

AGREEMENT #24351
Urban and Community Forestry Strategic Plan for Lake County
FOR PROFESSIONAL SERVICES
For LAKE COUNTY

This Agreement for Professional Services (“**Agreement**”) is between the County of Lake (“**County**”) and Davey Resource Group, Inc (“**Consultant**”), whose principal business address is 295 S. Water Street, Suite 300, Kent, Ohio 44240.

RECITALS

1. Lake County issued an RFP seeking a qualified firm to develop a long-term urban and community forestry strategic plan to address human and environmental health concerns in Lake County (“**Services**”).
2. Consultant responded timely with a proposal dated August 19, 2024 (“**Proposal**”).
3. Based on Consultant’s Proposal, the County and Consultant have negotiated terms under which Consultant will perform the Services.
4. To memorialize the terms and conditions under which Consultant will perform the Services, the parties have drafted this Agreement.

In light of the foregoing, Lake County and Consultant agree as follows:

SECTION 1. AGREEMENT DOCUMENTS

The documents that encompass the parties’ understanding are listed below and shall be considered in the following order of precedence, with the Consultant’s proposal or the RFP supplying terms or specifications only where not superseded by the terms or specifications contained in this Agreement.

- A. This Agreement and its exhibits A
 - Exhibit A- Scope of Work
- B. Consultant’s proposal dated August 19, 2024.
- C. The County’s RFP (including any addenda to it).

SECTION 2. SCOPE OF WORK

The scope of work that Consultant agrees to perform is set forth in Exhibit A to this Agreement.

SECTION 3. EFFECTIVE DATE; TERM

This Agreement shall be effective upon execution and shall be in effect for a one-year period. At

the end of any contract term, Lake County reserves the right to extend this contract for a period of 60 days for the purpose of negotiating a new or extended agreement. For any year beyond the initial contract term, this contract is contingent upon the appropriation of sufficient funds.

Effective Date. Unless a different effective date is provided above, this Agreement will become effective when all of the parties have signed it, and the date this Agreement is signed by the last party to sign it (as indicated by the date associated with that party’s signature) will be deemed the “Effective Date” of this Agreement. If a party signs but fails to date a signature, the date that the other party receives the signing party’s signature will be deemed to be the date that the signing party signed this agreement, and the other party may inscribe that date as the date associated with the signing party’s signature.

SECTION 4. AGREEMENT PRICE

The County will pay Consultant a fee of \$144,395.00 for deliverables identified in exhibit A and will invoice the County not more than once per month based upon the actual expense reimbursement. Payments shall not exceed the amounts shown in the following schedule, and full payments for each task shall not be made until the task is completed and accepted by Lake County.

| Task | Price | Number of Hours |
|---|---------------------|------------------------|
| Develop outreach plan | \$3,425 | Estimate - 25 hours |
| Develop community survey | \$36,600 | Estimate - 265 hours |
| Create an urban and community forestry strategic plan | \$104,370.00 | Estimate - 660 hours |
| TOTAL: | \$144,395.00 | Estimate of 950 hours |

| Hourly Rate for Positions | |
|----------------------------------|--------------------------|
| Position | Rate for Services |
| Senior Associate Consultant | \$150/hour |
| Associate Consultant | \$125/hour |
| Administrative Assistant | \$90/hour |
| Translation Services | \$216/hour |
| Direct Costs | Cost + 20% |

| Additional Services Options | |
|--|-------------------|
| Service | Price |
| Option A. Updated Urban Tree Canopy Assessment | \$55,500 |
| Option B. Additional Engagement | TBD |
| Option C. Community Needs Assessment | \$5,000/community |
| Option D. TreeKeeper® Canopy Setup | \$11,000 |
| Option D. TreeKeeper® Canopy Annual Fee | \$1,500/year |

SECTION 5. INVOICES & PAYMENT

- A. At the start of this Agreement, the County will issue a purchase order for the work and Consultant shall submit invoices detailing the products and services provided and identify the purchase order number on all invoices. Proposer may invoice progress payments against firm-fixed price tasks by applying the percentage of work performed during each billing period.
- B. Consultant shall maintain records showing the actual time its employees and agents devoted to the project, and the costs incurred. Consultant shall permit a representative from Lake County to inspect and audit all of Consultant’s data and records for the work and services provided under this Agreement. Consultant shall make these records available at reasonable times during the Agreement period and for one year after the end of the Agreement.
- C. All payments shall be made in accordance with the Illinois Local Government Prompt Payment Act, which generally requires approval of a vendor’s bill within 30 days of receiving the invoice for the services contained in it, and payment within an additional 30 days (50 ILCS 505/1 *et seq.*).
- D. Lake County’s fiscal year ends on November 30. Invoices for services the Consultant has rendered up until November 30 of each year must be received by Lake County on or before January 15 of the subsequent calendar year.

Other than the timeframe for payments related to the end of Lake County’s fiscal year, as stated above, Lake County shall not be held financially liable for payment of any services rendered if the invoice for such services is not sent to the County within 90 days from the date the services were provided.

If this Agreement is terminated prior to its expected expiration date, the Consultant must submit all invoices to Lake County no later than 30 days after the effective date of the termination.

Payment for invoices received beyond the time periods in this subsection will be denied,

absent an agreement to the contrary. Failure of the Consultant to invoice the County in the timeframes noted in this section shall constitute the Consultant's waiver of the Consultant's right to payment.

SECTION 6. CONTRACT MODIFICATIONS

In the event changes to the scope of the project or additional work become necessary or desired (a "Modification"), the parties shall follow the procedures set forth in this Section to memorialize the modification (a "Contract Modification"). A Contract Modification shall be effective only if documented in writing, dated and signed by both parties, and expressly referencing this Agreement. The Contract Modification shall set forth in detail: (i) the Modification requested, (ii) the reason for the proposed Modification; (iii) the cost of the Modification; and (iv) the Modification's impact on the time for completing the project.

In the event either party desires a Modification, the Project Manager for such party shall submit to the other party's Project Manager a proposed Contract Modification. If the receiving party does not accept the Contract Modification in writing within 10 business days, the receiving party shall be deemed to have rejected the Contract Modification. If the parties cannot reach agreement on a proposed Modification, Contractor shall nevertheless continue to render performance under this Agreement in accordance with its (unmodified) terms and conditions.

Modifications that involve or increase in the amounts payable by the County may require execution by the County Purchasing Agent. Some increases may also require approval by the County Board. In cases where the Purchasing Agent's signature is required, or where County Board approval is needed, the Contract Modification shall not be deemed rejected by County after 10 days if the County's Project Manager has indicated in writing within the 10-day period an intent to present the Contract Modification for appropriate signature or approval.

SECTION 7. INDEMNIFICATION

For a period of two (2) years following the completion of the resulting Agreement, the Consultant agrees to indemnify and defend Lake County (its employees, elected officials, executives, and agents) from all claims, actions, demands, judgments or liabilities, fines, penalties, and expenses, including without limitation reasonable legal fees and expert costs, arising out of this Agreement but only to the extent caused by the Consultant's (its employees', executives', and agents') negligent actions, whether negligent, reckless, or intentional. Lake County shall provide notice to Consultant promptly of any such claim, suit, or proceeding, and will assist Consultant, at Consultant's expense, in defending any such claim, suit, or proceeding. Notwithstanding anything to the contrary in this Agreement, Proposer's indemnity, defense, and hold harmless obligations will not extend to any claim or liability that is alleged to be caused by the negligence or willful misconduct of the indemnified party or other third party not controlled by Proposer; rather, such indemnification claims will be administered based upon a determination of the degree of comparative fault of each party. Proposer retains the right to select counsel reasonably acceptable to the indemnified party, and the indemnified party will provide reasonable cooperation and not unreasonably withhold consent to settle any claims for which Proposer is

providing defense or indemnification. Notwithstanding anything to the contrary, in no event will Proposer be liable for any consequential, indirect, incidental, special, exemplary, punitive, or enhanced damages, and in no event will Proposer's aggregate liability arising out of this Agreement, or the services performed exceed the amount of the applicable insurance limits set forth in this Agreement.

SECTION 8. INSURANCE

The Consultant must obtain, for the Contract term and any extension of it, insurance issued by a company or companies qualified to do business in the State of Illinois with an A.M. Best Rating of at least A and provide the County with a Certificate of Insurance 15 days before the start of the project, and thereafter annually upon each renewal date for contracts/projects that will last more than one year. Insurance in the following types and amounts is necessary:

Commercial General Liability Insurance

In a broad form on an occurrence basis shall be maintained, to include, but not be limited to, coverage for property damage, bodily injury (including death), personal injury and advertising injury in the following coverage forms where exposure exists:

- Premises and Operations
- Independent Contractors
- Products/Completed Operations
- Liability assumed under an Insured Contract/ Contractual Liability
- Personal Injury and Advertising Injury

With limits of liability:

\$ 5,000,000 Each Occurrence

\$ 5,000,000 Products-Completed Operations

\$ 5,000,000 Personal and Advertising injury limit

\$5,000,000 General aggregate; the CGL policy shall be endorsed to provide that the General Aggregate limit applies separately to each of the contractor's projects away from premises owned or rented to contractor.

Excess/ Umbrella Liability

The Contractor's Excess/ Umbrella liability insurance shall be written with the umbrella follow form and outline the underlying coverage, limits of insurance will be based on size of project:

\$ 2,000,000 per occurrence limit (*minimum*)

Automobile Liability Insurance

Automobile liability insurance shall be maintained to respond to claims for damages because of bodily injury, death of a person, or property damage arising out of ownership, maintenance, or use of a motor vehicle. This policy shall be written to cover

any auto whether owned, leased, hired, or borrowed.

The Contractor's auto liability insurance, as required above, shall be written with limits of insurance the following:

\$ 1,000,000 Combined single Limit (Each Accident)

Workers Compensation (Coverage A) and Employers Liability (Coverage B)

Workers Compensation Insurance covering all liability of the Contractor arising under the Worker's Compensation Act and Worker's Occupational Disease Act at limits in accordance with the laws of the State of Illinois. Employers' Liability Insurance shall be maintained to respond to claims for damages because of bodily injury, occupational sickness, or disease or death of the Contractor's employees, with limits listed below:

Employers Liability

- a) Each Accident \$1,000,000
- b) Disease-Policy Limit \$1,000,000
- c) Disease-Each Employee \$1,000,000

Such Insurance shall contain a waiver of subrogation in favor of Lake County.

Professional Liability – Errors and Omissions

The Engineers/Architects/Consultants and/or Software Developer for the plans of the project shall be written with limits of insurance of the following:

\$ 1,000,000 per claim per policy year and in the aggregate

Coverage shall be provided for up to three (3) years after project completion. Policy is to be on a primary basis if other professional liability is carried.

Cyber Liability

Cyber Liability Insurance for unauthorized release of Personally Identifiable Information (PII), protected Health Information (PHI) and confidential information of third parties and employees including Privacy Regulatory coverage for both legal defense and fines/penalties from a privacy breach for risks associated with e-business, internet, etc., with limits of insurance not less than the following: \$ 1,000,000 per occurrence limit.

County, acting at its sole option, may waive any of the foregoing insurance requirements upon a request to do so, but no waiver shall be effective unless made in writing. Such waiver may include or be limited to a reduction in the amount of coverage required above. The extent of waiver shall be determined solely by County's risk manager taking into account the nature of the work and other factors relevant to County's exposure, if any, under this agreement.

Liability Insurance Conditions

Contractor agrees that with respect to the above required insurance:

- a) The CGL policy shall be endorsed for the general aggregate to apply on a “per Project” basis;
- b) The Contractor’s insurance shall be primary & non-contributory over Lake County’s insurance in the event of a claim.
- c) Contractor agrees that with respect to the above required insurance, Lake County shall be included as additional insured, including its agents, officers, and employees and volunteers and be provided with thirty (30) days’ notice, in writing by endorsement, of cancellation. A blanket additional insured ISO endorsement is preferred for Contractors who have multiple projects with the County.
- d) Lake County shall be provided with Certificates of Insurance and should include the appropriate corresponding ISO form endorsements evidencing the above required insurance, prior to commencement of this Contract and thereafter with certificates evidencing renewals or replacements of said policies of insurance at least thirty (30) days prior to the expiration of cancellation of any such policies. No manuscript endorsements will be accepted. Any hard copies of said Notices and Certificates of Insurance and Endorsements shall be provided to:

**Lake County
Purchasing Division
18 N. County 9th Floor
Waukegan, Illinois 60085**

- e) **Electronic copies of Notices, Certificates of Insurance and Endorsements can be emailed to Purchasing@lakecountyil.gov in place of hard copies.**

Failure to Comply: In the event the Contractor fails to obtain or maintain any insurance coverage required under this agreement, Lake County may purchase such insurance coverage and charge the expense to the Contractor.

SECTION 9. INDEPENDENT CONTRACTOR; LICENSURE OR CERTIFICATIONS; KEY PERSONNEL

- A. **Independent Contractor Status.** The parties intend that the Consultant will be an independent contractor.
- B. **Licensure or Certifications.** If required by law, the Consultant must at all times be and remain licensed or certified as a qualified provider of the services provided in this Agreement. Consultant shall submit copies of the required licenses or certifications upon the County’s request. Consultant shall promptly notify County in writing of any citation Consultant receives from any licensing or certification authority, including all responses and correction plans.

- C. Where the parties have identified particular individuals as being critical to a project (“Key Employees”), then Consultant shall not replace Key Employees without the County’s prior written consent, which shall not be unreasonably withheld. Should Key Employees be reassigned, become incapacitated, separate from the Consultant, or be otherwise unable to perform the functions assigned to them, Consultant shall (i) within 10 business days, temporarily replace the person with another properly qualified employee and (ii) within 30 calendar days, permanently replace the person.

Lake County shall have the right to request that Consultant replace Key Employees from the project by setting forth in writing the grounds for the request. Consultant shall have a reasonable time period in which to address the grounds or make a substitution.

Matt Erb: Project Manager

- D. Consultant shall complete its obligations under this Agreement in a sound, economical and efficient manner and in accordance with this Agreement and all applicable laws. Consultant agrees to notify Lake County immediately whenever it is unable to comply with applicable State, Federal, or local laws, rules and regulations. Where non-compliance materially impairs the Consultant from performing the services under this Agreement, the County may terminate the Agreement for cause.

SECTION 10. DISPUTE RESOLUTION

All issues, claims, or disputes that the Consultant raises or makes related to this Agreement shall be resolved in accordance with the Contract Disputes provision of the Lake County Purchasing Ordinance, § 33.097.

SECTION 11. NO IMPLIED WAIVERS

Waivers of a term or condition of this Agreement shall be in writing, and that writing must describe the circumstances giving rise to the waiver. The parties intend that no waiver of any term or condition shall be deemed or construed as a waiver of any other term or condition of this Agreement, and waiver of any breach shall not be deemed to be a waiver of any subsequent breach, whether of the same or a different provision of this Agreement.

SECTION 12. SEVERABILITY

If any provision of this Agreement is unenforceable to any extent, the remainder of this Agreement (or application of that provision to any persons or circumstances other than those as to which it is held unenforceable) will not be affected by that unenforceability and will be enforceable to the fullest extent permitted by law.

SECTION 13. JURISDICTION, VENUE, CHOICE OF LAW AND PROFESSIONAL STANDARDS

This Agreement shall be governed by and construed according to the laws of the State of Illinois. Jurisdiction and venue shall be exclusively found in the 19th Judicial Circuit Court of Lake County, Illinois.

SECTION 14. NOTICES AND COMMUNICATIONS

All notices and communications which may be given by Lake County to Consultant relative to this Agreement shall be addressed to the Consultant at the address shown herein below:

Davey Resource Group, Inc.
Matt Erb
Project Manager
295 S. Water Street, Suite 300
Kent, Ohio 44240
matt.erb@davey.com

Copies of any notices and communications which propose to modify or terminate this Agreement shall be provided to: Lake County Purchasing Division, 18 North County Street, 9th Floor, Waukegan, Illinois 60085-4350; Attention: Purchasing Agent.

SECTION 15. ASSIGNMENT, ALTERATIONS AND MODIFICATIONS

This Agreement shall not be assigned, delegated, or modified without the express written consent of both parties. This Agreement supersedes all other agreements, oral or written, between the parties with respect to the subject matter of this Agreement.

If Lake County agrees that the Consultant may assign, delegate, or subcontract the work under this Agreement, Consultant shall remain contractually liable to Lake County unless otherwise agreed in writing.

SECTION 16. TERMINATION

Lake County reserves the right to terminate this Agreement as set forth below.

a. Termination for Convenience:

Lake County reserves the right to terminate this Agreement, or any part of this Agreement, with or without cause, upon 30 days' written notice. In case of such termination, Consultant shall be entitled to receive payment from Lake County for work performed, to the date of termination in accordance with the terms and conditions of this Agreement.

b. Termination Due to Material Breach:

In the event that this Agreement is terminated due to the Consultant's material breach, Lake County shall be entitled to purchase substitute items or services elsewhere and

charge Consultant with losses the County incurs, including attorney's fees and expenses, notwithstanding any damage limitations the parties may agree to elsewhere. Consultant shall be entitled to receive payment from Lake County for work completed and accepted prior to the date of termination.

c. Termination Due to Lack of Appropriations:

If sufficient funds are not appropriated by the Lake County Board to continue the services under this Agreement, then Lake County may terminate this Agreement. Lake County agrees to give written notice of termination to Consultant at least 30 days prior to the end of the last fiscal year for which appropriations were made. Lake County shall remit payment for all work performed by the County, to the date of termination. Termination under this subsection shall not entitle the Consultant to contractual damages of any kind.

d. Termination Due to Force Majeure Events:

(i) If a Force Majeure Event prevents a party from complying with any one or more obligations under this agreement, that inability to comply will not constitute breach if (1) that party uses reasonable efforts to perform those obligations, (2) that party's inability to perform those obligations is not due to its failure to (A) take reasonable measures to protect itself against events or circumstances of the same type as that Force Majeure Event or (B) develop and maintain a reasonable contingency plan to respond to events or circumstances of the same type as that Force Majeure Event, and (3) that party complies with its obligations under section 16(d)(iii), below.

(ii) For purposes of this agreement, "Force Majeure Event" means, with respect to a party, any event or circumstance, whether or not foreseeable, that was not caused by that party and any consequences of that event or circumstance.

(iii) If a Force Majeure Event occurs, the noncomplying party shall promptly notify the other party of occurrence of that Force Majeure Event and may terminate the Agreement based on it, with an obligation to pay only for services performed prior to the Force Majeure Event.

SECTION 17. CONFIDENTIALITY

Both parties acknowledge that Consultant's documents and dealings related to this Agreement are subject to the Illinois Open Meetings Act (5 ILCS 120/1 *et seq.*) and the Illinois Freedom of Information Act (5 ILCS 140/1 *et seq.*). Consultant agrees to comply with all pertinent federal and state statutes, rules and regulations and County ordinances related to confidentiality.

SECTION 18. WORK PRODUCT

All work product prepared by Consultant pursuant to this Agreement, including, but not limited

to, policies, reports, analysis, plans, designs, calculations, work drawings, studies, photographs, models, and recommendations shall be the property of Lake County. Consultant shall deliver the work product to Lake County upon completion of Consultant's work, or termination of the Agreement, whichever comes first. Consultant may retain copies of such work product for its records; however, Consultant may not use, print, share, disseminate, or publish any work product related to this Agreement without the consent of Lake County.

SECTION 19. PRESS/NEWS RELEASES

Consultant may not issue any press or news releases regarding this Agreement without prior approval from Lake County. Consultant shall provide notice to Lake County's Chief Communications Officer if contacted by the media regarding the services set forth in this Agreement.

SECTION 20. DEBARMENT AND SUSPENSION

The Lake County Purchasing Ordinance § 33.125 through 33.126 defines the County's Authority and Decision to Debar.

The Consultant certifies to the best of his or her knowledge and belief that the Consultant:

- A. Is not presently debarred, suspended, proposed for debarment, declared ineligible or voluntarily excluded from covered transactions by any Federal department or agency.
- B. Has not within a 3-year period preceding this contract been convicted of or had a civil judgment rendered against it for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain or performing a public (Federal, State, or local) transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statement, or receiving stolen property;
- C. Is not presently indicted or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- D. Has not, within a three-year period preceding this contract, had one or more public transactions (Federal, State, or local) terminated for cause or default.

Consultant agrees that, during the term of this Agreement, Consultant shall report to the County's contract administrator, within 10 days, any allegations to or findings by the National Labor Relations Board (NLRB) or Illinois Labor Relations Board (ILRB) that Consultant has violated a statute or regulation regarding labor standards or relations. If an investigation by the

County results in a final determination that the matter adversely affects Consultant's responsibilities under this Agreement, then the County may terminate this contract.

SECTION 21. NON-DISCRIMINATION

During the term of this agreement, Consultant agrees to and shall comply with (1) the Equal Opportunity Employer provisions of Section 2000e of Chapter 21, Title 42 of the United States Code and Federal Executive Order Number 11246, as amended by Executive Order 11375, and (2) Chapter 33 of Title III of the Lake County Code of Ordinances (titled "Purchasing").

Signed:

COUNTY OF LAKE

Davey Resource Group, Inc

By: _____
Its Purchasing Agent

By: _____
Its President

Date: _____

Date: _____

DRAFT

C. Scope of Services

In 2019, the Chicago Region Trees Initiative (CRTI) adopted the 2050 Master Plan. This plan articulates a number of key issues, priorities, and objectives for the advancement of trees and forests across the Chicago region. Recognizing its role in promoting these priorities, Lake County has begun several forestry initiatives to plant trees, engage residents, and improve awareness of trees and forests across the County.

To strengthen the launch of the County's tree initiative, Lake County is seeking a consultant to develop an Urban Forestry Strategic Plan. This plan has a number of goals and objectives that will result in a vision and a clear strategy to implement the Lake County Tree Initiative. The plan will include goals, performance measures, strategies, and resource needs to advance Lake County's forestry priorities. The plan will provide a clear path for the County to prioritize investment in its Tree Initiative. Ultimately, this plan should be created with community engagement, equity-driven outcomes, and fiscal sustainability top of mind.

DRG understands this project as described in the RFP and will perform the services and work products necessary to deliver an Urban Forest Strategic Plan. Simply said, our job is to align information, research, and best practices with input from stakeholders to develop goals and strategies that the County can use to effectively care for, protect, and expand Lake County's urban forest well into the future. Our experience in providing similar plans is robust, and the goals stated by Lake County in the RFP are a reflection of the work that DRG completes every day.

In developing the Lake County Urban Forest Strategic

Plan, DRG will:

- Align with the County's strategic plan, Chicago Region Tree Initiative Master Plan, and Roadmap to Decarbonization;
- Establish formal goals, particularly regarding tree canopy coverage, addressing terrestrial invasive vegetation, tree diversity, and tree and forest accessibility;
- Recommend key performance indicators for tracking program progress;
- Summarize existing relevant data, plans, reports, and studies relating to the County's urban forest;
- Identify resources for training and engagement that support the County's forestry priorities;
- Identify opportunities for workforce development that support the County's forestry priorities;
- Address priorities for urban forestry on both public and private lands;
- Articulate best practices for tree planting initiatives in the face of climate change;
- Identify key terrestrial invasive vegetation concerns and articulate approaches to management;
- Examine accessibility barriers to the benefits provided by trees and forests;
- Recommend resource needs to meet the County's forestry goals;
- Identify potential sources of revenue or funding to support the County's forestry goals; and
- Identify local challenges and include solutions to address those challenges.



Exhibit A [Scope of Work]

C. SCOPE OF SERVICES

OUR METHODOLOGY

DRG's planning approach incorporates our broad experience gained over years of planning with municipal and nonprofit partners across the U.S. We use vetted planning methods such as an adaptive management framework and trusted external urban forestry planning resources. We divide the project into tasks, grouping similar work and outcomes. This helps us ensure that we meet the needs of the **scope** of services you have outlined within the RFP and add best management practices where necessary.

Our approach is a well-used, proven methodology for planning at a variety of levels. The steps are simple and circular:

- 1. What do we have?** We look at the current status of Lake County's urban forest and the existing framework and resources for tree care and management. We do this through research and examination of documents, county policies and procedures, stakeholder conversations, and community engagement. We incorporate existing tree canopy and Tree Census data from CRTI into this evaluation.
- 2. What do we want?** At the same time, we are listening to County staff and stakeholders about the current urban forestry situation and the desired outcomes. This fulfills what the County wants and needs for its tree initiative. This is also where we identify key goals and objectives that guide the planning process.
- 3. How do we get there?** Developing the plan is the next logical step in the process. We look for gaps, opportunities, issues, and desires to create goals, action plans, and the steps needed to achieve the desired outcomes.
- 4. How are we doing?** Most importantly, we develop ways to create responsibility and accountability for the plan through audits and evaluations. That audit and evaluation process incorporates the original first look at the program to the goals and strategies set by the DRG and Lake County team.

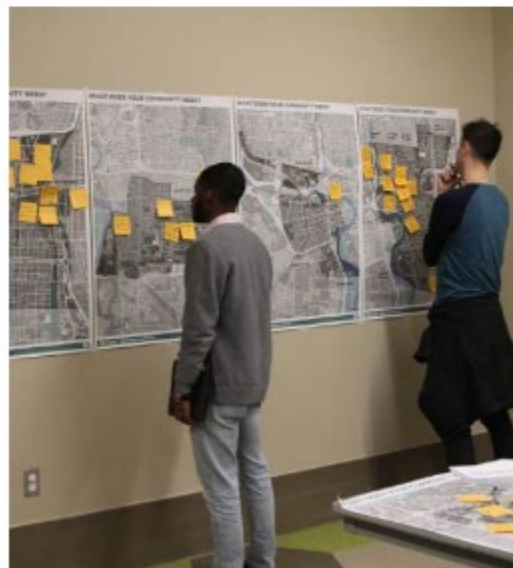
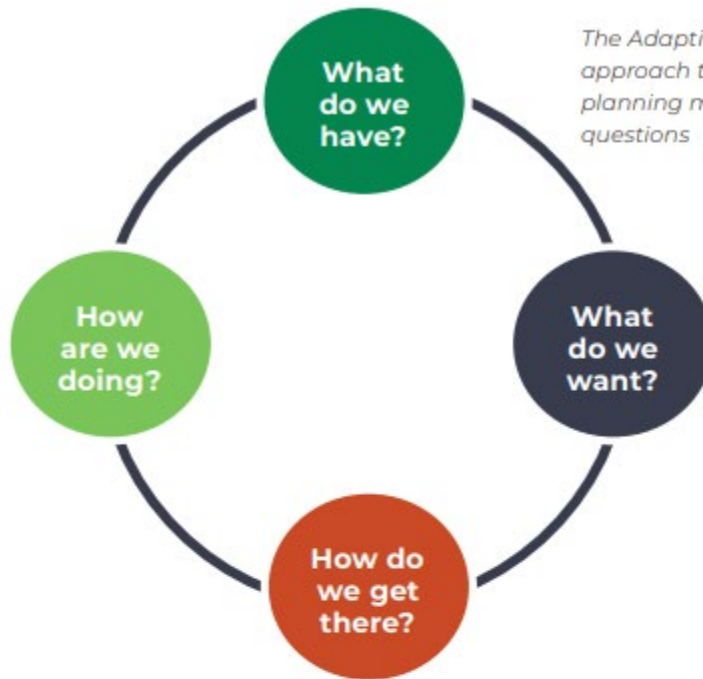


Exhibit A [Scope of Work]

..... C. SCOPE OF SERVICES



TASK 1: STEERING COMMITTEE AND PROJECT MANAGEMENT TEAM

It is important that throughout the planning process, there is strong alignment between Lake County and DRG. We achieve this by holding monthly project team meetings, including a kickoff meeting prior to project start.

The project kickoff meeting serves as an opportunity to meet the Lake County and DRG teams, refine the **scope** of work, set communication standards, and discuss data acquisition and reporting frequencies. Our project manager will develop the agenda with your team's input, and minutes will follow. During the meeting, we discuss our project management tasks, which include our quality control procedures and monthly reporting, including progress, budgets, and invoicing.

At the kickoff meeting, DRG and Lake County can determine the final project schedule. Although we have completed a schedule for this proposal, we know

that community events, vacations, and other timing challenges may change this schedule. This schedule will include milestone dates updated from the timing in the RFP.

Project Teams

It is important to understand who is engaged in the project from the start. Based on our experience, we recommend two teams: the project management team and the steering committee.

The **project management team** is made up of key DRG staff and key County team members. This is responsible for moving the plan forward on a timely basis and making critical decisions about the plan and planning process. We recommend that this group meets monthly in a virtual format. The members of this group will remain constant across the project.

Project meetings will be conveniently scheduled at a standard day and time. Meetings should be attended by key County project staff and DRG's project management team. Additional staff may be invited as discussions

Exhibit A

[Scope of Work]

..... C. SCOPE OF SERVICES

focus on specialty areas. Each meeting focuses on particular phases of the project to help keep outputs on schedule and align DRG and the County's project management team. For example, in an early project meeting, DRG will present a draft of the community Outreach Plan. A subsequent meeting will likely include conversations about implementing engagement activities and discussing preliminary goals and objectives for the County's plan.

The *steering committee* will consist of a broader group of stakeholders that meets six times across the project. The purpose of this steering committee is to:

- Assure community engagement is thorough and targeted
- Create buy-in to the plan as it proceeds
- Provide advice to DRG and the PMT about the plan development and trajectory
- Review, refine, and provide input to plan goals and objectives

The steering committee may include members of other County Departments (e.g., Health Department, Planning Department, Public Works, Stormwater Commission),

Lake County Forest Preserves, additional Forestry staff, non-profit partners (e.g., CRTI, Openlands, Chicago Wilderness Alliance), neighborhood groups, municipal representatives, and community members. It is important that this group remains (as much as possible) constant so that time is spent moving forward, not recapping what has been completed. This group will meet roughly bimonthly at critical plan milestones.

DRG will handle logistics for both groups. DRG will develop agendas and approve/review them with Lake County, with contributors from the project management team. Meeting summaries will be returned to the attendees within 72 hours.

Deliverables:

- Project schedule with milestones
- Twelve monthly virtual project management team meetings
- Six virtual steering committee meetings
- Monthly invoices



Exhibit A

[Scope of Work]

C. SCOPE OF SERVICES

TASK 2: INFORMATION GATHERING

Historical Canopy Change Analysis

Land cover is a unique resource that is highly susceptible to change due to the complexities arising from the myriad activities—anthropogenic and natural variation—it underpins. In our quest for development, we tend to vary the composition of the landscape to create conditions that would better serve our interests. These changes, however, pose potential threats to the ability of the land to support our activities. Consequently, there is the need to track the changes of the land cover and related effects and plan adequately to ensure that we attain our goals and objectives without compromising the ability of future generations to realize theirs.

Although the Chicago Region Trees Initiative (CRTI) has recent canopy study data (2017) available for Lake County, it will be important to re-analyze that data for additional information and create a change analysis from the 2010 and 2017 datasets.

This includes:

- Review of existing urban tree canopy analysis data from 2010 and 2017
- Tree canopy goal(s) for Lake County based on science
- Historical change analysis

Utilizing the past UTC assessments, DRG will conduct a change assessment that will identify points of growth and loss. The analysis will include spatial change, acreage change, percent change, and absolute change for any geographies specified by the communities. DRG will provide Lake County with ESRI® shapefiles, metadata, and an Excel™ spreadsheet of the percent canopy cover change containing data for up to eight distinct geographies, such as parcel zoning, land use, municipality, watershed, etc. (GIS boundary layers are required.)

When DRG performs GIS analyses, we leverage our team of over 40 GIS technicians at our headquarters in Ohio. Additionally, this data becomes yours—all maps, charts, and other deliverables. In addition to this being a critical part of your plan, Lake County can use this data in perpetuity to continue to tell the story of their urban

forest from the canopy perspective.

Deliverables:

- 2010 - 2017 Tree Canopy Change Analysis
- Appropriate ESRI shapefiles with metadata

Chicago Region Tree Census

In 2020, CRTI completed a full update of the Chicago Region Tree Census, which was originally established in 2010. This research-based effort includes the measurement and analysis of 1,600 i-Tree Eco plots across the Chicago Region. The methodology allows for investigation of the extent and condition of community forests and reports metrics such as tree condition, tree species diversity, etc., on both public and private lands. Within the census, 200 plots were included in Lake County, allowing for some county-level analysis of the condition and extent of urban forests.

DRG was CRTI's primary contractor responsible for collecting 2020 Chicago Region Tree Census data. Our team is intimately familiar with the i-Tree Eco datasets, analysis, and its limitations. Based on this knowledge, we will review the 2020 Tree Census for key metrics, findings, and recommendations, such as tree distribution by land use, canopy cover by land use, tree species distribution, tree size distribution, public and private tree distribution, etc. This analysis will help us and Lake County understand the current state of trees across Lake County and provide a solid foundation for evaluating opportunities to expand and enhance the County's trees and forests.

Deliverables:

- 2020 i-Tree Eco summary data for Lake County



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Invasive Species Assessment

The 2020 Chicago Region Tree Census data includes some limited information about terrestrial invasive vegetation, particularly buckthorn. The i-Tree Eco methodology only includes collection of data for woody stems that exceed a minimum size. Unfortunately, this methodology would not have collected a number of terrestrial invasive plants that are smaller or herbaceous in nature. Additionally, i-Tree Eco data are based on stratified sampling methodology and designed to be aggregated at a high level and not always statistically representative at the individual plot level. This makes using these data for a rigorous hot spot analysis somewhat difficult.

Regardless, the 2020 Tree Census data is useful to determine how large, terrestrial, woody invasive vegetation impacts the County's urban forest. Data can be explored to ascertain the impact of such invasive vegetation based on land use, cover type, or other similar factors. This information can help prioritize further survey efforts, initial restoration priorities, or similar programmatic efforts.

Deliverables:

- 2020 i-Tree Eco summary data for Lake County, specific to invasive vegetation, as available

Urban Forest Access

The Chicago Metropolitan Agency for Planning has existing data and analyses that identify limitations in park access across Lake County. Additionally, 2017 CRTI canopy data for Lake County shows where trees are/are not located across the County. Further, the Tree Equity Score (<https://www.treeequityscore.org/>), developed by American Forests, is a tool that helps identify urban forest inequities and prioritize investment to increase access to the urban forest and its benefits.

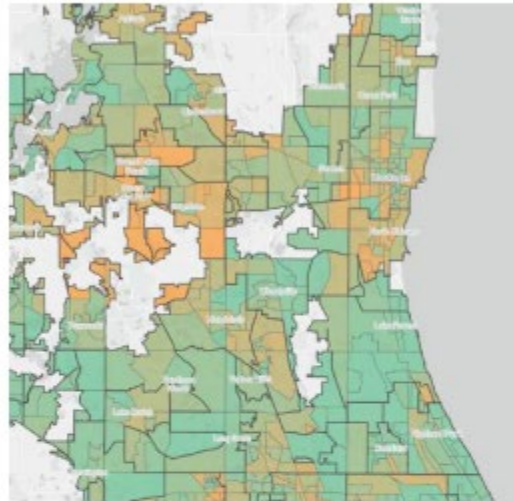
Cultural norms and individual perceptions can sometimes limit the use of parks and urban forests. These barriers can be identified and addressed more effectively by engaging the community and conducting surveys (as outlined in Task 4 below).

These existing tools provide a solid foundation for analyzing access to urban forest resources. DRG will use these datasets to identify areas of the County with suitable access to urban forests and portions of the

County that would benefit from canopy expansion and increased access to tree benefits. This analysis will help identify action priorities for the County's Tree Initiative.

Deliverables:

- Urban forest access map and ESRI shapefiles



TASK 3: DOCUMENT REVIEW, DATA COLLECTION, AND BEST PRACTICES RESEARCH

Understanding what documents and research the County has is an important part of developing a sustainable urban forestry program. To gather the information needed to assure that the Lake County's urban forestry program is moving forward, DRG uses methodology that assures that all aspects of the program are reviewed.

Review of Documents

DRG will analyze and utilize existing County plans that may inform the Urban Forest Strategic Plan. Our analysis is completed through reading the plans, understanding and noting where the plans impact the urban forest, and developing content around conflicts and supporting concepts within each plan.

DRG will review, at a minimum:

- Lake County's Strategic Plan
- Chicago Region Tree Initiative Master Plan

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- Roadmap to Decarbonization
- Up to 5 Other reports, studies, and assessments regarding current and past County projects and publications relating to urban and community forestry

We understand that the Urban Forest Strategic Plan should be in harmony with the current County/regional plans and planning efforts. We look forward to creating a supporting Urban Forest Strategic Plan document that shows the County's plan fluency.

Deliverable:

- List of documents reviewed

Tree Program Research

As part of DRG's research efforts, our project team will perform a review of existing resources, programs, and initiatives in Lake County to support urban forestry training, education, outreach, volunteerism, and jobs program development (e.g., TreeKeepers, Openlands Arborist Apprenticeship, Gateway Technical College). Our project team will also look at some unique programs and best practices across the country that might be interesting models applicable to Lake County. This program review helps us identify existing resources as well as programmatic gaps to support a number of County priorities in community forestry, including:

- Opportunities for training and engagement for community volunteers and civic
- Training and education for County staff and contractors
- Specialized programming to support high school students
- Efforts to engage low-canopy neighborhoods
- Outreach and education programs targeting private lands
- Workforce development in arboriculture and urban forestry

This program review will be conducted at a cursory level and designed to provide a list of existing partnerships and resources available to support the County's efforts. DRG will also identify gaps or opportunities for County investment and exploration that could be included as

strategies in the County's Urban Forest Strategic Plan.

Deliverable:



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- List of resources and programs identified

Program Assessment

An important part of reviewing current forestry efforts is to complete a program assessment. The program assessment takes into consideration the current program, resources, capacities, regulations, codes and ordinances, and potential future needs. DRG will complete the assessment based on the industry's best practices, the *Criteria and Indicators of a Sustainable Urban Forest* (W. Andy Kenney, Philip J.E. van Wassenauer, and Alexander L. Satel), and *The Sustainable Urban Forest Guide* (USFS 2015). The assessment helps us understand and document gaps in the urban forest program within Lake County.

Using the Sustainable Urban Forest Guide as the major tool for program assessment, Lake County's urban forestry program will be evaluated on 30 metrics that are grouped into the following criteria (or "targets"):

- **Trees and Forest** - Relates the status of the vegetation resource itself and/or knowledge of that resource
- **Community Framework** - The necessary engagement of stakeholders at all levels and how they collaborate
- **Resource Management Approach** - Plans, practices, and policies to improve and sustain the forest resource

Under each target, there are key objectives. Each objective has performance indicators to help determine where the County is in achieving that objective. Targets are also built for the Community Framework, and the Resource Management Approach. In total, there are 28 targets for all the targets/criteria. They range from the simple management approach to more complex targets such as a focus on native vegetation and wood utilization. This framework helps compare the County's current status against nationally-recognized best practices.

Deliverable:

- Completed program assessment rubric



For example, the first target in trees and forest is "*Relative Tree Canopy Cover*." The objective is to achieve a desired degree of tree cover based on potential or according to goals set for the entire municipality and for each neighborhood or land use.

The performance indicators are as follows:

- **Low.** The existing canopy cover for the entire municipality is less than 50% of the desired canopy
- **Fair.** The existing canopy is 50%–75% of desired
- **Good.** The existing canopy is greater than 75%–100% of desired
- **Optimal.** The existing canopy is greater than 75%–100% of desired—at individual neighborhood level as well as overall municipality



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TASK 4: COMMUNITY OUTREACH AND PUBLIC ENGAGEMENT

In keeping with the county's culture of civic engagement and involvement, the development of the Urban Forest Strategic Plan will depend on frequent and consistent interaction with a variety of stakeholders. Engagement starts with developing an Outreach Plan, which identifies the groups and methods of engagement. Engagement strategies are then implemented to obtain insight and provide input throughout the planning process.

Outreach Plan

Shortly after the Project Kick-off, the project team will develop an Outreach Plan detailing key County stakeholders and engagement strategies. This plan will be vetted through the Project Management Team and reviewed and approved by the County prior to proceeding with outreach and engagement work.

The outreach planning process begins with the identification of stakeholders. It is anticipated that Lake County staff will provide an initial list of internal and external stakeholder groups. Internal stakeholder groups may include relevant County departments and key decision-makers such as Sustainability, the Health Department, the Planning Department, Public Works, the Stormwater Commission, Lake County Forest Preserves, and others. External stakeholders may include nonprofit or community organizations (e.g. CRTI, openlands, Chicago Wilderness Alliance,

The Nature Conservancy, etc.), volunteer groups, school clubs, and residents. DRG maintains existing relationships with many of these nonprofit and conservation organizations in Lake County but will work directly with the project management team to refine the list and identify representatives for each external stakeholder group. Once finalized, the stakeholder lists will be included in the Outreach Plan.

DRG will use our stakeholder tracking system to list all the stakeholders who have been or will be engaged and include details such as their contact information, office location, key issues and concerns, date(s) of interaction, and other information of interest to our clients. The stakeholder tracking system will provide insights into the individual stakeholders and groups and the potential for partnerships and will serve as a resource during and after the Urban Forest Strategic Plan preparation.

The Outreach Plan will also identify the outreach strategies to be implemented during the Urban Forest Strategic Plan development. The level of engagement from each stakeholder or group will vary depending on their role. The engagement opportunities include four key components: the Steering Committee, Stakeholder Interviews, surveys, and Public Meetings. The Steering Committee will represent stakeholder groups and meet regularly to review progress and guide decisions.

Deliverable:

- Completed Outreach Plan



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Conduct Stakeholder Engagement

While the Steering Committee represents a relatively small collection of stakeholders, stakeholder interviews and public surveys will be used to gather input from the broader community. Since this is a new initiative, some preliminary information is needed to fully understand the questions that our team should be asking. Stakeholder interviews will be used to gather initial information, themes, and priorities to guide the development and analysis of a community forestry survey. The survey will confirm and explore these themes at a wider scale. Accessibility strategies, including web- and paper-based surveys and translation options, will ensure a wider audience can be reached. Finally, the project team will attend up to 2 public meetings throughout the process to provide information, garner support, gather input, and share updates.

PROJECT STEERING COMMITTEE

Using the stakeholders list developed in the Outreach Plan, the project team will coordinate the Steering Committee for the Urban Forest Strategic Plan. The Steering Committee will include representatives from key groups within the County's departments and throughout the community. It is anticipated that the Steering Committee will have up to 12 members, excluding the project team and County PM, and it will meet up to 6 times during the project period in coordination with various milestones and project status updates. In the Outreach Plan, the project team will outline a draft schedule for the Steering Committee meetings. The meetings will be held virtually to maximize efficiency and sustainability and minimize travel.

The purpose of this steering committee is to:

- Assure community engagement is thorough and targeted
- Create buy-in to the plan as it proceeds
- Provide advice to both DRG and the PMT about the plan development and trajectory
- Review, refine, and provide input to plan goals and objectives

The Project Management Team will develop an agenda prior to each Steering Committee meeting, and meeting minutes will be sent out within five business days. While preparing the Urban Forest Strategic Plan, the Steering Committee will be engaged to review and provide comments on the draft and final products and other project-related content, such as surveys, information boards, or public meeting announcements, as needed.

Deliverable:

- 6 steering committee meetings
- Agendas and minutes, as appropriate

STAKEHOLDER INTERVIEWS

Stakeholder interviews provide an important initial look at perceptions and attitudes toward county forestry initiatives and community forests. These insights are crucial to the proper development of a community-wide survey. DRG will conduct up to 10 interviews with individuals or small groups. While a preliminary list of interviewees and draft questions will be prepared in the Outreach Plan, the project team acknowledges that these items may adapt to insights gathered from the Steering Committee and other stakeholder conversations.

Information gathered from these interviews will be compiled and summarized. Comments will not be associated with specific individuals or organizations in publicly shared deliverables to enable candid conversations. Stakeholder interviews will be conducted in the format most convenient for the interviewee, including phone calls, virtual platforms, or in-person meetings, and the format will be determined for each stakeholder during the interview coordination process.

Deliverables:

- Up to 10 interviews with individuals or small groups
- A summary document of initial themes, findings, and issues

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COMMUNITY SURVEY

A public survey will be conducted during the planning process to determine the public's goals, visions, and priorities for the County's Forestry Initiative. The survey will review and explore themes and attitudes that emerge during the stakeholder interviews. This approach helps provide context and confirm the findings from the stakeholder interviews.

Ultimately, the survey will utilize a "convenience sample" approach. While quantitative analysis of survey results will be limited, the public surveys will be designed clearly and concisely, with an emphasis on collecting qualitative data on public goals, visions, and values for implementing the Urban Forest Strategic Plan. Basic demographic data will also be collected for respondents on an elective basis.

The survey execution process entails three distinct phases: question development and ordering, online survey creation, and data tabulation. To maximize its reach, the survey will be primarily hosted online and optimized for mobile phone use. Digital survey tools such as SurveyMonkey or Microsoft Forms offer translation options to further increase accessibility.

The County is primarily responsible for disbursing the survey. For users' convenience, the survey can be embedded or linked to the County's webpage. A QR code can be posted to County social media pages, the County website, and printed fliers posted throughout public spaces, such as libraries or community centers. For residents with limited access to the Internet, paper copies can be made available for pick-up and drop-off at County offices for the duration of the survey.

Deliverables:

- 20 question electronic-based public perception survey in English and Spanish
- Summary of survey results



PUBLIC MEETINGS

Two public meetings will be hosted throughout the span of the Urban Forest Strategic Plan development to provide information to and seek input from the community. To best accommodate residents' schedules, it is recommended that the meetings be held at different times of the day and on different days of the week. The meetings will be scheduled concurrently (same day or two back-to-back days) at the mutual agreement of DRG and Lake County.



DRG uses a variety of communication tools to meet the needs of our clients and effectively engage with community stakeholders. In addition to in-person meeting facilitation, our project team has used online platforms like GoToMeetings, Microsoft Teams, and Zoom, as well as conference lines, virtual meeting rooms, and social media platforms to capture and share valuable information virtually while keeping travel costs to a minimum. The project team has also used these tools in conjunction with in-person events to create a hybrid format and maximize the attendance options for interested participants. These resources and the project team's expertise in facilitating outreach programs will help to capture community interest and input for the Urban Forest Strategic Plan.

Notices for all public meetings and events will be provided digitally for the County's distribution via online platforms and as printed fliers. The County will be responsible for printing and distributing meeting advertisement fliers to display in public spaces or other desired places. For in-person events, locations that are ADA-compliant and accessible by transit or centrally

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located within the county will be preferred. Kid-friendly materials could be provided at the meetings to further encourage participation from the whole community. Meeting materials, including agendas, minutes, and presentations, will be shared with the County to distribute. The project team will provide meeting materials, including agendas, handouts, poster boards, and other items, as appropriate. The County is responsible for printing and distributing these materials. Official meeting materials will be available in English and Spanish. Spanish translation services will be offered at one public meeting.

Space for the meetings will be provided by the County, and it is anticipated that two County staff members will be available to support each public outreach event, including facilitating small groups, if necessary. Two (2) DRG staff will attend to provide facilitation and documentation of the meeting.

Deliverable:

- Supportive meeting materials
- Two (2) public meetings



TASK 5: SYNTHESIS AND DEVELOPMENT OF DRAFT PLAN

Managing urban and community forests has become increasingly complicated. Community trees now serve multiple purposes, including enhancing the beauty of our streets, combating climate change, managing stormwater, and promoting human health. Resource managers must juggle these diverse needs, all while dealing with limited resources, tree risk management, and high standards to maximize tree canopies and aesthetics. Yet, few urban forestry programs have received substantial additional resources to address these emerging demands.

DRG's team is committed to creating a dynamic and implementable Urban Forest Strategic Plan for Lake County. The foundation of the plan will be a set of themes and priorities based on the results of the community and stakeholder engagement, data and information analysis, and the resource and program review. These themes and priorities will be used to develop:

- A shared vision for Lake County's urban forest that the community supports
- Formal goals for the urban forest, that can be measured and quantified, to make the vision a reality
- Recommendations that will guide how the County, municipalities, and property owners manage the urban forest
- Action items that will help achieve the goals and vision for the urban forest
- Key performance indicators to assess if the goals and actions are effectively helping achieve Lake County's urban forest vision
- Resource and financial needs to advance County priorities

DRG will produce an initial draft of findings and recommendations for the County. This early draft, written in English and in Word or Google Docs format, will summarize the results of all the fact findings of the DRG team—background review and research, analysis, and stakeholder engagement. It will then make suggested recommendations to guide the County's forestry initiative over the next 5–10 years of operations. The findings and recommendations

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document will contain draft maps, charts, and tables to guide discussion about data presentation in the final plan. It is suggested that the steering committee and project management team review this draft to ensure that the emerging goals and recommendations match the County's priorities.

From initial feedback, DRG will complete a full English-language draft of the Urban Forest Strategic Plan including an executive summary, resource needs, and including initial photos and graphics (est. 50 pages). We suggest that key County staff and the entire steering committee review this draft to (a) ensure it contains all of the information and analysis that the County wants to see in the final plan, (b) it aligns with the County's vision, and (c) it is readable and understandable to the intended audience. It is suggested that this draft is the one that be shared with a wider range of stakeholders, such as County staff, key partners, and appointed or elected leadership. This is also a good time for public presentations or meetings to solicit additional feedback on the plan.

The County will have two weeks to review each draft and return comments for each draft. The County is welcome to share the documents with various stakeholders but must combine all comments,

suggestions, and edits into one document, with conflicting comments addressed, for DRG to respond to and address.

Deliverables:

- Draft 1 (50%) of Urban Forest Strategic Plan in English, Microsoft Word or Google Docs format
- Revised Draft (80%) of Urban Forest Strategic Plan in English, Microsoft Word or Google Docs format

TASK 6: FINAL PLAN DEVELOPMENT

The third and final draft of the Urban Forest Strategic Plan will incorporate all changes to draft two from the prior presentations. This draft will include all graphics, photos, charts, graphs, and appendices. Again, once that draft is reviewed, all comments should be incorporated into a single review document, and DRG will update the plan to its final format (i.e., PDF). The format will be for presentation digitally and for print. The document will be translated into Spanish and meet ADA compliance (i.e. text to speech).

- 100% draft Urban Forest Strategic plan in English and Spanish; ADA accessibility review



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D. Implementation Plan



PLEASE REFER TO PAGES 9-12 FOR PROJECT TEAM RESUMES FOR KEY MEMBERS OF THE IMPLEMENTATION TEAM EXPECTED TO BE ON THE PROJECT.

| TASK | MONTH | | | | | | | | | | | | COUNTY RESPONSIBILITY | DELIVERABLES | |
|--|-------|---|---|---|---|---|---|---|---|----|----|----|-----------------------|--|-------------------------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | | | |
| Task 1. Steering Committee and Project Management Team | | | | | | | | | | | | | | | |
| Kick-off Meeting | ○ | | | | | | | | | | | | | Attend Meeting | Agenda, Minutes, Project Schedule |
| Project Management Team Meetings | | ○ | — | — | — | — | — | — | — | — | — | — | — | Attend Meeting | Agenda, Minutes |
| Project Management | ○ | — | — | — | — | — | — | — | — | — | — | — | — | N/A | Monthly Invoice |
| Task 2. Information Gathering | | | | | | | | | | | | | | | |
| Historic Canopy Change Analysis | | | ○ | — | | | | | | | | | | Provide base GIS data | GIS data |
| Chicago Region Tree Census | | | ○ | — | | | | | | | | | | N/A | iTree ECO Summary |
| Invasive Species Assessment | | | ○ | — | | | | | | | | | | N/A | iTree ECO Summary |
| Urban Forest Access | | | ○ | — | | | | | | | | | | N/A | Access Map |
| Task 3. Document review, data collection, and best practices research | | | | | | | | | | | | | | | |
| Review of Documents | | | ○ | — | | | | | | | | | | Provide access to appropriate documents, plans | List of documents reviewed |
| Tree Program Research | | | | ○ | — | | | | | | | | | Identify appropriate and known programs, resources, or initiatives to augment and kickstart DRG's research | List of resources identified |
| Program Assessment | | | | | ○ | — | | | | | | | | Provide information on County programs and capacity | Completed program assessment rubric |

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..... **D. IMPLEMENTATION PLAN**

| TASK | MONTH | | | | | | | | | | | | COUNTY RESPONSIBILITY | DELIVERABLES | |
|---|-------|-----|---|---|-----|-----|---|---|-----|-----|----|----|-----------------------|---|---|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | | | |
| Task 4. Community Outreach and Public Engagement | | | | | | | | | | | | | | | |
| Outreach Plan | | ○—○ | | | | | | | | | | | | Identify key stakeholders; respond to draft plan | Outreach Plan |
| Steering Committee Meetings | | | ○ | | ○—○ | | | ○ | | ○—○ | | | | ID participants; Attend meetings | Agenda, Minutes |
| Stakeholder Interviews | | | | | ○ | | | | | | | | | N/A | 10 Interviews; Summary |
| Community Survey | | | | | | ○—○ | | | | | | | | Disburse survey | Completed survey; two-page survey results summary |
| Public Meetings | | | | | | | | | | ○—○ | | | | Post meeting notices; recruit attendees; host meeting - 2 staff present/attend; Print materials | Two public meetings |
| Task 5. Synthesis and Development of Draft Plan | | | | | | | | | | | | | | | |
| First Draft (50%) | | | | | | | | ○ | | | | | | Review draft | Draft |
| Second Draft (80%) | | | | | | | | | ○—○ | | | | | Review draft | Draft |
| Task 6. Final Draft Development | | | | | | | | | | | | | | | |
| Final Plan (100%) | | | | | | | | | | | | | ○ | N/A | Final document |