Surface Water Management Comprehensive Plan
Complete Request for Proposals (RFP) Packet
Date: 06/06/2016

Background of the City of Lynnwood

The City of Lynnwood is a city in Snohomish County, Washington with an estimated residential population of approximately 36,687. Lynnwood was incorporated in 1959 and has developed over time from a rural community to a highly developed urban community that consists of primarily a mixture of commercial development, multi-family housing and low density residential uses.

At one point, Lynnwood used to be known as the "HUB" city. While this moniker hasn't been used for quite some time, it made much sense in context of Lynnwood's geographic location and infrastructure. With several important State transportation Interstates and Highways located in and around the City limits, it was acknowledged as having great capacity and accessibility for the transportation of goods and services in support of commerce. The City is located at the convergence of Interstate 5 (I-5), Interstate 405 (I-405) and State Route 525. State Route 524 (196th Street) and State Route 99 (Highway 99) also bisect the center of Lynnwood.

As a result of the location of these routes within or around the City, combined with the dense commercial development and retail uses, large traffic use and increases in daytime population are common. Based on past analysis of traffic data the daytime population has been estimated to increase from 36,687 to approximately 100,000. This is a direct result of Lynnwood's development as a commercial and retail center in the region.

Lynnwood also plays an important role with regards to planned growth management within Snohomish County, being identified as a planned Urban Growth Center. This designation has identified Lynnwood, and the Lynnwood City Center, as an area with large targets of growth and density within the region. This targeted density, coupled with the large amount of existing development, currently proposes both great opportunity and great challenges to the City of Lynnwood when working to accommodate this planned growth.

Lynnwood strives to be a healthy, active, vibrant community that offers "A great deal more" to residents and visitors. City leadership and staff have established a clear vision for the City that includes building a healthy and sustainable environment. This visioning statement, as well as goals, policies and strategies outlined in the Lynnwood Comprehensive Plan, guide, and align with, the development of programs, projects and operations that the City provides for the community.

Surface Water Management Program

Like many cities in the region, rapid development took place in the 1960's and 1970's before many stormwater regulations, such as the Clean Water Act and Water Quality Act, went into effect. This development has transformed Lynnwood from what was a primarily forested condition to that of a highly developed urban area with approximately 49% coverage of impervious surface. As a result, much of this development generates stormwater flows that are generally unmitigated with regards to flow control and water quality. This unmitigated development has created both water quality problems and flood control problems that the City has been attempting to manage since incorporation in 1959. Given these existing issues, Lynnwood has found over time that management of stormwater has been challenging and requires considerable scope, planning and resources to accomplish program goals.

With regards to the City's surface water management program, there are a variety of challenges, opportunities, and requirements that need to be met to one extent or another. There are challenges associated with fixing complicated existing chronic drainage and water quality problems as a result of prior growth. There are also related challenges and opportunities for the City in assuring stormwater issues are neither created nor exasperated in conjunction with planned growth. At the same time, the City needs to meet mandated regulatory requirements and maintain the existing stormwater infrastructure.

Given the magnitude and scope of existing stormwater problems, the cost of capital investment required of the solutions, and the limited budget allocated to address the problems over the years, Lynnwood has had to find ways of accomplishing more with less. As a result, the approach of the Surface Water Management program has needed to focus on meeting Washington State Department of Ecology (WDOE) stormwater permit requirements first, as they are regulatory requirements that the program must meet, and accomplishes capital improvements to the extent feasible given the budget and resources made available.

On the Operations & Maintenance side, the City performs ongoing inspections and performs maintenance of the system on a regular basis. However, there are some operational needs that have been identified and are in the process of being addressed. These operations could be further enhanced by improvements to internal communication, coordination, and incorporating technology.

There are also opportunities and challenges related to the development and improvement of the program in general as it evolves over time. To this point, the program has had the overarching goal of making the transition between being a program that is reactive in nature, and focused on solving problems and meeting minimum regulatory requirements, to one that can be managed more effectively, having the resources it needs to plan strategically and the flexibility take advantage of strategic opportunities as they arise to enhance the program and City capital assets. This evolution requires programmatic planning and development that is both comprehensive in approach and proactive in nature.

While the City has made great strides over the years in the evolution and improvement of the program, it is acknowledged that there are several opportunities, needs, and areas for improvement. One of these areas is in stormwater capital improvements projects. While there have been many capital projects identified in prior plans, the resources allocated to stormwater projects haven't allowed the program to make the headway in correcting nagging stormwater problems as is desirable. In order to ultimately transform the City's stormwater management program from being in a reactive state (i.e. reacting to problems, conforming to requirements, and making small, incremental improvements) to being in a effectively managed state (infrastructure assessment, planning capacity improvements, replacement schedules, and comprehensive managed programs) there is an urgent need to find the funding for, and execute, permanent solutions for existing, ongoing stormwater problems.

There are also areas of improvement that have been identified with respect to practices, goals and policies. Given the recent regional focus on Low Impact Development (LID), Green Infrastructure, and Sustainability, Lynnwood has a pressing need to adopt, demonstrate and implement these practices if we are to provide "a great deal more" through our surface water program.

Some of these practices, such as LID, are mandated by external agencies, such as WDOE. The program will need to focus on training, education, and implementation to assure future projects and development meet these standards. With respect to Green Infrastructure and Sustainability, there are other practices available that will assist and guide the program, and development citywide in general, in adopting goals and policies that will reduce the impact of future development on the environment and require fewer resources from the City to manage over time. The City also has the need to develop policies that reduce or eliminate barriers to the program goals, objectives and initiatives.

Under the City's Stormwater Management Program, the City is responsible for the system of surface watercourses, stormwater conveyance systems, water features, and stormwater control measures located within the City limits. Current maintenance and operations work is focused on the inspection and regularly scheduled maintenance of these facilities within Lynnwood. It also should be noted that many of these systems, features and measures abut, or are part of, other municipal agencies systems such as Edmonds, Mountlake Terrace, Brier, and Unincorporated Snohomish County. Therefore, it is important that the management of Lynnwood's systems consider, and be coordinated with, these local agency stakeholders.

Project Goals

The Surface Water Management Comprehensive Plan (Comp Plan) guides the City's surface water management program (program). The Comp Plan provides goals, policies, guidance, planned program activities required to manage regulatory, capital improvement, development, and maintenance requirements associated with the program. The ongoing management of Lynnwood's stormwater program is necessary for the health, safety and general welfare of the public, protection of wildlife, and the preservation of the environment as a whole.

Over the years, the City has periodically prepared and updated comprehensive plans to address stormwater management program needs. The last two updates were the Lynnwood Comprehensive Flood and Drainage Management Plan (R.W. Beck, 1998) and the Surface Water Management Comprehensive Plan (Herrera Environmental Consultants, 2009). The latter of these two updates focused on programmatic needs as a whole as a result of issuance of the NPDES Phase ii permit issuance in 2007 by the Department of Ecology (DOE).

Since the last Surface Water Management Comprehensive Plan update in 2009, Lynnwood has made improvements to the stormwater program with respect to National Pollution Discharge and Elimination System (NPDES) compliance and program management. The program does well in addressing conditions of the current NPDES phase II permit and has identified many areas of improvement to take into the next update. The City also recognizes the need to review and analyze the current stormwater program with respect to implementation of the newest updates to NPDES phase II permit requirements.

The focus of the proposed plan updates are to build upon the previous plan and make the appropriate revisions in context of current program requirements and goals. The planned revisions to the Surface Water Management Comprehensive Plan proposes to review the existing program and plan, update and improve existing content, and build upon the past plan by offering several enhancements and organizational improvements. The work involved in updating the plan will also need to consider needs, inputs, and identified requirements of several key stakeholders and the public. The goal of this project is to produce an improved, supported, comprehensive update to the plan that will effectively guide the Stormwater Management Program and Stormwater Maintenance Operations over the next 5-10 years.

Purpose of Document

Some of the high-level purposes for updating the plan are as follows:

- Document the current Stormwater Management program.
- Evaluate gaps in current Stormwater Management program with regards to changing regulatory requirements.
- Assess program needs based on identified gaps, program goals, and the programs vision.
- Provide the planning required for achieving compliance with regulatory requirements (ESA, TMDL, NPDES Ph.2, etc.).
- Inventory existing stormwater infrastructure.
- Describes and details existing stormwater issues (flood control, water quality, erosion/sedimentation and habitat degradation).

- Document watershed information (Basin ID's, mapping and characteristics).
- Assure alignment with Comprehensive Plan(s) and City visioning statements.
- Document use as study archive/repository (appendices).

Project constraints

All projects must operate within given constraints. Some constraints based on an evaluation of the project constraints of scope, time, cost, quality, risk, resources, and customer satisfaction, the City has determined the project is driven by the following constraints:

1.) Quality – The most important driver of this project is quality. The City is looking to receive a comprehensive update that meets the project requirements outlined here. Interim and final deliverables will need to demonstrate the appropriate amount of incremental value added to be considered complete. The consultant will work with the project manager to determine project metrics and acceptance criteria for incremental and final deliverables.

2.) Customer Satisfaction - We want to assure that the end product is a functional, useful document for end users. The needs of the users and stakeholders should be adequately reflected in the document. The consultant will work with the project manager and stakeholders to identify and develop reasonable acceptance criteria that the project will need to meet for final acceptance.

3.) Cost– The budget for this project is in the range of $200,000 to $250,000. This is the assigned budget which the project will be managed to. In most cases, cost can be directly related to scope. However, there may be areas of scope that will either not be fully expended or are determined to be unnecessary during the performance of performing the work. Through the City's change control process, unexpended or unutilized funds can be reallocated between items of scope.

The remaining constraints not mentioned, while also needing to be managed, are not considered primary drivers for the project and the City may be flexible with. For example, the City may allow the schedule to contain planned activity contingencies or schedule buffers that will provide the consultant flexibility with regards to resource planning and deliverable dates. The anticipated schedule is approximately 12 months but will be officially be determined during scoping the project.

Project Requirements

As mentioned, the last update of the Surface Water Management Comprehensive Plan was completed in 2009. An electronic copy of the 2009 plan can be found by typing the following link into your web browser:

http://www.lynnwoodwa.gov/AssetFactory.aspx?did=1351

The 2009 plan will be used as a basis of comparison for the updated plan. Several areas of the plan contain content that we will be able to reuse and/or build upon. Several parts of the existing plan are anticipated to be retained to some extent, and many of the reports, lists, tables and background documents may only require updating. That being said, however, the City desires to perform a comprehensive review of the document and is planning to perform a full re-write of the plan. This update will focus on document organization as well.

Document Organization

Some of the primary organizational goals for the document include, but may not be limited to, the following goals and objectives:

- Organize the document in a way that it is compartmentalized. To the extent practical, users that have certain areas of interest should be able to "turn to their section of interest" and find the content that is directly applicable to their need. For example, the maintenance department should be able to find all of the content related to stormwater maintenance requirements in a maintenance section.

- The document should be easy to read and contain little superfluous information. Efforts should be made to reduce and/or eliminate excessive, redundant, and non-essential information.

- The organization and structure should be somewhat intuitive and be easy to navigate.

- It should be assumed that someone on the project team, working directly with the document on organizational scope, will need to have a background and/or experience in writing and composition.

- Organizational activities should take place after stakeholder involvement, and resulting identified project requirements have been identified.

Collection and review of existing documents and background information

The project team should allocate time to review the existing plans and supporting information. Review and understanding of the base document will be important in understanding what will need to be modified or expanded upon. It is anticipated that the collection of information will include meetings

and/or interviews with the stormwater team and other key stakeholders to determine how current programs, operations and practices compare to past plans and information.

Target audience

The primary internal end users of this document will be the stormwater department, development services, operations and maintenance, parks and recreation, and public works management. External users may include agencies (i.e. Snohomish County, Mountlake Terrace, Edmonds, etc.), consultants, contractors, developers, and the public. A qualitative assessment should be made to identify stakeholders and determine what their interests and needs will be for this document. The City will assist in the identification and analysis of stakeholders.

Stakeholder Involvement

The City has performed some preliminary meetings with select stakeholders to determine high-level project requirements for this project prior to developing this RFP. Most of these requirements are outlined, to one extent or another, within this RFP. In order to determine detailed project requirements, the City anticipates that meetings with identified stakeholders will be necessary. During these meetings, input from stakeholders will be solicited and, from this input, project requirements will be developed with the assistance of the City. It is important that efforts be made to determine project requirements that will need to be incorporated into the project prior to updating the document. It is recognized that some contingency will be planned for with regards to risks and unknowns associated with unidentified stakeholder requirements when scoping the project.

There will also be public involvement and outreach efforts that will need to take place during the development of the update to receive and incorporate public feedback and comments on the plan. It will be a necessary component of the plan and will need to take place prior to adoption by City Council.

Program Goals/Vision

As part of this update, the stormwater department would like to develop a clear vision, mission statement, and both short and long term program goals. We anticipate the development of the vision, mission and program goals to take place during a facilitated work session.

Long Term Program Goals

The surface water management program wants to be focused on continual improvement in order to learn and gain insight on how to best improve the program over time. Part of this process is to establish long term goals for the program as a whole. As was mentioned previously, the program has identified the need to keep progressing along the continuum in moving from a reactive to a more effectively managed state. While the City recognizes that is currently somewhere in between these points, there are long term goals that can be established that will help us ultimately arrive at the effectively managed state.

Examples of the kind of long term goals that we would like to outline in the plan are as follows:

- Full utility condition assessment (televised or manual inspection, life cycle assessment, etc.)

- Stormwater system modeling (software procurement, conveyance modeling, facilities, LID for development, etc.)

- Stormwater infrastructure replacement schedule (rehabilitation and replacement of stormwater infrastructure at end of life cycle)

- Future program growth projections, organizational structure and high-level needs assessment (program requirements based on planned density and growth)

Programmatic Needs Assessment

An important part of this update will be to review the current stormwater program to assess program in the light of upcoming NPDES PH.2 permit requirements. This assessment will need to evaluate the program, perform a gap analysis and determine program needs. This will include, but may not be limited to, the following:

- Staffing needs

- Window or timeline for implementation

- Planning level estimates of program budgeting requirements

Stormwater Capital Projects and Estimates

As part of updating the plan, the consultant will need to review the list of stormwater project outlined in the 2009 plan. The following actions will need to be performed as part of the planned update:

- Preparation of an updated list of capital projects. This will include any additions, deletions, modifications to the list of projects identified in the current plan.

- Estimates prepared during the last update will need to be adjusted to current dollars based on a time value of money (TVM) adjustment.

- Any capital projects added to the list will need to be identified, estimated and reported to management as soon as is possible so that they can be included in the new rate cycle update.

- Projects identified in the Scriber Creek Flood Reduction Study will need to be added to the stormwater comprehensive plan list. No estimates are required but TVM adjustments may be necessary depending on timing.

Maintenance & Operations (M&O)

The plan update will need to include a thorough review and assessment of current maintenance practices, assess gaps with respect to regulatory requirements, and outline program requirements for the maintenance and operations department. The resulting work will need to accomplish the goal of being a guidance document outlining procedures, requirements, scope of operations, and roles/responsibilities. Some of the identified requirements and considerations that will need to be addressed in the update include, but may not be limited to, the following:

- Assignment of roles and responsibilities (by Department)
- Required maintenance schedules and requirements
- Reporting/Documentation requirements
- Assessment of Needs (Staffing increases, equipment, capital costs, etc.)
- Procedures and/or guidelines for maintenance of vaults/structures
- Procedures and/or guidelines for maintenance of private systems
- Development of a Stormwater Pollution Prevention Plan (SWPPP) for the Parks shop facility
- Identify and outline regulatory requirements/issues for Parks Department operations
- Assessment of stormwater requirements at existing City Facilities (buildings, pump stations, parks, parking lots, etc.)
- Establish measures to establish consistency between stormwater program management and maintenance & operations.

Assessment of Stormwater Facility Ownership Policy

As part of this update, the City desires to have a qualitative assessment of stormwater facility ownership policy. Under the current system, the City (and many other agencies in the region) has found that many aspects of current policy related to maintenance of private, existing stormwater systems appears to be unrealistic and unsustainable.

The current policy of allowing developers to create privately owned stormwater facilities on private property and to transfer maintenance responsibilities to a homeowners association (HOA). In this transfer of liability, the HOA, and respective property owners, are supposed to take ownership and responsibility for the maintenance and operations of stormwater facilities on private property.

However, based on an overwhelming number of cases that the City has experienced, the HOA becomes defunct over time and private property owners that share ownership and maintenance responsibilities by assignment are, in many cases, completely unaware of this responsibility. In many cases, they do not maintain, or even know of the existence of, the private facilities.

Based on NPDES Phase II requirements for monitoring stormwater, this places the City of Lynnwood in the role of having to perform enforcement and/or policing role with regards to stormwater management. It also places the City in a role where we have no direct control over compliance or the time and resources required to resolve the issue. Given the lack of control and difficulty associated with these compliance actions, it is, by definition, unmanageable.

In what is essentially a code enforcement action, the City has to inspect private facilities, ascertain condition, and ultimately place liens on private property in cases of non-compliance. Given the current level of staffing, the time involved in assuring compliance, and the adversarial relationship it places the City with its residents, there are many reasons that this approach has been found by the City to be both unsustainable and politically antagonistic. For these reasons, as well as many others, the City needs to evaluate the alternative of taking over ownership of these facilities.

As part of this plan update effort, the City would like to evaluate our options with regards to this issue. We would like to evaluate this issue using a cost/benefit analysis or related technique that will better assist the City in making policy decisions in the future. Some of the elements of this assessment should include, but may not be limited to, the following:

- Pro's and Con's
- Qualitative Assessment
- Resource requirements
- Potential Costs
- Risk Analysis
- Evaluation of different options and/or service levels (A, B, C)
- Analysis of Gaps/Issues with both options

Development of policy for public participation in private storm facility maintenance

As a matter of past policy, the City has avoided participation in the maintenance of stormwater facilities on private property. Over time the City has noticed that private stormwater maintenance issues rarely get addressed by private property owners without the City taking Code Enforcement or other disciplinary action. We have also noticed that many of these private stormwater maintenance issues have impacts on adjacent properties, public facilities, and/or the environment as a result of neglected maintenance. The City has also recognized that private property owners frequently request assistance or help from the City, and in some cases petition City Council for City assistance.

The primary concern for the City in participation to date has routinely been related to the issue of "gifting of public funds". In some case law it has been seen that the issue of gifting of public funds can be avoided if an agency act without showing donative intent and can demonstrate that the action will result in sufficient benefit to the public. Alternatively, there are also options available, such as the creation of a Local Improvement District (LID), where the City could finance the improvements and assessments to property owners can be made.

In order for the stormwater program to be effective in managing stormwater flows and water quality, it is in the best interest of the program to determine the most appropriate, legal mechanism and/or the circumstances in which City can act in the interest of the public, affected private parties, and the environment. It would also be appropriate to develop a policy and the appropriate, supporting legal mechanism to be used when private property owners petition the City to assist in the correction of drainage issues on private property.

Therefore, the City would like to develop a policy for public participation in private storm facility maintenance as an integral part of this update. This will include policy drafting, legal review, drafting of ordinances or resolutions, and provision of any required supporting information (like citied case law). Much of this policy will require review and approval from the City Attorney. Adoption of any policy will need to be made by City Council prior to incorporation into the program and Comp Plan documents.

Current and Alternate Fee Structure(s)

In this revision, the City would also like to review both the current and other identifiable alternate rate structures with respect to the Stormwater Utility. This review will include, but may not be limited to, the following:

- Analysis of the current fee structure with respect to existing needs
- Benchmarking (comparison with other agencies w/respect to fees and structures)
- Incentive options (credits/reduction in fees)
- Single Family facility takeover (rate/cost associated with this option)

- Location dependent fee structures (stormwater fee per drainage area)

- Development of new options and ideas for rates

Development and Capital Projects Review Process

In this update, the process for the review of private development and capital improvements projects will need to be documented. The development review process is currently established. However, the plan would still like to address the upcoming transition from traditional stormwater and water quality control techniques to the Low Impact Development standard. Some of the key components that the City has identified in the process of implementing LID are:

- Code revisions and removal of barriers to LID implementation

- Assessment of LID knowledge base and citywide training needs

- Process for adoption and implementation

- City plans for establishment of a Sustainability/LID team

In the process of updating the plan, the City would like to add a section that addresses new policy and guidelines on how public projects will implement stormwater management on capital projects. Some of the elements of this policy will include, but may not be limited to, the following:

- Standards of implementation (Low Impact Development, Green Streets, LEED Certification, etc.)

- Stormwater review process and procedures (peer review)

- Benchmarking (what other agencies in the area are doing)

- Stormwater Maximum Extent Feasible (MEF) policy

- Inter-jurisdictional coordination requirements for capital projects within shared drainage basins

urSubmittal Timeline & Format

Submission of Proposals

Proposals for the requested services will be hand delivered and stamped received at the front desk of City Hall due no later than 2:00pm P.S.T. on July 14thth, 2016.

Proposals are to be delivered to the following name and address:

City of Lynnwood
Public Works Department
Attn: Robert Victor, Project Manager
19100 44th Ave W
Lynnwood, WA 98036

Submittals shall be time-stamped in by the Lynnwood receptionist to be considered received. Late submittals will not be considered. Proposals not meeting the requirements of this RFP may be deemed non-responsive based on the sole discretion of the City of Lynnwood.

Questions regarding this RFP shall be directed to the project manager, Robert Victor, by calling (425) 670-5216 or emailing to rvictor@ci.lynnwood.wa.us.

Proposals shall be no more than 20 of pages in length total, including the cover page, and should be bound. The font size shall be no smaller than 12pt (See Section 4.0). The City will require 6 ea. hard copies of proposals for review.

Selection Timeline

The City will review RFP's until August 3rd, 2016. Based on the City's review of proposals, a finite number of firms will be selected for interviews. The City will determine the number of interviews to be conducted based on the number and quality of RFP's received. Short-listed firms will be called to schedule interviews. The timeline of interviews will depend on the City's and consulting firms schedule availability. The City would like to be completed with the interview process within two weeks. The City will make a decision within 5 working days after interviews are completed.

Selection Criteria

Requests for proposals will be evaluated based on a combination of different factors. Some of the factors are mentioned below. The selection process will be conducted by a team of reviewers that will review each proposal independently and rate each proposal based on their own individual assessment. While scoring systems may be used, qualitative assessments are frequently made and the review team will make the selection as a group.

At no time during the proposal evaluation process shall a consultant contact, or attempt to contact, members of the review team, other than the project manager. All inquiries and/or questions shall be directed to the project manager shown in the submission of proposals information shown above.

Project Team Members

The City is looking for a balanced team that, as a collective whole, can effectively and efficiently help the City meet the project goals and requirements. It is recognized that several areas of knowledge will be required. The ability of a firm to exhibit how all areas of expertise needed for this project are covered by way of the composition and experience offered by different project team members, will be an important criteria for selection.

Proposals should include project team members and highlight their strengths and experience as it relates to this project and/or similar work. Of critical importance will be the project manager, principal in charge, technical writers, and any subject matter experts (SME's) that will be working on the project. We are not looking for the entire project team, just key members of the team that will demonstrate to us that the needed areas of expertise are covered.

If selected for interviews, the City will want to interview select members of the project team. Those members to be interviewed can be discussed during interview scheduling, as needed. The project team being interviewed will also need to be the team that the prospective firms will commit to being on the project for the duration of the project. Changes in the project team after interviews may either require City approval, subject to conditions, or may result in the City selecting another firm (to be determined at the sole discretion of the City). Dedication to the continuity of the project team, while not always within a consultant's control, is an important commitment that the City will expect all prospective firms to be willing to meet.

Demonstrated Experience with Similar Projects

Examples of similar project work will be important in the evaluation of prospective consultants. The more directly applicable experience that can be demonstrated in the proposal, the better a proposal should score. Projects that are similar in nature, and contain similar project requirements or elements of work, will be important to note. The list of project should be limited to 3-5 examples of the most directly related work. All projects listed should be somewhat current (within the past 5-6 years) and have references with current contact information.

Experience and expertise with assessment of program NPDES PH.2 compliance

One of the most important project requirements that the City will want to see demonstrated experience with is a consultants experience helping local agencies assess their stormwater programs with respect to changing NPDES requirements. Consultants should focus on demonstrating how they have performed this work in the past and/or have the subject matter experts on the project team that have performed this work in the past and will lead the effort in these regards.

Experience with identified project requirements

Prospective consultants should highlight project requirements that their firm and/or project team have experience with and/or can cite examples of. Consultants that can demonstrate, or cite examples of, experience with storm utility rate structures, development of stormwater policies, programmatic planning, and writing should rate well during evaluation.

Work Examples

During interviews, short-listed candidates are invited to submit work examples for evaluation. Strong candidates, in addition to demonstrating technical skills, will also be able to provide writing samples that demonstrate writing skills and their ability to develop well-organized, intuitive, user and reader-friendly technical document. Writing samples would be the best way of demonstrating writing capabilities.

Project Approach

Lastly, the City would like consultants to provide a high-level view of how they would approach planning and performing the project. The format and content of this section will be left to the discretion and creativity of the consultant. The intent of this area is for the consultant to showcase their ability to organize their thoughts, provide a clear and reasonable approach, and to show the anticipated approach in guiding the process of updating the document.

Key elements of the project approach may be (but does not need to include) items like identification of scoping items or a high-level work breakdown structure (WBS), identifying major and/or incremental deliverables, outlining important project management practices and tools used, high level schedule and anticipated timeline, identification of high lead-time or critical path items, meeting facilitation techniques, quality control and quality assurance procedures, change control practices, identification of anticipated risks or unknowns, and core competencies needed to perform the work. The project approach element does not need to conform to these examples, however. The City hopes that prospective candidates will use this section as an opportunity to convey how they will separate themselves from other prospective candidates.