

**Agreement Between
CITY OF NORMAN, OKLAHOMA
and
RDG Planning & Design, Inc.
for Comprehensive Planning Services**

This Amendment No. 1 to Contract No. K-2324-46, is made and entered into this _____ day of September, 2023, by and between the City of Norman, a municipal corporation ("CLIENT"), the Norman Utilities Authority, a Public Trust ("NUA," and CITY and NUA collectively referred to as "CLIENT") and RDG Planning & Design, Inc., an Iowa corporation having a primary place of business at 301 Grand Avenue, Des Moines, IA 50309 ("RDG").

RECITALS

WHEREAS CLIENT requires planning services in order to develop a Comprehensive Land Use Plan, Housing Market Analysis and Affordability Strategy, Comprehensive Transportation Plan Update, Stormwater Master Plan Update, Water Master Plan and Wastewater Master Plan to guide future development in the City of Norman (hereinafter referred to as "Project Services") and as more fully described in this Agreement and previously entered into an Agreement with RDG on July 25, 2023; and

WHEREAS, CLIENT has since determined its need for services to develop a Parks, Recreation, and Trails Master Plan; and

WHEREAS, RDG, itself and through its subcontractors, has offered to amend this agreement to add the requisite Parks and Recreation Master Plan services to the "Project Services" covered by K-2324-46;

NOW, THEREFORE, the parties hereby agree as follows:

AMENDMENT NO. 1

I. **Paragraph 2 of Contract K-2324-46** is hereby amended and supplemented by the addition of the Project Services defined in the Attachment A to this Amendment No. 1 (hereafter the "Parks Project Services");

II. **Paragraph 2.6 of Contract K-2324-46** is hereby amended and supplemented in order to replace Attachment B to Contract K-2324-46 with the Attachment B hereto;

III. **Paragraph 3 of Contract K-2324-46** is hereby amended and supplemented by the addition of the Compensation of **\$311,540.00** for the Parks Project Services, which amount includes as much as **\$57,000.00** in reimburseable expenses, as set forth in the Attachment C to this Amendment No. 1, resulting in a new contract total of **\$2,706,167.00**;

IV. **Paragraph 10(a) of Contract K-2324-46** is hereby amended and supplemented to add the following person for the purposes of notices relating to the Parks Project Services:

Jason Olsen
Director of Parks and Recreation
Development Center
225 N. Webster Ave
Norman, OK 73069


In all other respects, Contract K-2324-46 shall remain unchanged and in full force and effect with respect to the Project Services, including the Parks Project Services and Attachments A-C added and supplemented hereunder.

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Amend. 1 to Contract No. K-2324-46

IN WITNESS WHEREOF, RDG and the CLIENT have executed this Amendment No. 1 to K-2324-46 as of the Effective Date.

RDG Planning & Design, Inc. (RDG):

By: 

Amy Haase, Board Chair

Dated: 9/21/2023

ATTEST: 

Scott Crawford, Board Secretary

CLIENT:

City of Norman (CITY):

Norman Utilities Authority (NUA):

By: _____

By: _____

Larry Heikkila, Mayor

Larry Heikkila, Board Chair

Dated: _____

Dated: _____

ATTEST: _____

ATTEST: _____

Brenda Hall, City Clerk

Brenda Hall, Board Secretary

Approved as to legality and form this 22
day of September, 2023.

Approved as to legality and form this 22
day of September, 2023.

Elisabeth Luckala

Elisabeth Luckala

City Attorney's Office

General Counsel's Office






Amd. 1 to K-2324-46 - Addition of Parks Master Plan

Final Audit Report

2023-09-21

Created:	2023-09-21
By:	Amy Haase (ahaase@rdgusa.com)
Status:	Signed
Transaction ID:	CBJCHBCAABAA9D7oYV7hot9TuOQuW_pGik5g8YtGqwOz

"Amd. 1 to K-2324-46 - Addition of Parks Master Plan" History

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Attachment A

PARKS, RECREATION & TRAILS MASTER PLAN

DESIGN GUIDELINES FOR THE BUILT AND NATURAL ENVIRONMENT

RDG Planning & Design would be honored to work with City leadership and Parks and Recreation staff on this comprehensive plan. We aspire to collaborate closely with members of the Norman community and our visionary team to develop the next long-range plan for the Parks and Recreation system. The 2023-2024 plan will contribute to the overall progress of this great City. It will guide and inspire community leaders to be innovative for the good of Norman residents and achieve the next game-changing moves that will contribute to securing Norman a place in the top tier of cities. The City of Norman is experiencing a renaissance.

Intent and Goals. The intent of the Norman Parks, Recreation and Trail Master Plan is to provide a long-range plan with an approximate 15-year horizon inspiring the next transformative elements of the park system. This plan would be supplemented with a Strategic Implementation Plan to direct the first 2-5 years following adoption.

The long-range plan will guide capital investments, updated level of service standards, evolution of the City's recreation services, considerations for funding opportunities and ultimately inspiring the next game changing elements of Norman's park system, while also informing a fiscally and environmentally sustainable park system for the next generation and beyond.

The goals of this planning effort are many; however, to help clearly guide decision-making by both consultant teams and the City, have been refined to these broad, primary goals:

1. Review and if need be, revise a new community-driven mission and vision integrating Norman's pursuit of the highest quality facilities, programming and operations.
2. Build upon the goals established AIM Norman 2045 planning process.
3. Address the following key topics:
 - The need for quality parks, recreation facilities and program services that are safe and accessible.
 - Serve a growing population and more diverse demographic.
 - Matters of conservation and environmental impact (i.e. connecting people to nature, green infrastructure).
 - Creating and maintaining visually and functionally memorable public spaces.
 - Diverse funding opportunities for elements of both the long and short-range plans.
4. All visual materials will be prepared with high graphic value understanding the importance of clear communication with the intent to inspire every Norman citizen throughout all stages of the process.
5. Complete the project by the Summer of 2024.

SCOPE OF SERVICES

The RDG + Pros Team proposes a comprehensive planning approach to address the requirements of the Parks, Recreation and Trails Master Plan and will deliver a living and working document that provides guidance for both short-term and long-term goals in a financially sustainable and achievable manner. The following is a detailed approach to develop the master plan related to implementing specific action items.

- **Create a plan that is grounded in inclusive and accessible community engagement** to ensure the broad interests of the diverse community and stakeholders in Norman are heard and can help guide growth and development of parks and recreation sites, facilities, and programs.
- **Outline a strategy for parks, recreation and greenspaces that is equitable to the entire community** regardless of socioeconomic, cultural, racial, or geographic differences, and provides fair community benefit to all.
- **Utilize a wide variety of data sources and best analytical practices** to predict trends and patterns of use, community impact, and how to address unmet needs in Norman.
- **Enhance the environmental resiliency of Cleveland County by leveraging parks and greenspaces** as green infrastructure that is equitably distributed throughout the community.
- **Shape the financial sustainability and organizational excellence** to achieve the strategic objectives, identify revenue opportunities, dynamic partnerships, and ensure future operational and maintenance needs are addressed.
- **Develop a dynamic and realistic action plan** that is based on unique levels of service, promotes health and safety, supports active lifestyles, builds community connectivity, and creates a road map to ensure long-term success and financial sustainability for Norman's parks, recreation programs, and facilities.

Task 1.0: Project Management, Progress Reports & Data Review

1.1 Kick-off Meeting – A kick-off meeting should be attended by the key Norman Parks and Recreation Department staff and Consulting Team members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the Consulting Team. Detailed steps of this task include:

- **Confirmation** – The project goals, objectives, scope, and schedule will be confirmed.
- **Outcome Expectations** – Discuss expectations of the completed project.
- **Communications** – Confirmation on lines of communication, points of contact, level of involvement by the Department and local leaders, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to.

1.2 Data Collection – The RDG+Pros Team will collect, log, and review key data and information to facilitate a thorough understanding of the project background. Key data and information that will be requested includes, but is not limited to:

- Park and Recreation Department Annual Reports
- A Legacy for the Next Generation
- Trail and Bicycle Master Plan
- Individual master plans for various parks and greenways
- GIS data from park and trail system
- Database on park system amenities
- Current Capital Improvement Program (CIP) Plan and Operating Budget

1.3 Progress Reports - The Consulting Team will develop status reports to the City on a monthly basis. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project.

1.4 Prepare database of stakeholders – The Consulting Team will work with the City who will gather contact information from a variety of sources. This information will be used in the key leadership/focus group interview portion of the Master Plan.

Task 2.0: Community Profile, Needs Assessment & Visioning

The RDG+Pros Team will utilize a **robust** public input process to solicit community input on how the parks and recreation system and programs meet the needs of residents into the future. This task is an integral part of the planning process. A wide range of community/participation methods may be utilized with traditional public meetings. The Consulting Team will prepare a community outreach agenda to include the number and types of meetings which will be held. Also, a statistically-valid-wide needs assessment survey will be conducted to identify community needs and issues related to recreation/park programs and facilities. Specific tasks include:

2.1 Demographic & Recreation Trends Analysis – The Consulting Team will utilize the City’s projections and supplement with census tract demographic data obtained from ESRI, the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:

- To understand the market areas served by the City and distinguish customer groups.
- To determine changes occurring in the City and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Equity Mapping and Service Area Analysis

The demographic analysis will be based on US 2020 Census information, 2021 updated projections, and 5 (2026) and 10 (2031) year projections. The following demographic characteristics will be included:

- Population density; Age Distribution ; Households; Gender; Ethnicity; Household Income

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team utilizes the Sports & Fitness Industry Association’s (SFIA) 2022 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

2.3 Benchmark Analysis – A benchmark analysis could be completed to compare the City of Norman’s Parks and Recreation system to five (5) other relevant peer agencies and aspirational communities (ie: SEC Communities). If desired, the Consulting Team can work with the City to identify the 15 key metrics to be surveyed and analyzed, as well as the benchmark and aspirational communities.

2.4 Facilitate the Public Input Process – The RDG+Pros Team will identify, describe and implement a comprehensive strategy and methodology for citizen involvement in this Master Plan development process. Elements of the engagement process include:

- **Key Leadership and Stakeholder Interviews** – The RDG+Pros Team will perform up to 15 interviews with key community leaders and stakeholders to evaluate the future vision for City of Norman Parks and Recreation within the first 30 days of the project. The community values, strengths and challenges of the City, trends, and level of services provided will also be evaluated during this time.
- **Focus Groups** – The RDG+Pros Team will organize and facilitate several focus group sessions with user groups, key partners, and/or unique groups within the community that represent a common interest.
- **Public Forums** – We propose to conduct public forums to introduce the project and project goals; to share preliminary findings, gain input for the community’s vision and core values for the recreation system; and as a final briefing and input opportunity on the draft plan. These will include live polling exercises, the opportunity for Q&A and for the meeting to be recorded and shared on the City’s website for the community to view it later.
- **Electronic Survey** – Also, the RDG+Pros Team can create an online survey administered through www.surveymonkey.com. This survey will be promoted through the City’s website and promotional mediums to maximize outreach and response rates. These surveys would provide quantitative data and guidance in addition to the stakeholder and focus groups in regard to the recommendations for park amenities, specific programs, facility components, usage, and pricing strategies.

2.5 Mission Statement and Vision Statement – Update the Parks and Recreation Department’s current guiding principles. This task will be incorporated into the overall engagement plan and will reflect input from key staff and the Community Advisory Committee.

Task 2 Deliverables:

- Community Engagement Plan
- Meeting preparation and records (minutes, photographs and other documentation)
- Summary and presentation of key findings
- Draft and final Mission Statement and Vision Statement
 - o Develop or reaffirm the Vision, Mission and Strategic Objectives
 - The Strategic Objectives address six unique areas of planning including:
 - Community Mandates/Priorities
 - Financial / Revenue
 - Levels of Services
 - Partnerships
 - Standard
 - Governance / Organization

Task 3.0: Parks, Facilities, Recreation and Cultural Programming Assessment

3.1 Parks & Facilities Inventory and Assessment - Consulting Team will provide an electronic form for the Department to use in completing facility facility/amenity inventory. A park and facility tour will be performed with the Operations and Maintenance staff, and Programming staff. The findings from this review will be documented in a prepared data collection form. During this tour, general observation of park and recreation facilities will include:

- Photographs along with text to illustrate key environmental features in the City service area
- General state and condition
- Compatibility with neighborhoods

- Compatibility of amenities offered throughout the system
- Aesthetics/Design
- Safety/security
- Public access
- Program capacity and compatibility with users
- Partnership opportunities
- Revenue generation opportunities

3.2 Park Classifications and Level of Service Standards – The RDG+Pros Team will work with the Department to review and confirm, modify or add to existing park classifications, and preferred facility standards for all park sites, trails, open space amenities including common areas and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as the Consulting Team’s national experience and comparison with peer/survey agencies. These standards will be adapted based on the needs and expectations of the City.

3.3 Geographical Analysis through Mapping – The Consulting Team can work with the City to determine appropriate GIS mapping. The Consulting Team would utilize GIS to perform geographical mapping to identify service area analysis for specific facilities and programs. This includes mapping by classification and major amenities by facility standards as applied to population density and geographic areas. A service area is defined as a circular area around a park or amenity whose radius encompasses the population associated with the appropriate facility standard for each park classification and amenity. Using the facility standards and service areas provided by the Consulting Team for each park and major facility type (amenity), a series of maps by each park classification and major amenities will be prepared. This mapping identifies gaps and overlaps in service area. It is assumed that the City will provide base GIS information including inventory and general location of park sites and amenities. The Consulting Team will provide maps in digital format (ARCGIS and Adobe Acrobat PDF format) and hard copy.

3.4 Recreation & Cultural Program Analysis – Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the Department aligns itself with community needs. The goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings. The Consulting Team will provide insight into recreation program trends from agencies all around the country. The process includes analysis of:

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Similar provider analysis/duplication of service
- Market position and marketing analysis
- User fee analysis for facilities and programs/services
- Review of program development process
- Backstage support, or service systems and agency support needed to deliver excellent service

Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus Department efforts in core program areas and create excellence in those programs deemed most important by program participants. **We will also examine impacts of school and private facilities in the area and their potential partnerships with the Department.**

3.5 Prioritized Park and Facility / Program Priority Rankings– The Consulting Team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, park and facility assessment, program assessment, and the service area mapping into a quantified park and facility / program ranking. This priority listing will be compared against gaps or surplus in parks, facilities and amenities, as well as programs. This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and **provide guidance** for the Capital Improvement Plan. The analysis will include probable future parks, recreation facilities, open spaces and trail needs, as well as program needs based on community input, as well as state and national user figures and trends. Also, a set of prioritized recommendations for maintenance and renovation of parks, trails and recreation facilities will be developed. The Team will conduct a work session with the City to review the findings and make revisions as necessary.

3.6 Capital Improvement Plan – We recommend the development of a three-tier capital improvement plan that will assist the City of Norman in the inevitable and continuous rebalancing of priorities and associated expenditures. Each tier reflects different assumptions about available resources.

- **Sustainable** - Critical maintenance projects, including lifecycle replacement, repair of existing equipment, and safety and ADA improvements. Many of these types of improvements typically require one-time funding and are not likely to increase annual operations and maintenance costs. In many cases, these types of projects may reduce annual operations and maintenance costs.
- **Expanded Services** - Projects that include strategic changes to the existing parks system to better meet the unmet needs of the community. These types of improvements typically require one-time funding and may trigger slight increases in annual operations and maintenance costs, depending on the nature of the improvements.
- **Visionary** - Complete park renovation, land acquisition and new park/trail development. These improvements will likely increase annual operations and maintenance costs. Visionary projects also include planning efforts to support new/future development.

Task 3 Deliverables:

- Recreation, Cultural and Programming Plan capturing the process and results of all components of this Task to be included in the overall Parks, Recreation and Trails Master Plan

Task 4.0: Operations & Financial Implementation

4.1 Review of Current Maintenance and Operations – The Consulting Team will perform an analysis of the current maintenance and operational practices of the Department to evaluate its operational situation. This analysis will identify Department staffing needs, improved

operational efficiencies, policy development, process improvements, system and technology improvements, and marketing/communication opportunities. This task will include recommendations in a comprehensive manner. This will include data collection, analysis and on-site observations of key organizational components in the following areas:

- Classification of services
- Administrative delivery
- Maintenance and operating standards
- Organizational design and staffing
- Customer service
- Staffing levels
- Field equipment/resources
- Service contracts
- Workload requirements
- Procedures manuals
- Existing policy and procedures management
- Performance measures and indicators
- Information systems and technology
- Marketing and communications
- Identify and expand partnerships/volunteer support for facilities and services
- Review and suggest new rules and regulations related to parks

4.2 Financial Analysis – The Consulting Team will perform analysis to document the financial situation of the City. The financial analysis will look at the budget, pricing policy, user fees, current and other revenue generating opportunities, grant opportunities, and the revenue forecast. This analysis will identify the financial situation of the Department with three primary goals:

- Understand the financial dynamics to further advance the understanding of operations gained through the work described above.
- Review funding and accounting practices with an objective of accurate financial fund tracking and the ability of the Department to have more useful financial information for strategic decision-making.
- Seek opportunities to improve the financial sustainability of the Department including evaluating expenditures and increasing current and new sources of revenue.

4.3 Funding and Revenue Strategies – Funding strategies will be developed based in part to our review and analysis of the facilities as well as the national experience brought by the Consulting Team. The Consulting Team has identified numerous funding options that can be applied to the Master Plan based on the community values. The funding strategies to be evaluated for recommendations will include at a minimum:

- Fees and charges options and recommendations
- Endowments/Non-profits opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners and public/private partnerships
- Dedicated funding sources to support land acquisition and capital improvements

- Development agreements to support park acquisition, open space and park and facility development
- Earned Income options to support operational costs
- Land or facility leases to support operational and capital costs
- Identify grant opportunities and resources to construct parks and facilities identified in the Master Plan

Task 5.0: Action Plan & Strategic Master Plan Development

The Parks Master Plan will be framed and prepared through a series of workshops with the City. The overall vision and mission statements will be affirmed or modified, and direction for the City will be established along with individual action strategies that were identified from all the research work completed. Specific tasks include:

- 5.1 Develop Vision, Mission and Goals/Objectives** – The supporting vision and mission statements will be affirmed or developed with senior staff in a work session. Following this effort, goals/objectives and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction.
- 5.2 Strategic Action Plan** - Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, and priorities/timelines. These strategies will be classified as short-term, mid-term or long-term strategies and priorities. Following a half-day review workshop with the City, the Consulting Team will propose a prioritization schedule and methodology used on successful master plans across the United States from their work. Action plans will be established in the following key areas:
 - **Park Development and Improvements** – Recommendations that provide for short and long-term enhancement of park development, improvements, and land acquisition in the City.
 - **Park and Facility Operational Management** – Recommendations that provide for short and long-term enhancement of park and facility operational management practices of the City.
 - **Programs and Services** – Recommendations that provide for short and long-term development and maintenance of programs and services provided by the City, including opportunities to improve meeting user needs.
 - **Financial and Budgetary Capacity Development** – Recommendations that provide for short and long-term enhancement of the financial and budgetary capacity of the City related to parks and lands.
 - **Policies and Practices** – Specific policies and practices for the City that will support the desired outcomes of this Master Plan will be detailed.
- 5.3 Draft Report Preparation, Briefings and Final Strategic Master Plan** – The Consulting Team will prepare a draft Strategic Master Plan with strategies and action plans taking into account public input received, all analyses performed and the fiscal and operational impacts to the City. A presentation of the draft report will be facilitated with the City. Upon comment by the Department and key stakeholders, the Consulting Team will revise the Draft Master Plan to reflect all input received. Once the draft Master Plan is approved by City, the Consulting Team will prepare a final summary report and present to the City for final approval and adoption. The final plan will be prepared consisting of ten (10) printed and bound color copies and an electronic copy in a format compatible with the City's software.

Task 5 Deliverables:

- Parks and Public Spaces Plan capturing the process and results of all components of this Task to be included in the overall Parks and Recreation Comprehensive Plan.

Task 6.0: Final Plans

As stated in the goals, The RDG Team will develop visual materials with high graphic value, and we understand the importance of clear communication with the intent to inspire every Norman citizen throughout all stages of the process. Both visual materials and written content will be produced understanding that they will be critical for justification and support of funding.

6.1 Parks, Recreation & Trail Master Plan - Will be comprised of several components coming together in one cohesive comprehensive plan. All sections will have the ability to stand alone and include a summary of the process and clear outline of results, whether those be recommendations, guidelines and/or standards. The Recommended Table of Contents to include:

1. Executive Summary
2. Community Engagement Summary
3. Visioning & Mission and Vision Statements Summary
4. Inventory and Analysis Findings
5. Parks, Trails and Public Spaces Plan
6. Recreational, Cultural and Programming Plan
7. Fiscal Sustainability and Partnerships Plan
8. Image Guild for the Built and Natural Environments

6.2 Strategic Implementation Plan - The RDG Team will assemble a plan comprised of several components coming together in one cohesive implementation plan. All sections will have the ability to stand alone and include a summary of the process and clear outline of results, whether those be recommendations, guidelines and/or standards.

Task 6 Deliverables:

- **Parks, Recreation and Trails Master Plan** – The RDG Team will issue 50%, 90% and 100% complete draft documents for review and comment
- The RDG Team will Present the Draft and Final Plan
- **Strategic Implementation Plan** - The RDG Team will issue 50%, 90% and 100% complete draft documents for review and comment
- The RDG Team will Present the Draft and Final Plan

Added Service: Design Guidelines

“The fundamental purpose of the Design Guide is to provide a thoughtful long-term vision for park architecture and management of natural landscapes and resources.”

Think back to your first memories of a visit to one of Norman’s Park facilities. What were your first impressions? They were likely dominated by a sense of the wonder of outdoor and the surrounding park environment, as many of Normans parks and open spaces are located in attractive places and dramatic landscapes. This sense of awe was possibly combined with anticipation of seeing your first cousins at a family reunion or participating in a family activity, like fishing, hiking, picnicking, swimming or any other outdoor recreation opportunity available in Norman’s parks.

These first impressions were probably colored by the different look and feel of the buildings in the park. The distinctive pavilions, shelters, site furnishings, lighting and trail amenities have become associated with the identity of Norman Parks Goals, Objectives and Principles

The Norman’s Parks, Trails and Trails Design Guide will identify and recognize the importance of park architecture and the natural environment in the overall visitor experience - this being an interplay of the structures that frame outdoor life and family experiences within a backdrop of the most scenic and environmentally significant places in the City of Norman. The fundamental purpose of the Design Guide is to provide a thoughtful long-term vision for

Norman's park architecture and natural environment. It will build on the best of the past, along with the best of the present, for future generations that will be enriched by both.

Norman Parks, Recreation and Trail Design Guide will:

- Provide a framework for future park infrastructure to improve and enhance the Norman Park identity, permeated with sustainability and overall quality of park facilities, consistent with the department's role as leader in quality-of-life stewardship and provider of outdoor recreation opportunities.
- Integrate the best of the past of Norman Park architectural identity with the best of current sustainable design practices, materials and construction techniques to create an overall unifying visual park experience that is built to last.

Objectives

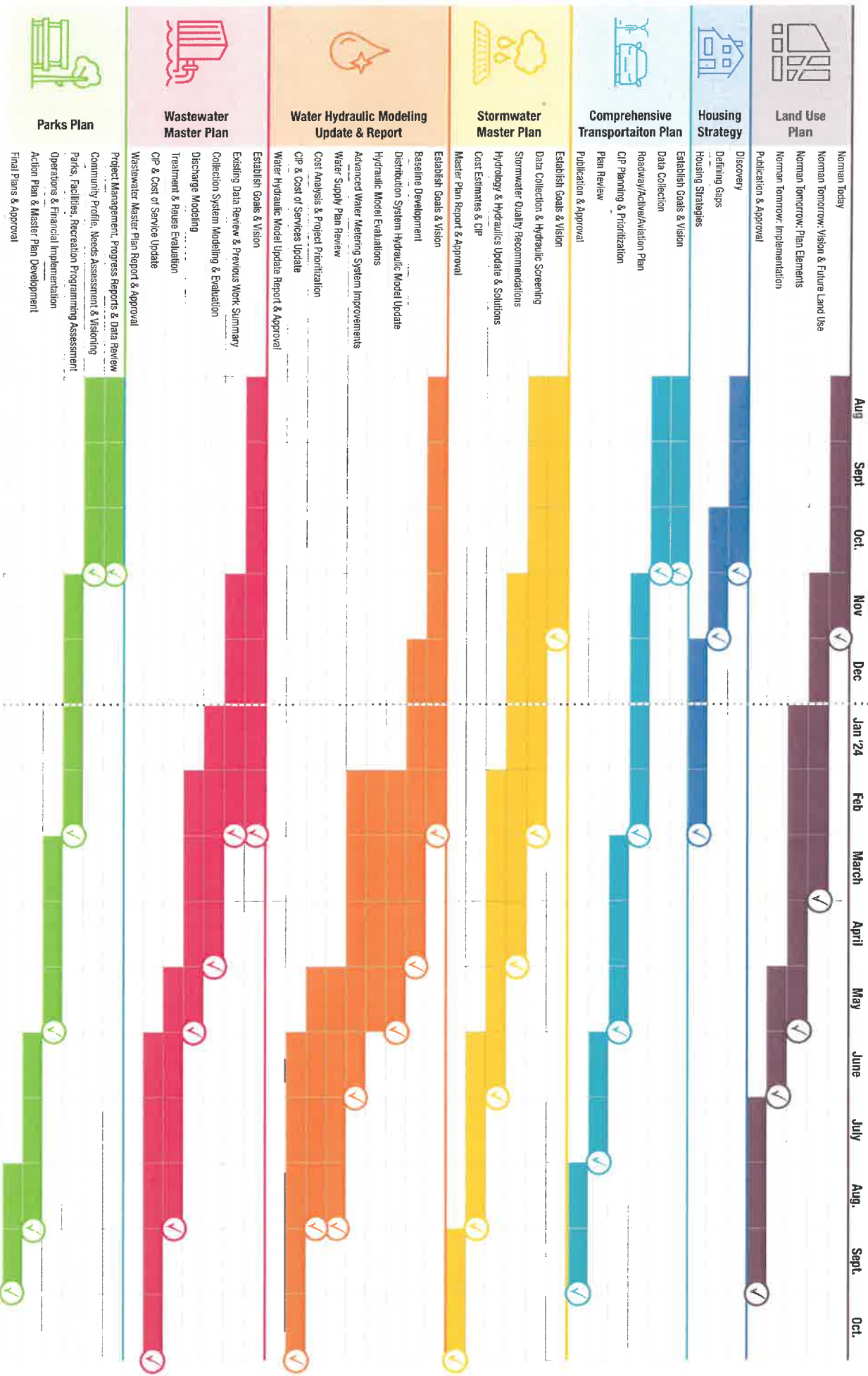
- Identify design principles and possible elements common to all yet create a filtering system to guide the design development of individual projects, allowing for variations within neighborhoods, park-to-park, structure category and site context.
- Create design templates further defining various park structures common to all: entrance portals (park entrance signs); interpretive kiosks, shelters; restroom facilities, picnic shelters; site furnishings and signage. Template variations will accommodate focal point or support facility tiers as well as primary, secondary and tertiary functions.
- Identify design guide parameters for those larger focal point facilities such as park pavilions and recreation/cultural centers.

Some Common Design Principles

1. Provide leadership in using sustainable principles for design, development/construction, and operation.
2. Create and restore facilities using environmental and cultural cues drawn from the individual park and specific site.
3. Develop with quality and durability in mind (buildable, affordable, accessible (ADA), functional and maintainable).
4. Create facilities that unify the visual experience.

Attachment B

Exhibit B - Parks & Recreation Master Plan Timeline



Attachment C

Parks and Recreation Master Plan - Fee Proposal

Exhibit C

Task 1.0 Project Management, Progress Report & Data		\$37,150	CITY - Additional Services	Estimated Fee
Kick-Off Meeting		\$6,670	Additional Task 3A - Built Environment Image Guide	\$35,000
Data Collection		\$12,680	Additional Task 3B - Natural Environment Image Guide	\$18,000
Progress Report		\$4,800		
Prepare Database of Stakeholders		\$8,400	CITY - Reimbursables	Not to Exceed
Deliverables		\$4,600		\$4,000
Task 2.0 Community Profile, Needs Assessment & Visioning		\$42,600		
Demographic & Recreation Trends Analysis		\$5,400		
Benchmark Analysis		\$7,800		
Facilitate the Public Input Process		\$15,600		
Mission Statement & Vision Statement DRAFT		\$4,800		
Deliverables		\$9,000		
Task 3.0 Parks, Facilities & Recreation Programming Assessment		\$58,790		
Parks and Facilities Inventory and Assessment		\$12,500		
Park Classifications and Level of Service Standards		\$5,800		
Geographical Analysis through Mapping		\$8,600		
Recreation Program Analysis		\$6,500		
Prioritized Park and Facility / Program Priority/Rankings		\$8,500		
Capital Improvement Plan		\$6,890		
Deliverables		\$10,000		
Task 4.0 Operations & Financial Implementation		\$32,800		
Review of Current Maintenance and Operations		\$8,500		
Financial Analysis		\$8,250		
Funding & Revenue Strategies		\$7,250		
Deliverables		\$8,800		
Task 5.0 Action Plan & Strategic Master Plan Development		\$28,200		
Develop Vision, Mission and Goals / Objectives		\$4,800		
Strategic Action Plan		\$7,800		
Draft Report Preparation, Briefings and Final Strategic Master Plan		\$6,800		
Deliverables		\$8,800		
Task 6.0 Final Plans		\$55,000		
Parks and Recreation Master Plan		\$28,000		
Strategic Implementation Plan		\$15,000		
Deliverables		\$12,000		
Total Fees		\$254,540	Total Additional Services and Reimbursables	\$57,000
*CITY extra Public Meeting attendance costs billed according to the fee scheduled attached hereto.			TOTAL CONTRACT AMOUNT NOT TO EXCEED	\$311,540