

EXHIBIT A - SCOPE OF WORK

TASK 1 - PROJECT ADMINISTRATION/MANAGEMENT:

Description:

- A. The consultant will work closely with Island County staff to create an Economic Development Element for the Island County Comprehensive Plan.
- B. The consultant team will attend one project kick-off conference call with County staff and will coordinate bi-weekly online or telephonic meetings for updates and coordination with County and consultant team members throughout the project. Biweekly coordination meetings may be cancelled if deemed unnecessary due to other project events/meetings.
- C. The consultant will attend Planning Commission and Board of Island County Commissioners meetings as scheduled and budgeted, in addition to public workshops and related plan meetings to present findings, answer questions, and assist Island County staff with presentation of the materials. The Consultant will attend two Board and two Commission meetings, and one joint meeting. Additional meetings will be added only in agreement between consultant and County project manager, pending budget resources available.
- D. County responsibilities will include maintenance of project records, final report formatting and scheduling and posting/publishing notice of public meetings. Efforts will include conducting, coordinating, and scheduling project activities and assuring quality control. Every effort will be made to maintain effective communication with the Consultant; all affected local, state, or federal jurisdictions; and any interested individuals or groups.

Deliverables:

- 1) **Consultant attendance** at bi-weekly online or telephonic coordination meetings and in-person attendance of 2 Board meetings, 2 Planning Commission meetings, and one joint meeting of the Board and Planning Commission. *Island County staff will assist with facilitation and scheduling of those meetings.*

TASK 2 – ECONOMIC TRENDS AND CONDITIONS

Description:

- A. Review and reference partner agency long-range plans, the Island County Comprehensive Plan and other relevant data to provide a profile of current economic conditions. This review will include

identification and assessment of economic factors, existing conditions, and financial indicators and will include, but may not be limited to, summary information on the following:

- a. Existing demographic and socioeconomic data and trends;
 - b. Labor force characteristics and trends;
 - c. Commercial permitting data;
 - d. Employers (to identify major employers, mid-size businesses, and small businesses);
 - e. Identification of local industries, including change over time and gaps where there are industries that are appropriate to our rural island setting that are not currently doing business in island county;
 - f. Existing and planned infrastructure (transportation, utilities, and community facilities);
 - g. Local land and building availability for businesses;
 - h. Local ordinances, policies, programs, and rules that impact economic growth;
 - i. Special initiatives for economic growth;
 - j. Review of the Island County Comprehensive Plan;
 - k. An assessment of the current workforce capabilities in Island County;
 - l. Review of workforce training needs and opportunities for living wage jobs in Island County. This should include a look at hiring needs for local businesses, if the skills needed by local business are available in the community, gaps in skills, and opportunities for training programs; and
 - m. Analyze existing infrastructure and planned infrastructure and identify strategies to fund key projects to aid more timely economic growth in the community.
- B. Review and summarize opportunities for economic development, including:
- a. Identify and analyze existing funding mechanism (.09 Rural Economic Development Funds, transportation funds, etc.) and potential funding opportunities, both private and public that will facilitate infrastructure provision in Urban Growth Areas (UGA) and Rural Areas of More Intensive Development (RAIDs).
 - b. Identify opportunities, as well as tools and techniques that are available to the County, to strengthen economic resiliency and diversification and how policies can be geared to address vulnerabilities early on, mitigate the impact of shocks, and speed recoveries from economic shocks.
 - c. Identify opportunities to support the growth existing and future business owners and local industries including: major employers, restaurateurs, retail businesses, personal service businesses, and local industries.

- d. Identify opportunities to facilitate business growth and retention through updates to local regulations and policies, zoning maps, and improved intergovernmental coordination.

Deliverables:

- 2) Draft & Final Economic **Trends & Conditions Summary Report**, with information and analysis by planning area as well as county-wide.

TASK 3 - COMMUNITY/STAKEHOLDER OUTREACH

Description:

Public Engagement Plan

The consultant shall prepare a Public Engagement Plan that shall include the following.

- A. Preparation and facilitation of stakeholder input sessions throughout Island County’s planning areas. These sessions will be coordinated and integrated with the stakeholder outreach sessions that the Island County Economic Development Council is undertaking, and will consist of a series of one-on-one and/or workshops with Stakeholders, and should include:
 - a. Local economic development partners (including, but not limited to, the Island County Economic Development Council, the Port of South Whidbey, the Port of Coupeville, Clinton Community Council, airports, and local municipal jurisdictions);
 - b. Government and vital institutions;
 - c. Key employers;
 - d. Local financial institutions and real estate representatives;
 - e. Local Chambers of Commerce;
 - f. Additional meetings with Elected Officials for project kick-off.
 - g. The process/format developed for these meetings must ensure an open discourse with stakeholders that will help identify and inform the highest priority economic development issues facing the region.
- B. A community-wide engagement process that includes education and outreach to review draft goals & policies, the Gateway Plan documents, and the Draft Economic Development Plan documents. This process should include at least one event in each planning area.

Public Engagement Responsibilities

A. Stakeholder Interviews

- a. CAI will conduct facilitate at least three stakeholder sessions which include either one on one interviews of small groups. The sessions will occur over three separate days, with time allocated during those days for project team meetings and County Board meetings. The remaining time will accommodate a significant number of stakeholders and groups, to be coordinated with County staff.
- b. CAI will work with staff to develop agendas and desired outcomes for stakeholder meetings.

B. Gateway Property Owner Survey

- a. CAI will develop, *with assistance from Island County staff*, and launch an online survey of property owners in the gateways to solicit concerns and opportunities for the gateways.
- b. CAI will analyze and prepare a summary of survey results and findings.

C. Webpage management

- a. *Island County will develop, launch, and manage project page for Economic Development Element.*
- b. CAI will assist with website content to include provision of presentations, mapping, timelines, draft documents and other exhibits developed for presentation purposes and press releases.

D. Meetings and community workshops

- a. Following approval preliminary drafts, CAI will plan and facilitate three to four community workshops throughout Island County. CAI, *with the assistance and guidance of Island County staff*, will be responsible for the development and design of all printed materials, including handouts for workshops, maps, agendas, etc. Island County will reproduce flyers, agendas and large exhibits.
- b. CAI will provide presentations, assist IC in facilitating community meetings and will assemble and integrate community feedback on proposed drafts for review.
- c. *Island County will provide final approval of all public engagement materials.*

Deliverables:

- 3) **Public Engagement Plan**
- 4) Consultant attendance and facilitation of **stakeholder meetings and community events**
- 5) **Stakeholder Summary Memo**
- 6) Online Gateway property owner **survey** and **survey findings memo**

- 7) **Public engagement materials and website content**
- 8) **Comments matrix**

TASK 4. GATEWAY STUDY

Description:

This project will include studies of transportation gateways to include Clinton, Camano Gateway, North Whidbey (Deception Pass area), and Coupeville (ferry gateway), as well as the three airports. This study will assist Island County with identification of existing conditions, barriers to development, and opportunities to make adjustments for economic growth at those important entry points. The gateway study will include:

- A. A market study to help identify strengths, weaknesses, opportunities, and threats to achieving full commercial and residential potential, as appropriate to each area;
- B. The identification of regulatory barriers and regulatory changes to be considered in achieving quality development/redevelopment in these gateways;
- C. An analysis of existing infrastructure and planned infrastructure and identification of strategies to fund key projects to aid timelier economic growth in the community; and
- D. An evaluation of the Clinton and Camano Gateway zoning districts and development regulations and assessment opportunities for zoning and/or regulatory adjustments.
- E. Coordination with the consultants conducting the economic development study for the South Whidbey Airpark (under separate contract) to incorporate but not duplicate that project.
- F. Review of potential for zoning overlays in the rural areas leading up to the RAIDS in the gateways that are on highways but not at the county line, to determine if there are adjustments to regulations that might be appropriate to ensure the tourism-based services are appropriately located, etc. This may include a review of regulations relating to Rural Center and/or Rural Service zoning districts and regulations related to Small Scale Recreation and Tourism uses.

Deliverable

- 9) **Goals, policies, strategies, and tools specific to the gateways**, to be incorporated in Economic Development Element and the Implementation Plan.

TASK 5 - PLAN DEVELOPMENT AND FINALIZATION

Description:

Creation of an Economic Development Element for the Island County Comprehensive Plan containing economic development priorities, goals, and policies for the County and a locally based economic development action plan with implementation strategies taking advantage of the opportunities surrounding the Island County area and supporting private sector investment and job growth.

The final documents should include attention to the following:

- A. Identification of needed improvements and actions that will accelerate business attraction and recruitment of such development;
- B. An outline of state, federal, or other programs including, but not limited to, entrepreneurial development, business incubation, and strategies for any special new industries;
- C. Identification of assets outside our community (this should include potential funding sources) that can be leveraged for economic development;
- D. Identify strategies to fund key infrastructure to facilitate timelier economic growth in the community;
- E. Identification of key partnership opportunities; and
- F. Identification of regulatory updates to support economic development activities in the County (including zoning and development standards if appropriate).

The Economic Development Element will include:

- A socioeconomic snapshot;
- A discussion of issue areas that currently impeded economic development in Island County;
- Issue areas and opportunities for sustainable, effective change and economic resiliency
- The vision and goals of the community; and
- Goals and policies directed at economic growth, economic retention, economic diversification, and economic resiliency.
- Goals and policies directed at economic growth, economic retention, infrastructure provision, economic diversification, and economic resiliency for the gateways;

The Implementation & Evaluation Plan will include:

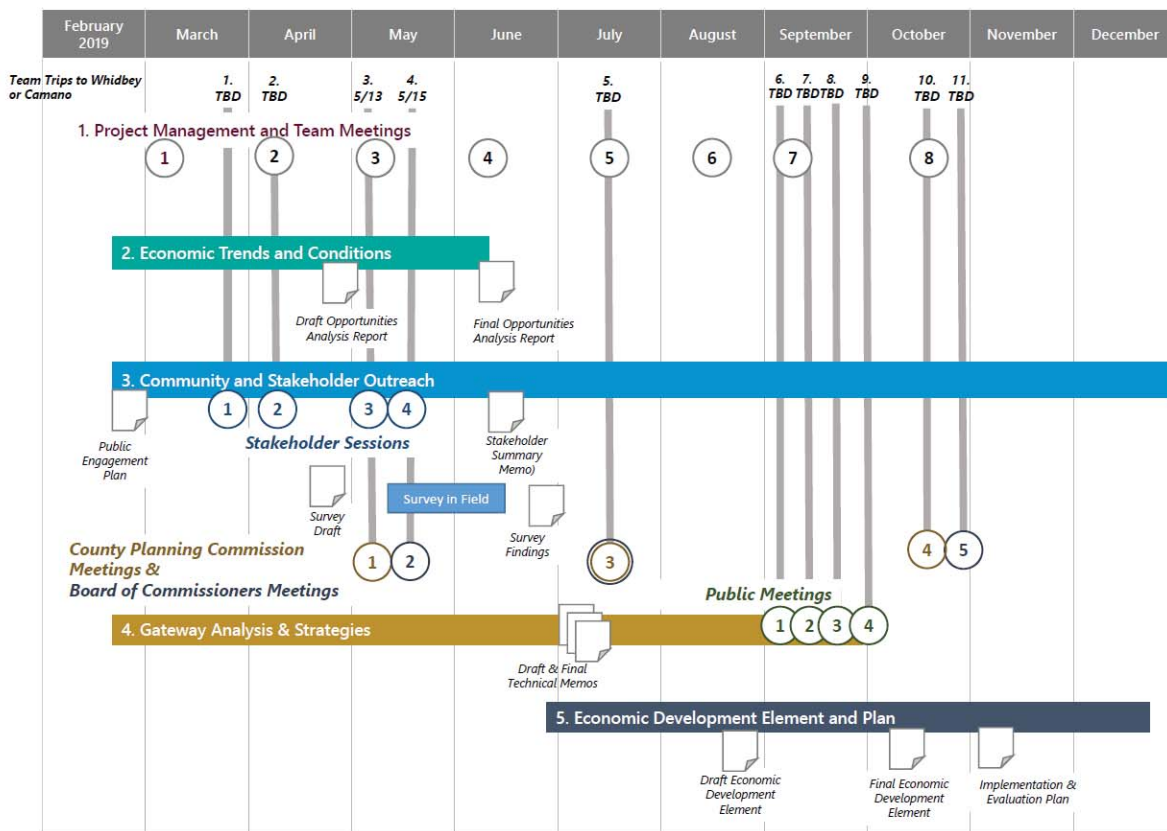
- Action plan, including prioritization of action plan items and timing (short term, medium term, long term).

- Methods for evaluation.
- A list of recommended updates/additions for other Island County Comprehensive Plan Elements to be incorporated into the next updates to those chapters.

Deliverable:

- 10) **Draft Economic Development Element** for review and refinement
- 11) **Final Economic Development Element**
- 12) **Implementation & Evaluation Plan**

EXHIBIT B – WORKING DRAFT PROJECT SCHEDULE



* The actual timeline to complete each task may vary from the schedule shown. The termination date of this contract shall be on April 30, 2020. Any change to the termination date shall be incorporated in a written amendment to this contract.

EXHIBIT C – BUDGET

Task	Approximate Staff Hours	COSTS	% of total
1. Project Management	46	\$ 7,100	7%
2. Economic Trends and Conditions	108	\$16,300	16%
3. Community and Stakeholder Outreach	248	\$38,100	36%
4. Gateway Analysis & Strategies	132	\$21,000	20%
5. Plan Development and Finalization	132	\$20,120	19%
<i>Expenses</i>		<i>\$ 2,300</i>	<i>2.2%</i>
TOTAL COSTS & EXPENSES NOT TO EXCEED		\$105,000	100%