

# Agreement between Meadowbrook Farm Preservation Association and the Beckwith Consulting Group

## **This agreement**

made this \_\_\_\_ day of \_\_\_\_\_ by and between the Beckwith Consulting Group, Planning, Design and Development Services, PO Box 704, LaConner, Washington 98257, phone 360-466-3536, fax 360-466-3601, e-mail: beckwith@beckwithconsult.com (hereinafter called the Consultant), and the **Meadowbrook Farm Preservation Association, the City of North Bend, and the City of Snoqualmie** (hereinafter collectively called the Client).

## **Witness that**

the Consultant and Client agree as follows:

### **1: Scope of Services**

The Consultant agrees to furnish consulting professional planning and design services to accomplish the scope of work described in the **14 July 2014 Scope of Work for the Meadowbrook Farm Business Plan**, hereby incorporated as Attachment One to this Agreement.

### **2: Meetings**

The Consultant agrees to attend the schedule of meetings required in the Gantt Chart of Attachment One. The Beckwith Consulting Group shall be available to attend meetings in addition to those described above at compensation rates set forth in this Agreement.

### **3: Products**

The Consultant agrees to prepare and reproduce the reports and products defined in the Gantt Chart of Attachment One.

### **4: Personnel**

The Consultant agrees to provide the management, professional, technical and support personnel and sub-consultant team members shown in the Gantt Chart of Attachment One.

### **5: Items furnished by the Client**

The Client agrees to provide all available information, data, reports, records and maps to which the Client has access and which are needed by the Consultant for the performance of the Scope of Services. It is agreed that the Consultant may proceed to obtain such information and services at the compensation rates defined in this Agreement in the event the Client fails to provide the above information or services in a timely and proper manner. The Consultant shall provide 5 days written notice prior to proceeding.

### **6: Responsibilities of the Client**

The Client agrees to the designation of **Mary Norton, President, Meadowbrook Farm Preservation Association, Mike McCarty, Senior Planner, City of North Bend, and Lauren Hollenbeck, Senior Planner, City of Snoqualmie** as Client Representatives who will be authorized to serve as liaisons to the Consultant and make all necessary decisions required of the Client in connection with the execution of this Agreement.

**7: Time of Performance**

The Consultant agrees to commence and complete the work set forth in the Scope of Services within the time schedule required in the Gantt Chart of Attachment One. This assumes the submission of all required data and the performance of all required reviews and decisions by the Client as indicated in this Agreement and excepting delays caused by acts of God.

**8: Compensation**

The Client agrees to pay the Consultant on a lump sum by task basis for an amount not to exceed **\$15,000** for performing the work described in the Gantt Chart of Attachment One.

**9: Method of Payment**

The Consultant's compensation shall be paid monthly on account of the services performed during that month with payment due within 30 days of the detailed invoice date. Invoices shall show in detail all work and services performed.

**10: Representations**

The Client shall pay the Consultant for the effort expended under this Agreement irrespective of the success or failure of any representation made by the Consultant on behalf of the Client. Payment shall be rendered whether or not the effort results in the construction of projects, sale of properties or other consequences or conclusions.

**11: Confidentiality of Information**

Information obtained and reports prepared by the Consultant under this Agreement shall be considered confidential and shall not be made available to any individual or organization by the Consultant without the proper approval of the Client.

**12: Changes**

Either party may request changes in the Scope of Services, Meetings, Products, Schedules or other feature of this Agreement. Such changes that are mutually agreed upon shall be incorporated by written and signed amendment to this Agreement.

**13: Termination of Contract**

Either party may terminate this Agreement upon 7 days written notice served on the other by registered mail. In the event of termination, the Client shall compensate the Consultant and subcontractors for all work performed to the date of termination.

**14: Disputes**

The Consultant and Client agree the laws of the State of Washington shall govern this Agreement. The Client shall appoint its agent for services of process in the event a dispute should arise out of or in connection with this Agreement. The prevailing party of any dispute arising out of or in connection with this Agreement shall be entitled to reasonable attorney's fees and all expenses incurred in connection with the dispute. Any suit to enforce provision of this agreement shall be brought in a Washington State court of jurisdiction.

**15: Assignability**

This Agreement shall not be assigned or transferred by either party without the prior written consent of the other. This shall not prohibit the Consultant from contracting for accomplishment of portions of the Scope of Services with qualified sub-consultants.

**16. Indemnification**

A. To the extent provided by law and irrespective of any insurance required of the Consultant, the Consultant shall defend and indemnify the Client from any and all Claims arising out of or in any way relating to this Agreement; provided, however, the requirements of this paragraph shall not apply to that portion of such Claim that reflects the percentage of negligence of the Client compared to the total negligence of all persons, firms or corporations that resulted in the Claim.

B. Consultant agrees that the provisions of this paragraph 16 apply to any claim of injury or damage to the persons or property of Consultant's employees. As to such claims and with respect to the Client only, Consultant waives any right of immunity, which it may have under industrial insurance (Title 51 RCW and any amendment thereof or substitution therefore). THIS WAIVER IS SPECIFICALLY NEGOTIATED BY THE PARTIES AND IS SOLELY FOR THE BENEFIT OF THE CLIENT AND CONSULTANT.

C. As used in this paragraph: (1) "Client" includes the Client's officers, employees, agents, and representatives; (2) "Consultant" includes employees, agents, representatives sub-consultants; and (3) "Claims" include, but is not limited to, any and all losses, claims, causes of action, demands, expenses, attorney's fees and litigation expenses, suits, judgments, or damage arising from injury to persons or property.

D. Consultant shall ensure that each sub-consultant shall agree to defend and indemnify the Client to the extent and on the same terms and conditions as the Consultant pursuant to this paragraph.

**17. Insurance**

A. Consultant shall comply with the following conditions and procure and keep in force at all times during the term of this Agreement, at Consultant's expense, the following policies of insurance with companies authorized to do business in the State of Washington. The Consultant's insurance shall be rated by A. M. Best Company at least "A" or better with a numerical rating of no less than seven (7) and otherwise acceptable to the Client.

1. Workers' Compensation Insurance as required by Washington law and Employer's Liability Insurance with limits not less than \$1,000,000 per occurrence. If the Client authorizes sublet work, the Consultant shall require each sub-consultant to provide Workers' Compensation Insurance for its employees, unless the Consultant covers such employees.

2. Business Automobile Liability Insurance in an amount not less than \$1,000,000 per occurrence, extending to any automobile. A statement certifying that no vehicle will be used in accomplishing this Agreement may be substituted for this insurance requirement.

3. Each policy shall contain a provision that the policy shall not be canceled or materially changed without 30 days prior written notice to the City.

Upon written request to the Client, the insurer will furnish, before or during performance of any Work, a copy of any policy cited above, certified to be a true and complete copy of the original.

B. Before the Consultant performs any Work, Consultant shall provide the Client with a Certificate of Insurance acceptable to the Client's Attorneys evidencing the above-required insurance and naming each of the Clients, and their officers, employees and agents as Additional Insured on the Commercial General Liability Insurance policy and the Business Automobile Liability Insurance policy with respect to the operations performed and services provided under this Agreement and that such insurance shall apply as primary insurance on behalf of such Additional Insured. Receipt by the Client of any certificate showing less coverage than required is not a waiver of the Consultant's obligations to fulfill the requirements.

C. Consultant shall comply with the provisions of Title 51 of the Revised Code of Washington before commencing the performance of the Work. Consultant shall provide the Client with evidence of Workers' Compensation Insurance (or evidence of qualified self-insurance) before any Work is commenced.

D. In case of the breach of any provision of this section, the City may provide and maintain at the expense of Consultant insurance in the name of the Consultant and deduct the cost of providing and maintaining such insurance from any sums due to Consultant under this Agreement, or the Client may demand Consultant to promptly reimburse the City for such cost.

**18. Independent Contractor**

The Consultant is an independent Contractor responsible for complying with all obligations of an employer imposed under federal or state law. Personnel employed by Consultant shall not acquire any rights or status regarding the any of the Client organizations.

**19: Ownership of Materials**

All documents, studies, surveys, maps, drawings, models, photographs and reports prepared by or for the Client under this Agreement shall become the property of the Client. The Beckwith Consulting Group may, at no additional expense to the Client, make and retain copies for the Beckwith Consulting Group's use.

**Witness**

the parties hereto have executed this Agreement as of the date written above.

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On behalf of the Meadowbrook Farm Preservation Association Title

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On behalf of the City of North Bend Title

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On behalf of the City of Snoqualmie Title

**the Beckwith Consulting Group**

91-1249302 Employer Identification Number

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signature  
Tom Beckwith FAICP, Principal

**Attachments**

- 1: 14 July 2014 Scope of Work for Meadowbrook Farm Business Plan
- 2: Beckwith Consulting Group's Time & Materials Schedule 1 January 2014.

Beckwith Consulting Group  
Time and Materials Schedule as of 1 January 2014

Payment for professional services may be on the basis of the following hourly rates of staff engaged on the project plus direct expenses, outside consultants and rental of specialized equipment:

**Hourly Rates:**

Rates for **standard basic services** shall be at the rates shown which are based on a multiple of 2.5 times the employee's direct personnel expense.

Rates for **overtime**, where required and authorized by the Client, shall be at the standard rate for regular working hours and at the special rates for any extra hours authorized.

Rates for **special services** such as special consulting, consulting reports and/or court testimony shall be at a multiple of 3.0 times the employee's direct personnel expense on the project as defined here.

**Direct Personnel Expense:**

Direct Personnel Expense is defined as the gross hourly salaries of staff engaged on the project and the cost of their mandatory and customary fringe benefits.

Gross hourly salary is defined as the employee's base yearly salary divided by 2,080 hours per year. Mandatory and customary fringe benefits are defined as statutory employee benefit, insurance, sick leave, holidays, vacations and the like.

**Direct Expenses:**

Travel outside the Puget Sound Region (King, Pierce, and Snohomish Counties) at \$0.20 per mile plus any ferry or parking charges.

Blueprints, photographs, photocopying and other printing or reproduction services provided outside the Beckwith Consulting Group's offices at cost of the service plus 10% for management, coordination and responsibility.

Board and lodging outside the Puget Sound Region (King, Pierce and Snohomish Counties) at the cost of expense.

Postage, long distance telephone, telegram and other communications sent at cost of the service plus 10% for coordination and utility taxes.

**Outside Consultants:**

Consultants engaged on behalf of the Client and/or coordinated by the Beckwith Consulting Group shall be paid for by the Client in the amount of the consultant's full fee plus 10 percent for the Beckwith Consulting Group's management, coordination and responsibility.

**Specialized Equipment:**

Leased time on outside computers will be charged to the Client on a multiple of 1.10 times the charges made by the computer firm to the Beckwith Consulting Group for each project.

**Hourly Rates for Standard Service:**

Principal	\$85.00-\$135.00
Professional	\$55.00-\$ 85.00
Technical	\$35.00-\$ 55.00
Support	\$25.00
Clerical	\$20.00

Hourly rates may be changed each year to reflect cost-of-living wage increases. Adjustments for employee merit increases generally occur in January of each year, but may be made on an individual basis as performance warrants.

**Method of Compensation:**

Invoices will be submitted once a month for services performed during the prior month. Invoices not paid within 30 days of issuance shall bear interest at the rate of 1.5% per month compounded monthly.

**Delinquency:**

The Client shall pay the Beckwith Consulting Group for all expenses incurred for collecting any delinquent amount including but not limited to liens, reasonable attorney's fees, witness fees, personnel expenses, document duplication, organization and storage costs, taxable court costs, travel and subsistence in addition to the delinquent amount.

Scope of Work  
Meadowbrook Farm Business Plan  
North Bend & Snoqualmie, Washington



Beckwith Consulting Group  
14 July 2014



## Our scope of work

The exact approach we undertake for your Meadowbrook Farm business planning process depends on your preferences and experience to date - which we will resolve with you prior to proceeding.

In the meantime, we submit a summary description of the key tasks in the approach outlined in the Gantt Chart on the previous page that is based on your RSP and our experience with similar projects.

### Start your process

#### **1: Conduct retreat with stakeholders**

We will conduct workshops with your Meadowbrook Farm Preservation Association, Snoqualmie and North Bend City Councils, Si View Metropolitan Parks District, and other stakeholders you deem appropriate. This will provide you and your participants an opportunity to review and strategize about:

- **Vision** - concerning the objectives of this Meadowbrook Farm business planning process.
- **Assessment** - of the Meadowbrook Farm Master Plan and other products that have been produced to date.
- **Identification of who and how to involve** - other stakeholders potentially including volunteer organizations, interpretive center users and activities, and the Snoqualmie and North Bend publics.

Based on the results of the retreat, we will refine the proposed tasks, schedules, and other particulars with you.

- **Websites** - we will create direct linkages to your cities websites devoted to this Meadowbrook Farm business planning process including objectives, scope of work, and schedules.



### Assess conditions and opportunities

#### **2: Evaluate site and facilities**

We will inventory and assess existing conditions, repair and replacement, cyclical maintenance, and proposed improvements to the following features:

- **Scenic and aesthetic** - including preservation and enhancement of viewsheds of Meadowbrook Farm and Mount Si from nearby roads and from interior viewing stations and trails
- **Archaeological and historical** - including protections provided the undisclosed sites and the face of Swing Rock
- **Ownership** - including the status of purchase options for Swing Rock quarry
- **Roadways and parking areas** - including condition of Park Street/Boalch Avenue NW, the paved access to the Interpretive Center, and gravel/dirt access to the Scout Meadow and other field activities
- **Trails** - including linkage to Snoqualmie Valley Trail, the proposed access and trailhead with the Puget Sound & Snoqualmie Historic Railroad, Samuel Hancock Loop Trail, and other secondary trail accesses
- **Fields** - including the soil and vegetation condition of the Central Meadow, Swing Rock Field, Interpretive Center Events Field, Dike Road Fields, Boy Scout Island Field, Camas Meadow, and Greenchop Area/Event Fields
- **Forested areas** - including the woodland status and cover of the Forest Preserve and Wetland Forest
- **Agricultural uses** - including current and proposed crops and restoration needs of the Greenchop Area/Events Fields, Central Meadow, Camas Meadow, and the Interpretive Center Fields
- **Drainage** - including excavation of overgrown drainage ditches and/or re-establishment of natural area swales and streams
- **Wildlife** - including management requirements for elk, beaver, mole, and invasive plant species
- **Special areas** - including the status of the Natural amphitheater and Arboretum

- **Wells** - including the status of the 2 Meadowbrook Wells in the Central Meadows
- **Buildings** - including interim and long-term repair and replacement needs and the proposed expansions of the Interpretive Center

We will compile a list of repair and replacement, cyclical maintenance, and proposed master plan improvement projects and costs for the next 1-6 and 7-20 year business planning period.

### **3: Assess current operating costs/revenues**

We will compile and evaluate existing conditions, repair and replacement, cyclical maintenance, and proposed improvements including:

#### **Operations:**

- **Staff** - including employed positions and contracted services for marketing, management and administration, custodial, field, forest, and wetland maintenance
- **Volunteers** - including part and full-time services for interpretation, education, restoration, and special event activities
- **Utilities and services** - including water, power, telecommunications, website and email, waste, materials, equipment, plants, and other incidentals

#### **Revenues:**

- **User fees and charges** - for use of the Interpretive Center, event fields, hay crops
- **Grants and donations** - from nonprofit organizations, corporations, and individuals
- **General Funds** - from Snoqualmie and North Bend to cover remaining annual expenditure deficits

We will project cash flows likely for operations and revenues over the next 1-6 and 7-20 year business planning period were no changes made to current practices or policies,

### **4: Conduct user workshops**



We will conduct workshops with your existing and potential Meadowbrook Farm user groups including educational

and community organizations, and event and

activity planners for festivals, weddings, parties, and other special events.

Depending on the results of task 1, this could include:

- Snoqualmie Valley School District
- WSU Agricultural Extension
- Mountain to Sound Greenway Trust
- Puget Sound & Snoqualmie Historic Railway
- Snoqualmie Valley Historical Society
- Boy and Girl Scouts
- 4-H and Pony Clubs
- North Bend Farmers' Market
- Si View Metropolitan Park District
- Snoqualmie Tribe
- US Forest Service
- National Park Service
- King County Natural Resources
- Wedding and special event planners
- Highland Games and similar festivals

We will facilitate strategizing where the participants consider and project their organization's use, volumes, reaction to prime market and nonprofit fee schedules, and other particulars for the Interpretive Center and fields.

We will use the workshop results to verify assumptions about organizational use, fee acceptance, and other initial business scenario particulars.

### **5: Survey visitors and users**

We will conduct surveys of your existing, previous, and potential Meadowbrook Farm users and visitors to determine:

- **User characteristics** - including place of



residence, age, and household status

- **Reason for using** - Meadowbrook Farm Interpretive Center, fields,

trails, wildlife viewing areas, and other features including assessment of costs, quality, convenience, and other factors

- **Source of information** - concerning Meadowbrook Farm features of interest

including website, brochures, visitor guides, and other social media

- **Expenditures** - at Meadowbrook Farm and in Snoqualmie and North Bend for accommodations, gas, food, and other items and services
- **Level of satisfaction** - with Meadowbrook Farm's existing and proposed features and facilities
- **Desire** - for specific facility or service improvements including priorities



We will use the results of the surveys to forecast future visitor demand and visitor reaction to possible market rate and off-peak nonprofit fees, charges,

volunteering, donations, and other particulars for business planning purposes.

#### **6: Evaluate market opportunities**

Using the results of task 1-5, we will forecast your potential Meadowbrook Farm revenue generating opportunities possibly including the following example recruitments:

- **Retail sales on-line** - of books, videos, artworks, and other products that showcase Meadowbrook Farm history, features, or attractions
- **Art classes and exhibits** - renting the Interpretive Center and possibly an outdoor sculpture garden of artworks for display and consignment sales
- **Naturalist events** - promoting bird, elk, beaver, and other wildlife viewings, tours, photography sessions, work parties, and other exhibitions
- **Weddings and parties** - renting an expanded indoor/outdoor Interpretive Center venue
- **Music and theater performances** - renting the proposed Natural Amphitheater and Interpretive Center
- **Native plants and culture** - showcased in the proposed Arboretum demonstrating early crops and foodstuffs of the Snoqualmie Tribe and early settlers and hop farmers
- **Native American festivals** - hosting the Snoqualmie Tribe in recreations of the summer

activities Meadowbrook Farm played in early trading routes and gatherings

- **Organic farming** - showcased in the proposed Arboretum or a Community Garden as well as crops and livestock on the Fields
- **Wine and beer tasting** - renting the Interpretive Center and Fields to showcase and celebrate the historical significance of the hop fields and farmers
- **Special events and festivals** - using the Fields for Highland Games, farmers' markets, equestrian events and competitions, kite and ultralight flying competitions, antique car and farming equipment shows, demonstrations, and competitions

We will project existing and potential events, participants, marketing costs, infrastructure requirements and projects, and revenues for each and all of the above under do-nothing to highly aggressive scenarios for consideration.

We will compare and assess your Meadowbrook Farm's potential for recruiting for these market opportunities versus other competitive sites and facilities including King County's Marymoor Park, Whatcom County's Hovander Homestead, Bellevue's Kelsey Creek Farm, Auburn's Olson Farm, among others.

#### **7: Review findings with stakeholders**

We will review the results and implications of task 2-6 with your



Meadowbrook Farm business planning stakeholders and the Snoqualmie and North Bend City

Councils at a series of public workshops.

Your workshop participants will review, critique, and refine where appropriate which scenario(s) they wish to see developed into marketing plan elements in following tasks.

### **Develop marketing plan elements**

#### **8: Develop marketing plan**

Based on the results of task 7, we will update the following materials for use in your website, e-mail, direct mail, and cold call marketing:

- **Recruitment target list** - of existing, previous, and potential user organizations and individuals including contact name, email, address, and phone number
- **Introduction** - including compelling reasons why Meadowbrook Farm makes sense for their wedding, party, or special festival or event
- **Historical context** - general information and photos highlighting Meadowbrook Farm, Snoqualmie, and North Bend's Native American and early settler history and historical assets
- **Current market position** - including assessments of Meadowbrook Farm's competitive advantages versus other venues such as Marymoor Park, Kelsey Creek Farm, etc
- **Demographic and lifestyle data** - on current and projected population, income, leisure expenditures, and other characteristics of your tourism and visitor trade area
- **Access** - including routes, volumes, travel times, and visibility from Interstate 90, SR-202, North Bend Way, Metro Transit, Snoqualmie Valley Trail, Puget Sound & Snoqualmie Historic Railway
- **Supporting services** - including lists and contact info for available caterers, photographers, florists, musicians, entertainers, and other services necessary to support weddings, parties, and other special events
- **Supporting facilities** - including lists and contact info for restaurants, hotels, motels, taxis and limos, and other accommodations necessary to host participants or attendees to weddings, parties, and other special events
- **Press coverage** - and testimonials highlighting success stories at Meadowbrook Farm
- **Promotional calendar** - of special events, festivals, and exhibits booked on an annual basis and month and year to date
- **Incentives** - including summary of Meadowbrook Farm, Snoqualmie, North Bend, Si View Metropolitan Park District, and other public incentives and assistance available

We will summarize the costs and benefits of implementing the marketing plan, including alternatives within the scenarios, on realizing your Meadowbrook Farm opportunities.

### **9: Define field management element**

Based on the results of task 7, we will define alternative management plans for each field that considers:

- **Meadow mowing** - 2 to 3 times a year to suppress woody plant growth in association with greenchop or hay crops
- **Short grass mowing** - on a monthly or weekly basis possibly on a rotating field basis during the growing season without a crop yield to more thoroughly suppress woody plant growth, prep the fields for activities, and postpone major meadow edge renovation cycles
- **Plowing, harrowing, and reseeding** - on a 3 to 7 year basis to retain and re-establish meadow edges and grasses and remove scrub shrub growth and woody plant incursions
- **Livestock management** - including goats along the meadow periphery to control woody and invasive plant growth depending on local availability of goat herds and the extent temporary fencing may inhibit field use
- **Herbicides** - on trails, parking areas, and invasive species (or biological controls) depending on impacts to organic certifications and adjacent property owner agreements
- **Reforestation** - including additional cedar tree plantings in the Millennium Cedar Grove and along riparian corridors
- **Drainage** - excavating perimeter drainage ditches and restoring the natural channel and habitat along Gardiner Creek

We will summarize the costs and benefits of using each field management approach on Central Meadow, Swing Rock Field, Interpretive Center Events Field, Dike Road Fields, Boy Scout Island Field, Camas Meadow, and Greenchop Area/Event Fields along with the impacts each approach would have on marketing opportunities and the retention of the open meadow goals in your Master Plan.

### **10: Develop staffing element**

Based on the proposals in tasks 8-9, we will develop alternative staffing plans that consider:

- **Direct employment** - of key marketing, management, building and field maintenance staff on full-time, part-time, and seasonal basis to meet all operational requirements
- **Consulting services** - for key services including marketing and promotion, grants and finances, special event planning and hosting, design and development projects and programs
- **Contract services** - with Si View Metropolitan Park District, local farmers, and other organizations to provide seasonal field

and goat herds and/or special event supporting services

- **Volunteers** - to provide educational and interpretive tours, retail sales, special event hosting, and other appropriate services

We will summarize the costs and benefits of employing each and all staff alternatives to the required building and field repair and replacement, cyclical maintenance, and special event and program requirements for the next 1-6 and 7-20 year period including all direct and indirect costs.

### **11: Project revenue and financing**

Using the results of tasks 2-10, we will develop alternative projected cash flows for your 1-6 and 7-20 year periods accounting for:

- **No-action** - where your marketing approaches, program and participant volumes, rental rates and user fees, and field management and staffing approaches remain unchanged
- **Expanded opportunities** - where your marketing approaches increase your program and participant volumes but rental rates and user fees, and field management and staffing approaches remain unchanged
- **Altered management** - where your field management and staffing approaches are revised but your marketing approaches, program and participant volumes, and rental rates and user fees remain unchanged
- **Increased fees** - where your rental rates and user fees are revised but your marketing approaches, program and participant volumes, field management and staffing approaches remain unchanged
- **Expanded, altered, and increased** - where your marketing approaches, program and participant volumes, rental rates and user fees, and field management and staffing are all revised

We will summarize the impacts each scenario has on your ratio of expenditures to revenues, including any supplemental General Funds, donations, grants, or other deficit financing requirements. We will cost/benefit each approach as it relates to your Master Plan goals and objectives and discount any potential risk assessments under each or hybrid combinations of the above scenarios for your consideration.

### **12: Review marketing plans with stakeholders**

We will review the marketing plan elements and the cash flow projections of task 8-11 with your Meadowbrook Farm business planning stakeholders, Snoqualmie



and North Bend City Councils at a series of public workshops.

Your workshop participants will review, critique, and refine where appropriate which marketing plan element and cash flow scenario they decide to implement in your forthcoming 1-6 and 7-20 year business planning periods in following tasks.

### **Create implementation program**

#### **13: Create work plan, CFP, tracking system**

Based on the result of task 12, we will develop a detailed implementation program to include:

- **Work plan** - including tasks, schedules, budgets, roles and responsibilities necessary to implement any adopted revisions to your marketing approaches, program and participant volumes, rental rates and user fees, field management and staffing approaches using employed staff, consulting or contract services, and volunteers.
- **Capital facilities program (CFP)** - defining final design, development, operation, and maintenance costs and funding sources or methods for each preserve, field, trail, ditch, building, and other facility improvement over your next 1-6 and 7-20 year business planning period.
- **Tracking and feedback program** - defining performance measures or benchmarks by which to measure progress for achieving your desired business plan results including making adjustments where necessary such that implementation actions realize your intended goals.

We will make formal presentations of your Meadowbrook Farm Business Plan to the Snoqualmie and North Bend City Councils to obtain final comments, commitments, and approvals.