

EMERGENCY RESOLUTION NO. 12-2019

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO AN AGREEMENT BY AND BETWEEN THE CITY OF MONROE AND RUNDELL ERNESTBERGER ASSOCIATES FOR PROFESSIONAL PLANNING SERVICES TO ASSIST WITH UPDATING THE COMPREHENSIVE PLAN AND DECLARING AN EMERGENCY.

WHEREAS, the City's current Comprehensive Plan was last updated and approved in 2010; and

WHEREAS, due to the City's growth and change in market/economic conditions it is necessary to ensure that the City's goals and priorities still hold true.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF MONROE, STATE OF OHIO, THAT:

SECTION 1: The City Manager is hereby authorized to enter into an agreement by and between the City of Monroe and Rundell Ernestberger Associates for professional planning services to assist with updating the Comprehensive Plan substantially similar to the terms and conditions set forth on Exhibit "1" attached hereto and made a part hereof.

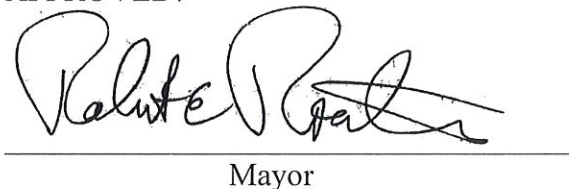
SECTION 2: This measure is hereby declared to be an emergency measure necessary for the immediate preservation of the public peace, health, welfare and safety and further for the reason that Council has determined that it is in the best interest of its citizens to begin to involve them in the process of the development of this document at the earliest possible date. Therefore, this measure shall take effect and be in full force from and after its passage.

PASSED: *March 12, 2019*

ATTEST:


Clerk of Council

APPROVED:


Mayor

First Reading: February 28, 2019

"I, the undersigned Clerk of Council of the city of Monroe, Ohio, hereby certify the foregoing (ordinance or resolution) was published as required by Section 7.16 of the Charter of the City of Monroe.

This legislation was enacted in an open meeting pursuant to the terms and provisions of the Sunshine Law, Section 121.22 of the Ohio Code.


Clerk of Council
City of Monroe, Ohio

RUNDELL ERNSTBERGER ASSOCIATES, INC.

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT is made this _____ day of _____, 2019, by and between Rundell Ernstberger Associates, Inc., with its principal place of business at 618 E Market Street, Indianapolis, Indiana 46202 (hereinafter "REA") and the City of Monroe (hereinafter "Client"), with an office located at 233 S Main Street, P. O. Box 330, Monroe, OH 45050-0330 (hereinafter "Client").

Client and REA, for the consideration hereinafter set forth, hereby agree as follows:

1. Services of REA

(a) REA agrees to provide the professional services described in Exhibit A (hereinafter the "Services") attached hereto and incorporated herein with respect to **City of Monroe Updated Comprehensive Plan** (hereinafter the "Project").

(b) Any activities or Services not included within the scope of the Services will be considered "Extra Services" and will require additional compensation. REA shall not be obligated to perform Extra Services unless and until an Extra Services Authorization has been signed and fully executed by both parties.

(c) REA is responsible for the professional quality, technical accuracy, timely completion and coordination of all designs, drawings, specifications, reports, and other services furnished by REA under this Agreement. REA shall, without additional compensation, correct or revise any errors, omissions or other deficiencies in its design, drawings, specifications, reports and other services, unless such corrective action is directly attributable to deficiencies in Client-furnished information. In the case of an omission, REA shall be responsible only for the additional cost, if any, compared with what the cost of work would have been if it were included in the initial estimates of cost.

2. Schedule of Services

REA shall use reasonable diligence and expediency consistent with sound professional practices to complete the Services in a timely fashion so as to meet Client's requirements. If Client requests significant modifications or changes in the scope or requests Extra Services, the time for performance shall be correspondingly adjusted. If the parties have agreed to a specific Project schedule and specific milestone dates, such information shall be set forth in Exhibit B attached hereto.

3. Responsibilities of Client

(a) Client shall furnish or make available to any and all of its records, maps, or other data which are pertinent to REA's work. REA shall be entitled to use and rely upon, without reverification, the accuracy, reliability and completeness of said records, maps and all other data provided by Client or its employees, agents, officers, or consultants in conjunction with REA's performance of the Services. Client shall authorize and assist REA in obtaining any such pertinent information from other public and private sources. When requested by REA, the Client shall furnish all reasonable assistance necessary for REA to perform appropriate site investigations.

(b) Client shall provide all criteria and full information as to the Client's requirements for the Project; designate a person to act with authority on the Client's behalf in respect to all aspects of the Project; examine and respond promptly to REA's submittals; and give prompt written notice to REA whenever the Client observes or otherwise becomes aware of any defect in the work.

4. Compensation

(a) As compensation for the performance of the Services, Client shall pay REA its fees and expenses in accordance with Exhibit C.

(b) Client shall reimburse REA for any application and/or permit fees paid for securing approval of authorities having jurisdiction over the Project.

(c) Invoices will be rendered monthly for Services performed and expenses incurred during the previous month. Supporting documentation and additional detail will be provided upon Client's request. Payments are due at the address appearing on the invoice within 30 days following the invoice date. Invoices not paid within 30 days will accrue interest from the 31st day at the rate of 1% per month (12% per annum). Any late payment will be applied first to interest and then to the oldest outstanding balance due. If Client contests an invoice, Client may withhold only the contested portion and must timely pay the undisputed portion.

(d) In the event that Client disputes any portion of an invoice submitted by REA, Client shall notify REA within fourteen (14) days of the invoice date, identify the cause of the disagreement, and timely pay any amounts not in dispute. The parties agree to use their best efforts to resolve the dispute within thirty (30) days of Client's notice to REA. Client's failure to dispute an invoice within fourteen (14) days of the invoice date shall be deemed a waiver of all claims pertaining to that invoice.

5. Termination

(a) This Agreement may be terminated by either party upon not less than seven (7) days written notice should the other party substantially fail to perform in accordance with the terms of this Agreement through no fault of the party initiating the termination. Client's failure to make payments when due for Services and expenses shall be deemed a material failure permitting REA to terminate this Agreement.

(b) In the event of termination of this Agreement not caused by the fault of REA, REA shall be compensated for Services performed and expenses incurred prior to the date of termination along with all reasonable and necessary expenses attributable to such termination.

(c) Notwithstanding the foregoing, this Agreement shall not terminate for cause if the party in default begins to correct its substantial failure to perform within seven (7) days of receipt of written notice of said substantial failure. Following commencement of the cure, the party in default shall diligently continue to cure within thirty (30) days of the receipt of written notice.

6. Suspension

If REA fails to receive payment when due for Services and expenses, REA may, upon seven (7) days written notice to Client, suspend performance of the services without further notice. Upon

a suspension of Services, REA shall have no liability to the Client for delay or damage caused by such suspension.

7. Estimates of Costs and Schedules

REA's estimate of construction costs and schedules are for budget and planning assistance purposes only. Cost and schedule estimates are based on REA's professional judgment of the requirements known at the time of the Agreement. Accordingly, REA does not guarantee that proposals, bids or actual costs will not vary from opinions, evaluation, or studies submitted by REA to Client.

8. Relationship of Parties

REA is, and shall at all times during the term of this Agreement be, an independent contractor of Client. This Agreement and the relationship of the parties shall not be deemed to create or be one of employment, agency, partnership, joint venture or any other association.

9. Use of Documents

All documents produced by REA pursuant to this Agreement are instruments of service and shall remain both the Client's and REA's property. REA shall provide the Client with reproducible copies of Schematic Design, Design Development and final Bidding Drawings, and copies of reports, cost estimates, specifications, and other final documents that Client may request. Documents or computerized materials provided to Client are for Client's use only, for the purposes disclosed to REA, and Client shall not transfer them to others or use them or permit them to be used for an extension of Services or any other project or purpose for which they were not prepared, without REA's express written consent. Client and REA agree to indemnify and defend one another for any unauthorized use of any document or computerized materials.

10. Designated Representative

Both parties shall designate specific individuals to act as their respective representatives for this Project. Such individuals shall have authority to transmit instructions, receive information and render decisions relative to the Project on behalf of each respective party.

11. Standard of Care

The standard of care for all professional planning, landscape architecture, urban design, and related services performed or furnished by REA under this Agreement will be the care and skill ordinarily used by the members of REA's profession practicing under similar conditions at the same time and in the same locality. There are no expressed or implied warranties, including the implied warranties or merchantability and fitness for a particular purpose, not specified herein.

12. Insurance

(a) REA shall procure and maintain: (a) worker's compensation and employer's liability insurance in accordance with requirements of the state in which the Services are being performed; (b) commercial general liability insurance (including contractual and contractor's protective liability coverage) with combined single limits of \$1,000,000 per occurrence for bodily injury and property damage; (c) automobile liability coverage including owned and hired

vehicles with a combined single limit of \$1,000,000 per occurrence for bodily injury and property damage; and (d) professional liability insurance in the amount of \$2,000,000 per claim.

(b) Upon reasonable notice, Client shall provide REA with copies of the certificates of insurance necessary to demonstrate that all contractors, subcontractors, independent contractors and others on the site have appropriate insurance coverage, including but not limited to commercial general liability, worker's compensation, disability and, where applicable, professional liability coverage.

13. Indemnification

(a) REA shall indemnify and hold harmless Client, its officers, directors, shareholders, partners, agents and employees from and against those damages and costs (including reasonable attorney's fees) that Client is legally obligated to pay as a result of a third party claim concerning the death or bodily injury to any person or the destruction or damage to any property, but only to the extent caused by the negligent act, error or omission of REA subject to any limitations of liability contained in this Agreement. In no event shall the indemnification obligation extend beyond the date when the institution of legal or equitable proceedings for professional negligence would be barred by any applicable statute of repose or statute of limitations.

(b) Client shall indemnify and hold harmless REA, its officers, directors, shareholders, partners, agents and employees from and against those damages and costs (including reasonable attorney's fees) that REA is legally obligated to pay as a result of a third party claim concerning the death or bodily injury to any person or the destruction or damage to any property, but only to the extent caused by the negligent act, error or omission of Client.

14. Limitation on Liability

The total liability of REA and its partners, officers, directors, shareholders, employees and agents to Client and any one claiming by, through or under Client for any and all injuries, claims, losses, expenses or damages whatsoever arising out of, or in any way related to, the Services of this Agreement from any cause or causes whatsoever including, but not limited to, negligence, errors, omissions, strict liability or breach of contract shall not exceed the total compensation received by REA under this Agreement or the total amount of \$1,000,000, whichever is greater.

15. Assignment of Rights

This Agreement is binding on the heirs, successors, and assigns of the parties hereto. This Agreement may not be assigned by Client or REA without the prior written consent of the other.

16. Use of Subconsultants

REA may use independent professional associates, consultants or subcontractors in the performance of a portion of the Services.

17. Third Party Beneficiary

The Services to be performed by REA are intended solely for the benefit of Client and no benefit is conferred on, nor any contractual relationship established with any person or entity not a party to this Agreement. No such person or entity shall be entitled to rely on REA's performance

of its Services hereunder. No right to assert a claim against, its officers, employees, agents or consultants shall accrue to any third party as a result of this Agreement or the performance or non-performance of REA's Services hereunder.

18. Waiver of Consequential Damages

In no event shall REA be liable to Client or the Client to REA for consequential or indirect damages, including but not limited to, loss of profits or revenue, loss of use of equipment, loss of production, additional expenses incurred in the use of the equipment and facilities and claims of customers of the Client. This disclaimer shall apply to consequential damages based upon any cause of action whatsoever asserted including ones arising out of any breach of contract, warranty, guarantee, products liability, negligence, tort, strict liability, or any other cause pertaining to the performance or non-performance of the contract by Client/REA.

19. Mediation

The parties, as a condition precedent to commencing litigation (other than for the non-payment of REA's fees), shall endeavor to resolve their claims by mediation which shall be in accordance with the Construction Industry Mediation Rules of the American Arbitration Association currently in effect. Request for mediation shall be filed in writing with the other party to the contract and with the American Arbitration Association.

20. Electronic Media

Data, words, graphical representations and drawings that are stored on electronic media such as computer disks and magnetic tape, or which are transmitted electronically, may be subject to uncontrollable alteration. Client agrees it may only justifiably rely upon the final hardcopy materials bearing the consultant's original signature and seal.

21. No Waiver

No waiver by REA or Client of any power, right or remedy hereunder or under applicable law with respect to any event or occurrence shall prevent the subsequent exercise of such power, right or remedy with respect to any other or subsequent occurrence.

22. Severability and Reformation

Any provision or part thereof of this Agreement held to be void or unenforceable under any law shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon the parties. The parties agree that this Agreement shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision which comes as close as possible to expressing the intention of the stricken provision.

23. Integration & Amendments

This Agreement represents the entire understanding of the parties as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters. This Agreement shall not be amended, modified, supplemented or rescinded in any manner except by written agreement executed by the parties.

24. Force Majeure

REA shall not be liable for any failure to perform or delay in the performance of the Services due to circumstances beyond its control, including, but not limited to: (1) strikes, lockouts, work slowdowns or stoppages; (2) Acts of God; or (3) failure of Client to furnish information in a timely manner.

25. Choice of Law/Jurisdiction

This Agreement shall be governed by and construed in accordance with the law of the state where the project is located.

26. No Personal Liability

Notwithstanding any other provision of this Agreement to the contrary, REA's officers, directors, shareholders, partners, employees, or agents shall not be personally liable, regardless of the cause of action asserted including breach of contract, warranty, guarantee, products liability, negligence, tort, strict liability, or any other cause pertaining to REA's performance or non-performance of the Agreement. Client will look solely to REA for its remedy for any claim arising out of or related to this Agreement.

27. Notices

Any and all notices provided for under this Agreement shall be in writing and shall be deemed to have been sufficiently given if personally delivered or if mailed, postage prepaid, by certified or return receipt requested mail addressed to the parties at the addresses set forth above in the preamble. Notice given by certified mail shall be deemed complete on the third business day after mailing.

28. Representations

Each party represents and warrants to the other that:

- (a) It is duly organized and validly existing in the jurisdiction of its organization and has all the necessary power and authority to execute, deliver and perform this Agreement.
- (b) The execution, delivery and performance of this Agreement has received all necessary partnership, corporate or other approvals, and does not conflict with any law, regulation, order, contract or instrument to which such party is bound.
- (c) The individual signing on its behalf is duly authorized to execute this Agreement to legally bind such party.

29. E-Verify

- (a) REA hereby affirms under penalties of perjury that he/she does not knowingly employ an unauthorized alien. REA shall enroll in and verify the work eligibility status of all of his/her newly hired employees through the E-Verify program as defined in I.C. 22-5-1.7-3. REA is not required to participate should the E-Verify program cease to exist.
- (b) REA shall not knowingly employ or contract with an unauthorized alien.
- (c) REA shall not retain an employee or contract with a person that it subsequently learns is an unauthorized alien.

- (d) REA agrees to maintain this certification throughout the duration of the term of a contract with the Client.
- (e) REA may terminate for default if REA fails to cure a breach of this provision no later than thirty (30) days after being notified by the Client.

30. Non-Discrimination

REA shall not discriminate on the basis of race, color, national origin, or sex in the performance of this Contract. REA shall carry out applicable requirements of 49 CFR Part 26 in the award and administration of DOT-assisted contracts. Failure by REA to carry out these requirements is a material breach of this Contract, which may result in the termination of this Contract or such other remedy, as the Client, as the recipient, deems appropriate.

31. Iran

REA does hereby certify that it has never and currently does not contract with the government of Iran for such business and services as defined in Indiana Code 5-22-16.5-1 et seq. Furthermore, REA will take the necessary steps to maintain compliance with this statutory provision throughout the term of this Agreement.

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This Agreement together with the Attachments identified herein, constitutes the entire agreement between Client and REA, and supersedes all prior written or oral understandings. This Agreement and said Attachments may only be amended, supplemented, modified or canceled by a duly executed written instrument.

IN WITNESS WHEREOF, the parties have entered into this Agreement as of the date set forth above.

Rundell Ernstberger Associates, Inc.	City of Monroe, Ohio
By _____	By _____
Name _____	Name _____
Title _____	Title _____
Date: _____	Date: _____

EXHIBIT A
SCOPE OF SERVICES

**EXHIBIT B
SCHEDULE**

The schedule on the next page is included as a base reference only. Final dates for milestones and meetings will be discussed with the client early in the process and finalized.

**EXHIBIT C
COMPENSATION**

REA will provide professional services for a lump sum not to exceed amount of one hundred thousand dollars and no/100 (\$100,000.00), inclusive of all expenses, payable on a monthly progress invoice based on a percent complete on the project.

**Attachment A:
Scope of Work
City of Monroe Comprehensive Plan**

PHASE 1: PROJECT INITIATION

TASK 1.1 – PROJECT COORDINATION MEETING

REA will conduct a project kick-off meeting with the City to introduce REA members, discuss project parameters, verify the schedule, determine the public involvement process, and identify stakeholders and potential Steering Committee members. Additionally, this meeting will provide a chance to brief REA on key issues and opportunities within the study area. The meeting will include a guided tour of the City with a narrative of key issue areas to consider as a part of the planning process.

TASK 1.2 – STEERING COMMITTEE

With assistance from the City, a Steering Committee will be assembled to provide feedback, guidance, and direction throughout the planning process. This committee can include representatives from the elected officials and staff, economic development officials, area business community, residents, not-for-profit organizations, institutions, school system, property owners, and other community leaders. This committee will meet periodically throughout the planning process. Meetings will be interactive work sessions requiring active committee participation. It is intended that committee members will become ambassadors of the plan and champions of its implementation.

PHASE 2: PUBLIC ENGAGEMENT PROCESS

TASK 2.1 – CITY TOUR

The client will take REA around the City to conduct a tour of the City. The purpose of the city-wide tour is to help REA understand the issues facing Monroe and areas that might need more focus in the updated comprehensive plan.

TASK 2.2 – FOCUS GROUP INTERVIEWS

REA will utilize the list developed under the project organization meeting to interview influential, vocal or interested individuals in the City. REA will conduct one day of confidential focus group discussions. Once the meeting time is confirmed, the City will send invitations, with our team crafting the letter explaining the process, confirming the meeting time and location and explaining that the information discussed will be reported back to the group at an aggregate level only. We anticipate that we will also need to conduct a few interviews with some of the business owners to gain an understanding of local business needs. While some of this can be handled in a focus group meeting, a few individual interviews may be needed.

TASK 2.3 - PUBLIC WORKSHOPS

Two public meetings will be facilitated by REA. The first meeting will be a workshop format focusing on identifying issues and opportunities that should be addressed in the plan. REA will also present existing conditions and trends and ask the public to respond to those elements. The second meeting will be a workshop focusing on establishing elements of the community's vision for the future as well as ideas on how to get there. This will form the basis for some of the goals and objectives of the plan. The third meeting will be an open house towards the end of the planning process for the public to view elements of the draft plan in a fun and informative setting. It is intended that the workshop would occur towards the beginning of the planning process with the open house prior to the adoption phase.

PUBLIC WORKSHOPS

The workshop will focus on the vision, goals and objectives of the plan. We will break down participants into smaller groups to start articulating elements that will constitute the community's vision. Each group will present their initial brainstorming. Through sharing the ideas, we will generate a list of elements that the Steering Committee will later use to create a vision statement as well as the associated goals.

We will then re-convene the small groups for the remainder of the meeting for a series of quick brainstorming sessions. Each table will have a topic that is a major element of the plan (i.e. recreation, economic development, infrastructure...). Participants will spend 7-10 minutes at tables of their choice brainstorming ideas within those subject areas. We will compile the ideas generated during this session for consideration by the Steering Committee for elements within the major sections of the comprehensive master plan.

PUBLIC OPEN HOUSE

The purpose of this open house is to invite the public to respond to the draft comprehensive master plan. The open house format can vary, although we have found that stations organized around the room based upon major elements of the plan allows participants to walk around and learn about facets of the plan that they find of interest. Each station would be staffed by a Steering Committee or consulting team member who can answer questions and present that area in more detail. This informal process allows participants to spend as much or as little time as they can afford while also interfacing directly with the planning team. Feedback opportunities will include online surveys through the project website to gather final feedback on the major elements of the draft plan.

TASK 2.4 – ADDITIONAL ENGAGEMENT

REA will work with the City to identify up to three other outlets for public engagement. One possible idea is to attend the City's movie night, where REA would host a table that provided information regarding the comprehensive plan project and allowed for attendees, both adults and children to offer input. It is the goal to allow for input and then present the results back to the attendees. Therefore, REA and the City should find the right engagement that will meet this goal.

TASK 2.5 – SOCIAL MEDIA

To engage a wider audience—and to continue the conversation and momentum outside of non-digital outreach efforts—REA will work with the City to post information and survey questions on the City's social media platforms. REA will also work with the City to purchase a Facebook ad to encourage residents to share their feedback about the City's future direction with the project team and to learn more about the project's implications.

TASK 2.6 – PROJECT WEBSITE

REA will work with the City to determine whether a project website developed through REA or a page on the City website is more effective. If REA hosts the project website, REA will purchase a domain name for the project website and be responsible for updating the website throughout the project. If this City hosts the project website, REA will provide materials periodically to the City to post on the project website.

TASK 2.7 – COMMUNICATIONS PLAN

To streamline the communication process and maximize the efforts of all persons involved, REA will create a communications plan that will note the techniques to be used, when they will be employed throughout the project, and who will be involved in each technique. The plan will also contain a list of media outlets for the project, talking points and frequently asked questions.

PHASE 3: EXISTING CONDITIONS ANALYSIS

TASK 3.1 – DATA COLLECTION AND GIS ACQUISITION

REA will work with the City to compile available data for review and analysis. REA will use Arcview GIS to develop all maps and land use analysis. The City will provide any data they have in digital format. REA will also work with the City to obtain data from the Townships. REA will sign paperwork to safeguard data and limit its use to this project.

TASK 3.2 – REVIEW OF PAST PLANS AND STUDIES

REA will review all relevant plans that may impact the plan area and will work with the client/staff to identify additional plans and studies that are relevant to the planning process. We will prepare a summary of each plan in terms of relevance and impact upon the study area. We will also review the goals and objectives to determine whether they were accomplished and if not, why and if the goal/objective is still relevant.

TASK 3.3 – INFRASTRUCTURE ANALYSIS

Utilizing existing information, we will generally analyze the extent of utility infrastructure capacities and identify deficiencies and areas of potential need. This analysis will include water, storm and sanitary sewer, telecommunications and data, electricity and gas.

TASK 3.4 - TRANSPORTATION /ACCESS ANALYSIS

This review will include analysis of the City transportation network; in particular:

1. Vehicular (cars, trucks, recreational vehicles), transit, pedestrian, and bicycle traffic patterns and as well as the impacts on the City. Any anticipated traffic pattern changes in the area will be identified.
2. A map and series of photo boards will be created that will document existing and future networks, functional conditions, and aesthetic conditions.
3. Gaps in the network, difficult connections, limited access, and undesirable aesthetics will be noted on the maps and graphic boards.

TASK 3.5 – LAND USE

REA will create a draft map of existing land uses via aerial interpretation and current assessment data. We will verify the existing land use through a windshield survey. REA current inventory of land uses and will be assessed and contrasted with expected demand based upon the market analyses, future growth projections and development scenarios. Additional items to be reviewed and incorporated into the land use analysis and understanding of the existing conditions may include the following:

- Natural conditions as they create opportunities and constraints
- Forces affecting development, such as public services, transportation corridors, and zoning and development policies
- Relationships between zoning and existing land use
- Existing sewer and water service areas and known physical limitations to such service areas
- Residential neighborhood patterns including stability and revitalization, vacant land and infill development needs, development/redevelopment needs and potential
- Commercial and industrial areas: patterns and directions of growth, development potential, and design and aesthetic concerns
- Surrounding communities land use patterns

TASK 3.6 -- DEMOGRAPHIC PROFILE/ECONOMIC DEVELOPMENT MARKET ANALYSIS

STEP 1: IDENTIFY TRADE AREA

A trade area is an imaginary boundary around the community. People inside are likely to head to Monroe, Cincinnati, or Dayton to do their shopping. People outside the boundary are more likely to go elsewhere. In other words, these are the community's core customers and it is important to study their buying habits.

STEP 2: INVENTORY LOCAL BUSINESSES

An inventory of businesses is needed to determine the workings of a community's economy. The City will assist REA in identifying the business clusters. The City will assist REA in providing information regarding business owners for REA to interview. REA will also want to interview commercial and industrial real estate brokers.

STEP 3: EVALUATE CONSUMER SPENDING AND RETAIL TRADE PATTERNS

Consumer spending patterns illustrate the buying habits of people living inside the trade area. The information includes not only the total amount residents spend, but also per capita spending. Having examined what local people buy, the next logical step is determining what local businesses earn. This segment lists retail sales for businesses within the trade area.

STEP 4: COMPARE SPENDING PATTERNS TO RETAIL TRADE

By comparing what local residents spend to what local businesses earn, we can determine how much money "leaks" out of the trade area. This market analysis is the first step toward helping local businesses or new entrepreneurs to recapture some of those lost sales.

STEP 5: HOUSING ANALYSIS

REA will build off the housing analysis that was completed for the City of Monroe. REA will review the information and supplement any missing information.

TASK 3.7 -- EXISTING CONDITIONS SUMMARY

REA prepare an existing conditions summary report that will highlight "big-picture items" through text, graphics and maps of the opportunities and challenges within the community. This information will be included in a PowerPoint presentation to share with the Steering Committee and the public.

PHASE 4: VISION & COMPONENTS FRAMEWORK

TASK 4.1 - VISION, GOALS AND OBJECTIVES

REA will facilitate several exercises with stakeholders, the public and the Steering Committee to develop an overall vision for the City. The vision is the overall future state of the area at the culmination of 15- 20 years of implementation of this plan. The vision should be challenging yet pragmatic and realistically achievable. The overall vision will then help guide the Steering Committee and planning team in the development of the plan's goals, objectives, and action steps. The objectives and action steps will be developed after the framework maps are completed.

TASK 4.2 -- FUTURE LAND USE AND TRANSPORTATION FRAMEWORK MAP

REA is well versed at land use planning. We recognize that strong land planning and quality of life components have both short- and long-term benefits to a community. Desired characteristics and future land uses will be described in terms of:

- Pattern and character of growth, including production lands intended to be preserved
- Location and type of residential, commercial, and industrial development

- Development and redevelopment opportunities, including areas of potential infill and a focus on areas for commercial and industrial expansion
- Protection and preservation of natural resources and historic features
- Amendments to public policy

We will create a future land use scenario for the City. This will focus on an overall land use pattern as well as key parcels that need to be redeveloped. REA will provide options for key redevelopment parcels.

REA will work with the City to determine if elements of form are important and should be replicated areas within the community. REA can work with the City to identify these areas, document the character and elements that could be used to craft a form-based code for the area.

Additionally, REA will include any transportation concepts within the future land use framework plan. This could include:

- Key improvements to intersections
- New roadways or improved existing roadways
- Alternative cross sections that consider a “complete streets” concept merging multiple modes of transportation including transit, pedestrians and cycling
- Integration of the bicycle and pedestrian plan into long-range goals for transportation and harmonization with the comprehensive plan

TASK 4.3 – DEVELOPMENT AREAS

REA will work with the City to identify up to four areas to focus for development/redevelopment. These could include downtown, the Main Street Corridor, etc. The development areas will include the identification of the different land uses, their transition points, pedestrian facilities and amenities and related improvements, transportation improvements, and beautification. The framework will include action steps, cross sections, key site redevelopment options, and streetscape design.

TASK 4.4 – NATIONAL TRENDS

REA will examine how national trends will impact Monroe. These could include accessory dwelling units, vacation rentals, population shifts, autonomous vehicle delivery, drone delivery, intergovernmental relationships, etc. Additionally, REA will review requirements for OKI grant requirements, and ensure that the comprehensive plan includes information that would address grant requirements.

TASK 4.5 – PARKS & RECREATION

A community’s sense of place enhances the quality of life for residents. REA will build upon the existing parks and recreation plan by identifying key sidewalk and trail connections needed to increase community connectivity.

TASK 4.6 – ECONOMIC DEVELOPMENT & QUALITY OF LIFE

Using the conclusions reached during the demographic and market review, shovel ready sites and potential opportunities for retail, commercial, and industrial development will be outlined. REA will identify key redevelopment sites that will form the economic development concept framework that will include the documentation of existing economic development assistance and opportunities that are available with both local and regional organizations. Concepts related to retail, commercial, and industrial development will be explored in terms of land use, location, and Monroe’s competitive advantages. Additionally, specific opportunities related to quality of life and community enhancements, such as cultural-heritage tourism, revitalization of key areas within the City, and enhanced use of technology will also be explored.

PHASE 5: IMPLEMENTATION PLAN

Although the vision and goals provide overall direction for the plan, the actual objectives, programs and policies provide a defined and measurable action for implementation. Each objective, program or policy will include a full action plan for implementation. This phase will not only integrate the existing strategic plan but provide a framework for new objectives and action plans based upon the broader vision and goals outlined in the long-range vision.

TASK 5.1-- ACTION PLANNING

Each action plan will include:

- The steps necessary to implement the objective, program or policy
- The resources (including financial and labor) needed for implementation (this includes a discussion on external funding sources that may be used to leverage local resources)
- A timeline and prioritization for implementation
- Parties that are responsible for implementation
- Benchmarks to measure the success of the objective, program or policy in advancing the community towards its goal/vision

TASK 5.2 – ACTION PLAN ORGANIZATION AND PRIORITIZATION

The overall objectives and action plans will be organized into a framework to break the overall comprehensive plan down into a manageable and understandable size. More specifically:

- Land use plan and long-range vision and goals
- Capital improvement plan as outlined in Task 4.2
- Strategic goals and objectives
- Identified 1st year annual work plan
- Long-term/future projects for future strategic plans and annual work plans

PHASE 6: FINAL PLAN

With revisions, REA will produce the final Comprehensive Plan for Monroe. This plan will be presented at a final public meeting of the Steering Committee and community residents. It is intended that plan champions will have been identified by this point and implementation will commence shortly after the final plan presentation. REA will print up to twenty bound copies of the final plan, an interactive digital book for online viewing, and/or an executive summary brochure. Final deliverables will be provided in both native and pdf file formats.