

**CITY OF COSTA MESA
PROFESSIONAL SERVICES AGREEMENT
WITH MOORE IACOFANO GOLTSMAN, INC.**

THIS PROFESSIONAL SERVICES AGREEMENT ("Agreement") is made and entered into this 16th day of June, 2026 ("Effective Date"), by and between the CITY OF COSTA MESA, a municipal corporation ("City"), and MOORE IACOFANO GOLTSMAN, INC., a California Corporation ("Consultant").

RECITALS

A. City proposes to utilize the services of Consultant as an independent contractor to perform arts and culture master plan consulting services, as more fully described herein; and

B. Consultant represents that it has that degree of specialized expertise contemplated within California Government Code section 37103, and holds all necessary licenses to practice and perform the services herein contemplated; and

C. City and Consultant desire to contract for the specific services described in Exhibit "A" and desire to set forth their rights, duties and liabilities in connection with the services to be performed; and

D. No official or employee of City has a financial interest, within the provisions of sections 1090-1092 of the California Government Code, in the subject matter of this Agreement.

NOW, THEREFORE, for and in consideration of the mutual covenants and conditions contained herein, the parties hereby agree as follows:

1.0. SERVICES PROVIDED BY CONSULTANT

1.1. Scope of Services. Consultant shall provide the professional services described in Consultant's Proposal, attached hereto as Exhibit "A," and incorporated herein.

1.2. Professional Practices. All professional services to be provided by Consultant pursuant to this Agreement shall be provided by personnel experienced in their respective fields and in a manner consistent with the standards of care, diligence and skill ordinarily exercised by professional consultants in similar fields and circumstances in accordance with sound professional practices. Consultant also warrants that it is familiar with all laws that may affect its performance of this Agreement and shall advise City of any changes in any laws that may affect Consultant's performance of this Agreement.

1.3. Performance to Satisfaction of City. Consultant agrees to perform all the work to the complete satisfaction of the City. Evaluations of the work will be done by the City Manager or his or her designee. If the quality of work is not satisfactory, City in its discretion has the right to:

- (a) Meet with Consultant to review the quality of the work and resolve the matters of concern;
- (b) Require Consultant to repeat the work at no additional fee until it is

satisfactory; and/or

(c) Terminate the Agreement as hereinafter set forth.

1.4. Warranty. Consultant warrants that it shall perform the services required by this Agreement in compliance with all applicable Federal and California employment laws, including, but not limited to, those laws related to minimum hours and wages; occupational health and safety; fair employment and employment practices; workers' compensation insurance and safety in employment; and all other Federal, State and local laws and ordinances applicable to the services required under this Agreement. Consultant shall indemnify and hold harmless City from and against all claims, demands, payments, suits, actions, proceedings, and judgments of every nature and description including attorneys' fees and costs, presented, brought, or recovered against City for, or on account of any liability under any of the above-mentioned laws, which may be incurred by reason of Consultant's performance under this Agreement.

1.5. Non-Discrimination. In performing this Agreement, Consultant shall not engage in, nor permit its agents to engage in, discrimination in employment of persons because of their race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender, gender identity, gender expression, age, sexual orientation, or military or veteran status, except as permitted pursuant to section 12940 of the Government Code.

1.6. Non-Exclusive Agreement. Consultant acknowledges that City may enter into agreements with other consultants for services similar to the services that are subject to this Agreement or may have its own employees perform services similar to those services contemplated by this Agreement.

1.7. Delegation and Assignment. This is a personal service contract, and the duties set forth herein shall not be delegated or assigned to any person or entity without the prior written consent of City. Consultant may engage a subcontractor(s) as permitted by law and may employ other personnel to perform services contemplated by this Agreement at Consultant's sole cost and expense.

1.8. Confidentiality. Employees of Consultant in the course of their duties may have access to financial, accounting, statistical, and personnel data of private individuals and employees of City. Consultant covenants that all data, documents, discussion, or other information developed or received by Consultant or provided for performance of this Agreement are deemed confidential and shall not be disclosed by Consultant without written authorization by City. City shall grant such authorization if disclosure is required by law. All City data shall be returned to City upon the termination of this Agreement. Consultant's covenant under this Section shall survive the termination of this Agreement.

2.0. COMPENSATION AND BILLING

2.1. Compensation. Consultant shall be paid in accordance with the fee schedule set forth in Exhibit "B," attached hereto and made a part of this Agreement. Consultant's total compensation shall not exceed One Hundred Thirty-Two Thousand Six Hundred Fifty-Five Dollars (\$132,655).

2.2. Additional Services. Consultant shall not receive compensation for any services

provided outside the scope of services specified in the Consultant's Proposal unless the City Manager or designee, prior to Consultant performing the additional services, approves such additional services in writing. It is specifically understood that oral requests and/or approvals of such additional services or additional compensation shall be barred and are unenforceable.

2.3. Method of Billing. Consultant may submit invoices to the City for approval on a progress basis, but no more often than two times a month. Said invoice shall be based on the total of all Consultant's services which have been completed to City's sole satisfaction. City shall pay Consultant's invoice within forty-five (45) days from the date City receives said invoice. Each invoice shall describe in detail, the services performed, the date of performance, and the associated time for completion. Any additional services approved and performed pursuant to this Agreement shall be designated as "Additional Services" and shall identify the number of the authorized change order, where applicable, on all invoices.

2.4. Records and Audits. Records of Consultant's services relating to this Agreement shall be maintained in accordance with generally recognized accounting principles and shall be made available to City or its Project Manager for inspection and/or audit at mutually convenient times from the Effective Date until three (3) years after termination of this Agreement.

3.0. TIME OF PERFORMANCE

3.1. Commencement and Completion of Work. Unless otherwise agreed to in writing by the parties, the professional services to be performed pursuant to this Agreement shall commence within five (5) days from the Effective Date of this Agreement. Failure to commence work in a timely manner and/or diligently pursue work to completion may be grounds for termination of this Agreement.

3.2. Excusable Delays. Neither party shall be responsible for delays or lack of performance resulting from acts beyond the reasonable control of the party or parties. Such acts shall include, but not be limited to, acts of God, fire, strikes, pandemics (excluding COVID-19), material shortages, compliance with laws or regulations, riots, acts of war, or any other conditions beyond the reasonable control of a party (each, a "Force Majeure Event"). If a party experiences a Force Majeure Event, the party shall, within five (5) days of the occurrence of the Force Majeure Event, give written notice to the other party stating the nature of the Force Majeure Event, its anticipated duration and any action being taken to avoid or minimize its effect. Any suspension of performance shall be of no greater scope and of no longer duration than is reasonably required and the party experiencing the Force Majeure Event shall use best efforts without being obligated to incur any material expenditure to remedy its inability to perform; provided, however, if the suspension of performance continues for sixty (60) days after the date of the occurrence and such failure to perform would constitute a material breach of this Agreement in the absence of such Force Majeure Event, the parties shall meet and discuss in good faith any amendments to this Agreement to permit the other party to exercise its rights under this Agreement. If the parties are not able to agree on such amendments within thirty (30) days and if suspension of performance continues, such other party may terminate this Agreement immediately by written notice to the party experiencing the Force Majeure Event, in which case neither party shall have any liability to the other except for those rights and liabilities that accrued prior to the date of termination.

4.0. TERM AND TERMINATION

4.1. Term. This Agreement shall commence on the Effective Date and continue for a period of twelve (12) months, ending on June 15, 2027, unless previously terminated as provided herein or as otherwise agreed to in writing by the parties. This Agreement may be extended by two (2) additional one (1) year periods upon mutual written agreement of both parties.

4.2. Notice of Termination. The City reserves and has the right and privilege of canceling, suspending or abandoning the execution of all or any part of the work contemplated by this Agreement, with or without cause, at any time, by providing written notice to Consultant. The termination of this Agreement shall be deemed effective upon receipt of the notice of termination. In the event of such termination, Consultant shall immediately stop rendering services under this Agreement unless directed otherwise by the City.

4.3. Compensation. In the event of termination, City shall pay Consultant for reasonable costs incurred and professional services satisfactorily performed up to and including the date of City's written notice of termination. Compensation for work in progress shall be prorated based on the percentage of work completed as of the effective date of termination in accordance with the fees set forth herein. In ascertaining the professional services actually rendered hereunder up to the effective date of termination of this Agreement, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents pertaining to the services contemplated herein whether delivered to the City or in the possession of the Consultant.

4.4. Documents. In the event of termination of this Agreement, all documents prepared by Consultant in its performance of this Agreement including, but not limited to, finished or unfinished design, development and construction documents, data studies, drawings, maps and reports, shall be delivered to the City within ten (10) days of delivery of termination notice to Consultant, at no cost to City. Any use of uncompleted documents without specific written authorization from Consultant shall be at City's sole risk and without liability or legal expense to Consultant.

5.0. INSURANCE

5.1. Minimum Scope and Limits of Insurance. Consultant shall obtain, maintain, and keep in full force and effect during the life of this Agreement all of the following minimum scope of insurance coverages with an insurance company admitted to do business in California, rated "A," Class X, or better in the most recent A.M. Best's Rating Guide, and approved by City:

- (a) Commercial general liability, including premises-operations, products/completed operations, broad form property damage, blanket contractual liability, independent contractors, personal injury or bodily injury with a policy limit of not less than One Million Dollars (\$1,000,000.00) per occurrence, Two Million Dollars (\$2,000,000.00) general aggregate.
- (b) Business automobile liability for owned vehicles, hired, and non-owned vehicles, with a policy limit of not less than One Million Dollars (\$1,000,000.00) combined single limit per accident for bodily injury and property damage.

- (c) Workers' compensation insurance as required by the State of California. Consultant agrees to waive, and to obtain endorsements from its workers' compensation insurer waiving subrogation rights under its workers' compensation insurance policy against the City, its officers, agents, employees, and volunteers arising from work performed by Consultant for the City and to require each of its subcontractors, if any, to do likewise under their workers' compensation insurance policies.
- (d) Professional errors and omissions ("E&O") liability insurance with policy limits of not less than One Million Dollars (\$1,000,000.00), combined single limits, per occurrence and aggregate. Architects' and engineers' coverage shall be endorsed to include contractual liability. If the policy is written as a "claims made" policy, the retro date shall be prior to the start of the contract work. Consultant shall obtain and maintain, said E&O liability insurance during the life of this Agreement and for three years after completion of the work hereunder.

5.2. Endorsements. The commercial general liability insurance policy and business automobile liability policy shall contain or be endorsed to contain the following provisions:

- (a) Additional insureds: "The City of Costa Mesa and its elected and appointed boards, officers, officials, agents, employees, and volunteers are additional insureds with respect to: liability arising out of activities performed by or on behalf of the Consultant pursuant to its contract with the City; products and completed operations of the Consultant; premises owned, occupied or used by the Consultant; automobiles owned, leased, hired, or borrowed by the Consultant."
- (b) Notice: "Said policy shall not terminate, be suspended, or voided, nor shall it be cancelled, nor the coverage or limits reduced, until thirty (30) days after written notice is given to City."
- (c) Other insurance: "The Consultant's insurance coverage shall be primary insurance as respects the City of Costa Mesa, its officers, officials, agents, employees, and volunteers. Any other insurance maintained by the City of Costa Mesa shall be excess and not contributing with the insurance provided by this policy."
- (d) Any failure to comply with the reporting provisions of the policies shall not affect coverage provided to the City of Costa Mesa, its officers, officials, agents, employees, and volunteers.
- (e) The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

5.3. Deductible or Self-Insured Retention. If any of such policies provide for a deductible or self-insured retention to provide such coverage, the amount of such deductible or self-insured retention shall be approved in advance by City. No policy of insurance issued as to

which the City is an additional insured shall contain a provision which requires that no insured except the named insured can satisfy any such deductible or self-insured retention.

5.4. Certificates of Insurance. Consultant shall provide to City certificates of insurance showing the insurance coverages and required endorsements described above, in a form and content approved by City, prior to performing any services under this Agreement.

5.5. Non-Limiting. Nothing in this Section shall be construed as limiting in any way, the indemnification provision contained in this Agreement, or the extent to which Consultant may be held responsible for payments of damages to persons or property.

6.0. GENERAL PROVISIONS

6.1. Entire Agreement. This Agreement constitutes the entire agreement between the parties with respect to any matter referenced herein and supersedes any and all other prior writings and oral negotiations. This Agreement may be modified only in writing, and signed by the parties in interest at the time of such modification. The terms of this Agreement shall prevail over any inconsistent provision in any other contract document appurtenant hereto, including exhibits to this Agreement.

6.2. Representatives. The City Manager or his or her designee shall be the representative of City for purposes of this Agreement and may issue all consents, approvals, directives and agreements on behalf of the City, called for by this Agreement, except as otherwise expressly provided in this Agreement.

Consultant shall designate a representative for purposes of this Agreement who shall be authorized to issue all consents, approvals, directives and agreements on behalf of Consultant called for by this Agreement, except as otherwise expressly provided in this Agreement.

6.3. Project Managers. City shall designate a Project Manager to work directly with Consultant in the performance of this Agreement.

Consultant shall designate a Project Manager who shall represent it and be its agent in all consultations with City during the term of this Agreement. Consultant or its Project Manager shall attend and assist in all coordination meetings called by City.

6.4. Notices. Any notices, documents, correspondence or other communications concerning this Agreement or the work hereunder may be provided by personal delivery or mail and shall be addressed as set forth below. Such communication shall be deemed served or delivered: (a) at the time of delivery if such communication is sent by personal delivery, and (b) 48 hours after deposit in the U.S. Mail as reflected by the official U.S. postmark if such communication is sent through regular United States mail.

IF TO CONSULTANT:

Moore Iacofano Goltsman, Inc.
800 Hearst Avenue
Berkeley, CA 94710
Tel: (510) 845-7549

IF TO CITY:

City of Costa Mesa
77 Fair Drive
Costa Mesa, CA 92626
Tel: (714) 754-5679

Attn: Daniel Iacofano, PhD, President

Attn: Monique Villasenor

Courtesy copy to:

City of Costa Mesa
77 Fair Drive
Costa Mesa, CA 92626
Attn: Finance Dept. | Purchasing

6.5. **Drug-Free Workplace Policy.** Consultant shall provide a drug-free workplace by complying with all provisions set forth in City's Council Policy 100-5, attached hereto as Exhibit "C" and incorporated herein. Consultant's failure to conform to the requirements set forth in Council Policy 100-5 shall constitute a material breach of this Agreement and shall be cause for immediate termination of this Agreement by City.

6.6. **Attorneys' Fees.** If litigation is brought by any party in connection with this Agreement, the prevailing party shall be entitled to recover from the opposing party all costs and expenses, including reasonable attorneys' fees, incurred by the prevailing party in the exercise of any of its rights or remedies hereunder or the enforcement of any of the terms, conditions, or provisions hereof.

6.7. **Governing Law.** This Agreement shall be governed by and construed under the laws of the State of California without giving effect to that body of laws pertaining to conflict of laws. In the event of any legal action to enforce or interpret this Agreement, the parties hereto agree that the sole and exclusive venue shall be a court of competent jurisdiction located in Orange County, California.

6.8. **Assignment.** Consultant shall not voluntarily or by operation of law assign, transfer, sublet or encumber all or any part of Consultant's interest in this Agreement without City's prior written consent. Any attempted assignment, transfer, subletting or encumbrance shall be void and shall constitute a breach of this Agreement and cause for termination of this Agreement. Regardless of City's consent, no subletting or assignment shall release Consultant of Consultant's obligation to perform all other obligations to be performed by Consultant hereunder for the term of this Agreement.

6.9. **Indemnification and Hold Harmless.** Consultant agrees to defend, indemnify, hold free and harmless the City, its elected officials, officers, agents and employees, at Consultant's sole expense, from and against any and all claims, actions, suits or other legal proceedings brought against the City, its elected officials, officers, agents and employees arising out of the performance of the Consultant, its employees, and/or authorized subcontractors, of the work undertaken pursuant to this Agreement. The defense obligation provided for hereunder shall apply without any advance showing of negligence or wrongdoing by the Consultant, its employees, and/or authorized subcontractors, but shall be required whenever any claim, action, complaint, or suit asserts as its basis the negligence, errors, omissions or misconduct of the Consultant, its employees, and/or authorized subcontractors, and/or whenever any claim, action, complaint or suit asserts liability against the City, its elected officials, officers, agents and employees based upon the work performed by the Consultant, its employees, and/or authorized subcontractors under this Agreement, whether or not the Consultant, its employees, and/or authorized subcontractors are specifically named or otherwise asserted to be liable.

Notwithstanding the foregoing, the Consultant shall not be liable for the defense or indemnification of the City for claims, actions, complaints or suits arising out of the sole active negligence or willful misconduct of the City. This provision shall supersede and replace all other indemnity provisions contained either in the City's specifications or Consultant's Proposal, which shall be of no force and effect.

6.10. Independent Contractor. Consultant is and shall be acting at all times as an independent contractor and not as an employee of City. Consultant shall have no power to incur any debt, obligation, or liability on behalf of City or otherwise act on behalf of City as an agent. Neither City nor any of its agents shall have control over the conduct of Consultant or any of Consultant's employees, except as set forth in this Agreement. Consultant shall not, at any time, or in any manner, represent that it or any of its agents or employees are in any manner agents or employees of City. Consultant shall secure, at its sole expense, and be responsible for any and all payment of Income Tax, Social Security, State Disability Insurance Compensation, Unemployment Compensation, and other payroll deductions for Consultant and its officers, agents, and employees, and all business licenses, if any are required, in connection with the services to be performed hereunder. Consultant shall indemnify and hold City harmless from any and all taxes, assessments, penalties, and interest asserted against City by reason of the independent contractor relationship created by this Agreement. Consultant further agrees to indemnify and hold City harmless from any failure of Consultant to comply with the applicable worker's compensation laws. City shall have the right to offset against the amount of any fees due to Consultant under this Agreement any amount due to City from Consultant as a result of Consultant's failure to promptly pay to City any reimbursement or indemnification arising under this paragraph.

6.11 Conflicts with Independent Contractor. Contractor/consultant's duties and services under this Agreement shall not include preparing or assisting the public entity with any portion of the public entity's preparation of a request for proposals, request for qualifications, or any other solicitation regarding a subsequent or additional contract with the public entity. The public entity entering into this Agreement shall at all times retain responsibility for public contracting, including with respect to any subsequent phase of this project. Contractor/consultant's participation in the planning, discussions, or drawing of project plans or specifications shall be limited to conceptual, preliminary, or initial plans or specifications. Contractor/consultant shall cooperate with the public entity to ensure that all bidders for a subsequent contract on any subsequent phase of this project have access to the same information, including all conceptual, preliminary, or initial plans or specifications prepared by contractor pursuant to this Agreement.

6.12. PERS Eligibility Indemnification. In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or the California Public Employees Retirement System (PERS) to be eligible for enrollment in PERS as an employee of the City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for PERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as for the payment of any penalties and interest on such contributions, which would otherwise be the responsibility of City.

Notwithstanding any other agency, state or federal policy, rule, regulation, law or ordinance to the contrary, Consultant and any of its employees, agents, and subcontractors providing service under this Agreement shall not qualify for or become entitled to, and hereby agree to waive any claims to, any compensation, benefit, or any incident of employment by City,

including but not limited to eligibility to enroll in PERS as an employee of City and entitlement to any contribution to be paid by City for employer contribution and/or employee contributions for PERS benefits.

6.13. Cooperation. In the event any claim or action is brought against City relating to Consultant's performance or services rendered under this Agreement, Consultant shall render any reasonable assistance and cooperation which City might require.

6.14. Ownership of Documents. All findings, reports, documents, information and data including, but not limited to, computer tapes or discs, files and tapes furnished or prepared by Consultant or any of its subcontractors in the course of performance of this Agreement, shall be and remain the sole property of City. Consultant agrees that any such documents or information shall not be made available to any individual or organization without the prior consent of City. Any use of such documents for other projects not contemplated by this Agreement, and any use of incomplete documents, shall be at the sole risk of City and without liability or legal exposure to Consultant. City shall indemnify and hold harmless Consultant from all claims, damages, losses, and expenses, including attorneys' fees, arising out of or resulting from City's use of such documents for other projects not contemplated by this Agreement or use of incomplete documents furnished by Consultant. Consultant shall deliver to City any findings, reports, documents, information, data, in any form, including but not limited to, computer tapes, discs, files audio tapes or any other Project related items as requested by City or its authorized representative, at no additional cost to the City.

6.15. Public Records Act Disclosure. Consultant has been advised and is aware that this Agreement and all reports, documents, information and data, including, but not limited to, computer tapes, discs or files furnished or prepared by Consultant, or any of its subcontractors, pursuant to this Agreement and provided to City may be subject to public disclosure as required by the California Public Records Act (California Government Code section 7920.000 *et seq.*). Exceptions to public disclosure may be those documents or information that qualify as trade secrets, as that term is defined in the California Government Code section 7924.510, and of which Consultant informs City of such trade secret. The City will endeavor to maintain as confidential all information obtained by it that is designated as a trade secret. The City shall not, in any way, be liable or responsible for the disclosure of any trade secret including, without limitation, those records so marked if disclosure is deemed to be required by law or by order of the Court.

6.16. Conflict of Interest. Consultant and its officers, employees, associates and subconsultants, if any, will comply with all conflict of interest statutes of the State of California applicable to Consultant's services under this agreement, including, but not limited to, the Political Reform Act (Government Code sections 81000, *et seq.*) and Government Code section 1090. During the term of this Agreement, Consultant and its officers, employees, associates and subconsultants shall not, without the prior written approval of the City Representative, perform work for another person or entity for whom Consultant is not currently performing work that would require Consultant or one of its officers, employees, associates or subconsultants to abstain from a decision under this Agreement pursuant to a conflict of interest statute.

6.17. Responsibility for Errors. Consultant shall be responsible for its work and results under this Agreement. Consultant, when requested, shall furnish clarification and/or explanation as may be required by the City's representative, regarding any services rendered under this Agreement at no additional cost to City. In the event that an error or omission attributable to Consultant occurs, then Consultant shall, at no cost to City, provide all necessary design

drawings, estimates and other Consultant professional services necessary to rectify and correct the matter to the sole satisfaction of City and to participate in any meeting required with regard to the correction.

6.18. Prohibited Employment. Consultant will not employ any regular employee of City while this Agreement is in effect.

6.19. Order of Precedence. In the event of an inconsistency in this Agreement and any of the attached Exhibits, the terms set forth in this Agreement shall prevail. If, and to the extent this Agreement incorporates by reference any provision of any document, such provision shall be deemed a part of this Agreement. Nevertheless, if there is any conflict among the terms and conditions of this Agreement and those of any such provision or provisions so incorporated by reference, this Agreement shall govern over the document referenced.

6.20. Costs. Each party shall bear its own costs and fees incurred in the preparation and negotiation of this Agreement and in the performance of its obligations hereunder except as expressly provided herein.

6.21. Binding Effect. This Agreement binds and benefits the parties and their respective permitted successors and assigns.

6.22. No Third Party Beneficiary Rights. This Agreement is entered into for the sole benefit of City and Consultant and no other parties are intended to be direct or incidental beneficiaries of this Agreement and no third party shall have any right in, under or to this Agreement.

6.23. Headings. Paragraphs and subparagraph headings contained in this Agreement are included solely for convenience and are not intended to modify, explain or to be a full or accurate description of the content thereof and shall not in any way affect the meaning or interpretation of this Agreement.

6.24. Construction. The parties have participated jointly in the negotiation and drafting of this Agreement and have had an adequate opportunity to review each and every provision of the Agreement and submit the same to counsel or other consultants for review and comment. In the event an ambiguity or question of intent or interpretation arises with respect to this Agreement, this Agreement shall be construed as if drafted jointly by the parties and in accordance with its fair meaning. There shall be no presumption or burden of proof favoring or disfavoring any party by virtue of the authorship of any of the provisions of this Agreement.

6.25. Amendments. Only a writing executed by the parties hereto or their respective successors and assigns may amend this Agreement.

6.26. Waiver. The delay or failure of either party at any time to require performance or compliance by the other of any of its obligations or agreements shall in no way be deemed a waiver of those rights to require such performance or compliance. No waiver of any provision of this Agreement shall be effective unless in writing and signed by a duly authorized representative of the party against whom enforcement of a waiver is sought. The waiver of any right or remedy in respect to any occurrence or event shall not be deemed a waiver of any right or remedy in respect to any other occurrence or event, nor shall any waiver constitute a continuing waiver.

6.27. Severability. If any provision of this Agreement is determined by a court of competent jurisdiction to be unenforceable in any circumstance, such determination shall not affect the validity or enforceability of the remaining terms and provisions hereof or of the offending provision in any other circumstance. Notwithstanding the foregoing, if the value of this Agreement, based upon the substantial benefit of the bargain for any party, is materially impaired, which determination made by the presiding court or arbitrator of competent jurisdiction shall be binding, then both parties agree to substitute such provision(s) through good faith negotiations.

6.28. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original. All counterparts shall be construed together and shall constitute one agreement.

6.29. Corporate Authority. The persons executing this Agreement on behalf of the parties hereto warrant that they are duly authorized to execute this Agreement on behalf of said parties and that by doing so the parties hereto are formally bound to the provisions of this Agreement.

[Signatures appear on following page.]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by and through their respective authorized officers, as of the date first above written.

CONSULTANT

Daniel Iacofano, PhD, President

Date: _____

CITY OF COSTA MESA

Cecilia Gallardo-Daly
City Manager

Date: _____

ATTEST:

Brenda Green
City Clerk

APPROVED AS TO FORM:

Kimberly Hall Barlow
City Attorney

Date: _____

APPROVED AS TO INSURANCE:

Ruth Wang
Risk Management

Date: _____

APPROVED AS TO CONTENT:

Monique Villaseñor
Project Manager

Date: _____

DEPARTMENTAL APPROVAL:

Brian Gruner
Parks and Community Services Director

Date: _____

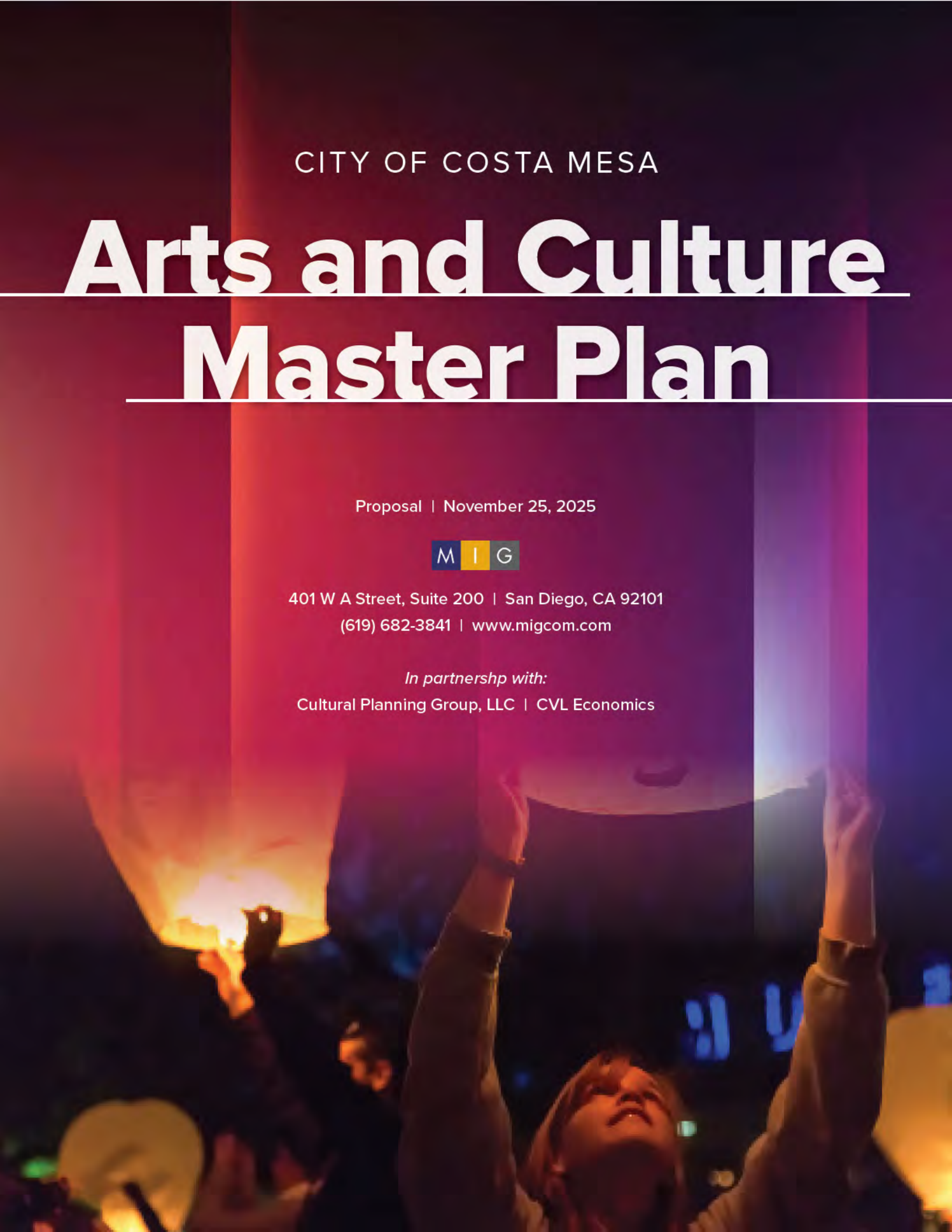
APPROVED AS TO PURCHASING:

Finance Director

Date: _____

EXHIBIT A

CONSULTANT'S PROPOSAL



CITY OF COSTA MESA

Arts and Culture Master Plan

Proposal | November 25, 2025



401 W A Street, Suite 200 | San Diego, CA 92101
(619) 682-3841 | www.migcom.com

In partnership with:

Cultural Planning Group, LLC | CVL Economics

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COVER LETTER



401 W A Street, Suite 200
San Diego, CA 92101
(619) 682-3841
www.mlgcom.com

CALIFORNIA

BERKELEY, FULLERTON,
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OREGON
PORTLAND

TEXAS
SAN ANTONIO

WASHINGTON
SEATTLE

November 25, 2025

Mike Fuentes, RFP Facilitator
Parks and Community Services Department
City of Costa Mesa
77 Fair Drive, 1st Floor
Costa Mesa, CA 92626

RE: RFP 26-09 – City of Costa Mesa Arts and Culture Master Plan

Dear Mike and members of the Selection Committee,

We are pleased to submit our proposal to update the City of Costa Mesa’s **Arts and Culture Master Plan**. This important process comes at a pivotal moment—as the City builds upon its identity as the City of the Arts while navigating growth, demographic change, and the evolving needs of its creative community.

Our team brings together **MIG, Cultural Planning Group (CPG), and CVL Economics**—three nationally recognized firms with complementary expertise. Together, we combine decades of experience in **cultural planning, arts policy, governance, creative economy analysis, and community engagement**. This partnership positions the updated plan to celebrate Costa Mesa’s artistic legacy while establishing a clear roadmap for sustainable funding, organizational capacity, and long-term investment in the arts.

UNDERSTANDING YOUR CONTEXT

We understand that this update is not simply about refreshing a plan—it’s about **building the next generation of cultural infrastructure** that sustains Costa Mesa’s creative identity for decades to come. The City’s existing plan laid a strong foundation; now, the challenge is to assess progress, re-engage the community, and integrate the arts into broader civic systems: economic development, equity, and placemaking.

Costa Mesa’s diverse civic landscape and deep local pride demand a plan that is both **aspirational and practical**. We will demonstrate how the arts drive local economic vitality, strengthen community identity, and foster social cohesion—garnering broad support across residents, businesses, and elected officials.

OUR APPROACH

Through a blend of **technical analysis, cultural benchmarking, creative engagement, and practical planning**, we will evaluate achievements since 2021, identify emerging opportunities, and co-create a shared vision for Costa Mesa’s cultural future.

- » **MIG** will lead the overall planning, engagement, and integration of public art and placemaking strategies.
- » **CPG** will guide policy evaluation, organizational structures, and governance recommendations, drawing on its national experience in cultural master planning.
- » **CVL Economics** will assess the creative economy, quantify fiscal impact, and design sustainable funding frameworks.

Our process will be inclusive, accessible, and actionable—combining deep listening with analytic rigor to deliver a plan that is **visionary, implementable, and distinctly Costa Mesa.**

A STRATEGIC PARTNERSHIP

This partnership unites MIG’s leadership in cultural and public art planning, CPG’s deep experience in arts policy and administration, and CVL’s strength in economic and funding strategy. Together, we bring the full spectrum of expertise to help Costa Mesa realize a future where **art and culture are treated as essential civic infrastructure—vital to the City’s economic health, identity, and quality of life.**

We are committed to creating a plan that does more than inspire—it will establish a **lasting framework for coordination, investment, and community pride** in Costa Mesa’s cultural future.

We look forward to the opportunity to discuss our approach and answer any questions you may have. Should you have any questions or need additional information, please contact me at aberchtold@migcom.com or by phone at (858) 254-3031.

Sincerely,



Ann Berchtold
Principal-in-Charge / Director of Public Art and Placemaking



BACKGROUND AND PROJECT SUMMARY

Costa Mesa has built a remarkable creative reputation, and the community has embraced its identity as the City of the Arts. The foundation is strong. The next step is turning that identity into a more intentional, sustainable system—one that ties cultural investment to the City's broader goals for economic vitality, community connection, and civic pride.

The City of Costa Mesa's 2021 Arts and Culture Master Plan created a strong foundation for collaboration among artists, institutions, and local government. Four years later, with significant demographic shifts, mounting economic pressures on creative spaces, and new expectations for public participation, it is time to measure progress and renew the framework that supports Costa Mesa's creative ecosystem.

The MIG Team brings the local insight and national expertise needed to guide this evolution. We understand that successful arts and culture master plans now operate as strategic civic systems—connecting creativity to infrastructure, planning, and policy. This update will align with and complement the work of other City departments, embedding arts and culture into initiatives spanning economic development, land use, mobility, and parks planning.

Our approach to community engagement goes beyond outreach to create value-added participation—building civic capacity, strengthening partnerships, and fostering resilience across Costa Mesa's creative community. Through collaboration with artists, small businesses, and cultural organizations, we will identify shared opportunities and design win-win solutions that expand access and amplify impact.

The updated plan will move beyond visioning to deliver a clear, actionable roadmap that connects artistic innovation to economic strategy, reinforces Costa Mesa's identity, and provides equitable access to cultural opportunities. By positioning art as integral civic infrastructure, Costa Mesa will continue to lead as a city where creativity is celebrated, structurally supported, visible in every neighborhood, and vital to its collective future.



METHOD OF APPROACH

The MIG Team will lead a clear, phased process designed to be analytical, inclusive, and action-oriented. Our methodology builds from understanding to implementation—moving from research and coordination to engagement, strategy development, and plan delivery. Each phase builds upon the last, providing continuity between discovery, analysis, and community dialogue. The result will be a cohesive, data-driven, and community-validated plan that reflects Costa Mesa's identity as the City of the Arts while providing the practical tools, policies, and partnerships needed to sustain its cultural growth for the next decade.

PHASE 1: PROJECT INITIATION AND DISCOVERY

This phase lays the groundwork for a successful plan by aligning expectations, confirming goals, and integrating with related City initiatives. Through coordination with staff and review of existing materials, the MIG Team will assess progress since 2021, identify gaps, and establish baseline metrics to guide future work within the City's broader policy framework.

Task 1.1: Project Kickoff Meeting

Conduct a 1-hour kickoff meeting (virtual) with City staff to confirm goals, communications protocols, decision-making pathways, and key project milestones. Review roles, responsibilities, and reporting expectations for all participants.

Task 1.2: Review of Existing Plans and Policies

Review the City of Costa Mesa's 2021 Arts and Culture Master Plan and related City initiatives—including the City's Economic Development Strategy, Parks and Recreation Master Plan, and any current planning or mobility studies—to identify alignment opportunities and data gaps.

Task 1.3: Project Management Framework

Develop a comprehensive project management plan using MIG's Monday.com tracking system. The framework will outline project phases, deliverables, responsibilities, and inter-departmental coordination steps.

Task 1.4: Baseline Data and Resource Assessment

Compile and analyze available data to establish baseline conditions for the Plan update. This includes cultural asset mapping, funding landscape analysis, and review of existing data on community demographics, participation rates, and cultural engagement. CVL Economics will assess current funding levels and per-capita investment in the arts compared with peer cities.

Task 1.5: Interdepartmental Coordination and Alignment

Conduct virtual coordination meetings with relevant City departments (Planning, Economic Development, Parks & Community Services, and Communications) to assure the arts plan supports and aligns with ongoing City initiatives.

Phase 1 Deliverables Summary: Kickoff Meeting Summary and Schedule, Existing Plans Review Matrix, Integration Opportunities/Shared Performance Indicators List, Project Management Plan (Gantt Schedule), Baseline Data and Funding Assessment, Cultural Asset Inventory Map, Interdepartmental Coordination Summary.

PHASE 2: ASSESSMENT OF PROGRESS AND CURRENT CONDITIONS

Building on Phase 1, this phase evaluates progress since the City of Costa Mesa's 2021 Arts and Culture Master Plan and defines the current state of Costa Mesa's cultural ecosystem. Using qualitative and quantitative analysis, the MIG Team will assess achievements, identify opportunities, and examine trends shaping the City's creative future—establishing the foundation for subsequent recommendations.

Task 2.1: Plan Progress Evaluation

Review the goals, strategies, and implementation actions of the City of Costa Mesa's 2021 Arts and Culture Master Plan to document completed, ongoing, and unmet initiatives. Evaluate policy effectiveness, organizational capacity, and the impact of past investments on community engagement and cultural growth.



Task 2.2: Public Art, Artist, and Creative Business Inventory

We will develop a comprehensive inventory of the City’s cultural assets—including public art, artists, and creative businesses—using two complementary approaches:

- » **GIS-Based Mapping:** A spatial database that locates artworks, artist studios, creative enterprises, and cultural points of interest, providing a map-based layer for planning, analysis, and future updates.
- » **Narrative Inventory:** A written summary that documents key characteristics, themes, conditions, and opportunities associated with each asset category, including context, stories, and high-level insights that support plan development.

This dual approach ensures the City receives both a structured, mappable dataset and a narrative summary that can be incorporated into the final plan.

Task 2.3: Creative Industry and Economic Analysis

CVL Economics will assess the current scale and performance of Costa Mesa’s creative economy, including employment, business activity, and fiscal impact. The analysis will benchmark Costa Mesa against peer cities and quantify the contribution of the arts to the City’s economic vitality.

Task 2.4: Synthesis of Findings and Baseline Summary

Integrate results from the Plan evaluation, asset mapping, and economic analysis into a concise summary report that establishes clear baseline metrics for future measurement. These findings will guide the development of engagement materials and inform the next phase of community dialogue.

Phase 2 Deliverables Summary: Plan Progress Evaluation Matrix, Updated Cultural Asset Inventory and GIS Maps, Creative Economy and Fiscal Impact Report (CVL Economics), Baseline Summary Report and Data Dashboard, Staff Briefing Presentation.

PHASE 3: COMMUNITY AND STAKEHOLDER ENGAGEMENT

Building on Phases 1 and 2, this phase turns research into dialogue through an inclusive, multilingual engagement process reaching Costa Mesa residents, artists, businesses, and cultural organizations. The MIG Team will emphasize accessibility, transparency, and trust—gathering input, building civic capacity, and fostering collaboration through creative formats and digital tools to shape a shared vision for the City’s cultural future.

Task 3.1: Stakeholder Engagement Framework

Organize outreach around key stakeholder constituencies, recognizing the unique roles each plays in Costa Mesa's cultural life. This framework will guide targeted engagement efforts and encourage balanced representation across all sectors.

Stakeholder Groups Include:

- » City leadership and department representatives (Economic Development, Planning, Parks & Community Services)
- » Arts organizations and individual artists
- » Independent venues, cultural businesses, and creative entrepreneurs
- » Philanthropic and nonprofit partners
- » Small businesses and economic development leaders

Task 3.2: Multimodal Engagement Strategy

Implement a variety of engagement formats to maximize participation and broad demographic, cultural, and geographic representation. This includes:

- » A citywide survey (online and in-person) to capture broad resident input.
- » Two pop-up engagements at arts events, libraries, and parks to reach people in informal, high-traffic settings.
- » Two bilingual focus groups with artists, youth, cultural organizations, small business owners, and underrepresented communities.
- » Two bilingual public workshops co-facilitated by local cultural partners.
- » A joint Arts Commission and Parks & Community Services Commission session to review findings and build cross-departmental alignment.

Task 3.3: Trusted Partner and Compensation Model

Establish partnerships with trusted local organizations to extend reach and build authenticity in community participation. Community-based organizations will be compensated for their time and expertise, recognizing their role as conveners and cultural translators.

Task 3.4: Digital and Interactive Engagement Tools

Use interactive platforms such as ArcGIS StoryMap, online dashboards, and visual polling tools to gather, visualize, and share community input. Digital tools will complement in-person efforts, expanding participation beyond traditional public meetings.

Task 3.5: Synthesis of Engagement Findings

Compile and analyze engagement results, identifying key themes, emerging opportunities, and shared priorities. These findings will directly inform the development of the Plan's vision, goals, and implementation framework in the next phase.

Phase 3 Deliverables Summary: Stakeholder Engagement Framework, Engagement Strategy and Outreach Calendar, Citywide Survey and Pop-Up Toolkit, Partner Stipend and Participation Model, ArcGIS StoryMap and Online Dashboard, Engagement Summary Report and Infographic.

PHASE 4: PLAN REFINEMENT AND STRATEGIC VISIONING

This phase transforms insights from earlier work into a strategic framework positioning the arts as a core part of Costa Mesa's civic infrastructure. Working with City staff and stakeholders, the MIG Team will refine the cultural vision, set priorities, and establish clear, achievable actions supported by realistic funding and measurable outcomes.

Task 4.1: Vision and Mission Refinement

Revisit and refine Costa Mesa's vision and mission for the arts, drawing from stakeholder input, engagement findings, and City leadership priorities. The refined vision will serve as a unifying statement for City departments, artists, and community partners.

Task 4.2: Identification of Strategic Focus Areas

Define key focus areas for the Plan, building on community priorities and national best practices. Anticipated focus areas include:

- » Public Art and Creative Placemaking
- » Youth Engagement and Arts Education
- » Cultural Equity and Inclusion
- » Creative Economy and Workforce Development
- » Integration of Art in Public Works and Urban Design

WE BELIEVE EVERY

”

PERSON AND COMMUNITY

has the right to choose
THEIR OWN CREATIVE LIFE.





Task 4.3: Implementation Roadmap

Develop a comprehensive implementation roadmap outlining short-, mid-, and long-term actions; responsible parties; and estimated resource needs. The roadmap will align with City budgeting cycles and identify opportunities for cross-departmental collaboration.

Task 4.4: Funding and Governance Strategies

CPG and CVL will lead an in-depth analysis of potential funding mechanisms and governance models to promote the long-term sustainability of Costa Mesa's arts ecosystem. This will include consideration of a full range of funding options, such as general fund, hotel tax, user fees, public-private partnerships, philanthropic investment, percent-for-art, dedicated revenue streams, BIDs, EIFDs, and other revenue sources. Recommendations will include actionable governance structures to improve coordination, transparency, and impact.

Task 4.5: Integration and Validation Workshop

Facilitate a collaborative workshop with City staff and key stakeholders to review draft strategies, confirm priorities, and test feasibility. Feedback from this session will refine final recommendations before Plan drafting.

Phase 4 Deliverables Summary: Vision and Mission Statements, Strategic Focus Area Framework, Implementation Roadmap with Timelines and Metrics, Funding and Governance Strategy Report Integration and Validation Workshop Summary.

PHASE 5: STAFFING NEEDS AND WORKLOAD ANALYSIS

A sustainable arts and culture program depends on the City's capacity to lead and coordinate effectively. Building on Phase 4, this phase will assess Costa Mesa's staffing structure, workload, and interdepartmental alignment to create a phased plan for implementing the updated Arts and Culture Master Plan. The MIG Team will benchmark peer cities and recommend staffing models that balance creativity, efficiency, and collaboration.

Task 5.1: Organizational Assessment

Evaluate the City's existing staffing structure for arts and cultural programs, including workload, reporting lines, and areas of overlap or capacity gaps. Review how cultural responsibilities are distributed across departments and identify opportunities to improve coordination and clarity.

Task 5.2: Peer City Benchmarking

Benchmark Costa Mesa against a refined cluster of peer cities with comparable populations and thriving arts programs, including Pasadena, Santa Monica, Boulder, Burbank, and Tempe. These cities offer a spectrum of approaches—from city-led to hybrid governance models—providing valuable insights into scalable staffing and funding frameworks.

MIG will evaluate the following best-practice indicators within each benchmark city:

- » Number and type of full-time equivalent positions dedicated to arts and culture.
- » Departmental placement and reporting structure (e.g., Planning, Economic Development, or standalone Cultural Affairs Division).
- » Integration of public art, events, and creative economy functions.
- » Staffing-to-population ratio and per-capita funding levels.
- » Use of hybrid partnerships or nonprofit management models.

Task 5.3: Phased Staffing Model and Capacity Plan

Develop a phased staffing plan aligned with Costa Mesa’s cultural goals and budget realities. Recommendations will define roles, position qualifications, and estimated costs for short-, mid-, and long-term implementation. The plan will emphasize adaptability, professional development, and partnership-based capacity building (e.g., collaboration with nonprofits, regional institutions, or private sponsors).

Task 5.4: Interdepartmental Integration Recommendations

Provide recommendations for improved coordination between City departments—such as Planning, Economic Development, Parks and Community Services, and Communications—to enhance efficiency and embed arts considerations across policy and project development.

Phase 5 Deliverables Summary: Organizational Assessment Summary, Peer City Benchmarking Report and Matrix, Phased Staffing and Capacity Plan with Budget Implications, Departmental Integration Memo and Coordination Map.

PHASE 6: PLAN PREPARATION, DESIGN, AND ADOPTION

The final phase unites all research, analysis, and engagement into a clear, visually engaging, and actionable plan that communicates Costa Mesa’s cultural vision. MIG will synthesize findings into an accessible, well-designed document that serves as both a policy roadmap and a communication tool—making complex ideas understandable, inspiring civic pride, and encouraging investment in the City’s creative future..

Task 6.1: Draft Plan Development

Prepare a full draft of the Arts and Culture Master Plan that integrates all prior analyses, community input, and recommendations. The document will include key elements such as the refined vision, strategic focus areas, implementation roadmap, funding and governance strategies, and staffing recommendations.

Task 6.2: Plan Design and Visualization

Develop a visually engaging and user-friendly plan layout that reflects Costa Mesa’s creative identity. MIG’s design team will incorporate infographics, maps, and photography to communicate data and ideas effectively. The Plan will be designed for both print and digital distribution, for broad accessibility.

Task 6.3: Review and Approval Presentations

Present the draft Plan to the Arts Commission, Parks & Community Services Commission, and City Council for review and adoption. MIG will facilitate discussion, respond to feedback, and make necessary revisions based on comments from staff and commissioners.

Task 6.4: Final Plan and Deliverables

Incorporate all feedback into the final Plan and prepare both print-ready and accessible digital versions. The final Plan will include an executive summary, detailed appendices, and implementation tracking tools.

Task 6.5: Ongoing Implementation Support
(Optional, As Needed) Not included in proposed budget.

Provide ongoing advisory support to assist the City during early implementation of the Plan. This may include helping to establish governance structures, facilitating interdepartmental coordination, developing funding proposals, or supporting early action projects.

Phase 6 Deliverables Summary: Draft Arts & Culture Master Plan (PDF and InDesign), Designed Plan Layout and Visual Assets, Presentation Materials for Commissions and City Council, Final Plan and Executive Summary, Implementation Tracking Matrix, Optional Ongoing Implementation Support.

Project Management and Quality Control

MIG applies a structured management and quality control process to produce work that is accurate, consistent, and aligned with project goals. Our team maintains clear communication with City staff, conducts internal reviews at each phase, and tracks progress through regular check-ins and milestone reviews. This disciplined approach assures a technically sound, timely, and community-driven final Plan.

Assumptions Statement

In preparing this proposal, MIG has made the following assumptions:

- » **Budget and Scope Management:** All work will be performed on a time-and-materials basis against a total not-to-exceed budget. MIG may reallocate funds among tasks as needed and will notify the City of adjustments with monthly progress reports.
- » **Review and Revisions:** One consolidated round of client review is assumed for each deliverable. Substantial changes in direction may affect scope, schedule, and cost.
- » **Meeting Logistics:** The MIG Team will coordinate and facilitate all project meetings as outlined. The project kickoff and bimonthly coordination meetings will be conducted virtually to maintain regular communication and efficient collaboration, while focus groups and community workshops will be held in person to foster meaningful engagement. The City will manage scheduling, public notifications, and facility arrangements for all in-person sessions.
- » **Data and GIS Resources:** The City will provide current GIS and reference data. MIG will not generate new GIS data unless required for specific tasks.
- » **Final Deliverables:** MIG will provide one bound copy and a digital accessible PDF of the final Arts and Culture Master Plan, including all supporting files and editable InDesign versions.



QUALIFICATIONS AND EXPERIENCE OF THE FIRM

The MIG Team: MIG, CVL Economics, and Cultural Planning Group

MIG has assembled an experienced and well-integrated team that combines national leadership in cultural planning, economic strategy, and implementation design. Together, **MIG, CVL Economics, and the Cultural Planning Group (CPG)** bring a shared history of collaboration and a collective vision for building sustainable creative ecosystems.

Our firms have partnered successfully on multiple cultural and public art initiatives, including the **City of Redmond, WA Public Art Master Plan Update; the Grand River Public Art Plan in Grand Rapids, MI; the City of Sugar Land, TX Cultural Plan; the Howard County, MD Arts for All Program; and the City of Santa Clarita Water District Art Integration Project.**

This proven partnership fosters alignment in approach, seamless communication, and efficient project delivery from planning through implementation.

MIG, Inc.

MIG is a cross-disciplinary planning and design firm that helps cities connect creativity, policy, and infrastructure to build thriving communities. Our team includes cultural and urban planners, creative economy and workforce development specialists, park and recreation professionals, mobility and transportation planners, designers, and engagement experts—supported by dedicated studios in Native Nations, Health Equity, and Public Art and Placemaking. This diversity mirrors how cities operate—across systems rather than silos—allowing us to integrate arts, culture, and the creative economy into the broader civic framework.

For Costa Mesa, MIG will lead **project management, community engagement, and plan development, allowing** cultural vitality to be embedded across transportation, parks, development, and economic strategies. Our work is grounded in the belief that **art is civic infrastructure**—essential to identity, resilience, and long-term community wellbeing.

Cultural Planning Group (CPG)

The Cultural Planning Group brings more than two decades of leadership in **cultural policy, governance, and creative economy planning.** With a portfolio of over 100 cultural and creative economy master plans, CPG excels in developing actionable, community-driven strategies that balance artistic vision with organizational and financial sustainability.

Having worked alongside MIG on numerous cultural and public art initiatives—including Redmond, Sugar Land, and Grand Rapids—CPG provides deep expertise in policy analysis, funding strategies, benchmarking, and arts administration models. For Costa Mesa, CPG will lead policy evaluation, funding framework development, and organizational recommendations to strengthen the City's capacity to implement its vision for the arts.

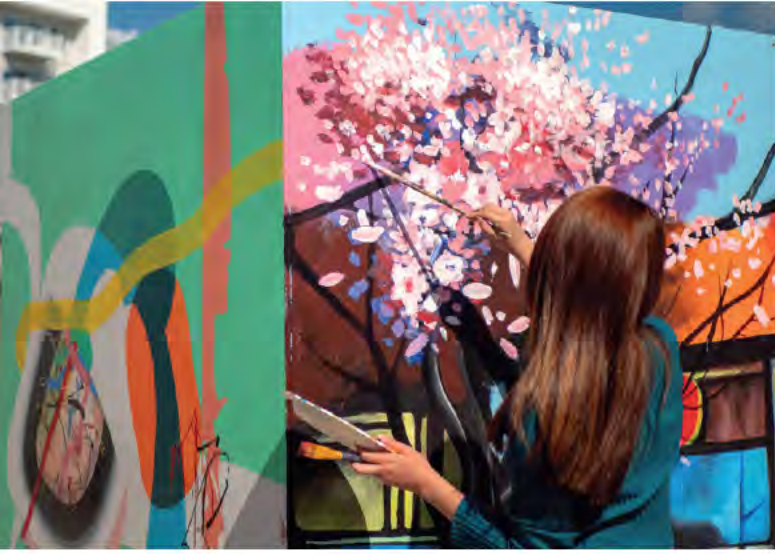
CVL Economics

CVL Economics specializes in **creative economy analysis and funding strategy development** for arts and cultural sectors. Their expertise includes economic modeling, fiscal impact assessments, and governance framework design. CVL's deep experience in quantifying the value of arts investment provides the data foundation for informed decision-making.

For Costa Mesa, CVL will lead a comprehensive analysis of the City's creative economy—evaluating industry performance, employment, and fiscal impact—to inform funding strategies and support long-term cultural and workforce growth.

A Proven Partnership

Together, **MIG, CVL Economics, and CPG** bring a rare combination of **strategic, analytical, and creative expertise**—grounded in years of collaboration and shared success. Our collective experience assures that the updated Costa Mesa Arts and Culture Master Plan will be **visionary, data-informed, community-driven, and implementation-ready**, positioning the **City of the Arts** for its next decade of creative leadership.



Redmond Public Art Master Plan Update

Redmond, WA | Firm: MIG, in partnership with CPG

As one of the fastest-growing and most diverse cities in the Pacific Northwest, Redmond has long recognized the power of art and creativity to strengthen community identity and enhance everyday life. The City is deeply committed to integrating public art and creative placemaking throughout its neighborhoods, civic spaces, and urban corridors.

MIG worked closely with the City to update its Public Art Plan—establishing a framework to sustain and expand Redmond’s investment in public art while addressing ongoing challenges related to funding and staffing. Through an inclusive planning process grounded in community input, MIG helped identify and evaluate new funding mechanisms, provided recommendations for long-term staffing models, and prioritized strategies that reflect Redmond’s community values and diverse cultural identity.

Community engagement included a Creative Economy Forum that brought together artists, developers, and local businesses to explore how art can contribute to Redmond’s growth and livability. The resulting plan provides actionable guidance for aligning public art investments with Redmond 2050 goals and elevating creativity as a visible and valued part of daily life in Redmond.

Grand River Public Art Plan

Grand Rapids, MI | Firm: MIG, in partnership with CPG

The Grand River Greenway revitalizes the river corridor through ecological restoration, public space activation, and cultural enhancement. Spanning 80 miles from Kent County to Lake Michigan, it connects communities with accessible recreation and artistic expression. Project partners engaged MIG and CPG to develop a Public Art Plan that establishes a cohesive curatorial approach for the Greenway trail, integrates both temporary and permanent works, embeds community engagement and identity into the planning process, and implements systems for ongoing maintenance and conservation.

MIG and CPG led a strategic, community-driven approach by engaging stakeholders through conducting workshops, surveys, and interviews, mapping existing art and identifying new installation opportunities, developing partnerships with public and private landowners, establishing funding, stewardship, and maintenance guidelines, and recommending promotional strategies to enhance public engagement.

The Plan creates a cohesive artistic identity for the corridor, enhancing cultural experiences while preserving artistic freedom. Aligned with the Grand River Equity Framework, it prioritizes accessibility and inclusivity, assuring diverse representation and a strong sense of community belonging.



Southeast Los Angeles (SELA) Cultural Center Facilitation and Engagement

Los Angeles, CA | Firm: MIG

The Southeast Los Angeles (SELA) Cultural Center is envisioned as a regional destination celebrating the creativity, culture, and resilience of SELA communities. Emerging from the Lower Los Angeles River Revitalization Plan, the project represents a partnership between Los Angeles County, California State Parks, and the Rivers and Mountains Conservancy to develop a state-of-the-art facility that honors the area's cultural heritage and creative talent.

MIG has played a central role in facilitating the SELA Cultural Center Advisory Panel, guiding visioning and conceptual design efforts through an inclusive engagement process. The Panel, established by the State in 2023, directs the Center's development—from early concepts to construction—enabling community voices to shape every decision.

All meetings have been publicly accessible under the Bagley Keene Open Meeting Act, with MIG providing facilitation, outreach, and a project website with recorded sessions and updates. Through this work, MIG is helping create a cultural hub that not only showcases SELA's artistic vitality but also safeguards community identity amid ongoing investment and urban change.



San Diego Creative City Cultural Plan

San Diego, CA | Firm: CPG

Creative City is San Diego's first comprehensive cultural plan—a landmark framework to position arts, culture, and creativity as central to civic life and economic growth. Spanning from 2022 to 2024, the Plan was developed through a deeply participatory process involving nearly 1,800 community members and cultural stakeholders across the transborder region. It identifies strategies to nurture creative ecosystems, expand equitable access to arts and culture, and strengthen San Diego's identity as a global creative capital. The Plan aligns city policy, funding, and partnerships to sustain artists, support creative industries, and integrate cultural expression into every neighborhood—bridging community development with artistic innovation.



Howard County Arts for All

Howard County, MD | Firm: MIG, in partnership with CPG

Howard County's Arts For All program aims to establish a dynamic public art initiative that fosters a sense of place through the installation of up to four permanent artworks at County-owned facilities, parks, and community spaces. With a budget of \$1.5 million, including \$1 million allocated for artist commissions and \$400,000 for community engagement, artist concept fees, project management, and promotion, the program is designed to be both ambitious and inclusive. By engaging artists from across the country, the initiative will bring distinctive, site-specific works that reflect the diversity and cultural identity of Howard County.

MIG, in partnership with CPG, is leading the comprehensive public art planning and community engagement process. This includes interactive workshops, stakeholder meetings, and an online survey to gather community input on themes, locations, and artistic styles. By integrating broad public participation into the decision-making process, the program informs commissioned artworks that will resonate with local residents and enhance the County's public spaces.

The Arts For All program is poised to leave a lasting impact on Howard County by transforming public spaces into cultural landmarks. Through the integration of high-quality, community-informed artworks, the initiative will enhance civic pride, boost engagement with public art, and create visually compelling destinations that inspire residents and visitors alike. By establishing a framework for future public art investments, this project will serve as a model for integrating creativity into the built environment, reinforcing Howard County's commitment to arts and culture for generations to come.



Santa Ana Arts Future: Community Arts and Cultural Master Plan

Santa Ana, CA | Firm: CPG

Santa Ana's first 10-year Arts and Cultural Master Plan, Arts Future, was born from the City's collective vision following the establishment of its seven-member Arts Commission. Developed through a yearlong community engagement process that included over 1,000 residents, the Plan celebrates Santa Ana's deep cultural heritage and creative spirit. It provides a roadmap for nurturing artists, expanding public art, and strengthening arts education while fostering economic development through creativity. Rooted in equity and inclusion, Arts Future defines the city's strategy for embedding culture into civic priorities and honoring the community's diverse stories and aspirations.



County of Ventura Arts, Culture, and Creative Economy Plan

County of Ventura, CA | Firm: CVL Economics

CVL Economics is developing Ventura County's first comprehensive Arts, Culture, and Creative Economy Strategic Plan, demonstrating our expertise in regional cultural planning and equity-centered approaches. Our methodology included extensive cultural asset mapping across eleven jurisdictions, policy analysis of municipal barriers to creative development, and economic impact assessment of the County's over \$3 billion creative economy. We designed and implemented countywide engagement prioritizing historically underrepresented communities through multilingual surveys, focus groups with artists and cultural workers, and collaborative workshops so that authentic community participation shaped all recommendations.

Our strategic framework addresses five core objectives from ecosystem sustainability to equitable placemaking, explicitly centering historical redress. We developed actionable strategies for municipal policy coordination, sustainable funding mechanisms, and anti-displacement measures protecting existing cultural communities. The Plan established Ventura Creates as a public-private partnership model for coordinated investment and identified specific revenue strategies including percent-for-art policies and cultural district financing. Our deliverables included detailed implementation frameworks with clear metrics, phased timelines, and accountability structures strengthening community ownership of outcomes.



Cultural Tourism and Corridor Activation Study

Los Angeles, CA | Firm: CVL Economics

Destination Crenshaw engaged CVL Economics to conduct a comprehensive cultural and economic development study positioning the historic Crenshaw Corridor as a major cultural destination that centers Black cultural heritage while advancing community economic development goals. Our analysis identified significant opportunities to leverage cultural assets for community wealth-building while addressing historical disinvestment patterns. We evaluated how new Metro K Line transit access could support local cultural businesses and examined strategies for preventing cultural displacement as the area gains regional prominence.

The study included market analysis of cultural tourism potential, assessment of existing creative assets, and development of specific policy recommendations, including Cultural District designation, Community Benefits Agreement frameworks, and local hiring requirements for cultural developments. Our recommendations provided actionable strategies for removing barriers to cultural business development while assuring community members benefit from increased investment. This project demonstrates our expertise in community-controlled cultural development, anti-displacement policy design, and developing evidence-based recommendations that advance from analysis to implementable equity strategies.

KEY PERSONNEL



Ann Berchtold

PRINCIPAL-IN-CHARGE (MIG)

(858) 254-3031 (cell) | aberchtold@migcom.com

With more than 20 years of experience, Ann leads arts and cultural planning initiatives that connect creativity with civic strategy. As Principal-in-Charge and Project Manager, she provides overall project direction, manages the consultant team, and aligns all work aligns with Costa Mesa's goals for equity, economic vitality, and creative identity.



Saul Vazquez-Mejia

PROJECT MANAGER (MIG)

(512) 412-0162 (cell) | svazquez@migcom.com

Saul brings strong project management skills and experience leading cultural planning efforts that integrate multilingual engagement, GIS mapping, and collaborative facilitation tools to ensure inclusive and data-driven outcomes. His expertise in 2D and 3D visualizations, AutoCAD, and 3D modeling contributes to detailed analyses of project issues as well as imaginative presentations that allow people to see and experience potential policy changes or design concepts.



David Plettner-Saunders

FUNDING & STAFFING STRATEGY (CPG)

(213) 500-6692 | david@culturalplanning.com

With over 40 years of experience in cultural policy and arts administration, David is nationally recognized for developing sustainable funding frameworks and organizational models. He will assess Costa Mesa's current arts staffing and funding structure, benchmark peer cities, and develop practical strategies to strengthen organizational capacity and long-term sustainability.



Martin Cohen

POLICY, GOVERNANCE & STRATEGY (CPG)

(267) 992-3792 | martin@culturalplanning.com

With over 40 years of experience in arts administration, arts philanthropy, cultural policy and industry research, Martin brings a broad perspective and experience developing successful frameworks across a range of cultural, arts and community planning. He will evaluate the City's current policies, identify governance options, and support recommendations that allow for clarity, accountability, and cross-departmental alignment.



Alissa Dubetz

CREATIVE ECONOMY LEAD (CVL ECONOMICS)

cody@cvleconomics.com

Alissa specializes in economic and policy analysis, using data to drive inclusive community impact. Her expertise spans workforce development, business ecosystems, infrastructure, and the creative economy. Previously with the Milken Institute and Beacon Economics, she conducted economic impact assessments across diverse sectors.



Adam Fowler

FUNDING & GOVERNANCE STRATEGY (CVL ECONOMICS)

adam@cvleconomics.com

With over 15 years of experience, Adam specializes in economic research, funding models, and governance frameworks for the arts. He will lead the development of strategies that strengthen Costa Mesa's capacity to sustain and grow its creative economy.

Community and Civic Participation

MIG is deeply committed to advancing equity, education, and community well-being through both professional and philanthropic efforts. The firm annually sponsors the **MIG Scholarship for the Planning and Design of Equitable and Inclusive Environments**, which awards two \$5,000 scholarships to students pursuing careers in planning, design, or related disciplines that promote more just and inclusive communities.

In addition to financial contributions, MIG regularly donates staff hours and professional expertise to civic initiatives. Recently, the firm contributed pro bono services to the **San Diego County Child Care Blueprint**, a collaborative planning effort that identified priorities, research-based strategies, and community-driven solutions to strengthen San Diego's child care system.

MIG's long-standing commitment to community partnerships and public service reflects our belief that design and planning are most powerful when they contribute directly to the social and civic fabric of the places we serve.



FINANCIAL CAPACITY

MIG has no debt and has current assets that are 3.6 times over current liabilities.

COST PROPOSAL

As requested, we have provided the MIG Team's Cost Proposal separately.

DISCLOSURE

MIG has no past or current business and personal relationships with any current Costa Mesa elected official, appointed official, City employee, or family member of any current Costa Mesa elected official, appointed official, or City employee.

SAMPLE PROFESSIONAL SERVICE AGREEMENT

MIG has reviewed the City's Professional Services Agreement for the Arts and Culture Master Plan and has no exceptions or amendments at this time.



REQUIRED FORMS

APPENDIX C FORMS

Vendor Application Form
Ex Parte Communications Certification
Disclosure of Government Positions
Disqualification Questionnaire
Company Profile & References
Bidder/Applicant/Contractor Campaign Contribution
Cost Proposal



VENDOR APPLICATION FORM FOR RFP No. 26-09 Arts and Culture Master Plan

TYPE OF APPLICANT: ☒ NEW ☐ CURRENT VENDOR

Legal Contractual Name of Corporation: Moore Iacofano Goltsman, Inc. (MIG)

Contact Person for Agreement: Daniel Iacofano, PhD

Title: President, CEO, CFO E-Mail Address: _____

Business Telephone: (510) 845-7549 Business Fax: (510) 845-8750

Corporate Mailing Address: 800 Hearst Avenue

City, State and Zip Code: Berkeley, CA 94710

Contact Person for Proposals: Ann Berchtold

Title: Principal-in-Charge E-Mail Address: aberchtold@migcom.com

Business Telephone: (858) 254-3031 Business Fax: n/a

Is your business: (check one)

☐ NON PROFIT CORPORATION ☒ FOR PROFIT CORPORATION

Is your business: (check one)

- ☒ CORPORATION
 ☐ LIMITED LIABILITY PARTNERSHIP
- ☐ INDIVIDUAL
 ☐ SOLE PROPRIETORSHIP
- ☐ PARTNERSHIP
 ☐ UNINCORPORATED ASSOCIATION

Names & Titles of Corporate Board Members
 (Also list Names & Titles of persons with written authorization/resolution to sign contracts)

Names	Title	Phone
Daniel Iacofano, PhD	President, CEO, CFO	(510) 845-7549
Christopher Beynon, AICP	Vice President, CDO	(510) 845-7549
Roxanne Torrez Evanoff	COO, Talent Officer	(303) 440-9200
Mukul Malhotra	Chief Innovation Officer	(510) 845-7549
Deanna Chow Trotter	Chief Cuture Officer	(510) 845-7549
Jay Renkens, AICP	Chief Practice Officer	(347) 896-8028

Federal Tax Identification Number:

City of Costa Mesa Business License Number: RGEN-25-0908

(If none, you must obtain a Costa Mesa Business License upon award of contract.)

City of Costa Mesa Business License Expiration Date: 2/28/2026

EX PARTE COMMUNICATIONS CERTIFICATION

Please indicate by signing below one of the following two statements. **Only sign one statement.**

I certify that Proposer and Proposer's representatives have not had any communication with a City Councilmember concerning informal **RFP No. 26-09 Affordable Housing Development Projects** at any time after **October 27, 2025**



Signature

Daniel Iacofano, PhD, President, CEO, CFO

Print

Date: November 3, 2025

OR

I certify that Proposer or Proposer's representatives have communicated after October 27, 2025 with a City Councilmember concerning informal **RFP No. 26-09 Affordable Housing Development Projects**. A copy of all such communications is attached to this form for public distribution.

Signature

Date: _____

Print

DISQUALIFICATION QUESTIONNAIRE

The Contractor shall complete the following questionnaire:

Has the Contractor, any officer of the Contractor, or any employee of the Contractor who has proprietary interest in the Contractor, ever been disqualified, removed, or otherwise prevented from bidding on, or completing a federal, state, or local government project because of a violation of law or safety regulation?

Yes _____ No X

If the answer is yes, explain the circumstances in the following space.

DISCLOSURE OF GOVERNMENT POSITIONS

Each Proposer shall disclose below whether any owner or employee of Contractor currently hold positions as elected or appointed officials, directors, officers, or employees of a governmental entity or held such positions in the past twelve months. List below or state "None."

None

COMPANY PROFILE & REFERENCES

Company Legal Name:

Company Legal Status (corporation, partnership, sole proprietor etc.): **Moore Iacofano Goltzman, Inc. (MIG)**

Active licenses issued by the California State Contractor's License Board: **#C1513382**

Business Address: **800 Hearst Avenue, Berkeley, CA 94710**

Website Address: **www.migcom.com**

Telephone Number: **(510) 845-7549**

Facsimile Number: **(510) 845-8750**

Email Address:

Length of time the firm has been in business: **43 years**

Length of time at current location: **36 years**

Is your firm a sole proprietorship doing business under a different name: ___ Yes ☒ No

If yes, please indicate sole proprietor's name and the name you are doing business under:

Federal Taxpayer ID Number: [REDACTED]

Regular Business Hours: **9am - 5pm (Mon-Fri)**

Regular holidays and hours when business is closed: **TBD**

Contact person in reference to this solicitation:

Ann Berchtold, Principal-in-Charge
(858) 254-3031
aberchtold@migcom.com

Contact person for accounts payable:

Ann Berchtold, Principal-in-Charge
(858) 254-3031
aberchtold@migcom.com

Name of Project Manager:

Saul Vazquez-Mejia, Project Manager
(210) 600-9990
svazquez@migcom.com

COMPANY PROFILE & REFERENCES (Continued)

Submit the company names, addresses, telephone numbers, email, contact names, and brief contract descriptions of at least three clients, preferably other municipalities for whom comparable projects have been completed or submit letters from your references which include the requested information.

City of Redmond

Chris Weber, Cultural Arts Supervisor
15670 NE 85th Street, Redmond, WA 98052
(425) 556-2316 | cweber@redmond.gov

Description: MIG is leading an update to Redmond's Public Art Plan to align the City's investments in public art with its rapid growth, emerging cultural districts, and creative economy goals. The plan identifies priority sites, funding strategies, and governance models to support a more inclusive, innovative, and sustainable public art program.

City of Grand Rapids

Kimberly Van Driel, Director of Space Management,
Downtown Grand Rapids, Inc.
29 Pearl Street, NQ, Suite 1, Grand Rapids, MI 49503
(616) 915-9500 | kvandriel@downtowngr.org

Description: MIG, in collaboration with CPG, developed a comprehensive Public Art Plan for the Grand River corridor, integrating art into ongoing river restoration and public space improvements. The plan establishes a curatorial framework, funding strategies, and governance structure to guide implementation across the 80-acre riverfront.

City of San Diego

Jonathon Glus, Arts & Culture Director
202 C Street, San Diego, CA 92101
(323) 620-6519 | JGlus@saniego.gov

Description: Delivered by Cultural Planning Group, the City of San Diego Cultural Plan established a roadmap to strengthen the creative sector, expand equitable access to arts and culture, and integrate cultural vitality into civic life. The plan provides strategies for investment, inclusion, and long-term cultural sustainability.



**BIDDER/APPLICANT/CONTRACTOR CAMPAIGN CONTRIBUTION
DISCLOSURE FORM**

Proposer/Consultant/Applicant is required to identify any campaign contribution or cumulative contributions greater than \$249 to any city council member in the twelve months prior to submitting an application, proposal, statement of qualifications or bid requiring approval by the City Council.

Date	Name of Donor	Company/Business Affiliation	Name of Recipient	Amount
		N/A		

Except as described above, I/we have not made any campaign contribution in the amount of \$250 or more to any Costa Mesa City Council Member in the twelve months preceding this Application/Proposal.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct.

Daniel Iacofano, PhD, President, CEO, CFO

Bidder/Applicant/Proposer

November 3, 2025

Date

A handwritten signature in blue ink, appearing to read "Daniel Iacofano", written over a horizontal line.



ADDENDUM NO. 1
REQUEST FOR PROPSAL
FOR
Arts and Culture Master Plan Update
RFP NO. 26-09



Parks and Community Services Department
CITY OF COSTA MESA

Addendum Released on November 12, 2025

The referenced document has been modified as per the attached Addendum No. 1

Please sign this Addendum where designated and return the executed copy with submission of your proposal. This addendum is hereby made part of the referenced RFP.

1. **Delete** Schedule of Events: **Schedule of Events:** This Request For Proposal shall be governed by the following schedule:

- | | |
|----------------------------------|------------------------------|
| 2. Responses to Questions Posted | November 10, 2025 at 5:00pm |
| 3. Proposals are Due | November 14, 2025 at 10:00am |
| 4. Interviews (if held) | December 2-4, 2025 |
| 5. Approval of Contract | January 2026 |

6. **Replace** Schedule of Events: **Schedule of Events:** This Request For Proposal shall be governed by the following schedule:

- | | |
|----------------------------------|------------------------------|
| 1. Responses to Questions Posted | November 18, 2025 at 5:00pm |
| 2. Proposals are Due | November 25, 2025 at 10:00am |
| 3. Interviews (if held) | December 15-16, 2025 |
| 4. Approval of Contract | January 2026 |

All other provisions of the request for proposal shall remain in their entirety.

Vendors hereby acknowledge receipt and understanding of the above Addendum. Complete and submit this Addendum with your proposal.



11/13/2025

Signature

Date

Ann Berchtold, *Principal-in-Charge*

Typed Name and Title

Moore Iacofano Goltsman, Inc. (MIG)

Company Name

800 Hearst Avenue

Address

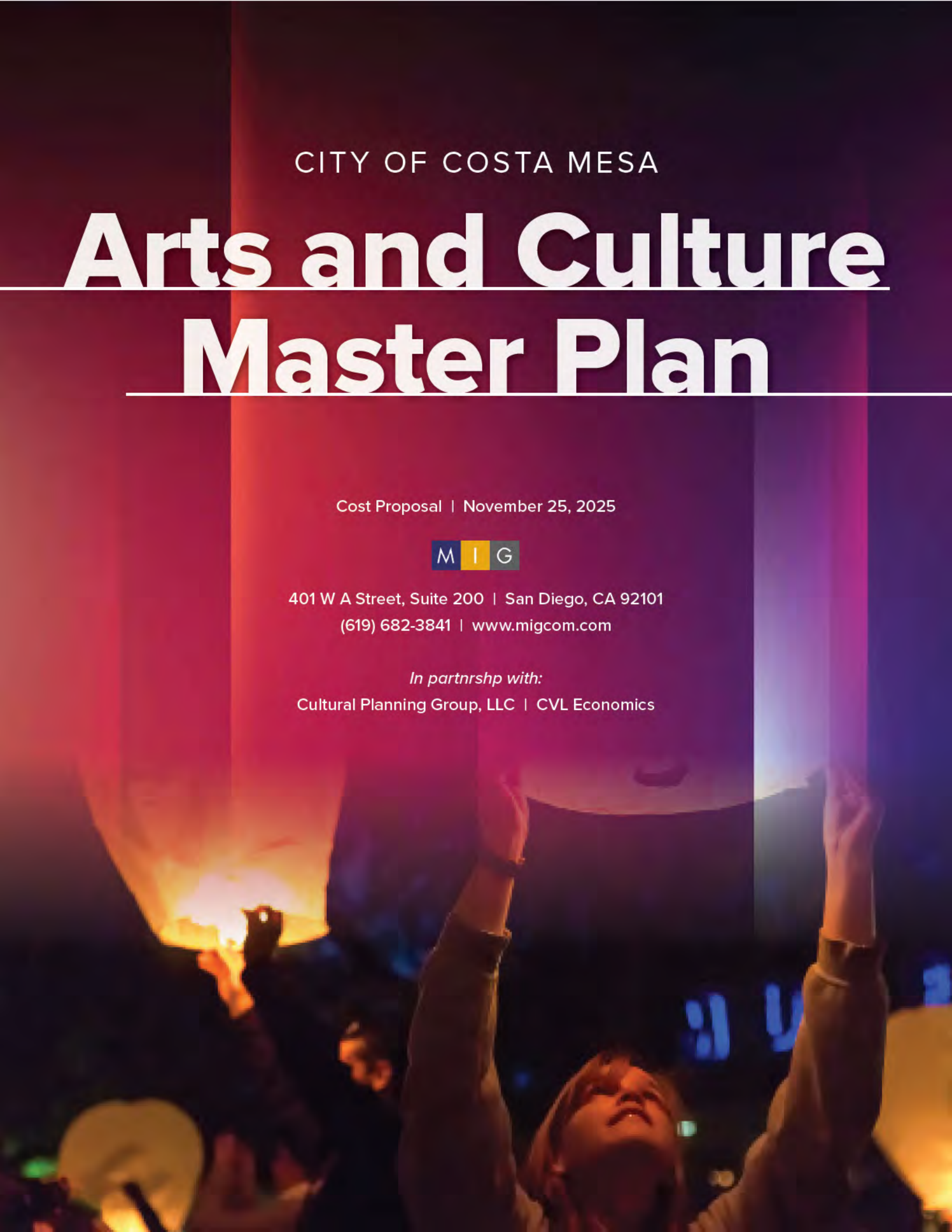
Berkeley, CA 94710

City

State

Zip

EXHIBIT B
FEE SCHEDULE



CITY OF COSTA MESA

Arts and Culture Master Plan

Cost Proposal | November 25, 2025



401 W A Street, Suite 200 | San Diego, CA 92101
(619) 682-3841 | www.migcom.com

In partnership with:

Cultural Planning Group, LLC | CVL Economics

COST PROPOSAL

PROPOSAL				MIG, Inc.								Subconsultants (include direct costs)				MIG Direct Costs		Professional Fees Totals			
				Ann Berchtold		Saul Vazquez		Katie Wall		Danyel Cisneros		Fran Carillo		MIG Totals					CPG	CVL	Sub Totals
				Principal-in-Charge		Project Manager		GIS Specialist		Graphic Designer		Project Administrator									
		Hrs@	\$230	Hrs@	\$135	Hrs@	\$130	Hrs@	\$125	Hrs@	\$165										
Phase 1: Project Initiation and Discovery																					
1.1	Project Kickoff Meeting	4	\$920	4	\$540		\$0		\$0	2	\$330	10	\$1,790	\$3,000	\$2,000	\$5,000	\$2,000	\$8,790			
1.2	Review of Existing Plans and Policies	4	\$920	4	\$540		\$0		\$0		\$0	8	\$1,460	\$1,000		\$1,000		\$2,460			
1.3	Project Management Framework	10	\$2,300	20	\$2,700		\$0		\$0		\$0	30	\$5,000	\$0		\$0		\$5,000			
1.4	Baseline Data and Resource Assessment	10	\$2,300		\$0		\$0		\$0		\$0	10	\$2,300	\$3,000		\$3,000		\$5,300			
1.5	Interdepartmental Coordination & Alignment	10	\$2,300		\$0		\$0		\$0		\$0	10	\$2,300	\$3,000		\$3,000		\$5,300			
Subtotal		38	\$8,740	28	\$3,780	0	\$0	0	\$0	2	\$330	68	\$12,850	\$10,000	\$2,000	\$12,000	\$2,000	\$26,850			
Task 2: Assessment of Progress and Current Conditions																					
2.1	Plan Progress Evaluation	4	\$920	5	\$675		\$0		\$0	1	\$165	10	\$1,760			\$0		\$1,760			
2.2	Cultural Asset and Program Inventory Update	4	\$920	5	\$675	5	\$650		\$0		\$0	14	\$2,245	\$2,000		\$2,000		\$4,245			
2.3	Creative Industry and Economic Analysis	5	\$1,150		\$0		\$0		\$0		\$0	5	\$1,150		\$15,000	\$15,000		\$16,150			
2.4	Synthesis of Findings and Baseline Summary	5	\$1,150		\$0		\$0		\$0		\$0	5	\$1,150		\$5,000	\$5,000		\$6,150			
Subtotal		18	\$4,140	10	\$1,350	5	\$650	0	\$0	1	\$165	34	\$6,305	\$2,000	\$20,000	\$22,000	\$0	\$28,305			
Task 3: Community and Stakeholder Engagement																					
3.1	Stakeholder Engagement Framework	4	\$920	4	\$540		\$0		\$0	1	\$165	9	\$1,625	\$2,000		\$2,000		\$3,625			
3.2	Multimodal Engagement Strategy	5	\$1,150	20	\$2,700		\$0		\$0		\$0	25	\$3,850	\$1,000		\$1,000		\$4,850			
3.3	Trusted Partner and Compensation Model	5	\$1,150		\$0		\$0		\$0		\$0	5	\$1,150		\$1,000	\$1,000		\$2,150			
3.4	Digital and Interactive Engagement Tools	5	\$1,150	10	\$1,350		\$0		\$0		\$0	15	\$2,500			\$0		\$2,500			
3.5	Synthesis of Engagement Findings	5	\$1,150	5	\$675		\$0		\$0		\$0	10	\$1,825	\$2,000		\$2,000		\$3,825			
Subtotal		24	\$5,520	39	\$5,265	0	\$0	0	\$0	1	\$165	64	\$10,950	\$5,000	\$1,000	\$6,000	\$0	\$16,950			
Task 4: Plan Refinement and Strategic Visioning																					
4.1	Vision and Mission Refinement	5	\$1,150	5	\$675		\$0		\$0	1	\$165	11	\$1,990	\$2,000		\$2,000		\$3,990			
4.2	Identification of Strategic Focus Areas	10	\$2,300		\$0		\$0		\$0		\$0	10	\$2,300			\$0		\$2,300			
4.3	Implementation Roadmap	10	\$2,300		\$0		\$0		\$0		\$0	10	\$2,300			\$0		\$2,300			
4.4	Funding & Governance Strategies	5	\$1,150		\$0		\$0		\$0		\$0	5	\$1,150	\$3,000		\$3,000		\$4,150			
4.5	Integration and Validation Workshop	16	\$3,680		\$0		\$0		\$0		\$0	16	\$3,680	\$2,000		\$2,000		\$5,680			
Subtotal		46	\$10,580	5	\$675	0	\$0	0	\$0	1	\$165	52	\$11,420	\$7,000	\$0	\$7,000	\$0	\$18,420			
Task 5: Staffing Needs and Workload Analysis																					
5.1	Organizational Assessment	10	\$2,300		\$0		\$0		\$0	1	\$165	11	\$2,465	\$2,000		\$2,000		\$4,465			
5.2	Peer City Benchmarking	10	\$2,300		\$0		\$0		\$0		\$0	10	\$2,300			\$0		\$2,300			
5.3	Phased Staffing Model and Capacity Plan	10	\$2,300		\$0		\$0		\$0		\$0	10	\$2,300	\$2,000		\$2,000		\$4,300			
5.4	Interdepartmental Integration Recommendations	10	\$2,300		\$0		\$0		\$0		\$0	10	\$2,300			\$0		\$2,300			
Subtotal		40	\$9,200	0	\$0	0	\$0	0	\$0	1	\$165	41	\$9,365	\$4,000	\$0	\$4,000	\$0	\$13,365			
Task 6: Plan Preparation, Design, and Adoption																					
6.1	Draft Plan Development	10	\$2,300	10	\$1,350		\$0		\$0	1	\$165	21	\$3,815	\$2,000		\$2,000		\$5,815			
6.2	Plan Design and Visualization	20	\$4,600		\$0		\$0	30	\$3,750		\$0	50	\$8,350			\$0		\$8,350			
6.3	Review and Approval Presentations	15	\$3,450		\$0		\$0		\$0		\$0	15	\$3,450			\$0		\$3,450			
6.4	Final Plan and Deliverables	15	\$3,450		\$0		\$0		\$0		\$0	15	\$3,450			\$0	\$2,000	\$5,450			
Subtotal		50	\$13,800	10	\$1,350	0	\$0	30	\$3,750	1	\$165	101	\$19,065	\$2,000	\$0	\$2,000	\$2,000	\$23,065			
SUBTOTAL		226	\$51,980	92	\$12,420	5	\$650	30	\$3,750	7	\$1,155	360	\$69,955	\$30,000	\$23,000	\$53,000	\$4,000	\$126,955			
10% Markup (on Subconsultants and Direct Costs)																		\$5,700			
TOTAL PROJECT COSTS																		\$132,655			

Optional Tasks		
Task 6.5	Ongoing Implementation Support (Hourly Rate)	\$220
	Optional Task Hourly Rate	\$220

EXHIBIT C

CITY COUNCIL POLICY 100-5