

Exhibit A

Lake Monona Waterfront Design Challenge

DRAFT Scope of Services

08-04-22

1.1 Project Background and Description

The City of Madison issued a Request for Qualifications (RFQ) for the Lake Monona Waterfront Design Challenge on March 7, 2022. The design challenge includes master plan development for the Lake Monona Waterfront corridor that includes 17-acres of parkland and 1.7 miles of shoreline near downtown Madison. The Lake Monona Waterfront Advisory Committee selected three (3) consultant teams based on RFQ submissions and team interviews. This Scope of Services defines the design challenge objectives, project timeline, deliverables, public engagement, and preferred master plan selection.

2.1 Design Challenge Guiding Principles

The primary goals of the Lake Monona Waterfront planning initiative are to create a welcoming destination for all Madison residents and visitors, connect Downtown Madison to Lake Monona, enhance community connections, increase physical and visual access to the lake, improve Lake Monona's water quality and aquatic habitat, celebrate Frank Lloyd Wright's architectural legacy in Madison, and reflect the Ho-Chunk's cultural history and the importance of the land and waters of Lake Monona to the Ho-Chunk nation today and in the future. To achieve the Lake Monona Waterfront project goals, the following guiding principles are necessary.

Master Plan Vision

The Lake Monona Waterfront master plan should transform Madison's foremost public lakefront into a beautiful, activity-rich signature park. As a signature park, the lakeshore must embody the character and values of the city and foster a sense of civic pride. It must incorporate innovative and iconic features that are regional attractions, creating a "must-see" destination. The plan must provide an indelible experience unique to Madison. The Design Challenge is a once-in-a-generation opportunity to shape the future of Madison's urban waterfront.

Racial Equity and Social Justice

Racial equity and social justice must serve as primary planning principles for the Lake Monona Waterfront. The park must be a family-centered destination where people from diverse social, economic, and racial backgrounds feel comfortable coming together for social interaction, recreation, entertainment, and scenic enjoyment. The design of the Lake Monona Waterfront should promote cultural connections between all park users.

Sense of Place

The Lake Monona Waterfront should capitalize on the natural beauty of Lake Monona to create an iconic place and civic destination for all Madison residents and visitors. It must inspire a deep spiritual connection with nature, history, and place. The plan should promote innovation in public spaces and building, and preserve and enhance the community's environmental, scenic, aesthetic, historical, and natural resource values.

Community Connections

The Lake Monona Waterfront is the central, physical link between Madison's South, Downtown, East, and West neighborhoods. It is also a primary connection to the Alliant Energy Center campus and the emerging

Destination District. The master plan must enhance and build upon existing connections beyond the immediate planning scope. The plan must seamlessly integrate into the fabric of the city and provide an environment for all visitors to move comfortably, safely, and enjoyably along the waterfront.

Lake Access

The Lake Monona Waterfront design should provide a graceful, barrier-free transition between Downtown and Lake Monona. It should reconnect downtown Madison to Lake Monona while improving lake access for all park users. The plan should promote and provide opportunities to engage with nature and enjoy the beauty of Lake Monona. More specifically, the designers are encouraged to consider a rich menu of water-based activities such as shore fishing, kayaking, sailing, paddle boarding, recreational boating, and swimming. The design must ensure all visitors have comfortable access to the waterfront, regardless of mode or method of travel.

Sustainability

The design of the Lake Monona Waterfront should be a fusion of environmental, social, and economic sustainability principles. This important waterfront site is an integral part of the Four Lakes Area Watershed. Its design should promote sustainable practices while improving the natural environment and supporting existing ecological systems. The master plan process is an opportunity to demonstrate the city's commitment to sustainable infrastructure.

Public Space

The master plan should expand public gathering and event space along the lakeshore through innovative design. As previously stated, Downtown Madison is park deficient, and maximizing green space along Lake Monona Waterfront for programming and activity is central to the success of the planning initiative.

Public Art

The design of the Lake Monona Waterfront should include multiple opportunities for the public art to enhance the experience of park users. Installations and active participation by the city's arts community should be encouraged during park development.

Education

The design of the Lake Monona Waterfront should incorporate opportunities for interpretation and education on the site's natural, environmental, and cultural history.

Economic Opportunity

Similar to other visionary projects around the country, the Lake Monona Waterfront will be a catalyst for reinvestment through job creation, development, new businesses, and tourism.

Design for Philanthropy

The Lake Monona Waterfront should be designed for private philanthropic funding opportunities.

3.1 Design Challenge

The City of Madison ("City") is selecting three (3) design firms and their consultants to compete in a Design Challenge for the development of a signature park for Madison's public waterfront on Lake Monona. The City seeks to hire complete, multi-disciplinary design teams ("Design Team") for master plan design services.

The Lake Monona Waterfront planning initiative includes six stages in two phases:

Phase 1: The Design Challenge

- 1) Selection of Design Challenge Participants by the Lake Monona Waterfront Ad-hoc Committee (completed)
- 2) Master Plan Development
- 3) Public review of Master Plan submissions
- 4) Selection of a Preferred Master Plan by the Lake Monona Waterfront Ad-hoc Committee

Phase 2: Master Plan Refinement and Introduction

- 5) Refinement of the Preferred Master Plan option per recommendations of the Lake Monona Waterfront Ad-hoc Committee
- 6) Introduction to the City of Madison Common Council and Board of Park Commissioner for consideration of adoption

4.1 Master Plan Development

Selected Design Teams will have fourteen (14) weeks to develop master plan submissions. The City will provide each team a standard package of site information (CAD base files, aerial photos, GIS inventory files, tree inventory data, etc.). During the master plan development phase, Design Team questions shall be submitted through an open Request for Information (RFI) process. City responses will be issued to all participating teams.

Public outreach guidelines

Design Teams are to refrain from directly contacting District Alders, Mayor's Office representatives, Neighborhood Association Representatives, and Ad-hoc Committee members throughout the design challenge.

Design Teams may conduct informal outreach during the 14-week plan development phase, including intercept interviews, event attendance, in-person surveys, and consultation with regulatory agencies. Teams shall refrain from publically announced town halls, workshops, stakeholder meetings, and online surveys or polls. The Design Challenge Participation Requirements outline the City-led engagement during the plan development phase.

Design Challenge Participation Requirements

Week 1: Design Challenge Kick-off

Team representative(s) to virtually attend a kick-off event (teams live-feed to in-person, public meeting)

- Each team will have 15 mins. for:
 - Team introduction
 - Vision and approach to master plan development
 - Brief Q&A (10 mins. per team)
 - In-person meeting location to be determined

Weeks 1-2: Engagement Consultant Meetings

Team representative(s) to attend virtual meeting with the engagement consultants for the Preliminary Report.

- Attend one independent meeting with the Preliminary Report engagement consultants to discuss the initial community outreach outcomes. One-hour session per team. A follow-up consultation is possible if needed.

Weeks 1-4: Informational Presentations

Team representative(s) are invited and encouraged to attend informational presentations to the Ad-hoc Committee.

Anticipated special presenters include:

- City Engineering – John Nolen Drive Reconstruction Project
- Clean Lakes Alliance
- Friends of Nolen Waterfront – History of prior planning initiatives
- Preliminary Report Engagement – Outcomes of the Preliminary Report engagement

* All committee meetings are open to the public and include a public comment period. There may be additional optional informational presentations to the Ad-Hoc committee during the Design Challenge process.

Week 5 or 6: Design Challenge Check-In

Team representative(s) to virtually present to the Ad-hoc Committee midway through plan development. The presentation as an opportunity to receive committee and public input on in-progress work.

- The check-in will be an announced and promoted public event.
- Teams are encouraged to present initial findings, design concepts, sketches, and idea collages (participation in the Design Challenge Check-In is required. What each Design Team decides to share is up to them).
- Teams will have one hour for feedback from committee members and the public.
- Comment period – 15 min. allocated to the committee; 30 min. for public comments.

Week 14: Master Plan Submissions Due

- See Section 5.1 for Master Plan Deliverables
- See Section 6.1 for Master Plan presentations

5.1 Master Plan Deliverables

Master plan submissions shall include, but are not limited to, the following materials:

- Master plan report - 11 x 17" format, 10-page maximum. Includes one-page summary, supporting description of master plan recommendations, and potential implementation phasing. Teams shall also prepare a separate schedule of rough order of magnitude costs by phase (must be provided as a separate file from the report, not included in master plan selection criteria).
- Master plan video - mp4 format, max. length 2 1/2 minutes. Includes an overview by the design team of their proposed master plan and how it aligns with the Lake Monona Waterfront guiding principles.
- Master plan boards - 30 x 42" format (ARCH E1), full color, minimum of five (5) boards, mounted. Includes all plans, elevations, perspectives, text, and images necessary to convey master plan intent.
- Master plan digital files - pdf files of boards and report suitable for web posting

- Master plan design file - AutoCAD file(s) of proposed master plan design

6.1 Public Review and Engagement

Design Teams will present their master plan submissions to the Ad-hoc Committee at a public event organized by the City. The City will also make master plans available for public review and comment, with materials posted online with a corresponding public survey (1-month min.). In addition to the public presentations, Design Teams are required to provide videos (2-1/2 min. max) for their master plan proposals. Depending on COVID restrictions, the City may organize an in-person public display of printed materials for public viewing and comments. The City will compile public comments for Ad-hoc Committee consideration during the master plan evaluation process. Design Teams have the opportunity to provide written responses to public comments if they chose to do so.

7.1 Ad-hoc Committee Selection

At the conclusion of the public review phase, the Ad-hoc Committee will evaluate and score master plan submissions based on the following criteria:

- Alignment with the Design Challenge Guiding Principles outlined in section 2.1 [30 points]
- Overall quality of the master plan deliverables listed in section 5.1 [15 points]
- Project feasibility, including the presence of a detailed implementation plan and technically feasible project components [10 points]
- Response to and engagement with public input, specifically the Lake Monona Waterfront – Preliminary Report and the public review and engagement process described in section 6.1 [15 points]
- Overall project vision and cohesion [30 points]

The Ad-hoc Committee may contact Design Teams during the evaluation period for clarifications. Based on final scores, the Ad-hoc Committee will select a Preferred Master Plan Option for further refinement by the respective Design Team.

8.1 Refinement of Preferred Master Plan Option

The City will negotiate a second Purchase of Services (POS) contract with the selected Design Team to refine their master plan option. The scope of services may include, but is not limited to:

- Revise and refine the Preferred Master Plan option per Ad-hoc Committee comments. Master plan revisions may include incorporating features, amenities or ideas from non-selected plans.
- Participate in presentations to Common Council and Board of Park Commissioners during master plan review and adoption.
- Provide schematic design of the John Nolen Drive causeway pedestrian and bicycle improvements (proposed overlooks, site amenities, landscaping, lighting) to inform the John Nolen Drive reconstruction project. The schematic design scope may potentially including improvements adjacent to the Capital City Trail in Olin Park.

The City of Madison Parks Division has allocated a maximum of \$200,000 for the second contract award pending the negotiated scope of services with the selected Design Team.

9.1 Intellectual Property

Acceptance of the POS terms and fee is a requisite for Design Teams to participate in the Design Challenge. Per POS contract terms, all work product prepared by Design Teams for the Lake Monona Waterfront Design Challenge is the sole property of the City of Madison. The City has authority to use all drawings and data provided under the contract, including, without limitation, the right to copy, modify and create derivative works from the subject matter. As the owner of the work product, the City has the discretion to use any and all ideas or adaptations of ideas of the prepared master plans without limitation. The selection or rejection of a master plan submission shall not affect this right. It shall be expressly understood that the City shall have all rights to the design challenge documents upon payment of the Design Team invoice.

10.1 City of Madison Common Council and Board of Park Commissioners

The Parks Division will introduce the Preferred Master Plan to the Common Council and Board of Park Commissioners for adoption. The review process may include multiple subcommittee presentations. The Design Team’s specific role and responsibilities will be determined during negotiations for the second Purchase of Services contract with the selected team.

10.2 Project schedule

The City of Madison anticipates the following schedule for the design challenge:

August 2022	Design Challenge POS contract issuance to three (3) selected Design Teams
September 2022	Start of master plan development phase
December 2022	Lake Monona Waterfront master plans are due
January 2022	Start of public review and comment period
March 2023	End of public review and comment period
April 2023	Ad-hoc Committee selection of Preferred Master Plan
May 2023	POS contract issued to selected Design Team for refinement of Preferred Master Plan
August 2023	Preferred Master Plan revisions completed
August 2023	Introduction to Common Council and Board of Park Commissioners for adoption

10.3 Preliminary Report

The City of Madison commissioned the Lake Monona Waterfront – Preliminary Report to provide site analysis and community input information to participating consultant teams. The report shall inform and guide master plan development. Consultants shall reference the report with regard to the following:

Site Analysis: The Consultant shall review existing information related to the site and its implications to the development of the master plan. This task shall include but not be limited to the review and assessment of the existing traffic patterns into and out of the park, flow of pedestrian (including bicycle) and vehicular traffic within the park limits on existing asphalt pathways and roadways, historical and cultural features, existing conditions, current uses of facilities within the park.

Neighborhood and Community Engagement: The Consultant shall review and assess the outcomes of the initial community engagement for the planning area and how they pertain to the development of a master plan for the planning area.

Neighborhood Context: The Consultant shall review the existing neighborhood context and its relationship to park facilities with emphasis on connections for traffic of all types: bicycle/pedestrian as well as motorized and watercraft traffic. The Consultant shall review surrounding streets, sidewalks, path connections into and within the planning area.

Transportation: The Consultant shall review and assess internal transportation including but not limited to: ADA compliance; public transportation options and pedestrian/bicycle circulation and linkages including to local and regional bike trail networks.

Existing Utilities: The Consultant shall review and assess existing utility information including public and City of Madison Parks Division owned utilities and their capacity to accommodate improvements. Review of utilities shall also include review of local stormwater permitting requirements for infiltration, including but not limited to, sediment reduction, and oil & grease control particularly as they pertain to roads and parking lot design and layout. Utilities that shall be evaluated include, but are not limited to storm sewer, sanitary sewer, water service, communications, electrical, plumbing, and mechanical to existing bridges.

Historical and Cultural Significance: The Consultant shall review the historical land uses of the planning area and how they pertain to the development of a master plan for the planning area.

Relevant Planning Documents: The Consultant shall become familiar with all planning documents relevant to development of facilities in the planning area including, but not limited to proposals and schematic designs developed as part of previous planning efforts.

Public Review and Engagement

Consultant submissions will be publicly shared for comments after the master plan development phase. Master plan options will be available on the project website with a supporting public survey (1-month min.). The City will also organize a display of printed materials for public viewing. City staff will compile public comments for consideration by the Lake Monona Waterfront Ad-hoc Committee during the master plan selection process.

Specific Considerations

The following list is a brief overview of specific master plan considerations per The Lake Monona Waterfront – Preliminary report.

- Incorporate and maintain the proposed John Nolen Drive roadway alignment as provided by City of Madison Engineering
- Provide a Madison Fire Department emergency boat access ramp east of the Monona Terrace Community and Convention Center
- Incorporate the potential Monona Terrace expansion by preserving the air space over John Nolen Drive east of the facility

10.4 Roles and Responsibilities

- The City of Madison Parks Division will be responsible for the following:
- Provide all existing survey information in CAD format.
- Post updates on the Parks Division website and City of Madison social media outlets.
- Corresponding with elected officials, City committees/commissions and members of the press.

- Distribute RFI responses to all participating teams

The Consultant shall be responsible for the following:

- In addition to the aforementioned master plan deliverables, the Consultant shall:
- Meet virtually and confer with City staff, the Ad-hoc Committee, and others as needed or requested by the City to complete all aspects of this project.

The Consultant shall understand that all documents and data transmitted to the City, become the property of the City of Madison, along with all rights to use, copy, and distribute these documents and this data, now and in the future.

End of Scope of Services