Duluth MN Coastal Infrastructure Resilience Outreach							
Labor						452.00	46,663.57
Unit							3,000.00
Total for City of Duluth MN Coastal Infrastructure Resilience Outreach	R00616170.0			6/1/2021	6/1/2022	452.00	49,663.57
Required Outreach Services							
Labor						334.00	36,293.22
Unit							2,240.00
Total for Required Outreach Services	R00616170.0	1		6/1/2021	6/1/2022	334.00	38,533.22
Advisory Group Meeting #1 Prep							
Labor						10.00	884.04
Michelson, Claire						8.00	612.04
Anderson, Jeffrey						2.00	272.00
Total for Advisory Group Meeting #1 Prep	R00616170.0	1	A	6/1/2021	6/1/2022	10.00	884.04
Advisory Group Meeting #1							
Labor						8.00	1,038.79
Michelson, Claire						2.00	153.03
Engineer						2.00	316.24
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Total for Advisory Group Meeting #1	R00616170.0	1	B	6/1/2021	6/1/2022	8.00	1,038.79
Advisory Group Meeting #1 Travel							
Labor						13.00	1,487.55
Michelson, Claire						6.00	459.02
Eiyneck, Kate						6.00	892.53
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for Advisory Group Meeting #1 Travel	R00616170.0	1	C	6/1/2021	6/1/2022	13.00	1,767.55
Advisory Group Meeting #1 Deliverables							
Labor						8.00	612.04
Michelson, Claire						8.00	612.04
Total for Advisory Group Meeting #1 Deliverables	R00616170.0	1	D	6/1/2021	6/1/2022	8.00	612.04
Advisory Group Meeting #2 Prep							
Labor						10.00	884.04
Michelson, Claire						8.00	612.04
Anderson, Jeffrey						2.00	272.00
Total for Advisory Group Meeting #2 Prep	R00616170.0	1	E	6/1/2021	6/1/2022	10.00	884.04
Advisory Group Meeting #2							
Labor						8.00	1,038.79
Michelson, Claire						2.00	153.03
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Engineer						2.00	316.24
Total for Advisory Group Meeting #2	R00616170.0	1	F	6/1/2021	6/1/2022	8.00	1,038.79
Advisory Group Meeting #2 Travel							
Labor						13.00	1,487.55
Michelson, Claire						6.00	459.02
Eiyneck, Kate						6.00	892.53
Anderson, Jeffrey						1.00	136.00
Unit							280.00

Project Planning Analysis

	Project	Phase	Task	Start Date	End Date	Planned Hrs	Planned Bill
Total for Advisory Group Meeting #2 Travel	R00616170.0	1	G	6/1/2021	6/1/2022	13.00	1,767.55
Advisory Group Meeting #2 Deliverables							
Labor						8.00	612.04
Michelson, Claire						8.00	612.04
Total for Advisory Group Meeting #2 Deliverables	R00616170.0	1	H	6/1/2021	6/1/2022	8.00	612.04
Advisory Group Meeting #3 Prep							
Labor						10.00	884.04
Michelson, Claire						8.00	612.04
Anderson, Jeffrey						2.00	272.00
Total for Advisory Group Meeting #3 Prep	R00616170.0	1	I	6/1/2021	6/1/2022	10.00	884.04
Advisory Group Meeting #3							
Labor						8.00	1,038.79
Michelson, Claire						2.00	153.03
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Engineer						2.00	316.24
Total for Advisory Group Meeting #3	R00616170.0	1	J	6/1/2021	6/1/2022	8.00	1,038.79
Advisory Group Meeting #3 Travel							
Labor						13.00	1,487.55
Michelson, Claire						6.00	459.02
Eiyneck, Kate						6.00	892.53
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for Advisory Group Meeting #3 Travel	R00616170.0	1	K	6/1/2021	6/1/2022	13.00	1,767.55
Advisory Group Meeting #3 Deliverables							
Labor						8.00	612.04
Michelson, Claire						8.00	612.04
Total for Advisory Group Meeting #3 Deliverables	R00616170.0	1	L	6/1/2021	6/1/2022	8.00	612.04
Community Meeting #1 Prep							
Labor						14.00	1,190.03
Michelson, Claire						12.00	918.03
Anderson, Jeffrey						2.00	272.00
Total for Community Meeting #1 Prep	R00616170.0	1	M	6/1/2021	6/1/2022	14.00	1,190.03
Community Meeting #1							
Labor						6.00	741.27
Michelson, Claire						2.00	153.03
Anderson, Jeffrey						2.00	272.00
Engineer						2.00	316.24
Total for Community Meeting #1	R00616170.0	1	N	6/1/2021	6/1/2022	6.00	741.27
Community Meeting #1 Travel							
Labor						13.00	1,487.55
Michelson, Claire						6.00	459.02
Eiyneck, Kate						6.00	892.53
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for Community Meeting #1 Travel	R00616170.0	1	O	6/1/2021	6/1/2022	13.00	1,767.55
Community Meeting #1 Deliverables							
Labor						8.00	612.04
Michelson, Claire						8.00	612.04
Total for Community Meeting #1 Deliverables	R00616170.0	1	P	6/1/2021	6/1/2022	8.00	612.04

Project Planning Analysis

	Project	Phase	Task	Start Date	End Date	Planned Hrs	Planned Bill
Community Meeting #2 Prep							
Labor						14.00	1,190.03
Michelson, Claire						12.00	918.03
Anderson, Jeffrey						2.00	272.00
Total for Community Meeting #2 Prep	R00616170.0	1	Q	6/1/2021	6/1/2022	14.00	1,190.03
Community Meeting #2							
Labor						8.00	1,038.79
Michelson, Claire						2.00	153.03
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Engineer						2.00	316.24
Total for Community Meeting #2	R00616170.0	1	R	6/1/2021	6/1/2022	8.00	1,038.79
Community Meeting #2 Travel							
Labor						13.00	1,487.55
Michelson, Claire						6.00	459.02
Eiyneck, Kate						6.00	892.53
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for Community Meeting #2 Travel	R00616170.0	1	S	6/1/2021	6/1/2022	13.00	1,767.55
Community Meeting #2 Deliverables							
Labor						8.00	612.04
Michelson, Claire						8.00	612.04
Total for Community Meeting #2 Deliverables	R00616170.0	1	T	6/1/2021	6/1/2022	8.00	612.04
Community Meeting #3 Prep							
Labor						16.00	1,487.55
Michelson, Claire						12.00	918.03
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Total for Community Meeting #3 Prep	R00616170.0	1	U	6/1/2021	6/1/2022	16.00	1,487.55
Community Meeting #3							
Labor						8.00	1,038.79
Michelson, Claire						2.00	153.03
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Engineer						2.00	316.24
Total for Community Meeting #3	R00616170.0	1	V	6/1/2021	6/1/2022	8.00	1,038.79
Community Meeting #3 Travel							
Labor						13.00	1,487.55
Michelson, Claire						6.00	459.02
Eiyneck, Kate						6.00	892.53
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for Community Meeting #3 Travel	R00616170.0	1	W	6/1/2021	6/1/2022	13.00	1,767.55
Community Meeting #3 Deliverables							
Labor						8.00	612.04
Michelson, Claire						8.00	612.04
Total for Community Meeting #3 Deliverables	R00616170.0	1	X	6/1/2021	6/1/2022	8.00	612.04
Parks Commission Presentation Prep							
Labor						12.00	1,181.56
Michelson, Claire						8.00	612.04
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00

Project Planning Analysis

	Project	Phase	Task	Start Date	End Date	Planned Hrs	Planned Bill
Total for Parks Commission Presentation Prep	R00616170.0	1	Y	6/1/2021	6/1/2022	12.00	1,181.56
Parks Commission Presentation							
Labor						6.00	885.76
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Engineer						2.00	316.24
Total for Parks Commission Presentation	R00616170.0	1	Z	6/1/2021	6/1/2022	6.00	885.76
Parks Commission Presentation Travel							
Labor						7.00	1,028.53
Eiyneck, Kate						6.00	892.53
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for Parks Commission Presentation Travel	R00616170.0	1	AA	6/1/2021	6/1/2022	7.00	1,308.53
St. Louis County Board Presentation Prep							
Labor						16.00	1,725.56
Janson, Christopher						4.00	544.00
Michelson, Claire						8.00	612.04
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Total for St. Louis County Board Presentation Prep	R00616170.0	1	BB	6/1/2021	6/1/2022	16.00	1,725.56
St. Louis County Board Presentation							
Labor						8.00	1,038.79
Michelson, Claire						2.00	153.03
Eiyneck, Kate						2.00	297.52
Anderson, Jeffrey						2.00	272.00
Engineer						2.00	316.24
Total for St. Louis County Board Presentation	R00616170.0	1	CC	6/1/2021	6/1/2022	8.00	1,038.79
St. Louis County Board Presentation Travel							
Labor						7.00	1,028.53
Eiyneck, Kate						6.00	892.53
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for St. Louis County Board Presentation Travel	R00616170.0	1	DD	6/1/2021	6/1/2022	7.00	1,308.53
Project Management, QA/QC							
Labor						32.00	4,352.00
Total for Project Management, QA/QC	R00616170.0	1	EE	6/1/2021	6/1/2022	32.00	4,352.00
Project Management							
Labor						16.00	2,176.00
Janson, Christopher						16.00	2,176.00
Total for Project Management QAQC	R00616170.0	1	EE	6/1/2021	6/1/2022	16.00	2,176.00
Labor						16.00	2,176.00
Janson, Christopher						16.00	2,176.00
Total for QAQC	R00616170.0	1	EE	6/1/2021	6/1/2022	16.00	2,176.00
Additional Outreach Services							
Labor						118.00	10,370.35
Unit							760.00
Total for Additional Outreach Services	R00616170.0	2		6/1/2021	6/1/2022	118.00	11,130.35
Project Website							
Labor						16.00	1,224.02
Michelson, Claire						16.00	1,224.02
Unit							200.00
Total for Project Website	R00616170.0	2	A	6/1/2021	6/1/2022	16.00	1,424.02

Project Planning Analysis

	Project	Phase	Task	Start Date	End Date	Planned Hrs	Planned Bill
Flyers, Public Notices and Social Media Postings							
Labor						16.00	1,224.03
Michelson, Claire						16.00	1,224.03
Total for Flyers, Public Notices and Social Media Postings	R00616170.0	2	B	6/1/2021	6/1/2022	16.00	1,224.03
Community Surveys							
Labor						16.00	1,224.03
Michelson, Claire						16.00	1,224.03
Total for Community Surveys	R00616170.0	2	C	6/1/2021	6/1/2022	16.00	1,224.03
Crowdsource Mapping							
Labor						12.00	1,190.09
Kiley, Scott						8.00	884.04
Michelson, Claire						4.00	306.05
Total for Crowdsource Mapping	R00616170.0	2	D	6/1/2021	6/1/2022	12.00	1,190.09
Pop-Up Meeting #1 Prep							
Labor						10.00	884.03
Michelson, Claire						8.00	612.03
Janson, Christopher						2.00	272.00
Total for Pop-Up Meeting #1 Prep	R00616170.0	2	E	6/1/2021	6/1/2022	10.00	884.03
Pop-Up Meeting #1							
Labor						12.00	1,275.03
Michelson, Claire						6.00	459.03
Anderson, Jeffrey						6.00	816.00
Total for Pop-Up Meeting #1	R00616170.0	2	F	6/1/2021	6/1/2022	12.00	1,275.03
Pop-Up #1 Travel							
Labor						7.00	595.03
Michelson, Claire						6.00	459.03
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for Pop-Up #1 Travel	R00616170.0	2	G	6/1/2021	6/1/2022	7.00	875.03
Pop-Up Meeting #2 Prep							
Labor						10.00	884.03
Michelson, Claire						8.00	612.03
Janson, Christopher						2.00	272.00
Total for Pop-Up Meeting #2 Prep	R00616170.0	2	H	6/1/2021	6/1/2022	10.00	884.03
Pop-Up Meeting #2							
Labor						12.00	1,275.03
Michelson, Claire						6.00	459.03
Anderson, Jeffrey						6.00	816.00
Total for Pop-Up Meeting #2	R00616170.0	2	I	6/1/2021	6/1/2022	12.00	1,275.03
Pop-Up #2 Travel							
Labor						7.00	595.03
Michelson, Claire						6.00	459.03
Anderson, Jeffrey						1.00	136.00
Unit							280.00
Total for Pop-Up #2 Travel	R00616170.0	2	J	6/1/2021	6/1/2022	7.00	875.03
Final Totals						452.00	49,663.57