

Attachment A

**AGREEMENT FOR PROFESSIONAL SERVICES  
BY AND BETWEEN**

**MOORE IACOFANO GOLTSMAN, INC.**

**AND**

**CITY OF DULUTH**

THIS AGREEMENT, effective as of the date of attestation by the City Clerk (the “Effective Date”), by and between the City of Duluth, hereinafter referred to as City, and Moore Iacofano Goltsman, Inc. located at 800 Hearst Avenue, Berkeley, CA 94710, hereinafter referred to as Consultant for the purpose of rendering services to the City.

WHEREAS, the City has requested consulting services for the evaluation of the long-term future of Downtown Duluth’s public skywalk system, (the “Project”); and

WHEREAS, Consultant has represented itself as qualified and willing to perform the services required by the City; and

WHEREAS, Consultant submitted a proposal to provide services for the Project (the “Proposal”), a copy of which is attached hereto as Exhibit A; and

WHEREAS, the City desires to utilize Consultant’s professional services for the Project;

NOW, THEREFORE, in consideration of the mutual covenants and conditions hereinafter contained, the parties hereto agree as follows:

I. Services

Consultant will provide services related to the Project as described in Consultant’s Proposal (the “Services”). Consultant agrees that it will provide its services at the direction of the City Administrator or his designee (“Administrator”). In the event of a conflict between the Proposal and this Agreement, the terms and conditions of this Agreement shall be deemed controlling.

II. Fees

It is agreed between the parties that Consultant’s maximum fee for the Project and Services shall not exceed the sum of Fifty-Eight Thousand, Nine Hundred and 00/100 Dollars (\$58,900.00) inclusive of all travel and other expenses associated with the Project, payable from Fund 110-700-1407-5441. All invoices for services rendered shall be submitted monthly to the attention of the Administrator. Payment of expenses is subject to the City’s receipt of reasonable substantiation/back-up supporting such expenses.

### III. General Terms and Conditions

#### 1. Amendments

Any alterations, variations, modifications or waivers of terms of this Agreement shall be binding upon the City and Consultant only upon being reduced to writing and signed by a duly authorized representative of each party.

#### 2. Assignment

Consultant represents that it will utilize only its own personnel in the performance of the services set forth herein; and further agrees that it will neither assign, transfer or subcontract any rights or obligations under this Agreement without prior written consent of the City. The Primary Consultant(s) assigned to this project will be Ben Caldwell (the "Primary Consultant"). The Primary Consultant shall be responsible for the delivery of professional services required by this Agreement and, except as expressly agreed in writing by the City in its sole discretion, the City is not obligated to accept the services of any other employee or agent of Consultant in substitution of the Primary Consultant. The foregoing sentence shall not preclude other employees of Consultant from providing support to the Primary Consultant in connection with Consultant's obligations hereunder.

#### 3. Data and Confidentiality, Records and Inspection

- a. The City agrees that it will make available all pertinent, non-privileged information, data and records under its control for Consultant to use in the performance of this Agreement, or assist Consultant wherever possible to obtain such records, data and information.
- b. All reports, data, information, documentation and material given to or prepared by Consultant pursuant to this Agreement will be confidential and will not be released by Consultant without prior authorization from the City.
- c. Consultant agrees that all work created by Consultant for the City is a "work made for hire" and that the City shall own all right, title, and interest in and to the work, including the entire copyright in the work ("City Property"). Consultant further agrees that to the extent the work is not a "work made for hire" Consultant will assign to City ownership of all right, title and interest in and to the work, including ownership of the entire copyright in the work. Consultant agrees to execute, at no cost to City, all documents necessary for

City to perfect its ownership of the entire copyright in the work. Consultant represents and warrants that the work created or prepared by Consultant will be original and will not infringe upon the rights of any third party, and Consultant further represents that the work will not have been previously assigned, licensed or otherwise encumbered.

- d. Records shall be maintained by Consultant in accordance with requirements prescribed by the City and with respect to all matters covered by this Agreement. Such records shall be maintained for a period of six (6) years after receipt of final payment under this Agreement.
- e. Consultant will ensure that all costs shall be supported by properly executed payrolls, time records, invoices, contracts, vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders, or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.
- f. Consultant shall be responsible for furnishing to the City records, data and information as the City may require pertaining to matters covered by this Agreement.
- g. Consultant shall ensure that at any time during normal business hours and as often as the City may deem necessary, there shall be made available to the City for examination, all of its records with respect to all matters covered by this Agreement. Consultant will also permit the City to audit, examine, and make excerpts or transcripts from such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, conditions of employment, and other data relating to all matters covered by this Agreement.

4. Consultant Representation and Warranties

Consultant represents and warrants that:

- a. Consultant and all personnel to be provided by it hereunder has sufficient training and experience to perform the duties set forth herein and are in good standing with all applicable licensing requirements.
- b. Consultant and all personnel provided by it hereunder shall perform their respective duties in a professional and diligent manner in the best interests of

the City and in accordance with the then current generally accepted standards of the profession for the provisions of services of this type.

- c. Consultant has complied or will comply with all legal requirements applicable to it with respect to this Agreement. Consultant will observe all applicable laws, regulations, ordinances and orders of the United States, State of Minnesota and agencies and political subdivisions thereof. Consultant shall not commence work under this agreement until such time as Consultant obtains certification from the Minnesota Secretary of State's Office that Consultant is eligible under chapter 303 of the Minnesota Statutes to do business in the state of Minnesota.
- d. The execution and delivery of this Agreement and the consummation of the transactions herein contemplated do not and will not conflict with, or constitute a breach of or a default under, any agreement to which the Consultant is a party or by which it is bound, or result in the creation or imposition of any lien, charge or encumbrance of any nature upon any of the property or assets of the Consultant contrary to the terms of any instrument or agreement.
- e. There is no litigation pending or to the best of the Consultant's knowledge threatened against the Consultant affecting its ability to carry out the terms of this Agreement or to carry out the terms and conditions of any other matter materially affecting the ability of the Consultant to perform its obligations hereunder.
- f. The Consultant will not, without the prior written consent of the City, enter into any agreement or other commitment the performance of which would constitute a breach of any of the terms, conditions, provisions, representations, warranties and/or covenants contained in this Agreement.

5. Agreement Period

The term of this Agreement shall commence on the Effective Date and performance shall be completed by December 31, 2025, unless terminated earlier as provided for herein.

Either party may, by giving written notice, specifying the effective date thereof, terminate this Agreement in whole or in part without cause. In the event of termination, all property and finished or unfinished documents and other writings prepared by Consultant under this Agreement shall become the property of the

City and Consultant shall promptly deliver the same to the City. Consultant shall be entitled to compensation for services properly performed by it to the date of termination of this Agreement. In the event of termination due to breach by Consultant, the City shall retain all other remedies available to it, and the City shall be relieved from payment of any fees in respect of the services of Consultant which gave rise to such breach.

6. Independent Contractor

- a. It is agreed that nothing herein contained is intended or should be construed in any manner as creating or establishing the relationship of copartners between the parties hereto or as constituting Consultant as an agent, representative or employee of the City for any purpose or in any manner whatsoever. The parties do not intend to create any third-party beneficiary of this Agreement. Consultant and its employees shall not be considered employees of the City, and any and all claims that may or might arise under the Worker's Compensation Act of the State of Minnesota on behalf of Consultant's employees while so engaged, and any and all claims whatsoever on behalf of Consultant's employees arising out of employment shall in no way be the responsibility of City. Except for compensation provided in Section II of this Agreement, Consultant's employees shall not be entitled to any compensation or rights or benefits of any kind whatsoever from City, including without limitation, tenure rights, medical and hospital care, sick and vacation leave, Worker's Compensation, Unemployment Insurance, disability or severance pay and P.E.R.A. Further, City shall in no way be responsible to defend, indemnify or save harmless Consultant from liability or judgments arising out of intentional or negligent acts or omissions of Consultant or its employees while performing the work specified by this Agreement.
- b. The parties do not intend by this Agreement to create a joint venture or joint enterprise, and expressly waive any right to claim such status in any dispute arising out of this Agreement.

7. Indemnity

To the fullest extent permitted by law, Consultant shall indemnify, and hold City and its employees, officers and designated agents harmless from and against any and all costs or expenses, claims or liabilities, including but not limited to, reasonable attorney's fees and expenses, whether asserted by itself or any third

party, including claims arising from the negligent acts, omissions, negligence, or misconduct of Service Provider or that of its agents, employees, or contractors. The obligations shall include, but not be limited to, the obligations to indemnify, and hold harmless the City in all matters where claims of liability against the City arise out of negligent acts or omissions of Service Provider or are passive, derivative, or vicarious of the negligent or intentional acts or omissions of Consultant arise out of or relate to the services in this Agreement or Service Provider's negligent, intentional, or wrongful acts or omissions, including breach of any duty in this agreement, of Consultant. The obligations to indemnify, and hold harmless shall be triggered upon the assertion of a claim for damages against City. This Section shall survive the termination of this Agreement for any reason. Consultant shall not have the obligation to indemnify the City for its negligence, intentional, willful or wanton acts. **The Consultant understands this provision may affect its rights and may shift liability.** For professional acts, Service Provider shall reimburse the City for defense costs in proportion to service providers percentage of fault as determined by a court of competent jurisdiction.

8. **Insurance**

- a. Consultant shall obtain and maintain for the Term of this Agreement the following minimum amounts of insurance from insurance companies authorized to do business in the State of Minnesota.
  - i. Workers' compensation insurance in accordance with the laws of the State of Minnesota.
  - ii. Commercial General Liability and Automobile Liability Insurance with limits not less than **\$1,500,000** Single Limit, shall be in a company approved by the City of Duluth; and shall provide for the following: Liability for Premises, Operations, Completed Operations, Independent Contractors, and Contractual Liability. Umbrella coverage with a "form following" provisions may make up the difference between the commercial general and auto liability coverage amounts and the required minimum amount stated above.
  - iii. Professional Liability Insurance in an amount not less than \$1,500,000 Single Limit; provided further that in the event the professional malpractice insurance is in the form of "claims made," insurance,

Consultant hereby commits to provide at least 60 days' notice prior to any change to the Professional Liability Insurance policy or coverage; and in the event of any change, Consultant agrees to provide the City with either evidence of new insurance coverage conforming to the provisions of this this paragraph which will provide unbroken protection to the City, or in the alternative, to purchase at its cost, extended coverage under the old policy for the period the state of repose runs; the protection to be provided by said "claims made" insurance shall remain in place until the running of the statute of repose for claims related to this Agreement.

- iv. **City of Duluth shall be named as Additional Insured** under the Commercial General Liability and Automobile Liability. Consultant shall also provide evidence of Statutory Minnesota Workers' Compensation Insurance. Consultant to provide Certificate of Insurance evidencing such coverage with notice to City of cancellation in accordance with the provisions of the underlying insurance policy included. The City of Duluth does not represent or guarantee that these types or limits of coverage are adequate to protect the Consultant's interests and liabilities.
- b. Certificates showing Consultant is carrying the above described insurance in the specified amounts shall be furnished to the City prior to the execution of this Agreement and a certificate showing continued maintenance of such insurance shall be on file with the City during the term of this Agreement.
- c. The City shall be named as an additional insured on each liability policy other than the professional liability and the workers' compensation policies of the Consultant.
- d. The certificates shall provide that the policies shall not be cancelled during the lift of this Agreement without advanced notice being given to the City at least equal to that provided for in the underlying policy of insurance.
- e. Except as provided for in Section 8.a.iv above, Consultant hereby commits to provide notice to City at least 30 days in advance of any change in the

insurance provided pursuant to this Section 8 or in advance of that provided for in the underlying insurance policy or policies whichever is longer. For the purposes of Section 8 of this Agreement, the term, “changed”, shall include cancellation of a policy of insurance provided hereunder and any modification of such policy which reduces the amount of any coverage provided thereunder below the amounts required to be provided hereunder or otherwise reduces the protections provided under such policy to City

9. Notices

Unless otherwise expressly provided herein, any notice or other communication required or given shall be in writing and shall be effective for any purpose if served, with delivery or postage costs prepaid, by nationally recognized commercial overnight delivery service or by registered or certified mail, return receipt requested, to the following addresses:

**City:** City of Duluth  
411 W First Street  
City Hall Room 422  
Duluth MN 55802  
Attn: Matt Staehling

**Consultant:** Moore Iacofano Goltsman, Inc.  
800 Hearst Avenue  
Berkeley, CA 94710  
Attn: Daniel S. Iacofano

10. Civil Rights Assurances

Consultant, as part of the consideration under this Agreement, does hereby covenant and agree that:

- a. No person on the grounds of race, color, creed, religion, national origin, ancestry, age, sex, marital status, status with respect to public assistance, sexual orientation, and/or disability shall be excluded from any participation in, denied any benefits of, or otherwise subjected to discrimination with regard to the work to be done pursuant to this Agreement.
- b. That all activities to be conducted pursuant to this Agreement shall be conducted in accordance with the Minnesota Human Rights Act of 1974, as amended (Chapter 363), Title 7 of the U.S. Code, and any regulations and



executive orders which may be affected with regard thereto.

11. Laws, Rules and Regulations

Consultant agrees to observe and comply with all laws, ordinances, rules and regulations of the United States of America, the State of Minnesota and the City with respect to their respective agencies which are applicable to its activities under this Agreement.

12. Applicable Law

This Agreement, together with all of its paragraphs, terms and provisions is made in the State of Minnesota and shall be construed and interpreted in accordance with the laws of the State of Minnesota.

13. Force Majeure

Neither party shall be liable for any failure of or delay in performance of its obligations under his Agreement to the extent such failure or delay is due to circumstances beyond its reasonable control, including, without limitation, acts of God, acts of a public enemy, fires, floods, wars, civil disturbances, sabotage, accidents, insurrections, blockades, embargoes, storms, explosions, labor disputes, acts of any governmental body (whether civil or military, foreign or domestic), failure or delay of third parties or governmental bodies from whom a party is obtaining or must obtain approvals, franchises or permits, or inability to obtain labor, materials, equipment, or transportation. Any such delays shall not be a breach of or failure to perform this Agreement or any part thereof and the date on which the party's obligations hereunder are due to be fulfilled shall be extended for a period equal to the time lost as a result of such delays.

14. Severability

In the event any provision herein shall be deemed invalid or unenforceable, the remaining provision shall continue in full force and effect and shall be binding upon the parties to this Agreement.

15. Entire Agreement

It is understood and agreed that the entire agreement of the parties including all exhibits is contained herein and that this Agreement supersedes all oral agreements and negotiations between the parties relating to the subject matter hereof. Any amendment to this Agreement shall be in writing and shall be executed by the same parties who executed the original agreement or their successors in office.

16. Counterparts

This Agreement may be executed in two or more counterparts, each of which shall be deemed to be an original as against any party whose signature appears thereon, but all of which together shall constitute but one and the same instrument. Signatures to this Agreement transmitted by facsimile, by electronic mail in “portable document format” (“.pdf”), or by any other electronic means which preserves the original graphic and pictorial appearance of the Agreement, shall have the same effect as physical delivery of the paper document bearing the original signature.

*[Remainder of this page intentionally left blank. Signature page to follow.]*

IN WITNESS WHEREOF, the parties have hereunto set their hands on the date of attestation shown below.

**CITY OF DULUTH**

By: \_\_\_\_\_  
Mayor (City Administrator per delegated  
authority)

Attest:

By: \_\_\_\_\_  
City Clerk

Date: \_\_\_\_\_

Countersigned:

\_\_\_\_\_  
City Auditor

Approved as to Form:

\_\_\_\_\_  
City Attorney

**MOORE IACOFANO GOLTSMAN, INC.**

By: \_\_\_\_\_

Its: \_\_\_\_\_  
Title of Representative

Date: \_\_\_\_\_

## EXHIBIT A

## Exhibit A

### **Duluth Skywalk Evaluation and Recommendations**

#### **Scope of Work**

**Revised: 05.21.2025**

MIG, Inc. (MIG) and Civilis Consultants (Civilis) understand that the City of Duluth intends to evaluate the long-term future of Downtown Duluth's public skywalk system. The outcomes of the project will inform decision makers for the strategic re-activation, improvements, investments, and any potential reduction or streamlining of the skywalk system. The results of this evaluation will allow the City to better understand the impacts of the skywalk system on Downtown and evaluate strategies to improve management, operations, security, aesthetics, and activation. This will likely result in a combination of targeted reinvestment, privatization, reduction, and/or closure of parts of the skywalk system.

The scope of services presented here prioritizes a light-touch assessment of skywalk conditions; developing a full understanding of ownership, management, access agreements, and risk; small format interviews; and an online survey of property owners and tenants. MIG and Civilis will help tell the story of the skywalk and its interrelationships with street level retail and activation. MIG and Civilis will also draw on best practices from peer cities to inform feasible, budget-conscious next steps in the form of two to three paths to move forward. For each potential path, MIG and Civilis will summarize physical changes to the skywalk, regulatory and policy changes, and high-level costs to the community. MIG and Civilis will rely on existing data and traffic data collected by Downtown Duluth and/or the City of Duluth.

### **Phase 0: Project Initiation and Project Management**

#### **Task 0.1          Project Kick-Off**

MIG and Civilis will facilitate a 3-hour meeting with the City project manager and a handful of other key stakeholders (including Downtown Duluth) to kick-off the project. The first half of the meeting will focus on reviewing the project scope, deliverables and schedule. The second half of the meeting will focus on developing a collective understanding of the skywalk system ownership, governance, management, and impacts on Downtown.

#### **Task 0.2          Project Management and Administration**

This task includes resources for MIG's Principal-In-Charge and Project Manager to manage the project to completion, on time and within budget. This includes subtasks such as invoicing, coordination with the Project's Project Manager, and agenda development and virtual attendance at no more than six meetings with the City's project manager. The task also includes time for Michele Reeves of Civilis to participate in Project Management Team (PMT) calls.

## **Phase 1: Discovery & Documentation**

Phase 1 has an aim of understanding the current conditions, cleanliness and maintenance, accessibility, traffic, aesthetic impact, leasable space impacts, purpose and functionality of the Skywalk system. Using a combination of qualitative and non-statistical, quantitative data, this phase will establish the foundation of the scenario development and recommendations for the Skywalk by clearly articulating the variety of costs and benefits associated with the Skywalk today and anticipated into the future.

### **Task 1.1 Data Gathering and Review**

MIG and Civilis will work with the City, Oneida Realty, Downtown Duluth, and other stakeholders to obtain any previous studies, design and development plans, codes and standards, previous or new pedestrian counts, previously conducted surveys, management and operation agreements, and other relevant information that establishes a foundational understanding of the general management, operation, and perception of the Skywalk. MIG and Civilis will meet with the City's attorney to gain an understanding the various access and easement agreements in place throughout the Skywalk system. In preparation for this work, it would be helpful for the City to have its attorneys review the legal underpinnings of the skywalk system to understand legal and financial risks that may be present contractually that relate to operation, safety, deferred maintenance, injury, etc.

### **Task 1.2 Skywalk Physical Inventory**

MIG will conduct an on-site inventory of the Skywalk network to map the physical assets. No more than two members of the project staff will spend a full day assessing and mapping the specific locations and high-level conditions of the lighting, emergency exits, entrances, staircases, bridges, hallways, elevators, signage, etc. to understand the physical assets and barriers. Visual impacts of entrances and bridges at the street level will also be captured through photos. MIG will collaborate with Civilis to develop an updated slide deck with an annotated map/s and photo log of the skywalk. This does not include any structural engineering, architectural assessment, or detailed ADA accessibility analysis.

### **Task 1.3 Small Format Interviews**

MIG and Civilis will conduct a series of small format interviews with business owners and property owners, with no more than five participants each, to better understand the perspectives and experiences related to ownership, leasing, conducting business, foot traffic, seasonality, safety, maintenance, and operations. The composition of small format interview will be determined in partnership with the City and Downtown Duluth, but the preliminary direction is to organize them geographically by the different portions of the skywalk. The total number of small format interviews will not exceed ten (10) and interviews may be conducted in person or via Zoom.

### **Task 1.4 Business and Property Owners Questionnaire**

To provide an opportunity for all Downtown business and property owners to provide input into the process, MIG will design and launch a questionnaire about the Skywalk that will stay open for approximately four (4) weeks. Civilis will review and comment on drafts off the questionnaire. The questions will aim to understand the general sentiments about the Skywalk system, reliance on the Skywalk, tradeoffs associated with the dual Skywalk and street level retail and circulation systems, and

appetite for high level changes to the system. While MIG will design and manage the questionnaire, the City and Downtown Duluth will be responsible for the promotion of the questionnaire.

#### **Task 1.5           Discovery Key Findings**

At the close of the questionnaire, MIG and Civilis will provide a slide deck and a two-page memo summarizing key findings from the Discovery phase presented in photos, maps, tables, graphics, and short narrative. This includes the synthesis of findings from the data review, the inventory, small format interviews, and questionnaire. s

### **Phase 2: Scenario Development**

#### **Task 2.1           Best Practices Research**

Using the key findings from the focus groups, interviews, and survey, MIG will research skywalk systems in peer cities to identify how others have addressed similar challenges, with a special focus on innovative governance models, funding mechanisms, reduction of their system, and possibilities for revitalization and activation. MIG will provide a more in-depth overview of up to two systems from peer cities, but also highlight interesting elements or features of up to three additional systems. MIG will organize the material into a best practices memo that is no more than 10 pages, including photos.

#### **Task 2.2           Development of Preliminary Scenarios**

MIG and Civilis will collaborate to prepare up to three strategic scenarios for the future of the skywalk. Scenarios will include high level categorization and mapping of each segment of the skywalk to identify no change, reinvestment/enhancement, privatization, decommissioning, etc. Each scenario will be accompanied by suggested tenanting strategies, management activities, responsible parties, and resource requirements of potential organizational, financial, and programmatic structures. The scenarios will be presented in map and matrix formats.

#### **Task 2.3           Financial Impacts and Outcomes**

Civilis will prepare a high-level qualitative assessment of financial implications tied to each scenario, using available data and stakeholder input. This analysis will outline general cost considerations, operational implications, and order-of-magnitude estimates where feasible. This task will not include formal financial modeling or detailed cost-benefit analysis, but will identify key financial variables and considerations such as net leasable square feet, anticipated foot traffic, potential funding tools, and partnership opportunities to support future implementation.

#### **Task 2.4           Scenarios Presentation and Discussion**

The strategic scenarios will be presented to key stakeholders (to be determined by the City, but likely including City staff and elected officials, business and property owners, Downtown Duluth, and the Duluth Police Department). MIG and Civilis will present key findings from Phase 1, highlights of the peer city research, and an evaluation of strategic scenarios and facilitate a conversation to gather input from key stakeholders.

#### **Task 2.5            Draft Scenarios and Recommendations Report**

MIG and Civilis will develop a draft report with refined scenarios accompanied by near-term actions and long-term options with success metrics and high-level magnitude of order costs. For each scenario, the report will include mapping of segments indicating no change, reinvestment/enhancement, privatization, decommissioning, etc. Depending on the City's preference, MIG and Civilis can identify a recommended or provide equal attention to two or three scenarios for the use in a potential Phase 3. The Phase 1 and Phase 2 deliverables will be appended to the draft report.

#### **Task 2.6            Final Scenarios and Recommendations Report**

MIG and Civilis will revise the draft report based on a single, consolidated set of non-conflicting comments, and deliver a Final Recommendations Report in Microsoft Word and Adobe PDF formats.

### ***Phase 3: Communications & Decision Making***

*Phase 3 is not included in the current scope of work and fee estimate. MIG and Civilis anticipate that the City will want to engage the broader public in the final decisions about the future of the Skywalk – either directly and/or through a communications strategy explaining what and why the City decides. MIG and Civilis can assist with Phase 3 if desired, but those services will need to be scoped and contracted once a path forward is determined.*



## Fee Estimate

		<i>MIG Labor Totals</i>		<i>Civilis</i>	<i>Sub Totals</i>	<i>MIG Direct Costs</i>	<i>Professional Fees Totals</i>
<b>Phase 0: Project Initiation and Project Management</b>							
0.1	Project Kick-Off and Site Visit	11	\$2,045	\$750	\$750	\$2,500	\$5,295
0.2	Project Management and Administration	22	\$4,390	\$1,250	\$1,250	\$0	\$5,640
	Subtotal	33	\$6,435	\$2,000	\$2,000	\$2,500	\$10,935
<b>Phase 1: Discovery &amp; Documentation</b>							
1.1	Data Gathering and Review	20	\$2,840	\$1,000	\$1,000	\$0	\$3,840
1.2	Skywalk Physical Inventory	11	\$1,885		\$0	\$0	\$1,885
1.3	Small Format Interviews	10	\$1,590	\$3,500	\$3,500	\$0	\$5,090
1.4	Business and Property Owners Questionnaire	22	\$3,160	\$500	\$500	\$600	\$4,260
1.5	Discovery Key Findings	11	\$1,715	\$1,000	\$1,000	\$0	\$2,715
	Subtotal	74	\$11,190	\$6,000	\$6,000	\$600	\$17,790
<b>Phase 2: Scenario Development</b>							
2.1	Best Practices Research	21	\$3,135		\$0	\$0	\$3,135
2.2	Development of Preliminary Scenarios	30	\$4,430	\$2,000	\$2,000	\$0	\$6,430
2.3	Financial Impacts and Outcomes	11	\$1,770	\$5,000	\$5,000	\$0	\$6,770
2.4	Scenario Presentation and Discussion	18	\$3,440	\$1,500	\$1,500	\$1,100	\$6,040
3.1	Draft Scenarios and Recommendations Report	25	\$3,975	\$1,000	\$1,000	\$0	\$4,975
3.2	Final Scenarios and Recommendations Report	7	\$1,215	\$500	\$500	\$0	\$1,715
	Subtotal	112	\$17,965	\$10,000	\$10,000	\$1,100	\$29,065
<b>SUBTOTAL</b>		<b>219</b>	<b>\$35,590</b>	<b>\$18,000</b>	<b>\$18,000</b>	<b>\$4,200</b>	<b>\$57,790</b>
5%	Markup (on Subconsultants and Direct Costs)						\$1,110
<b>TOTAL PROJECT COSTS</b>							<b>\$58,900</b>