



DAN JOHNSON
DIRECTOR

DEPARTMENT OF TRANSPORTATION AND DEVELOPMENT

DEVELOPMENT SERVICES BUILDING

150 BEAVERCREEK ROAD OREGON CITY, OR 97045

October 2, 2025

BCC Agenda Date/Item: _____

Board of County Commissioners
Clackamas County

Approval of a Personal Services Contract with Cascadia Partners for development of a County Parks System Plan. Contract Value is \$299,904 through for 14 months. Funding is through Clackamas County Forestry Program timber harvest revenue transferred to County Parks. No County General Funds are involved.

Previous Board Action/Review	None		
Performance Clackamas	Safe, Secure and Livable Communities; Healthy People		
Counsel Review	Yes, A. Keller 9/8/2025	Procurement Review	Yes
Contact Person	Tom Riggs, Parks Mgr.	Contact Phone	503-742-4345

EXECUTIVE SUMMARY: Clackamas County Parks is preparing to develop an updated County Parks System Plan with a revitalized vision, goals and objectives. The finished plan will be used to help guide decision-making and planning over the next 10 years for operations, service levels, deferred maintenance, capital improvement, portfolio management, funding, and community engagement. The last County Parks System Plan was developed in 2004.

The System Plan Update will be developed with extensive, comprehensive and meaningful community engagement. The process will be guided by a community Parks Advisory Committee (PAC) and a Technical Advisory Committee (TAC), with input from the Parks Advisory Board (PAB).

County Parks hosts approximately 1.4 million visitors each year on almost 1,000 acres of public land including 11 parks, four water access properties, one corridor trail, and four undeveloped properties. Outdoor recreation opportunities include camping, picnicking, hiking, fishing, and water access.

RECOMMENDATION: Staff recommends the Board of County Commissioners approve this \$299,904 contract with Cascadia Partners, LLC for development of the County Parks System Plan.

Respectfully submitted,

Dan Johnson

Dan Johnson
Director, Department of Transportation and
Development

For Filing Use Only



**CLACKAMAS COUNTY
PERSONAL SERVICES CONTRACT
Contract #0000001462**

This Personal Services Contract (this "Contract") is entered into between Cascadia Partners LLC ("Contractor"), and Clackamas County, a political subdivision of the State of Oregon ("County"), on behalf of its Department of Transportation and Development.

ARTICLE I.

- 1. Effective Date and Duration.** This Contract shall become effective upon signature of both parties. Unless earlier terminated or extended, this Contract shall expire on **December 31, 2026**.
- 2. Scope of Work.** Contractor shall provide the following personal services: County Parks System Plan ("Work"), further described in **Exhibit A**.
- 3. Consideration.** The County agrees to pay Contractor, from available and authorized funds, a sum not to exceed **two hundred ninety-nine thousand nine hundred and four dollars (\$299,904.00)** for accomplishing the Work required by this Contract. Consideration rates are on a time and materials basis in accordance with the rates and costs specified in Exhibit B. If any interim payments to Contractor are made, such payments shall be made only in accordance with the schedule and requirements in Exhibit B.
- 4. Invoices and Payments.** Unless otherwise specified, Contractor shall submit monthly invoices for Work performed. Invoices shall describe all Work performed with particularity, by whom it was performed, and shall itemize and explain all expenses for which reimbursement is claimed. The invoices shall include the total amount billed to date by Contractor prior to the current invoice. If Contractor fails to present invoices in proper form within sixty (60) calendar days after the end of the month in which the services were rendered, Contractor waives any rights to present such invoice thereafter and to receive payment therefor. Payments shall be made in accordance with ORS 293.462 to Contractor following the County's review and approval of invoices submitted by Contractor. Contractor shall not submit invoices for, and the County will not be obligated to pay, any amount in excess of the maximum compensation amount set forth above. If this maximum compensation amount is increased by amendment of this Contract, the amendment must be fully effective before Contractor performs Work subject to the amendment.

Invoices shall reference the above Contract Number and be submitted to: Tom Riggs.
- 5. Travel and Other Expense.** Authorized: ☒ Yes ☐ No
If travel expense reimbursement is authorized in this Contract, such expense shall only be reimbursed at the rates in the County Contractor Travel Reimbursement Policy, hereby incorporated by reference and found at: <https://www.clackamas.us/finance/terms.html>. Travel expense reimbursement is not in excess of the not to exceed consideration.
- 6. Contract Documents.** This Contract consists of the following documents, which are listed in descending order of precedence and are attached and incorporated by reference, this Contract, Exhibit A, and Exhibit B.

7. Contractor and County Contacts.

Contractor Administrator: Irene Kim Phone: 503-459-7023 Email: irene@cascadia-partners.com	County Administrator: Tom Riggs Phone: 503-742-4345 Email: TRiggs@clackamas.us
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Payment information will be reported to the Internal Revenue Service (“IRS”) under the name and taxpayer ID number submitted. (See I.R.S. 1099 for additional instructions regarding taxpayer ID numbers.) Information not matching IRS records will subject Contractor payments to backup withholding.

ARTICLE II.

- 1. Access to Records.** Contractor shall maintain books, records, documents, and other evidence, in accordance with generally accepted accounting procedures and practices, sufficient to reflect properly all costs of whatever nature claimed to have been incurred and anticipated to be incurred in the performance of this Contract. County and their duly authorized representatives shall have access to the books, documents, papers, and records of Contractor, which are directly pertinent to this Contract for the purpose of making audit, examination, excerpts, and transcripts. Contractor shall maintain such books and records for a minimum of six (6) years, or such longer period as may be required by applicable law, following final payment and termination of this Contract, or until the conclusion of any audit, controversy or litigation arising out of or related to this Contract, whichever date is later.
- 2. Availability of Future Funds.** Any continuation or extension of this Contract after the end of the fiscal period in which it is written is contingent on a new appropriation for each succeeding fiscal period sufficient to continue to make payments under this Contract, as determined by the County in its sole administrative discretion.
- 3. Captions.** The captions or headings in this Contract are for convenience only and in no way define, limit, or describe the scope or intent of any provisions of this Contract.
- 4. Compliance with Applicable Law.** Contractor shall comply with all applicable federal, state and local laws, regulations, executive orders, and ordinances, as such may be amended from time to time.
- 5. Counterparts.** This Contract may be executed in several counterparts (electronic or otherwise), each of which shall be an original, all of which shall constitute the same instrument.
- 6. Governing Law.** This Contract, and all rights, obligations, and disputes arising out of it, shall be governed and construed in accordance with the laws of the State of Oregon and the ordinances of Clackamas County without regard to principles of conflicts of law. Any claim, action, or suit between County and Contractor that arises out of or relates to the performance of this Contract shall be brought and conducted solely and exclusively within the Circuit Court for Clackamas County, for the State of Oregon. Provided, however, that if any such claim, action, or suit may be brought in a federal forum, it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon. In no event shall this section be construed as a waiver by the County of any form of defense or immunity, whether sovereign immunity, governmental immunity, immunity based on the Eleventh Amendment to the Constitution of the United States or otherwise, from any claim or from the jurisdiction of any court. Contractor, by execution of this Contract, hereby consents to the personal jurisdiction of the courts referenced in this section.
- 7. Indemnity, Responsibility for Damages.** Contractor shall be responsible for all damage to property, injury to persons, and loss, expense, inconvenience, and delay which may be caused by, or result from, any act, omission, or neglect of Contractor, its subcontractors, agents, or employees. The Contractor agrees to indemnify and defend the County, and its officers, elected officials, agents, and employees, from and against all claims, actions, losses, liabilities, including reasonable attorney and accounting fees, and all expenses incidental to the investigation and defense thereof, arising out of or based upon Contractor’s acts or omissions in performing under this Contract.

However, neither Contractor nor any attorney engaged by Contractor shall defend the claim in the name of County, purport to act as legal representative of County, or settle any claim on behalf of

County, without the approval of the Clackamas County Counsel's Office. County may assume its own defense and settlement at its election and expense.

- 8. Independent Contractor Status.** The service(s) to be rendered under this Contract are those of an independent contractor. Although the County reserves the right to determine (and modify) the delivery schedule for the Work to be performed and to evaluate the quality of the completed performance, County cannot and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Work. Contractor is not to be considered an agent or employee of County for any purpose, including, but not limited to: (A) The Contractor will be solely responsible for payment of any Federal or State taxes required as a result of this Contract; and (B) This Contract is not intended to entitle the Contractor to any benefits generally granted to County employees, including, but not limited to, vacation, holiday and sick leave, other leaves with pay, tenure, medical and dental coverage, life and disability insurance, overtime, Social Security, Workers' Compensation, unemployment compensation, or retirement benefits.
- 9. Insurance.** Contractor shall secure at its own expense and keep in effect during the term of the performance under this Contract the insurance required and minimum coverage indicated below. The insurance requirement outlined below do not in any way limit the amount of scope of liability of Contractor under this Contract. Contractor shall provide proof of said insurance and name the County as an additional insured on all required liability policies. Proof of insurance and notice of any material change should be submitted to the following address: Clackamas County Procurement Division, 2051 Kaen Road, Oregon City, OR 97045 or emailed to the County Contract Analyst.

Required - Workers Compensation: Contractor shall comply with the statutory workers' compensation requirements in ORS 656.017, unless exempt under ORS 656.027 or 656.126.
<input checked="" type="checkbox"/> Required – Commercial General Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per occurrence, with an annual aggregate limit of \$2,000,000 for Bodily Injury and Property Damage.
<input checked="" type="checkbox"/> Required – Professional Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per claim, with an annual aggregate limit of \$2,000,000 for damages caused by error, omission or negligent acts.
<input checked="" type="checkbox"/> Required – Automobile Liability: combined single limit, or the equivalent, of not less than \$1,000,000 per accident for Bodily Injury and Property Damage.

The policy(s) shall be primary insurance as respects to the County. Any insurance or self-insurance maintained by the County shall be excess and shall not contribute to it. Any obligation that County agree to a waiver of subrogation is hereby stricken.

- 10. Limitation of Liabilities.** This Contract is expressly subject to the debt limitation of Oregon counties set forth in Article XI, Section 10, of the Oregon Constitution, and is contingent upon funds being appropriated therefore. Any provisions herein which would conflict with law are deemed inoperative to that extent. Except for liability arising under or related to Article II, Section 13 or Section 20 neither party shall be liable for (i) any indirect, incidental, consequential or special damages under this Contract or (ii) any damages of any sort arising solely from the termination of this Contact in accordance with its terms.
- 11. Notices.** Except as otherwise provided in this Contract, any required notices between the parties shall be given in writing by personal delivery, email, or mailing the same, to the Contract Administrators identified in Article 1, Section 6. If notice is sent to County, a copy shall also be sent to: Clackamas County Procurement, 2051 Kaen Road, Oregon City, OR 97045. Any communication or notice so addressed and mailed shall be deemed to be given five (5) days after mailing, and immediately upon personal delivery, or within 2 hours after the email is sent during County's normal business hours (Monday – Thursday, 7:00 a.m. to 6:00 p.m.) (as recorded on the device from which the sender sent

the email), unless the sender receives an automated message or other indication that the email has not been delivered.

- 12. Ownership of Work Product.** All work product of Contractor that results from this Contract (the “Work Product”) is the exclusive property of County. County and Contractor intend that such Work Product be deemed “work made for hire” of which County shall be deemed the author. If for any reason the Work Product is not deemed “work made for hire,” Contractor hereby irrevocably assigns to County all of its right, title, and interest in and to any and all of the Work Product, whether arising from copyright, patent, trademark or trade secret, or any other state or federal intellectual property law or doctrine. Contractor shall execute such further documents and instruments as County may reasonably request in order to fully vest such rights in County. Contractor forever waives any and all rights relating to the Work Product, including without limitation, any and all rights arising under 17 USC § 106A or any other rights of identification of authorship or rights of approval, restriction or limitation on use or subsequent modifications. Notwithstanding the above, County shall have no rights in any pre-existing Contractor intellectual property provided to County by Contractor in the performance of this Contract except to copy, use and re-use any such Contractor intellectual property for County use only.
- 13. Representations and Warranties.** Contractor represents and warrants to County that (A) Contractor has the power and authority to enter into and perform this Contract; (B) this Contract, when executed and delivered, shall be a valid and binding obligation of Contractor enforceable in accordance with its terms; (C) Contractor shall at all times during the term of this Contract, be qualified, professionally competent, and duly licensed to perform the Work; (D) Contractor is an independent contractor as defined in ORS 670.600; and (E) the Work under this Contract shall be performed in a good and workmanlike manner and in accordance with the highest professional standards. The warranties set forth in this section are in addition to, and not in lieu of, any other warranties provided.
- 14. Survival.** All rights and obligations shall cease upon termination or expiration of this Contract, except for the rights and obligations set forth in Article II, Sections 1, 6, 7, 10, 12, 13, 14, 15, 17, 20, 21, 25, 27, 28, 32, 33, and 34, and all other rights and obligations which by their context are intended to survive. However, such expiration shall not extinguish or prejudice the County’s right to enforce this Contract with respect to: (a) any breach of a Contractor warranty; or (b) any default or defect in Contractor performance that has not been cured.
- 15. Severability.** If any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.
- 16. Subcontracts and Assignments.** Contractor shall not enter into any subcontracts for any of the Work required by this Contract, or assign or transfer any of its interest in this Contract by operation of law or otherwise, without obtaining prior written approval from the County, which shall be granted or denied in the County’s sole discretion. In addition to any provisions the County may require, Contractor shall include in any permitted subcontract under this Contract a requirement that the subcontractor be bound by this Article II, Sections 1, 7, 8, 13, 16 and 27 as if the subcontractor were the Contractor. County’s consent to any subcontract shall not relieve Contractor of any of its duties or obligations under this Contract.
- 17. Successors in Interest.** The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective authorized successors and assigns.
- 18. Tax Compliance Certification.** The Contractor shall comply with all federal, state and local laws, regulation, executive orders and ordinances applicable to this Contract. Contractor represents and warrants that it has complied, and will continue to comply throughout the duration of this Contract and any extensions, with all tax laws of this state or any political subdivision of this state, including

but not limited to ORS 305.620 and ORS chapters 316, 317, and 318. Any violation of this section shall constitute a material breach of this Contract and shall entitle County to terminate this Contract, to pursue and recover any and all damages that arise from the breach and the termination of this Contract, and to pursue any or all of the remedies available under this Contract or applicable law.

- 19. Termination.** This Contract may be terminated for the following reasons: (A) by mutual agreement of the parties or by the County (i) for convenience upon thirty (30) days written notice to Contractor, or (ii) at any time the County fails to receive funding, appropriations, or other expenditure authority as solely determined by the County; or (B) if Contractor breaches any Contract provision or is declared insolvent, County may terminate after thirty (30) days written notice with an opportunity to cure.

Upon receipt of written notice of termination from the County, Contractor shall immediately stop performance of the Work. Upon termination of this Contract, Contractor shall deliver to County all documents, Work Product, information, works-in-progress and other property that are or would be deliverables had the Contract Work been completed. Upon County's request, Contractor shall surrender to anyone County designates, all documents, research, objects or other tangible things needed to complete the Work.

- 20. Remedies.** If terminated by the County due to a breach by the Contractor, then the County shall have any remedy available to it in law or equity. If this Contract is terminated for any other reason, Contractor's sole remedy is payment for the goods and services delivered and accepted by the County, less any setoff to which the County is entitled.

- 21. No Third Party Beneficiaries.** County and Contractor are the only parties to this Contract and are the only parties entitled to enforce its terms. Nothing in this Contract gives, is intended to give, or shall be construed to give or provide any benefit or right, whether directly, indirectly or otherwise, to third persons unless such third persons are individually identified by name herein and expressly described as intended beneficiaries of the terms of this Contract.

- 22. Time is of the Essence.** Contractor agrees that time is of the essence in the performance of this Contract.

- 23. Foreign Contractor.** If the Contractor is not domiciled in or registered to do business in the State of Oregon, Contractor shall promptly provide to the Oregon Department of Revenue and the Secretary of State, Corporate Division, all information required by those agencies relative to this Contract. The Contractor shall demonstrate its legal capacity to perform these services in the State of Oregon prior to entering into this Contract.

- 24. Force Majeure.** Neither County nor Contractor shall be held responsible for delay or default caused by events outside the County or Contractor's reasonable control including, but not limited to, fire, terrorism, riot, acts of God, or war. However, Contractor shall make all reasonable efforts to remove or eliminate such a cause of delay or default and shall upon the cessation of the cause, diligently pursue performance of its obligations under this Contract.

- 25. Waiver.** The failure of County to enforce any provision of this Contract shall not constitute a waiver by County of that or any other provision.

- 26. Public Contracting Requirements.** Pursuant to the public contracting requirements contained in Oregon Revised Statutes ("ORS") Chapter 279B.220 through 279B.235, Contractor shall:
- a. Make payments promptly, as due, to all persons supplying to Contractor labor or materials for the prosecution of the work provided for in the Contract.
 - b. Pay all contributions or amounts due the Industrial Accident Fund from such Contractor or subcontractor incurred in the performance of the Contract.

- c. Not permit any lien or claim to be filed or prosecuted against County on account of any labor or material furnished.
- d. Pay the Department of Revenue all sums withheld from employees pursuant to ORS 316.167.
- e. As applicable, the Contractor shall pay employees for work in accordance with ORS 279B.235, which is incorporated herein by this reference. The Contractor shall comply with the prohibitions set forth in ORS 652.220, compliance of which is a material element of this Contract, and failure to comply is a breach entitling County to terminate this Contract for cause.
- f. If the Work involves lawn and landscape maintenance, Contractor shall salvage, recycle, compost, or mulch yard waste material at an approved site, if feasible and cost effective.

27. No Attorney Fees. In the event any arbitration, action or proceeding, including any bankruptcy proceeding, is instituted to enforce any term of this Contract, each party shall be responsible for its own attorneys' fees and expenses.

28. Reserved.

29. Reserved.

30. Key Persons. Contractor acknowledges and agrees that a significant reason the County is entering into this Contract is because of the special qualifications of certain Key Persons set forth in the contract. Under this Contract, the County is engaging the expertise, experience, judgment, and personal attention of such Key Persons. Neither Contractor nor any of the Key Persons shall delegate performance of the management powers and responsibilities each such Key Person is required to provide under this Contract to any other employee or agent of the Contractor unless the County provides prior written consent to such delegation. Contractor shall not reassign or transfer a Key Person to other duties or positions such that the Key Person is no longer available to provide the County with such Key Person's services unless the County provides prior written consent to such reassignment or transfer.

31. Reserved.

32. Reserved.

33. Reserved.

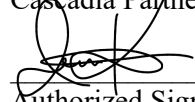
34. Merger. THIS CONTRACT CONSTITUTES THE ENTIRE AGREEMENT BETWEEN THE PARTIES WITH RESPECT TO THE SUBJECT MATTER REFERENCED THEREIN. THERE ARE NO UNDERSTANDINGS, AGREEMENTS, OR REPRESENTATIONS, ORAL OR WRITTEN, NOT SPECIFIED HEREIN REGARDING THIS CONTRACT. NO AMENDMENT, CONSENT, OR WAIVER OF TERMS OF THIS CONTRACT SHALL BIND EITHER PARTY UNLESS IN WRITING AND SIGNED BY ALL PARTIES. ANY SUCH AMENDMENT, CONSENT, OR WAIVER SHALL BE EFFECTIVE ONLY IN THE SPECIFIC INSTANCE AND FOR THE SPECIFIC PURPOSE GIVEN. CONTRACTOR, BY THE SIGNATURE HERETO OF ITS AUTHORIZED REPRESENTATIVE, IS AN INDEPENDENT CONTRACTOR, ACKNOWLEDGES HAVING READ AND UNDERSTOOD THIS CONTRACT, AND CONTRACTOR AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

Signature Page Follows

By their signatures below, the parties to this Contract agree to the terms, conditions, and content expressed herein.

Cascadia Partners LLC

Clackamas County



09/04/25

Authorized Signature

Date

Signature

Date

Irene Kim / Partner

Name: _____

Name / Title (Printed)

Title: _____

1320889-98

Oregon Business Registry #

Approved for Legal Sufficiency:

Oregon/DLLC



9/8/2025

Entity Type / State of Formation

County Counsel

Date

EXHIBIT A SCOPE OF WORK

Task 1: Project Management and Committees

Task 1.1: Project Management

The Cascadia Partners (CP) team will prepare for and participate in a kick-off and scoping meeting with County staff to review and refine the scope of work, deliverables, schedule and budget, identify any needed data or background information, and agree on roles and responsibilities and communications protocols.

Throughout the process, CP will also hold bi-weekly project management phone calls to track progress on key tasks and deadlines, identify unanticipated issues and develop alternative approaches as needed. To ensure accountability and conformance with the project budget, we will prepare monthly progress reports and invoices that describe the activities undertaken, estimate the percent completion of each task, and track expenditures and hours.

Task 1.2: Public Advisory and Review Committee (PARC)

County staff will convene a Public Advisory and Review Committee (PARC), made up of a broad cross section of community interests related to County parks. CP will facilitate up to four (4) meetings of the PARC. The PARC will review and comment on work products, guide engagement efforts, help the project team host public events and activities, act as liaisons to specific constituencies or interest groups, encourage community members to participate in the process, and act as champions of the ultimate Clackamas County Parks System Plan that emerges from this process. CP will develop a charter that establishes roles, shared ground rules and decision-making procedures. County staff will manage communications with committee members.

Task 1.3: Technical Advisory Committee (TAC)

County staff will convene a Technical Advisory Committee (TAC), which will work alongside the PARC and may consist of staff, agency partners and service providers. CP will facilitate up to four (4) meetings of the TAC to review project materials and advise on technical issues throughout the project. County staff will manage communications with committee members. To maximize budget resources, PARC and TAC meetings may be separate but scheduled on the same day. Alternatively, the two advisory committees could be combined. Meetings may be a combination of in-person or virtual, depending on the format, content and objectives of each meeting.

Task 1 Consultant Deliverables:

- *Kick-off and scoping meeting agenda and notes*
- *Refined scope of work, schedule, budget, roles and responsibilities*
- *Bi-weekly call agendas and notes*
- *Monthly progress reports, invoices*
- *Facilitate up to four (4) PARC and TAC meetings*
- *Prepare agendas, meeting materials and summaries*

Task 1 County Deliverables:

- *Review materials*
- *PARC and TAC recruitment and roster*
- *Communications with members*
- *Coordinating meeting logistics*
- *Printing materials*

Timeline: Ongoing

Task 2: Existing Conditions

Task 2.1 Historical Context

The CP team will review historical context materials provided by County staff. The information will be used to help the CP team extract relevant historical, operational, and contextual data that will inform the financial and amenities analysis, best practice recommendations and decision-making tools developed later in the project.

Task 2.2 Review Past, Current and Planned Future Work Related to County Parks

The CP team will gather and summarize relevant County planning documents, strategic plans, budget reports and prior parks studies to extract key land use, facility, amenity, financial, operational, and policy information. This review will inform the amenities analysis (Task 2.5), financial stability analysis (Task 2.6), support the development of funding and best practice recommendations, provide essential context for the evaluation criteria (Task 4.3) and the final plan recommendations (Task 5.1).
Clackamas County Parks System Plan – Revised Scope and Budget ○ 3

Task 2.3 Demographics

Using data provided by the County, the CP team will review park visitor demographics and use trends, incorporating SCORP, NVUM, and other visitor location data to identify patterns in access, demand, and user characteristics that will inform financial, operational, and equity-related recommendations throughout the plan.

Task 2.4 Regulatory Environment

The CP team will prepare a summary of regulatory findings to identify policies, constraints, and opportunities that may influence park funding, operations, and system priorities, and will incorporate relevant insights into the financial analysis and development of evaluation criteria.

Task 2.5 Amenities Analysis

The CP team will analyze park amenities to understand the condition, distribution, and value of park assets. We will review the detailed inventory, photos, and other documents of sites provided by the County, and observe key conditions in-person on a one-day trip with key park staff. We will work with County staff to identify, summarize, and communicate key issues, gaps, deficiencies, and successes throughout the park system. The CP team will also provide comparable examples from other regional park systems of how land is being used to support similar recreational and conservation goals and activities. This will be summarized and contribute key inputs to the development of the evaluation criteria tool, as well as messaging used during outreach activities.

Task 2.6 Level of Service and Financial Stability Analysis

The CP team will lead the development of a Level of Service and Financial Stability Analysis by evaluating current and projected financial conditions, identifying cost recovery opportunities, and benchmarking against comparable agencies. This task will also establish a framework for resource allocation and inform recommendations for potential fee adjustments and alternative funding strategies to support a sustainable parks system.

Task 2 Consultant Deliverables:

- *Existing Conditions Summary describing past and current planning efforts related to County Parks and regulatory environment*
- *Draft and final memo summarizing park system amenities analysis, Level of Service and financial stability analysis*

Task 2 County Deliverables:

- *Background documents*
- *Historical research and chronological timeline of County parks*
- *Demographic data*

Task 3: Community Engagement

Task 3.1 Community Collaboration and Engagement

In Phase One of the process, the CP team will prepare an Engagement Strategy to guide outreach efforts throughout the plan process. We will encourage community-wide participation by providing many opportunities for public exchange in a variety of formats and locations. The Strategy will capitalize on existing County mechanisms for community engagement; establish community engagement objectives; identify the diverse set of stakeholders; and describe the array of tools and activities best suited to inform and engage stakeholders at each step of the process. The CP team will summarize community engagement results in a slide deck to be used at presentations and events.

To help refine the Engagement Strategy, the CP team will facilitate a stakeholder mapping exercise with County staff to understand who, how, and when different stakeholders should participate in the process. In this Phase One exercise, CP will build and manage a stakeholder contact database of community organizations, community leaders, and other partner agencies and organizations that the project can potentially leverage throughout the following phases of the project. CP will make this database accessible to County staff.

The Strategy will also identify methods of communication to keep community members up-to-date with the project, and notify residents, businesses and other stakeholders about opportunities to be actively involved in the Parks System Plan process. We seek a proper balance between these tools in order to achieve maximum engagement:

- **Project Website.** The CP team will work with County staff to design and administer an informative and accessible project webpage on the County's website. CP will provide content as well as up to (2) updates throughout the process. Content may include a project overview and timeline, important contacts, schedules for public events, opportunities for public engagement, and updates on the project's status.
 - **Social media.** We will provide County staff with up to three (3) social media posts for County staff to use on their social media platforms, helping to increase project awareness and promote opportunities for engagement. County staff may utilize this to create additional e-blast and promotional materials as needed.
 - **Public information materials.** We will prepare a fact sheet to help educate and inform the community about County parks and the Parks System Plan process.
- While County staff will be the face of the process, CP will design the community engagement strategy and create outreach and communication materials. Activities will be conducted in partnership with the County to support staff in building long-term relationships with the community.

Task 3.2 Community Outreach Events

Based on the Engagement Strategy and stakeholder mapping exercise in Phase One, the CP team will conduct a variety of community outreach events that generate awareness about the project, build and expand relationships, and uncover community interests, priorities and concerns.

In Phase Two of engagement, we will conduct up to three (3) virtual focus groups or one-on-one interviews with park field staff, interjurisdictional stakeholders, and other relevant subject-matter experts, based on the output of the stakeholder mapping exercise. Pending participants and staff representation, these discussions may be supplemented with an internal staff survey to further extend information gathering. Along with input from the PARC and TAC meeting #1 and #2, the purpose of this phase is to understand jurisdictional and operational opportunities and constraints to develop a vision for Clackamas County Parks. The vision may be organized by thematic element to support the categorization of goals and inform objectives and implementation strategies.

Upon development of a draft vision in Phase Two, the CP team will conduct broader community engagement to vet the vision with the public as part of Phase Three.

CP will plan and implement up to one (1) in-person community event inviting the general public to comment on the draft Vision and participate in discussions to identify “big ideas” for achieving the vision. This hands-on event will combine education and dialogue about the big questions facing County parks, and the feedback will be used to draft preliminary goals and objectives for the Parks System Plan and inform the Plan’s roadmap for implementation. In addition to meeting materials, CP will develop draft and final annotated agendas for the open house-style event that will establish clear goals and outcomes, a run-of-show, staff roles, material needs, and notification plan. County staff will support by securing a meeting venue and providing refreshments. CP will provide any additional services (childcare, interpretation, etc) as needed.

Concurrent in Phase Three, the CP team will conduct up to three (3) additional focus groups to reach the County’s broader park users and advocacy groups that include multicultural community members. These discussions will provide an additional avenue to reflect on the goals and generate priorities for County Parks, aligning with the materials and objectives of the community meeting. The County may consider providing compensation as an incentive to participate in these broader community-based focus groups. In tandem with these activities, the CP team will prepare materials for up to four (4) tabling opportunities and intercept surveys at community events, or at parks and trailheads. The purpose of these tabling activities is to increase awareness about the project, promote upcoming engagement opportunities and support data collection on park use and funding priorities, ensuring public input is incorporated into the financial analysis and development of evaluation criteria. Staffing of these tabling activities will be a shared effort with County staff and may include additional tabling events pending capacity.

At PARC and TAC meetings #3 and #4, members and invited focus group stakeholders from Phase Two will review and synthesize feedback from these broader engagement activities to refine goals and objectives and test evaluation criteria against the amenities and financial stability analyses. PARC and TAC meeting #3 and #4 may be combined in a workshop format to facilitate education and dialogue.

Task 3.3 Surveys

To supplement in-person events and activities, the CP team will prepare up to two (2) StoryMaps and online surveys to align with the outreach and communication objectives of the relevant outreach phase. Clackamas County Parks System Plan – Revised Scope and Budget ○ 6

Task 3 Consultant Deliverables:

- *Draft and final Community Engagement Plan*
- *Stakeholder mapping exercise and database*
- *Outreach and communication materials*
- *Up to one (1) public event and materials*
- *Up to six (6) stakeholder and community focus groups and summary notes*
- *Up to four (4) tabling events and materials*
- *Up to two (2) StoryMaps and online surveys*
- *Summary of community engagement (slide deck)*

Task 3 County Deliverables:

- *Review and comment on outreach and engagement materials*
- *Identify stakeholder focus groups*
- *Participate in community focus groups*
- *Public meeting logistics and coordination*
- *Support staffing of tabling events*

Timeline: Sept 2025-June 2026

Task 4: Plan Development

Task 4.1 Vision, Goals, Objectives

The CP team will generate an overall framework for how the vision, goals and objectives will be developed, and how they will evolve into the evaluation criteria for guiding County decisions. In coordination with staff and key stakeholders over the course of the process, we will collect and synthesize ideas to find alignment that will create the framework for the final Parks System Plan.

Task 4.2 Best Practices

The CP team will research and summarize best practices in parks operations, funding, amenities, land use, and management that are most relevant to the County. This will include identifying peer examples and case studies from other local, regional, and state park systems that demonstrate effective strategies for managing operational costs, generating revenue, leveraging partnerships, utilizing facilities and amenities, and maintaining different land types and long-term stewardship. The CP team will also assist in defining the distinct role of County Parks within the broader network of recreation providers, including cities, special districts, and state and federal agencies.

We will focus on synthesizing data-informed insights and clearly describing the types of open spaces, amenities, programming, and operations and maintenance (O&M) expectations that align with the County's values and capacity. This information will help articulate a clear identity for County Parks and inform financially sustainable, practical, and community-responsive recommendations for the County's future park planning, service delivery, and long-term stewardship.

Task 4.3 Develop Evaluation Criteria

In coordination with County staff, PARC, TAC and feedback from engagement activities, the team will transform the goals and objectives developed in Phase Three into clear, measurable evaluation criteria. The criteria will be a mix of community priorities, fiscal realities, County goals, staff needs, best practices, and comparable practices from other regional park systems. They will be a mix of quantitative and qualitative metrics and criteria to help guide decision making across land ownership, site improvements, staff time and resource allocation, and maintenance and stewardship practices.

Task 4 Consultant Deliverables:

- *Draft and final Vision, Goals and Objectives*
- *Summary of best practices*
- *Draft and final evaluation criteria*

Task 4 County Deliverables:

- *Review and comment on materials*

Timeline: January-June 2026

Task 5: Final Plan

Task 5.1 Final Report and Recommendations

The CP team will prepare a draft and final report that compiles all work completed throughout the planning process. The report will include sections on the history of the County Parks system, community engagement, park amenities (including inventory and conditions), and best practice recommendations. Framed by the plan's vision, goals, and objectives, the recommendations will address funding strategies, economic impacts, and evaluation criteria. They will focus on implementable solutions for site improvements, land management, and sustainable financial and policy approaches. The final report will clearly communicate the long-term value and feasibility of proposed actions, resulting in a concise, actionable document aligned with County goals.

Task 5 Consultant Deliverables:

- *Draft and final Parks System Plan document*

Task 5 County Deliverables:

- *Review and comment on draft and final plan*

Timeline: June-September 2026

EXHIBIT B
FEE SHEET

Clackamas County Parks System Plan - RFP #2025-50		Cascadia Partners						Greenworks					ECONorthwest								Total HoursTotal Cost	
		Irene Kim, Principal-in-charge	Sachi Arakawa, Senior Advisor	Anais Mathez, Overall Project Manager	Finley Heeb, Associate			Ben Johnson, Principal	Matt Piccone, Project Manager	Landscape Designer 2			Mark Buckley, Project Director	Alicia Milligan, Project Manager	Bonnie Gee Yosick, Senior Advisor	Sarah Reich, Senior Advisor	Sam Schroeder, Research Analyst	ECONW Hours	ECONW Cost			
#	Task	290	290	200	160	CP Hours	CP Cost	210	162.75	115.5	GW Hours	GW Cost	300	165	230	250	95					
1.1	Project Management	20	2	46	22	90	\$19,100	0	26	0	26	\$4,232	2	9	1	1	0	13	\$2,565	129	\$25,897	
	Consultant Scope of Work / Contracts /Project Administration	4		14		18	\$3,960		6		6	\$977						0	\$0	24	\$4,937	
	Project Team Meetings (Bi-weekly meetings)	16	2	32	22	72	\$15,140		20		20	\$3,255	2	9	1	1		13	\$2,565	105	\$20,960	
1.2	Public Advisory & Review Committee (PARC)	11	0	26	34	71	\$13,830	1	8	2	11	\$1,743	0	8			0	8	\$1,320	90	\$16,893	
	Schedule, develop agendas, prepare meeting materials, facilitate, and attend up to 4 meetings	10		20	20	50	\$10,100	1	8	2	11	\$1,743		8				8	\$1,320	69	\$13,163	
	Prepare meeting summaries that include action items and a decision log			4	12	16	\$2,720				0	\$0						0	\$0	16	\$2,720	
	Draft and finalize project charter	1		2	2	5	\$1,010				0	\$0						0	\$0	5	\$1,010	
1.3	Technical Advisory Committee (TAC)	11	0	26	34	71	\$13,830	1	20	20	41	\$5,775	2	8			0	10	\$1,920	122	\$21,525	
	Schedule, develop agendas, prepare meeting materials, facilitate, and attend up to 4 meetings	10		20	20	50	\$10,100	1	20	20	41	\$5,775	2	8				10	\$1,920	101	\$17,795	
	Prepare meeting summaries that include action items and a decision log			4	12	16	\$2,720				0	\$0						0	\$0	16	\$2,720	
	Draft and finalize project charter	1		2	2	5	\$1,010				0	\$0						0	\$0	5	\$1,010	
2.1	Existing Conditions - Historical Context	1	0	1	0	2	\$490	1	1	0	2	\$373	0	1	1		0	2	\$395	6	\$1,258	
	Review historical context materials	1		1		2	\$490	1	1		2	\$373		1	1			2	\$395	6	\$1,258	
2.2	Review Past, Current and Planned Future Work Related to County Parks	1	0	1	0	2	\$490	2	6	14	22	\$3,014	0	4			0	4	\$660	28	\$4,164	
	Review past and current planning efforts related to County Parks.					0	\$0	1	3	6	10	\$1,391						0	\$0	10	\$1,391	
	Summary memo of findings	1		1		2	\$490	1	3	8	12	\$1,622		4				4	\$660	18	\$2,772	
2.3	Demographics	1	0	1	0	2	\$490	0	1	1	2	\$278	0	4			0	4	\$660	8	\$1,428	
	Review demographic data on use of parks (County responsibility)	1		1		2	\$490		1	1	2	\$278		4				4	\$660	8	\$1,428	
2.4	Regulatory Environment	0	6	0	10	16	\$3,340	2	4	0	6	\$1,071	0	2			0	2	\$330	24	\$4,741	
	Review document rules, laws and regulations that apply to County Parks		4		4	8	\$1,800	2	2		4	\$746						0	\$0	12	\$2,546	
	Summary memo of findings		2		6	8	\$1,540		2		2	\$326		2				2	\$330	12	\$2,196	
2.5	Amenities Analysis	1	0	1	0	2	\$490	6	32	54	92	\$12,705	0	2			0	2	\$330	96	\$13,525	
	Evaluate the inventory of County Parks properties (County responsibility)					0	\$0				0	\$0						0	\$0	0	\$0	
	Review the qualitative conditions of parks amenities					0	\$0	1	16	16	33	\$4,662						0	\$0	33	\$4,662	
	Identify any existing or potential problems					0	\$0	2	8	8	18	\$2,646						0	\$0	18	\$2,646	
	Identify other regional outdoor recreational resources					0	\$0	2	4	6	12	\$1,764						0	\$0	12	\$1,764	
	Summary memo of Amenities Analysis	1		1		2	\$490	1	4	24	29	\$3,633		2				2	\$330	33	\$4,453	
2.6	Level of Service and Financial Stability Analysis	1	0	1	0	2	\$490	4	12	4	20	\$3,255	6	24	6	6	72	114	\$15,480	136	\$19,225	
	Establish a rationale for resource allocation and cost recovery.					0	\$0	3	10	4	17	\$2,720	2	6	2	2	24	36	\$4,830	53	\$7,550	
	Identify and recommend areas for fee increases or pursuit of alternative funding					0	\$0				0	\$0	2	6	2	2	24	36	\$4,830	36	\$4,830	
	Summary memo of findings	1		1		2	\$490	1	2		3	\$536	2	12	2	2	24	42	\$5,820	47	\$6,846	
3.1	Community Collaboration and Engagement	16	0	37	48	84	\$19,720	1	8	3	10	\$1,859	0	4			0	4	\$660	98	\$22,239	
	Draft, revised, and final engagement strategy and key messages	3		8		11	\$2,470	1	3	3	7	\$1,045		4				4	\$660	22	\$4,175	
	Stakeholder mapping exercise; develop/maintain stakeholder/interested parties list	3		6	8		\$3,350		2			\$326							\$0		\$3,676	
	Draft and final fact sheet (up to 1)	2		5	10	17	\$3,180				0	\$0						0	\$0	17	\$3,180	
	Draft and final presentation slides (up to 1)	2		6	12	20	\$3,700		3		3	\$488						0	\$0	23	\$4,188	
	Draft and final website content (up to 1) and updates (up to 2)	4		8	12	24	\$4,680				0	\$0						0	\$0	24	\$4,680	
	Draft and final social media content (up to 3)	2		4	6	12	\$2,340				0	\$0						0	\$0	12	\$2,340	
3.2	Community Outreach Events	30	0	91	138	259	\$48,980	1	22	12	47	\$5,177	0	12			0	8	\$1,980	314	\$56,137	
	Up to 1 in-person public event	14		30	54	98	\$18,700		8	4	0	\$1,764		6				6	\$990	104	\$21,454	
	Up to 6 events focused on stakeholder groups	10		35	50	95	\$17,900		10	8	35	\$2,552						0	\$0	130	\$20,452	
	Up to 4 tabling events and intercept surveys	4		18	18	40	\$7,640							4								
	Draft and final engagement summary presentation (up to 1)	2		8	16	26	\$4,740	1	4		12	\$861		2				2	\$330	40	\$5,931	
3.3	Surveys	10	0	20	40	70	\$13,300	2	12	8	5	\$3,297	0	4			0	4	\$660	79	\$17,257	
	Up to two StoryMaps and surveys designed to gather feedback from the general public, including translations	10		20	40	70	\$13,300	2	12	8	5	\$3,297		4				4	\$660	79	\$17,257	
4.1	Mission, Goals, and Objectives	4	0	20	10	34	\$6,760	4	24	8	22	\$5,670	0	0			0	0	\$0	56	\$12,430	
	Summary presentation defining County Parks vision, goals and objectives	4		20	10	34	\$6,760	4	24	8	22	\$5,670						0	\$0	56	\$12,430	
4.2	Best Practices	0	0	10	2	12	\$2,320	8	30	34	170	\$10,490	0	24	3	3	0	30	\$5,400	212	\$18,210	
	Identify best practices related to parks operations			2		2	\$400	2	16	8	36	\$3,948		8	1	1		10	\$1,800	48	\$6,148	
	Identify rationale for unique role of County Parks			4	2	6	\$1,120	4	4	2	36	\$1,722		4	1	1		6	\$1,140	48	\$3,982	
	Report on best practices			2		2	\$400	1	4	12	72	\$2,247		8	1	1		10	\$1,800	84	\$4,447	
	Report on different types of county parks			2		2	\$400	1	6	12	26	\$2,573		4				4	\$660	32	\$3,633	
4.3	Develop Evaluation Criteria	4	2	20	9	35	\$7,180	9	51	29	109	\$13,540	2	20	2	2	16	42	\$6,380	186	\$27,100	
	Recommended County Parks baseline amenity standards			1		1	\$200	2	12	6	0	\$3,066		4				4	\$660	5	\$3,926	
	Recommended areas for fee increases and pursuit of alternative funding			1		1	\$200	2	3	1	0	\$1,024	2	8	2	2	8	22	\$3,640	23	\$4,864	
	Draft Evaluation Criteria	2	1	12	6	21	\$4,230	4	24	16	89	\$6,594		4			4	8	\$1,040	118	\$11,864	
	Final Evaluation Criteria	2	1	6	3	12	\$2,550	1	12	6	20	\$2,856		4			4	8	\$1,040	40	\$6,446	
5.1	Final Report and Recommendations	18	0	34	45	97	\$19,220	3	18	32	116	\$7,256	4	12	8	0	4	28	\$5,400	241	\$31,876	
	Final draft and revised report	10		20	30	60	\$11,700	2	12	20	44	\$4,683	4	8	4		4	20	\$3,820	124	\$20,203	
	Final report	8		12	15	35	\$7,120	1	4	12	19	\$2,247		2	4			6	\$1,250	60	\$10,617	
	Presentation to the Board of County Commissioners			2		2	\$400		2		53	\$326		2	2			2	\$330	57	\$1,056	
Staff Hours		129	10	335	392	849		45	275	221	718		16	138	21	12	92	275				
Percentage of Staff Hours by Firm		15%	1%	39%	46%			6%	38%	31%			6%	50%	8%	4%	33%					
		Subtotal						\$170,030					\$79,732	Subtotal						\$44,140		
																				Subtotal	\$293,902	
																				Expenses (Translation/Interpretation Services, Travel, Engagement Materials, Printing)		\$6,000
																				Grand Total	\$299,902	