

DESTINATION
Missoula
CONVENTION & VISITORS BUREAU
REQUEST FOR PROPOSAL

Barbara Neilan, Executive Director
Destination Missoula
140 North Higgins, Suite 202
Missoula, MT 59802

THIS IS NOT AN ORDER

Company Name/Address: (correct any errors)

RFP No.: 2012-02

RFP Title:
Urban Missoula Wayfinding System Plan

Pages: 1-31

SEALED PROPOSALS will be accepted until 5 PM on:

Monday, October 22, 2012

Issued by:

Barbara Neilan, Executive Director

MARK FACE OF THE PROPOSAL ENVELOPE UNDER YOUR
RETURN ADDRESS WITH THE FOLLOWING:

RFP #2012-02

RETURN YOUR PROPOSAL TO:
Barbara Neilan
Destination Missoula
140 North Higgins, Suite 202
Missoula, MT 59802

SPECIAL INSTRUCTIONS:

PLEASE COMPLETE

Federal I.D. No.:

Payment Terms: Net 30 Days

Company Name/Address: (if different)

Offeror Name: (please print)

E-mail Address:

Phone: ()

Fax: ()

Signature of Offeror:

IMPORTANT
SEE STANDARD TERMS AND CONDITIONS

Standard Terms and Conditions

By submitting a bid, proposal, or limited solicitation, or acceptance of a contract, the vendor agrees to the following binding provisions:

ACCEPTANCE/REJECTION OF BIDS, PROPOSALS, OR LIMITED SOLICITATION RESPONSES: Destination Missoula reserves the right to accept or reject any or all bids, proposals, or limited solicitation responses, wholly or in part, and to make awards in any manner deemed in the best interest of Destination Missoula. Bids, proposals, and limited solicitation responses will be firm for 30 days, unless stated otherwise in the text of the invitation for bid, request for proposal, or limited solicitation.

ACCESS AND RETENTION OF RECORDS: The contractor agrees to provide Destination Missoula, and/or their authorized agents, access to any records necessary to determine contract compliance. The contractor agrees to create and retain records supporting the services rendered or supplies delivered for a period of three years after either the completion date of the contract or the conclusion of any claim, litigation, or exception relating to the contract taken by Destination Missoula or third party.

ASSIGNMENT, TRANSFER AND SUBCONTRACTING: The contractor shall not assign, transfer or subcontract any portion of the contract without the express written consent of Destination Missoula.

AUTHORITY: The following bid, request for proposal, limited solicitation, or contract is issued in accordance with Title 18, Montana Code Annotated, and the Administrative Rules of Montana, Title 2, chapter 5.

COMPLIANCE WITH LAWS: The contractor must, in performance of work under the contract, fully comply with all applicable federal, state, or local laws, rules and regulations, including the Montana Human Rights Act, the Civil Rights Act of 1964, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, and Section 504 of the Rehabilitation Act of 1973. Any subletting or subcontracting by the contractor subjects subcontractors to the same provision. In accordance with section 49-3-207, MCA, the contractor agrees that the hiring of persons to perform the contract will be made on the basis of merit and qualifications and there will be no discrimination based upon race, color, religion, creed, political ideas, sex, age, marital status, physical or mental disability, or national origin by the persons performing the contract.

CONFORMANCE WITH CONTRACT: No alteration of the terms, conditions, delivery, price, quality, quantities, or specifications of the contract shall be granted without prior written consent of Destination Missoula. Supplies delivered which do not conform to the contract terms, conditions, and specifications may be rejected and returned at the contractor's expense.

DEBARMENT: The contractor certifies that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction (contract) by any governmental department or agency. If the contractor cannot certify this statement, attach a written explanation for review by the State.

DISABILITY ACCOMMODATIONS: Destination Missoula does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services, or activities. Individuals who need aids, alternative document formats, or services for effective communications or other disability-related accommodations in the programs and services offered, are invited to make their needs and preferences known to this office. Interested parties should provide as much advance notice as possible.

FACSIMILE RESPONSES: Facsimile responses will be accepted for invitations for bids, small purchases or limited solicitations ONLY if they are completely received by Destination Missoula prior to the time set for receipt. Bids, or portions thereof, received after the due time will not be considered. Facsimile responses to requests for proposals are ONLY accepted on an exception basis with prior approval of the procurement officer.

FAILURE TO HONOR BID/PROPOSAL: If a bidder/offeror to whom a contract is awarded refuses to accept the award (PO/contract), or fails to deliver in accordance with the contract terms and conditions, Destination Missoula may, in its discretion, suspend the bidder/offeror for a period of time from entering into any contracts with Destination Missoula.

HOLD HARMLESS/INDEMNIFICATION: The contractor agrees to protect, defend, and save Destination Missoula, its elected and appointed officials, agents, and employees, while acting within the scope of their duties as such, harmless from and against all claims, demands, causes of action of any kind or character, including the cost of defense thereof, arising in favor of the contractor's employees or third parties on account of bodily or personal injuries, death, or damage to property arising out of services performed or omissions of services or in any way resulting from the acts or omissions of the contractor and/or its agents, employees, representatives, assigns, subcontractors, except the sole negligence of Destination Missoula, under this agreement. (See Section 1.8, General Insurance Requirements).

INTELLECTUAL PROPERTY: All patents and other legal rights in or to inventions arising out of activities funded in whole or in part by the contract are exclusive to Destination Missoula. The contractor shall notify Destination Missoula in writing of any invention conceived or reduced to practice in the course of performance of the contract. Destination Missoula shall have an exclusive and irrevocable right to reproduce, publish or otherwise use and authorize others to use, copyrightable property created under the contract.

LATE BIDS AND PROPOSALS: Regardless of cause, late bids and proposals will not be accepted and will automatically be disqualified from further consideration. It shall be solely the vendor's risk to assure delivery at the designated office by the designated time. Late bids and proposals will not be opened and may be returned to the vendor at the expense of the vendor or destroyed if requested.

PAYMENT TERM: All payment terms will be computed from the date of delivery of supplies or services OR receipt of a properly executed invoice, whichever is later. Unless otherwise noted, Destination Missoula is allowed 30 days to pay such invoices.

REGISTRATION WITH THE SECRETARY OF STATE: Any business intending to transact business in Montana must register with the Secretary of State. Businesses that are incorporated in another state or country, but which are conducting activity in Montana, must determine whether they are transacting business in Montana in accordance with sections 35-1-1026 and 35-8-1001, MCA. Such businesses may want to obtain the guidance of their attorney or accountant to determine whether their activity is considered transacting business.

If businesses determine that they are transacting business in Montana, they must register with the Secretary of State and obtain a certificate of authority to demonstrate that they are in good standing in Montana. To obtain registration materials, call the Office of the Secretary of State at (406) 444-3665, or visit their website at <http://www.state.mt.us/sos>.

SEPARABILITY CLAUSE: A declaration by any court, or any other binding legal source, that any provision of the contract is illegal and void shall not affect the legality and enforceability of any other provision of the contract, unless the provisions are mutually dependent.

SHIPPING: Supplies shall be shipped prepaid, F.O.B. destination, unless the contract specifies otherwise.

SOLICITATION DOCUMENT EXAMINATION: Vendors shall promptly notify Destination Missoula of any ambiguity, inconsistency, or error, which they may discover upon examination of a solicitation document.

TAX EXEMPTION: Destination Missoula is exempt from Federal Excise Taxes.

TERMINATION OF CONTRACT: Unless otherwise stated, Destination Missoula may, by written notice to the contractor, terminate the contract in whole or in part at any time the contractor fails to perform the contract.

UNAVAILABILITY OF FUNDING: The contracting agency, at its sole discretion, may terminate or reduce the scope of the contract if available funding is reduced for any reason. (Mont. Code Ann. § 18-4-313 (3).)

U.S. FUNDS: All prices and payments must be in U.S. dollars.

WARRANTIES: The contractor warrants that items offered will conform to the specifications requested, to be fit and sufficient for the purpose manufactured, of good material and workmanship and free from defect. Items offered must be new and unused and of the latest model or manufacture, unless otherwise specified by Destination Missoula. They shall be equal in quality and performance to those indicated herein. Descriptions used herein are specified solely for the purpose of indicating standards of quality, performance and/or use desired. Exceptions will be rejected.

REQUEST FOR PROPOSAL
FOR
URBAN MISSOULA WAYFINDING SYSTEM PLAN
FOR DESTINATION MISSOULA,
CONVENTION & VISITOR BUREAU

RFP #2012-02

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SCHEDULE OF EVENTS

<u>Event</u>	<u>Date</u>
RFP Released	September 4, 2012
Deadline for Receipt of Written Inquiries	September 17, 2012
Written Responses Distributed	September 24, 2012
Proposal Due Date.....	October 22, 2012
Evaluation Committee Meeting.....	Week of October 29, 2012
Oral Interviews/Site Visits (if deemed necessary)	Week of November 12, 2012
Intended Date for Contract Award.....	December 1, 2012

NOTICE

From the issuance date of this RFP until a Contractor(s) is selected and the selection is announced, offerors are not allowed to communicate with any Destination Missoula staff or board member regarding this procurement, except at the direction of Barbara Neilan, Executive Director of Destination Missoula. Any unauthorized contact may disqualify the offeror from further consideration.

Contracts Officer: Barbara Neilan
Telephone Number: 406-532-3250
Fax Number: 406-541-9465
E-mail Address: director@destinatonmissoula.org

SECTION 1

GENERAL INFORMATION

1.0 Introduction

Destination Missoula is pleased to invite you to submit a proposal for An Urban Missoula Wayfinding System Plan. We are seeking proposals from qualified professionals with proven experience in wayfinding to provide planning and design services to develop and implement a wayfinding program for the urban area of Missoula County, Montana. Ultimately, the wayfinding program will be incorporated throughout the main pedestrian, bicycle, and vehicular corridors in, near and around the urban area of Missoula. Proposals submitted in response to the specifications contained herein shall comply with the following instructions and procedures.

1.1 Request for Proposal Standard Information

This Request for Proposal is issued in accordance with section 18-4-304, MCA (Montana Code Annotated) and ARM 2.5.602 (Administrative Rules of Montana). The RFP process is a procurement option allowing the award to be based on stated evaluation criteria. The RFP states the relative importance of all evaluation criteria. No other evaluation criteria, other than as outlined in the Request for Proposal, will be used.

1.1.1 Receipt of Proposals and Public Inspection

Upon receipt of proposals, all marked trade secrets and company financial information will be removed from the proposals and provided only to the evaluation committee members or persons participating in the contracting process (see Section 1.1.7 “Claims to Keep Information Confidential” statement below). All remaining proposal materials will be available for public inspection and copying shortly after the deadline for submission of proposals. In addition, all meetings of the evaluation committee are open to the public for observation.

1.1.2 Initial Classification

All proposals will be initially classified as being responsive or nonresponsive, according to ARM 2.5.602. If a proposal is found to be nonresponsive, it will not be considered further.

1.1.3 Evaluation

All responsive proposals will be evaluated based on stated evaluation criteria, accepted industry standards, and a comparative analysis of all other qualified responses. Submitted proposals must be complete at the time of submission and may not include references to information located elsewhere, such as Internet websites or libraries, unless specifically requested in the RFP document. Offerors selected as finalists may be asked for oral presentations.

1.1.4. Discussion/Negotiation

Although proposals may be accepted and a contract awarded without discussion, Destination Missoula may initiate discussions with one or more offerors should clarification

or negotiation be necessary. Offerors should be prepared to send qualified personnel to Missoula, Montana to discuss technical and contractual aspects of the proposal.

1.1.5. Best and Final Offer

The “Best and Final Offer” is an option available to Destination Missoula under the RFP process which permits Destination Missoula to request a “best and final offer” from one or more offerors. Offerors may be contacted asking that they submit their best and final offer, which must include the discussed and/or negotiated changes. The “Best and Final Offer” for this RFP may be based on price/cost alone.

1.1.6 Award

Award will be made to the proposal offered by a responsive and responsible offeror which is determined to best meet the evaluation criteria and is therefore the one most advantageous to Destination Missoula.

1.1.7 Claims to Keep Information Confidential

- (1) All information received in response to this RFP will be available for public inspection except for:
 - (a) trade secrets meeting the requirements of the Uniform Trade Secrets Act, Title 30, chapter 14, part 4, MCA;
 - (b) matters involving individual safety as determined by Destination Missoula;
 - (c) financial information requested by Destination Missoula to establish offeror responsibility unless prior written consent has been given by the offeror, as set out in section 18-4-308, MCA; and
 - (d) other constitutional protections.
- (2) In order for an offeror to request that material be kept confidential as permitted in (1) (a) through (d), the following conditions must be met:
 - (a) Confidential information must be clearly marked and separated from the rest of the proposal.
 - (b) The proposal may not contain confidential material in the cost or price.
 - (c) An affidavit from an offeror’s legal counsel attesting to and explaining the validity of the trade secret claim as set out in Title 30, chapter 14, part 4, MCA, must be attached to each proposal containing trade secrets. Counsel must use the State of Montana “Affidavit for Trade Secret Confidentiality” in requesting the trade secret claim. This affidavit form is available at the State Procurement Bureau’s website: <http://www.discoveringmontana.com/doa/gsd/css/Resources/Forms.asp> or by calling (406) 444-2575.
 - (d) Offerors must be prepared to pay all legal costs and fees associated with defending a claim for confidentiality in the event of a “right to know” (open records) request from another party.
- (3) Documents not meeting all of the requirements of (1) and (2) will be available for public inspection, including copyrighted material.

1.2 Late Proposals

Regardless of cause, late proposals will not be accepted and will automatically be disqualified from further consideration. It shall be the offeror's sole risk to assure delivery at the receptionist's desk at the designated office by the designated time. Late proposals will not be opened and may be returned to the offeror at the expense of the offeror or destroyed if requested.

1.3 Preparing a Response

This RFP contains the instructions governing the proposals to be submitted and a description of the mandatory requirements. To be eligible for consideration, an offeror must meet the intent of all mandatory requirements. Compliance with the intent of all requirements will be determined by Destination Missoula. Responses that do not meet the full intent of all requirements listed in this RFP may be subject to point reductions during the evaluation process or may be deemed non-responsive.

1.3.1 Offerors shall promptly notify Destination Missoula of any ambiguity, inconsistency or error, which they may discover upon examination of this RFP.

1.3.2 Offerors requiring clarification or interpretation of any section or sections contained in this RFP shall make a written request to Destination Missoula by the deadline described in the Schedule of Events. All written correspondence must be addressed to:

Questions for RFP #2012-01
Barbara Neilan, Executive Director
Destination Missoula
140 North Higgins, Suite 202
Missoula, MT 59802
Fax: 406-541-9465
Email: director@destinationmissoula.org
or
<http://www.missoulacvb.org/rfp>

1.3.2.1 Each offeror submitting written questions must clearly address each question by reference to a specific section, page and item of this RFP. **An official written answer will be provided to all questions received by 5 PM (local time) on September 17, 2012.** Written questions received after the deadline may not be considered.

1.3.2.2 Responses to written questions will be posted on Destination Missoula's website at <http://www.missoulacvb.org/rfpresponse> on or before **September 24, 2012.**

1.3.3 Any interpretation, correction, or change to this RFP will be made by written Addendum. Interpretations, corrections or changes to this RFP made in any other manner will not be binding and offerors shall not rely upon such interpretations, corrections, or changes.

1.3.4 Destination Missoula will issue any necessary Addenda.

1.3.5 Proposal Content and Requirements: The proposal should be bound (8.5 x 11”), so that they can lay flat when opened. A point-by-point response to all numbered sections, subsections, and appendices must be submitted by each offeror in order to be considered for selection. In addition, the following should be addressed:

1.3.5.1 Introductory Letter:

Firm name

Address

Contact Person

Telephone number and e-mail address of contact person

A clear and concise response as to why DM should select your firm for this work.

1.3.5.2 Offerors must organize proposals into sections following the format of this RFP, with tabs separating each section.

If no exception, explanation, or clarification is required in the offeror's response to a specific subsection, the offeror shall indicate so in the point-by-point response with the following:

“(Offeror’s Name)”, understands and will comply.

Points may be subtracted for non-compliance with these specified proposal format requests. Destination Missoula may also choose to not evaluate, may deem non-responsive, and/or may disqualify from further consideration any proposals that do not follow this RFP format, are difficult to understand, are difficult to read, or are missing any requested information.

An Offeror responding to a question with a response similar to, “Refer to our literature...” or “Please see [www.....com](#)” may be deemed non-responsive or receive point deductions. All materials related to a response must be submitted to Destination Missoula in the RFP response and not just referenced. Any references in an answer to another location in the RFP materials shall have specific page numbers and sections stated in the reference. Each question is scored independently of one another and the scoring is based solely on the information provided in the response to the specific question. (The Evaluation Team is not required to search through literature to find a response.)

1.4 Submitting a Proposal

Offerors must submit one original and seven copies, as well as a digital version of the written proposal to Destination Missoula. **Proposals must be received at the receptionist's desk of Destination Missoula prior to 5 p.m. local time, October 22, 2012. Proposals received after this time will not be accepted for consideration. Facsimile or electronic submissions are not acceptable. (See Section 1.2.)**

1.4.1 Each offeror who submits a proposal represents that:

1.4.1.1 The proposal is based upon an understanding of the specifications and requirements described in this RFP.

1.4.1.2 Costs for developing and delivering responses to this RFP and any subsequent presentations of the proposal as requested by Destination Missoula are entirely the responsibility of the offeror. Destination Missoula is not liable for any expense incurred by the offerors in the preparation and presentation of their proposals.

1.4.1.3 All materials submitted in response to this RFP become the property of Destination Missoula and are to be appended to any formal documentation, which would further define or expand any contractual relationship between Destination Missoula and offeror resulting from this RFP process.

1.4.2 The proposals must be signed in ink by an individual authorized to legally bind the business submitting the proposal.

1.4.3 A proposal may not be modified, withdrawn or canceled by the offeror for a 120-day period following the deadline for proposal submission, or receipt of best and final offer, if required, as defined in the Schedule of Events, and offeror so agrees in submitting the proposal.

1.5 Rights Reserved

While Destination Missoula has every intention to award a contract as a result of this RFP, issuance of the RFP in no way constitutes a commitment by Destination Missoula to award a contract. Upon a determination such actions would be in its best interests, Destination Missoula in its sole discretion reserves the right to:

- (a) waive any formality;
- (b) cancel or terminate this RFP;
- (c) reject any or all proposals received in response to this document;
- (d) waive any undesirable, inconsequential, or inconsistent provisions of this document, which would not have significant impact on any proposal;
- (e) not award, or if awarded, terminate any contract if Destination Missoula determines adequate funds are not available.

1.6 Offeror Interview/Product Demonstration/Site Visit

After receipt of all proposals and prior to the determination of the award, respondents may be required to make an oral presentation and product demonstration in Missoula, Montana, to clarify their response or to further define their offer. Oral presentations and product demonstrations, if requested, shall be at the offeror's expense.

1.7 Subcontracting

The successful offeror will be the prime contractor and shall be responsible, in total, for all work of any pre-approved subcontractors. All known subcontractors must be listed in the proposal with credentials. Destination Missoula requires that all subcontractors be approved prior to any work being started on our behalf.

1.7.1 The Contractor shall be responsible to Destination Missoula for the acts and omissions of all subcontractors or agents and of persons directly or indirectly employed by such subcontractors, and for the acts and omissions of persons employed directly by the Contractor. Further, nothing contained within this document or any contract documents created as a result of any contract awards derived from this RFP shall create any contractual relationships between any subcontractor and Destination Missoula.

1.8 General Insurance Requirements

General Requirements: The Contractor shall maintain for the duration of the contract, at its cost and expense, insurance against claims for injuries to persons or damages to property, including contractual liability, which may arise from or in connection with the performance of the work by the Contractor, agents, employees, representatives, assigns, or subcontractors. This insurance shall cover such claims as may be caused by any negligent act or omission.

The Contractor is required to supply Destination Missoula with proof of indemnity insurance, holding Destination Missoula harmless (see Hold Harmless/Indemnification, p. 2) which must remain valid for the entire contract period and must be received by Destination Missoula, 140 North Higgins, Suite 202, Missoula, MT 59802 within 10 working days of the Request for Documents Notice.

1.9 Compliance with Workers' Compensation Act

The Contractor is required to supply Destination Missoula with proof of compliance with the Montana Workers' Compensation Act while performing work for Destination Missoula. (Mont. Code Ann. §§ 39-71-120, 39-71-401, and 39-71-405.) Neither the Contractor nor its employees are employees of the State. The proof of insurance/exemption must be valid for the entire contract period and must be received Destination Missoula, 140 North Higgins, Suite 202, Missoula, MT 59802 within 10 working days of the Request for Documents Notice.

CONTRACTS WILL NOT BE ISSUED TO VENDORS WHO FAIL TO PROVIDE THE REQUIRED DOCUMENTATION WITHIN THE ALLOTTED TIME FRAME.

Coverage may be provided through a private carrier or through the State Compensation Insurance Fund (406) 444-6500. An independent contractor's exemption can be requested through the Department of Labor and Industry, Employment Relations Division (406) 444-1446. Corporate officers must provide documentation of their exempt status.

1.10 Compliance with Laws

The Contractor must, in performance of work under this contract, fully comply with all applicable federal, state, or local laws, rules and regulations, including the Montana Human Rights Act, the Civil Rights Act of 1964, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, and Section 504 of the Rehabilitation Act of 1973. Any subletting or subcontracting by the Contractor subjects subcontractors to the same provision. In accordance with section 49-3-207, MCA, the Contractor agrees that the hiring of persons to perform the contract will be made on the basis of merit and qualifications and there will be no discrimination based upon race, color, religion, creed, political ideas, sex, age, marital status, physical or mental disability, or national origin by the persons performing the contract.

1.11 Offeror Competition

Destination Missoula encourages free and open competition among offerors. Whenever possible, specifications, proposal requests, and conditions are designed to accomplish this objective, consistent with the necessity to satisfy Destination Missoula's need to procure technically sound, cost-effective services.

1.11.1 The offeror's signature on a proposal in response to this RFP guarantees that the prices quoted have been established without collusion and without effort to preclude Destination Missoula from obtaining the best possible supply or service.

1.12 Contract Provisions and Terms

1.12.1 This RFP and any addenda, the offeror's response including any amendments, any best and final offers, any clarification question responses, and any negotiations shall be included in any resulting contract. Appendix A contains the contract terms and conditions which will form the basis of any contract between Destination Missoula and the successful offeror. The contract language contained in Appendix A does not define the total extent of the contract language that may be negotiated. In the event of a dispute as to the duties and responsibilities of the parties under this contract, the contract, along with any attachments prepared by Destination Missoula, will govern.

1.12.2 Offerors should notify Destination Missoula of any terms within the sample contract that either preclude them from responding to the RFP or add unnecessary cost. This notification must be made by the deadline for receipt of written inquiries.

1.12.3 The contract term is for a period of approximately 4 to 6 months beginning in December 2012.

1.12.4 Price increases may be permitted at the time of contract renewal through a process of negotiation with the Contractor and Destination Missoula.

SECTION 2

SCOPE OF PROJECT

2.0 Introduction

Destination Missoula (DM), on behalf of a broad partnership of local government, non-profit organizations, and others called the Missoula Wayfinding Steering Committee, is seeking proposals from qualified professionals with proven experience in wayfinding to provide planning and design services to develop and implement a comprehensive wayfinding program for the urban area of Missoula County, Montana. (See Appendix B attached - Urban Study Area map). Ultimately, the wayfinding program will be incorporated throughout the main pedestrian, bicycle, and vehicular corridors in, near and around the urban area of Missoula; however, the initial work effort will address Phase 1: Analysis and Program Development and Phase 2: System Design Development.

The purpose of this request for proposals (“RFP”) is to provide information to prospective consultants detailing the services and deliverables desired by DM, a basic description of the project to be analyzed, DM’s expectations relative to consultant qualifications and the proposal content. This information is intended to enable consultants to submit proposals to develop and implement a wayfinding program for the Missoula Wayfinding Steering Committee .

2.1 Background

Missoula is full of wonderful amenities that draw people to the community, but finding those amenities can be difficult and frustrating. Visitors and residents alike are oftentimes unable to find their destination and appropriate parking while travelling to and throughout the community. After an assessment meeting of Missoula leadership, in the Spring of 2011, a committee comprised of government, public and private sector representatives was created to look at the issue of wayfinding, assessing the need, determining a process for development of a wayfinding system and an implementation plan. The committee spent over a year studying other similar communities across the US and the process and implementation of their wayfinding systems. Community-wide support indicates the need for a wayfinding system which encompasses urban Missoula and to pursue a public planning process with a specialized consultant, designating Destination Missoula as the lead organization.

The mission of the committee has been to create a well-thought-out, comprehensive system of signs, integrated kiosks and wayfinding communications to identify our community’s assets and direct visitors and residents to those amenities with a welcoming, attractive, easy-to-navigate, multi-modal wayfinding program.

The ultimate vision of the project is to use a comprehensive wayfinding system to better identify what Missoula is as a community, what we have to offer potential investors in both the long-term and short-term timelines, and to create a positive experience for all.

The goals are:

- To formally welcome people to Missoula at major entry points.
- To direct people to the most appropriate gateway routes for entering Missoula.
- To direct residents and tourists to their destinations or key places in Missoula.

- To showcase our friendly and welcoming community and greet visitors with a positive experience.
- To create and enhance our community's sense of place.
- To showcase community assets and attractions.
- To reduce frustration for those unfamiliar with our community.
- To encourage residents to utilize our community's amenities more often.
- To encourage visitors to stay longer and spend more money in our community.
- To reduce visual sign clutter and improve the visual aspect of our community signs.
- To help people navigate their way on the best routes to reach their destinations.
- To reduce unnecessary traffic and save time and money.
- To improve and highlight transportation options and connections, especially where challenges discourage the use of those options.
- To develop a comprehensive signage program that is easy-to-navigate and attractive.
- To create a cohesive, comprehensive, and consistent messaging system that includes signs, maps, online marketing and publications.

2.2 Specifications and Requirements

2.2.1 Expectations

In its continuing efforts to bolster urban Missoula as a retail, recreational and cultural center and destination, with distinctive shopping, dining and entertainment, the Missoula Wayfinding Steering Committee would like to develop a comprehensive wayfinding program that can be modified or expanded as urban Missoula develops, and new destinations are added. The wayfinding program should meet the needs of the residents, as well as visitors. All transportation modes within urban Missoula and along major access thoroughfares should be considered. Street level vitality, legibility, safety, maintenance, and replacement costs are all major concerns in creating an informational, user-friendly wayfinding program. In addition, Interstate 90, U.S. Highway 93, and Highway 12 gateway signage directing customer traffic to key areas of urban Missoula is important.

The wayfinding program should consider an array of sign types that are vandal resistant, and easy to update as information changes. The wayfinding system should provide a unified design.

The system shall include general directional information and wayfinding for pedestrians, bicyclists and vehicular traffic that specifically addresses the following:

- Parking – places, spaces
- Parks and trails
- Gateways
- Showcases and emphasizes Missoula's artistic nature
- Interpretive signage for historic and/or other districts
- Attractions and entertainment venues
- City, county, state and federal destinations
- Future major destinations

The overall project goals for the Wayfinding Program are as follows:

- Support and promote a distinct identity for urban Missoula and its attributes.
- Direct visitors to districts from major transportation arteries.
- Enhance visitors' and locals' ability to easily navigate districts within urban Missoula, and find desired destinations (including parking).
- Increase the success and market potential for retail, dining, arts, entertainment, and economic growth and development.
- Create a wayfinding scheme that reinforces urban Missoula's commitment to tourism, sustainability, active transportation, economic development, creativity and innovation.
- Remove and/or consolidate existing signage to declutter the landscape.
- Consider specific needs of diverse stakeholders.

2.2.2 Scope of Work

The successful offeror shall be expected to complete the Scope of Work below:

Phase 1: Analysis and Program Development

- A. Conduct a series of meetings, to include but not be limited to:
- Staff and Missoula Wayfinding Steering Committee to develop a list of key contacts.
 - A kick-off meeting with key contacts.
 - Stakeholder participation public meeting(s).
 - Representatives of any regulatory agencies having jurisdiction over the rights-of-way or visual characteristics of signage.
 - Summarize and provide written overview of meetings to Missoula Wayfinding Steering Committee representative.
- B. Conduct and document an inventory and analysis of existing conditions, including but not limited to:
- I. Locate and determine condition of existing wayfinding signage.
 - II. Recommend which existing signage should be removed, replaced and/or consolidated.
 - III. Evaluate feasibility of reusing existing locations, poles and hardware on an individual location basis.
 - IV. Review existing design standards and/or complementary plans.
 - V. Evaluate zoning or other code requirements for signage.
 - VI. Understand and clarify installation requirements, including permitting, easements, underground and overhead infrastructure.
 - VII. Determine maintenance, budget, schedule and phasing issues.
- C. Analyze existing traffic patterns, as well as expected future land use patterns. Map recommended corridors that include, or should include, signage. Research how users will enter and leave the area and move between destinations, identifying circulation patterns for all modes of transportation.
- D. Identify user groups, their specific needs, and potential wayfinding difficulties, particularly as they affect the disabled, senior citizens and visitors.

- E. Determine what destinations should be included in the system, review destination names, and suggest alternative terms that might clarify wayfinding, if necessary. Develop a destination list, including recommended terminology for primary and secondary destinations.
- F. Develop the preliminary wayfinding logic, including a hierarchy of information. Determine what sign types and wayfinding elements will be needed, including advanced technological solutions.
- G. Develop appropriate recommendations relative to zoning and code requirements.
- H. Develop a cost/benefit analysis that includes a phased implementation plan with estimated costs. Propose how to develop resources to finance project.

Deliverables – Phase I: Analysis and Program Development

- 1. A Wayfinding Analysis and Recommendations Plan (hard copy and editable digital copy) with notes from all stakeholder meetings. Documentation will include an evaluation of the existing system, users' needs, destinations, zoning requirements, regulatory and jurisdictional issues.
- 2. Detailed schedule for project completion, including team members' roles and time commitments, and key meetings and milestones.
- 3. Urban area wayfinding concept map.
- 4. Phased implementation plan with estimated costs.

Phase 2: System Design Development

- A. Analyze architectural elements, materials, themes, existing plans, marketing materials and the community vision in order to develop an appropriate design aesthetic for the system.
- B. Prepare detailed wayfinding corridor plans indicating location of particular sign types, as needed (depending on phasing approach).
- C. Prepare detailed designs for select sign types, including distinct prototypes to be determined.
- D. Present three (3) initial signage design concepts to Missoula Wayfinding Steering Committee for review and consideration.
- E. Coordinate on-sight public meetings for stakeholder groups and general public to review design options, including a preliminary review by the City Council, County Commission, Consolidated Planning Board, Design Review Board and other governmental bodies, as needed.
- F. Complete up to two rounds of refinements of preferred design concept selected by the Missoula Wayfinding Steering Committee, based on stakeholder and public input.
- G. Present the full sign-type array and mock-up signs to Missoula Wayfinding Steering Committee.
- H. Revise the individual sign type designs once more (if needed).

Deliverables -Phase 2: System Design Development

1. Detailed corridor plans showing the proposed types of signs. The plans will also indicate existing locations to be reused, existing locations that will not be re-used, and new signage locations.
2. Final Design Intent Drawings (exact dimensions, letter heights, materials, mounting details, color specifications, and material performance standards) with written statement regarding rationale for design choices, materials, method of fabrication, and how systems can be modified over time.
3. Scaled mock ups of potential sign types and concepts.
4. Statement of Probable Cost for the fabrication, installation, and maintenance of the system, including number of various sign types, and locations.

2.3 Working Relationship

Destination Missoula is a service-intensive client. The successful offeror will be expected to understand the inner workings and needs of such a client and have the ability to provide a high level of quality account service no matter what timelines or deadlines are imposed.

Destination Missoula intends to have a close working relationship with the successful offeror. Destination Missoula will require the successful offeror to provide: (1) regular progress updates through completion of the project; and (2) an opportunity for Destination Missoula to review all draft materials. Destination Missoula's and the Missoula Wayfinding Steering Committee's final approval will be required on all proposals undertaken on their behalf.

SECTION 3

OFFEROR QUALIFICATIONS

- 3.0 Destination Missoula may make such investigations as deemed necessary to determine the ability of the offeror to supply the products and perform the services specified.
- 3.1 Destination Missoula reserves the right to reject any proposal if the evidence submitted by, or investigation of, the offeror fails to satisfy Destination Missoula that offeror is properly qualified to carry out the obligations of the contract. *This right includes the Destination Missoula's ability to reject the proposal based on negative references.*
- 3.2 In determining the capabilities of an offeror to perform the services specified herein, the following informational requirements must be met by the offeror and will be weighed by Destination Missoula. **Each item must be thoroughly addressed. Taking exception to any requirements listed in this Section may disqualify the proposal.**
- 3.2.1 **References.** Offeror shall provide a minimum of three and up to five references that are using services of the type proposed in this RFP. The references should include any experience in wayfinding planning and implementation for similar size markets. At a minimum, the offeror shall provide the company or agency name, the location where the services were provided, contact person(s), customer telephone number, a complete description of the service type, and dates the services were provided. Destination Missoula reserves the right to use any information or additional references deemed necessary to establish the ability of the offeror to perform the conditions of the contract. Negative references may be grounds for proposal disqualification.
- 3.2.2 **Resumes/Company Profile and Experience.** Offeror shall specify how long the individual/company submitting the proposal has been in the business of providing wayfinding planning and implementation services similar to those requested in this RFP. Offeror shall also include proposed staffing and organization of personnel to be assigned to this account and provide answers to the following information requests concerning the qualifications and experience of personnel to be assigned to this contract.
- 3.2.2.1 **Key Account Personnel.** Identify key individuals, including their credentials, who will manage each aspect of the contract work.
- 3.2.2.2 **Business/Marketing Philosophy.** Detail your agency's business and marketing philosophies. Describe your agency's work environment and internal culture.
- 3.2.2.3 **Client Interaction Philosophy.** Since an integrated approach will be necessary for a successful wayfinding project to be implemented, please describe your philosophy in working with the varied entities involved in this project, including government, public and private sectors. Detail your agency's team approach, if appropriate, and the experience of each person in their designated areas of expertise.

- 3.2.3 Samples of Successful Wayfinding Programs and Design Materials.** The offeror should provide a minimum of three and up to five samples of similar successfully implemented wayfinding projects with design materials for both planning and implementation which are pertinent to this proposal. Be specific with timelines followed, goals, budgets and final outcomes, planning and implementation strategy.
- 3.2.4 Method of Providing Service.** Provide a detailed narrative description of the specific methods the offeror intends to use in order to provide the services needed as described in Section 2, Scope of Project. Information is desired as to client reporting methods, in-house production capabilities (listing related equipment), and possible use of subcontractors.
- 3.2.5 Your Turn.** Use this component to share any additional information about your company that has not been directly covered in the RFP, but is relevant to your ability to service this account.

SECTION 4

COST PROPOSAL

4.0 Cost Proposal

The anticipated annual budget for the professional services detailed herein is approximately \$75,000 to \$90,000.

4.1 Billable Hour/Service

List all services for which you charge and the amount per billable hour you would charge for the initial contract term. Include all items on the worksheet provided and any others that are relevant to the proposal that Destination Missoula would be expected to pay.

<u>Service Provided</u>	<u>Amount per Hour</u>
Account Management	_____
Itemized Costs for Each Phase of Scope of Work.....	_____
Itemized Costs for Optional/Alternative Services/Deliverables Proposed	_____
Hourly Rate for Pre-Production Services.....	_____
Fee Schedule for Supplemental Charges for Additional Unforeseen Work Tasks (if such services should be required via a future contract addendum such as additional public meetings, with governmental entities and/or Wayfinding Steering Committee, iterations of revisions, or additional information related to installation, etc	_____
Budget Research and Estimates.....	_____
Costs Associated with Subcontracted Work.....	_____
Others (please list where appropriate).....	_____
Overall Estimated Total Cost of Project/Services	_____

4.2 List all services for which you do not charge with an explanation of how non-billable services are determined.

4.3 Does your company, as a matter of course or at the client's request, provide an estimate for each project prior to beginning any billable services on that particular project?

SECTION 5

EVALUATION CRITERIA

5.0 Evaluation Procedure

- 5.0.1 The evaluation committee will separate proposals into “responsive” and “non-responsive” proposals. Non-responsive proposals will be eliminated from further consideration.
- 5.0.2 Any proposal that fails to achieve a passing score for any part/section for which a passing score is indicated will be disqualified from further consideration.
- 5.0.3 The evaluation committee will evaluate the remaining proposals in a two-stage process. Stage one will consist of a scored process based on the submitted proposals as described in Section 5.1. If the first and second top scoring proposals are within 5 percent scoring of each other and the third top scoring proposal is within 10 percent of the top scoring proposal, all three top scoring offerors will proceed to Stage Two, which will consist of an oral interview and on-site visit. The Evaluation Committee reserves the right to adjust these percentages as they deem appropriate if need be. One of the individuals participating in the Stage Two oral interview must be the person designated in the proposal as the Principal and/or lead staff.
- 5.0.4 For each finalist, total points for written responses, as scored by the evaluation committee, and total points for the oral interview and possible site visit will be combined into one total. The contract will be awarded to the finalist with the highest combined total.
- 5.0.5 Award will be based on the offeror’s proposal and other items outlined in this RFP. Responses must be complete and address all the criteria listed. Information or materials presented by offerors outside the formal response or subsequent discussion/negotiation or “best and final offer,” if requested, will not be considered and will have no bearing on any award. Offerors who attempt to provide information or materials outside the formal response may be found non-responsive.
- 5.0.6 A “best and final offer” may be requested on price alone.

5.1 Stage One Evaluation Criteria

Based on a maximum possible value of **1000 points**, the evaluation committee will review and evaluate the offers according to the following criteria:

Company Qualifications	<u>12%</u> of points for a possible 120
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Category	Section of RFP	Point Value
A. References	3.2.1	Pass/Fail
B. Experience similar to contract needs	3.2.2	40
C. Project Staff	3.2.2.1 through 3.2.2.3	40
D. Agency philosophy/environment	3.2.2.4	40

Successful Wayfinding Projects	<u>20%</u> of points for a possible 200
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Category	Section of RFP	Point Value
A. Creativity	3.2.3	50
B. Design Capabilities	3.2.3	50
C. Client/community Interaction Approach	3.2.3	50
D. Measurable Results	3.2.3	50

Method of Providing Services	<u>10%</u> of points for a possible 100
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Category	Section of RFP	Point Value
A. Scope of Work Assessment	3.2.4	40
B. Reporting Methods	3.2.4	20
C. In-house Capabilities	3.2.4	40

Your Turn	<u>5%</u> of points for a possible 50
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Category	Section of RFP	Point Value
A. Demonstrates a strong understanding of what is required and needed to provide the utmost service to this contract	3.2.5	50

Cost for Services	<u>30%</u> of points for a possible 300
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Category	Section of RFP	Point Value
A. Offeror cost for services	4.1	300

Written Proposal**5% of points for a possible 50**

Category	Section of RFP	Point Value
A.	Offeror's written response to this RFP will be evaluated in its entirety in terms of completeness, responsiveness, clarity, quality of writing and overall layout	50

5.2 Stage Two Evaluation Criteria

Based on a maximum possible value of 180 points, included in the overall 1,000 possible points, the evaluation committee will review and evaluate the Stage Two proposals according to the following criteria:

Oral Interview**18% of points for a possible 180**

Category	Point Value
A. Clarity of presentation	20
B. Ability to address evaluation committee questions	20
C. Ability to articulate the company's capabilities	20
D. Overall presentation/style/tone/professionalism	20
E. Overall knowledge of wayfinding planning and implementation	50
F. Level of commitment to and plan for ongoing communications and project updates to Destination Missoula and Missoula Wayfinding Steering Committee	50

APPENDIX A

SAMPLE CONTRACT

1. Parties
2. Effective Date, Duration and Renewal
3. Price Adjustments
4. Services and/or Supplies
5. Consideration/Payment
6. Access and Retention of Records
7. Assignment, Transfer and Subcontracting
8. Hold Harmless/Indemnification
9. Contract Performance Security
10. Insurance
11. Compliance with Workers' Compensation Act
12. Intellectual Property
13. Compliance with Laws
14. Contract Termination
15. Liaison and Service of Notices
16. Meetings
17. Choice of Law and Venue
18. Scope, Amendment and Interpretation
19. Execution

(INSERT PROJECT TITLE)

(insert date), 201()

1. PARTIES

THIS CONTRACT, is entered into by and between the Destination Missoula, Convention & Visitors Bureau (hereinafter referred to as "Destination Missoula"), whose address and phone number are **140 North Higgins, Suite 202, Missoula, MT 59802, 406-532-3250** and (insert name of contractor), (hereinafter referred to as the "Contractor"), whose nine digit Federal ID Number, address and phone number are (insert federal id number), (insert address) and (insert phone number).

THE PARTIES AGREE AS FOLLOWS:

2. EFFECTIVE DATE, DURATION, AND RENEWAL

(a) This contract (insert contract number) shall take effect on (insert date), 201(). The contract shall terminate on (insert date), 201(), unless terminated earlier in accordance with the terms of this contract. (Mont. Code Ann. § 18-4-313.)

(b) This contract may, upon mutual agreement between the parties and according to the terms of the existing contract, be extended in (insert number)-year intervals, or any interval that is advantageous to Destination Missoula, for a period not to exceed (insert number) additional years.

3. PRICE ADJUSTMENTS

Contractor and Destination Missoula agree price adjustments may be made at the time of contract renewal under the following conditions: Price increases may be permitted at the time of contract renewal through a process of negotiation with the Contractor and Destination Missoula. Any price increases must be based on demonstrated industry-wide or regional increases in the Contractor's costs. Publications such as the Federal Bureau of Labor Statistics and the Consumer Price Index (CPI) for all Urban Consumers may be used to determine the increased value.

4. SERVICES AND/OR SUPPLIES

Contractor agrees to provide to Destination Missoula the following (insert supplies, services, etc.).

5. CONSIDERATION/PAYMENT

(a) In consideration for the (insert supplies or services) to be provided, Destination Missoula shall pay according to the following schedule: (insert pay schedule).

(b) Destination Missoula may withhold payments to the Contractor if the Contractor has not performed in accordance with this contract. Such withholding cannot be greater than the additional costs to the Destination Missoula caused by the lack of performance.

6. ACCESS AND RETENTION OF RECORDS

(a) The Contractor agrees to provide Destination Missoula, or their authorized agents access

to any records necessary to determine contract compliance. (Mont. Code Ann. § 18-1-118.)

(b) The Contractor agrees to create and retain records supporting the (insert services rendered or supplies provided) for a period of three years after either the completion date of this contract or the conclusion of any claim, litigation or exception relating to this contract taken by the State of Montana or a third party.

7. ASSIGNMENT, TRANSFER AND SUBCONTRACTING

The Contractor shall not assign, transfer or subcontract any portion of this contract without the express written consent of Destination Missoula. (Mont. Code Ann. § 18-4-141.)

8. HOLD HARMLESS/INDEMNIFICATION

The Contractor agrees to protect, defend, and save Destination Missoula, its elected and appointed officials, agents, and employees, while acting within the scope of their duties as such, harmless from and against all claims, demands, causes of action of any kind or character, including the cost of defense thereof, arising in favor of the Contractor's employees or third parties on account of bodily or personal injuries, death, or damage to property arising out of services performed or omissions of services or in any way resulting from the acts or omissions of the Contractor and/or its agents, employees, representatives, assigns, subcontractors, except the sole negligence of Destination Missoula, under this agreement.

9. CONTRACT PERFORMANCE SECURITY

Contract performance security in the form of (insert form of security) in the amount of (insert dollar amount) has been received by Destination Missoula, 140 North Higgins, Suite 202, Missoula, MT 59802. All contract performance security, except bonds, will be returned to the Contractor after successful completion of the contract. This security must remain in effect for the entire contract period.

10. INSURANCE

General Requirements: The Contractor shall maintain for the duration of the contract, at its cost and expense, insurance against claims for injuries to persons or damages to property, including contractual liability, which may arise from or in connection with the performance of the work by the Contractor, agents, employees, representatives, assigns, or subcontractors. This insurance shall cover such claims as may be caused by any negligent act or omission.

Certificate of Insurance/Endorsements: A certificate of insurance, indicating compliance with the required coverages, has been received by Destination Missoula, 140 North Higgins, Suite 202, Missoula, MT 59802. The Contractor must notify Destination Missoula immediately, of any material change in insurance coverage, such as changes in limits, coverages, change in status of policy, etc. Destination Missoula reserves the right to require complete copies of insurance policies at all times.

11. COMPLIANCE WITH THE WORKERS' COMPENSATION ACT

Contractors are required to comply with the provisions of the Montana Workers' Compensation Act while performing work for Destination Missoula in accordance with sections 39-71-120, 39-71-401, and 39-71-405, MCA. Proof of compliance must be in the form of workers' compensation insurance, an independent contractor exemption, or documentation of corporate officer status. Neither the contractor

nor its employees are employees of the State. This insurance/exemption must be valid for the entire contract period. A renewal document must be sent to Destination Missoula, 140 North Higgins, Suite 202, Missoula, MT 59802, upon expiration.

12. INTELLECTUAL PROPERTY

(a) All patent and other legal rights in or to inventions arising out of activities funded in whole or in part by this contract must be available to Destination Missoula for royalty-free and nonexclusive licensing. The Contractor shall notify Destination Missoula in writing of any invention conceived or reduced to practice in the course of performance of this contract.

(b) Destination Missoula shall have a royalty-free, nonexclusive, and irrevocable right to reproduce, publish or otherwise use and authorize others to use, copyrightable property created under this contract.

13. COMPLIANCE WITH LAWS

The Contractor must, in performance of work under this contract, fully comply with all applicable federal, state, or local laws, rules and regulations, including the Montana Human Rights Act, the Civil Rights Act of 1964, the Age Discrimination Act of 1975, the Americans with Disabilities Act of 1990, and Section 504 of the Rehabilitation Act of 1973. Any subletting or subcontracting by the Contractor subjects subcontractors to the same provision. In accordance with section 49-3-207, MCA, the Contractor agrees that the hiring of persons to perform the contract will be made on the basis of merit and qualifications and there will be no discrimination based upon race, color, religion, creed, political ideas, sex, age, marital status, physical or mental disability, or national origin by the persons performing the contract.

14. CONTRACT TERMINATION

(a) Destination Missoula may, by written notice to the Contractor, terminate this contract in whole or in part at any time the Contractor fails to perform this contract.

(b) Destination Missoula, at its sole discretion, may terminate or reduce the scope of this contract if available funding is reduced for any reason. (See Mont. Code Ann. § 18-4-313(3).)

15. LIAISON AND SERVICE OF NOTICES

All project management and coordination on behalf of Destination Missoula shall be through a single point of contact designated as Destination Missoula's liaison. Contractor shall designate a liaison who will provide the single point of contact for management and coordination of Contractor's work. All work performed pursuant to this contract shall be coordinated between Destination Missoula's liaison and the Contractor's liaison.

Barbara Neilan, Executive Director, will be the liaison for Destination Missoula.
140 North Higgins, Suite 202, Missoula, MT 59802
(406) 532-3250
(406) 541-9465 (FAX)

Destination Missoula's liaison and Contractor's liaison may be changed by written notice to the other party. Written notices, requests, or complaints will first be directed to the liaison.

16. MEETINGS

The Contractor is required to meet with Destination Missoula's personnel, or designated representatives, to resolve technical or contractual problems that may occur during the term of the contract, at no additional cost to Destination Missoula. Meetings will occur as problems arise and will be coordinated Destination Missoula. The Contractor will be given a minimum of three full working days notice of meeting date, time, and location. Face-to-face meetings are desired. However, at the Contractor's option and expense, a conference call meeting may be substituted. Consistent failure to participate in problem resolution meetings two consecutive missed or rescheduled meetings, or to make a good faith effort to resolve problems, may result in termination of the contract.

17. CHOICE OF LAW AND VENUE

This contract is governed by the laws of Montana. The parties agree that any litigation concerning this bid, proposal or subsequent contract must be brought in the Ninth Judicial District in and for the County of Missoula, State of Montana and each party shall pay its own costs and attorney fees. (See Mont. Code Ann. § 18-1-401.)

18. SCOPE, AMENDMENT AND INTERPRETATION

(a) This contract consists of (insert number) numbered pages, any Attachments as required, RFP #2010-01 as amended and the Contractor's response as amended. In the case of dispute or ambiguity about the minimum levels of performance by the Contractor the order of precedence of document interpretation is in the same order.

(b) These documents contain the entire agreement of the parties. Any enlargement, alteration or modification requires a written amendment signed by both parties.

19. EXECUTION

The parties through their authorized agents have executed this contract on the dates set out below.

DESTINATION MISSOULA

CONTRACTOR'S NAME
ADDRESS
CITY, STATE, ZIP
FEDERAL ID #

BY: _____
(Name/Title)

BY: _____
(Name/Title)

BY: _____
(Signature)

BY: _____
(Signature)

DATE: _____

DATE: _____

MISSOULA URBAN STUDY AREA MAP

