



Resolution 2005-072

A RESOLUTION AUTHORIZING THE CITY MANAGER TO ENTER INTO A CONTRACT WITH GREENPLAY, LLC FOR THE PARKS MASTER PLAN

WHEREAS, the Parks Master Plan is contained in the City's Capital Improvement Plan (CIP), which was adopted as part of the 2005-06 budget;

WHEREAS, City staff utilized a Request for Qualifications and Request for Proposals consultant selection process for this master planning process;

WHEREAS, the firm Greenplay, LLC was selected through this process to develop a new system wide parks master plan;

WHEREAS, the scope of work and anticipated cost of this project is \$70,000; and

WHEREAS, the Community Services Director recommends a contingency of 10% (\$7,000) to cover unanticipated costs which is budgeted in the next fiscal year.

NOW, THEREFORE, THE CITY RESOLVES AS FOLLOWS:

Section 1. The City Manager is authorized to enter into a professional services contract (Exhibit A) with Greenplay, LLC for master planning a parks, recreation, and open space system for an amount not exceeding \$70,000.

Section 2. This Resolution shall be effective upon its approval and adoption.

Duly passed by the City Council this 15th day of November 2005.



Keith S. Mays, Mayor

ATTEST:



C.L. Wiley, City Recorder

Exhibit A



Community Development Division - Planning Department

CONTRACT for Professional Services

PROJECT NAME:		Parks Master Plan									
CONTRACT PARTIES:		City of Sherwood [hereafter called City]				and		Greenplay, LLC [hereafter called Consultant]			
ACCOUNT #:	6190	FUND #:		DEPT:	50	REV SOURCE:	77	JOB #:	C-25	PHASE:	1
VENDOR #:											
C.O.S. PROJECT MANAGER:		Kevin A. Cronin, AICP									
SCOPE of WORK:		see attachment									
SCHEDULE of WORK:		effective date: [November 1, 2005]				expiration date: [October 1, 2006]					
PAYMENT:		City agrees to pay Consultant for the identified services on a per task sum not to exceed a gross total				[\$70,000.00]		For the scope of work identified by attachment			

CONSULTANT DATA, REGISTRATION, and SIGNATURE

CONSULTANT FIRM:	Greenplay, LLC		
ADDRESS:	3050 Industrial Lane, Suite 200 Broomfield CO 80020		
VOICE:	1-303-439-8369	FAX:	1-303-439-0628
CONTACT:	Teresa L. Penbrooke		
TITLE:	CEO		

I, the undersigned, agree to perform the work outlined in this Contract in accordance to the terms and conditions listed on pages 2-4 and made part of this Contract, and in accordance with the exhibits attached and made part of this Contract. I certify, under penalty of perjury, that I/my business is not in violation of any Oregon tax laws; and certify that I am an independent contractor as defined in ORS 670.600.

CONSULTANT:	_____	_____
	signature	date

CITY OF SHERWOOD APPROVALS

PROJECT MANAGER:	_____	_____
	signature	date

COMMUNITY SERVICES DIRECTOR:	_____	_____
	signature	date

CITY MANAGER:	_____	_____
	signature	date

ATTACH SCOPE OF WORK EXHIBITS

STANDARD CONTRACT PROVISIONS

1. **Access to Records**

The Consultant shall maintain, and the City of Sherwood ("City") and its duly authorized representatives shall have access to the books, documents, papers, and records of the Consultant which are directly pertinent to the specific Contract for the purpose of making audit, examination, excerpts, and transcripts for a period of three years after final payment. Copies of applicable records shall be made available upon request. Payment for cost of copies is reimbursable by the City.
2. **Audits**

(a) The City, either directly or through a designated representative, may conduct financial and performance audits of the billings and services specified in this agreement at any time in the course of the agreement and during the three (3) year period established by section 1, **Access to Records**. Audits will be conducted in accordance with generally accepted auditing standards as promulgated in Government Auditing Standards by the Comptroller General of the United States General Accounting Office.

(b) If an audit discloses that payments to the Consultant were in excess of the amount to which the Consultant was entitled, then the Consultant shall repay the amount of the excess to the City.

(c) If any audit shows performance of services is not efficient in accordance with Government Auditing Standards, or that the program is not effective in accordance with Government Auditing Standards, the City may pursue remedies provided under section 5, **Early Termination of Agreement** and section 7, **Remedies**.
3. **Effective Date and Duration**

The passage of the Contract expiration date shall not extinguish, prejudice, or limit either party's right to enforce this Contract with respect to any default or defect in performance that has not been cured.
4. **Funds**

The City certifies that sufficient funds are available and authorized for expenditure to finance the cost of this Contract.
5. **Early Termination of Agreement**

(a) The City and the Consultant, by mutual written agreement, may terminate this Agreement at any time.

(b) The City, on thirty (30) days written notice to the Consultant, may terminate this Agreement for any reason deemed appropriate in its sole discretion.

(c) Either the City or the Consultant may terminate this Agreement in the event of a breach of the Agreement by the other. Prior to such termination, however, the party seeking the termination shall give to the other party written notice of the breach and of the party's intent to terminate. If the party has not entirely cured the breach within fifteen (15) days of the giving the notice, then the party giving the notice may terminate the Agreement at any time thereafter by giving a written notice of termination.
6. **Payment on Early Termination**

(a) In the event of termination under subsection 5(a) or 5(b), **Early Termination of Agreement** hereof, the City shall pay the Consultant for work performed in accordance with the Agreement prior to the termination date.

(b) In the event of termination under subsection 5(c), **Early Termination of Agreement** hereof, by the Consultant due to a breach by the City, then the City shall pay the Consultant as provided in subsection (a) of this section.

(c) In the event of termination under subsection 5(c), **Early Termination of Agreement** hereof, by the City due to a breach by the Consultant, then the City shall pay the Consultant as provided in subsection (a) of this section, subject to set off of excess costs, as provided for in section 7(a), **Remedies**.

(d) In the event of early termination, all of the Consultant's work product will become and remain property of the City.
7. **Remedies**

(a) In the event of termination under subsection 5(c), **Early Termination of Agreement**, hereof, by the City due to a breach by the Consultant, then the City may complete the work either itself, by agreement with another consultant, or by a combination thereof. In the event the cost of

completing the work exceeds the remaining unpaid balance of the total compensation provided under this Contract, then the Consultant shall pay to the City the amount of the reasonable excess.

(b) The remedies provided to the City under section 5, **Early Termination of Agreement** and section 7, **Remedies** for a breach by the Consultant shall not be exclusive. The City also shall be entitled to any other equitable and legal remedies that are available.

(c) In the event of breach of this Agreement by the City, then the Consultant's remedy shall be limited to termination of the Agreement and receipt of payment as provided in section 5(c), **Early Termination of Agreement** and section 6(b), **Payment on Early Termination** hereof.

8. Subcontracts and Assignment

Consultant shall not subcontract, assign or transfer any of the work scheduled under this agreement, without the prior written consent of the City. Notwithstanding City approval of a subconsultant, the Consultant shall remain obligated for full performance hereunder, and the City shall incur no obligation other than its obligations to the Consultant hereunder. The Consultant agrees that if subconsultants are employed in the performance of this Agreement, the Consultant and its subconsultants are subject to the requirements and sanctions of ORS Chapter 656, Workers' Compensation.

9. Compliance with Applicable Law

In connection with its activities under this Agreement, Consultant shall comply with all applicable federal, state and local laws and regulations.

10. Indemnity - Standard of Care

If Consultant's services involve engineering or consulting, the standard of care applicable to Consultant's service will be the degree of skill and diligence normally employed by professional engineers or consultants performing the same or similar services at the time such services are performed. Consultant will re-perform any services not meeting this standard without additional compensation.

11. Indemnity

Greenplay, LLC agrees to indemnify and save harmless City of Sherwood, its officers, councilors, elected officials, and employees from and against all claims and actions and all expenses incidental to the investigation and defense thereof, arising out of or based upon damages or injuries to persons or property caused by the negligent acts, errors, or omissions of Greenplay, LLC, its subcontractors, or anyone over which Greenplay, LLC exercises or has a right to control.

12. Insurance

Consultant shall be licensed and comply with all State of Oregon laws and regulations.

13. Ownership of Work Product

All work products of the Consultant, which result from this Contract are the exclusive property of the City. The City shall not use these products for other projects outside the scope of this Agreement without written permission of the Consultant; provided, that Consultant is hereby granted an irrevocable, royalty free, worldwide, perpetual license to use, reproduce, copy, distribute and make derivatives of its work product, regardless of whether Consultant has resigned, this Contract has been terminated, Consultant's scope of services has been modified, or Consultant's services under this Contract have been completed.

14. Nondiscrimination

Consultant agrees to comply with all applicable requirements of federal and state civil rights and rehabilitation statutes, rules, and regulations. Consultant also shall comply with the Americans With Disabilities Act of 1990 (Pub L. No. 101-336) including Title II of that Act, ORS 659.425, and all regulations and administrative rules established pursuant to those laws.

15. Successors in Interest

The provisions of this Contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective successors and approved assigns.

16. Severability

The parties agree that if any term or provision of this Contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the Contract did not contain the particular term or provision held to be invalid.

17. **Waiver**
The failure of the City to enforce any provision of this Contract shall not constitute a waiver by the City of that or any other provision.
18. **Errors**
The Consultant shall perform such additional work as may be necessary to correct errors in the work required under this Contract without undue delays and without additional cost.
19. **Governing Law**
The provisions of this Contract shall be construed in accordance with the provisions of the laws of the State of Oregon. Any action or suits involving any question arising under this Contract must be brought in the appropriate court in Washington County, Oregon.
20. **Amendments**
The City and the Consultant may amend this Agreement at any time only by written amendment executed by the City and the Consultant. Unless otherwise provided, if the original Contract required a Resolution, any amendment that increases the amount of compensation payable to the Consultant, exceeding the amount authorized in the previous Resolution, must be approved by Resolution of the City Council. If the original Contract did not require a Resolution, the City Manager, or City Engineer in certain instances, may approve an amendment increasing the amount of compensation, provided the total Contract price falls within the expenditure thresholds established in Resolution 2001-006. The City Engineer may agree to and execute any other amendment that does not affect Contract price, on behalf of the City, including modifications to scope of service or time of performance.
21. **License**
Prior to beginning work under this Agreement, the Consultant shall provide professional registration number in the space provided on page one of this Agreement, if required by the City.
22. **Prohibited Interest**
 - (a) No City officer or employee during his or her tenure or for one year thereafter shall have any interest, direct or indirect, in this Agreement or the proceeds thereof.
 - (b) No City officer or employee who participated in the award of this Agreement shall be employed by the Consultant during the period of the Agreement.
23. **Payment to Vendors and Subconsultants**
The Consultant shall timely pay all suppliers, lessors and subconsultants providing it services, materials or equipment for carrying out its obligations under this Agreement. The Consultant shall not take or fail to take any action in a manner that causes the City or any materials that the Consultant provides hereunder to be subject to any claim or lien of any person without the City's prior written consent.
24. **Exhibits**
Each document that is attached to this Contract as an Exhibit shall be labeled with an Exhibit number and listed below. Provisions and covenants contained in Exhibits are hereby incorporated by reference and shall become a part of this Contract as if fully set forth herein. If any item in an Exhibit contradicts this Contract, this Contract shall take precedence over the conflicting item in the Exhibit.
 - a. **List of Exhibits**
Exhibit A - [Amended Scope]

Merger Clause

This Contract and attached exhibits constitutes the entire agreement between the parties. No waiver, consent, modification, or change of terms of this Contract shall bind either party unless in writing and signed by both parties. Such waiver, consent, modification, or change, if made, shall be effective only in specific instances and for the specific purpose given. There are no understandings, agreements, or representations, oral or written, not specified herein regarding this Contract. Consultant, by the signature of its authorized representative, hereby acknowledges that he or she has read this Contract, understands it and agrees to be bound by its terms and conditions.

OPTIONAL PROVISIONS (selected by City Project Manager)

25. Arbitration: /___/ Not Applicable /_X_/ Applicable (consult with City Attorney before finalizing as applicable)

(a) Any dispute arising out of or in connection with this Agreement, which is not settled by mutual agreement of the Consultant and the City within sixty (60) days of notification in writing by either party, shall be submitted to an arbitrator mutually agreed upon by the parties. The arbitrator shall be selected within thirty (30) days from the expiration of the sixty (60) day period following notification of the dispute. The arbitration, and any litigation arising out of or in connection with this Agreement, shall be governed by the laws of the State of Oregon, and shall be as speedy as reasonably possible. The arbitrator shall render a decision within forty-five (45) days of the first meeting with the Consultant and the City. Insofar as the Consultant and the City legally may do so, they agree to be bound by the decision of the arbitrator.

(b) Notwithstanding any dispute under this Agreement, whether before or during arbitration, the Consultant shall continue to perform its work pending resolution of a dispute, and the City shall make payments as required by the Agreement for undisputed portions of work.

Key Issues and Challenges

We understand that the City of Sherwood has been recognized as the first or second fastest growing city in the State of Oregon in recent years. While the substantial population growth and associated development has placed demands upon the City for services, it has been able to maintain a quality of life for the residents substantially through the park and recreation system. GreenPlay recognizes that the vitality of a community is directly correlated to its quality of life and that a strong component of a community's vitality is in the quality of its parks and recreation amenities and services. To that end, we employ many innovative techniques useful for dealing with rapidly growing communities. GreenPlay has developed the **GRASP™ Methodology for Level of Service Analysis**, the **Pyramid Cost Recovery Methodology** for dealing with difficult decisions related to prioritizing resource allocation, and successful techniques for **assessing, planning and procuring alternative funding**. These innovations are being taught and used across the U.S. These steps will be utilized in this plan, and are described in more detail below.

In addition, we believe that parks, recreation and open space comprise the "green infrastructure" of a community, and can provide not only quality of life and recreational assets, but also create a positive economic impact and help with control and management of growth through creation of strategic land use and buffers. All of our efforts go towards **balancing these community needs with the resources** that are and/or could be available in the coming years.

Our Approach

We understand that this project is to facilitate a community planning process that will create a long-range master planning document for the City of Sherwood to help guide decisions related to providing parks, recreation and opens space opportunities. The planning process will provide the City with the opportunity to articulate its vision for these services and provide a framework of action plans for implementation during the next 20 years. The planning process will create an innovative Parks Master Plan that will provide the City, and ultimately the community residents, with the means to address current and projected trends and facilitate excellent and innovative community based design and implementation.

The GreenPlay team is fully capable of accomplishing all components of the Parks Master Plan. Our proposal addresses all aspects of the requested work with an accurate project schedule that also gives the City the needed flexibility to adapt the desired work into a scope for the final plan.

In order to complete these objectives, we propose the following *Scope of Work*.

Task 1: Refine Planning Scope of Work and Schedules

Upon selection, we will review the details of the work plan with the project team, staff and other key stakeholders, as selected by the Project Manager, at a conference call. We will formalize the timeline and details of the master planning process, including the number and types of meetings, final methodology for the needs assessment, and desired benchmarking comparables, expected quality and formats for deliverables, and agreement on the implementation strategies. We will set a timeline for the focus groups, survey execution and analysis, and all preparation of work products, along with working with the Project Team.

As part of this process, we concentrate on **Issues Identification** to help ensure that this plan addresses and fulfills the primary needs of your organization.

Task 2: Public Involvement and Goal Setting

Our GreenPlay team believes deeply in creating an **in-depth, efficient, open, and citizen-focused community process** as part of all public projects. Additionally, this team will bring first-hand knowledge of local issues and concerns that will assist in producing useful and pertinent community feedback. Our process will follow a well thought-out involvement process. **We will:**

- Develop and maintain a **strong enabling relationship** with the Parks and Recreation Board and the Citizen Advisory Committee to **collaboratively achieve** the task components of the project.
- Identify, describe and implement a **comprehensive strategy and innovative yet successful methodology** for citizen and public involvement in this Parks Master Plan development process.
- Act as **professional facilitators** to gather specific information about services, use, preferences, and any agency strengths, weaknesses, opportunities, and threats.

- Provide well-organized and directed activities, techniques, and formats that will ensure that a **positive, open, and proactive public participation process** is achieved.
- Provide methods to **hear from as many people** as possible, including **users and non-users** of your services and facilities.
- Assure policy makers, staff, user groups, associations, and other stakeholders that they are provided an opportunity to participate in the development of this plan through an appropriate number of meetings (final number of meetings to be determined during the Start-Up process):
 - **One orientation meeting** with the project staff through a conference call.
 - **Seven meetings** with the **Citizen Advisory Committee, Project Team and Project Manager and/or staff** to review task status.
 - During the same trip or scheduled meeting with the Citizen Advisory Committee or Project Team, additional **public involvement meetings** can be scheduled to provide broad-based community feedback and input.
 - During the **Public Involvement** initial trip, a minimum of **five meetings** with **stakeholders or focus groups** to provide opportunity for discussion and address pertinent issues.
 - Attend at least **two public hearings and/or presentations** with the **Parks and Recreation Board, Planning Commission, and City Council** for the presentation of the **draft and final documents** of the Parks Master Plan.
 - Additional meetings can be scheduled per agreement and contractual amendment.
- Provide **written records and summaries** of the results of all public process and communications strategies.
- Help to **build consensus** and agreement on the plan, and if consensus is not possible, provide information for informed decision making by the City Council.

Task 3: Data Collection/Existing Conditions Inventory/User Survey

1. Demographic and Trends Analysis

We will compile all information available from previous planning efforts including the City's past and current planning efforts, the U.S. Census Bureau, and other national and local sources. We rely heavily on our state-of-the art technology and use approved methods to evaluate spatial information and qualitative information, and portray the demographic and related results in ways that are easy to understand, but highly representative of the actual and projected trends, growth, and levels of service. We will use improved analysis methods to examine trends, markets and alternative providers and how they can be used to forecast future needs.

2. Inventory Services and Classify Needs

We will develop a comprehensive assessment of each of the City's services including parks, recreation, open space and special use facilities to determine current conditions, use patterns, environmental issues and economic impacts. In addition, we will include those services provided by other agencies that may impact the City. The assessment will include a comparative analysis to agencies of similar size and density using regionally and nationally accepted standards. The inventory will identify areas of parkland needs

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and provide a verifiable basis for acquisition opportunities along with future parkland development priorities.

The inventory will also include an analysis of best possible providers of community and recreation services, and recommendations for minimizing duplication and/or enhancing possibilities for collaborative partnerships where appropriate. The inventory will be compiled and analyzed to provide complete information. We can work with all different types of information formats, and will produce final deliverables in both shape-file and textual formats that are dynamic and easily used in the future.

The textual assessment will include a comparative analysis to agencies of similar size and density, both regionally and statewide, using nationally accepted standards and GRASP™ technology (see below). Specific park types will be clearly defined. All mapping of facilities and open spaces will be incorporated into our dynamic digital database that becomes property of the City upon completion of the project.



3. Analysis of Standards and Demands Service

Level of Service (LOS) Analysis - GRASP™ Methodology (Geo-Referenced Amenities Standards Program)

A Somewhat Different and Improved Approach



Our team is very familiar with the traditional and historical practices for calculating Level of Service (LOS). Traditional LOS, often called the NRPA (National Recreation and Parks Association) standards method, is typically based on providing “X” number of acres or “X” number of facilities per 1,000 population (or “capacity analysis”). This methodology was developed in the 1970’s and 80’s, and the methodology is not accurate for the majority of public agency usage. Even most NRPA officials are now calling this standards methodology “obsolete”.

In order to create a way to standardize that is accurate, can be implemented, can be benchmarked, and is unique to your community, we have adapted these practices to a slightly different approach using a “composite values analysis”. The composite values analysis methodology GreenPlay uses is proprietary and is called the Geo-Referenced Amenities Standards Program (GRASP™). This methodology builds on the traditional capacity analysis, but can track not only the quantity (or capacity), but quality of components of an entire parks, recreation, and/or open space system. We are now using this methodology nationwide in all of our planning projects, teaching it to technical and planning firms around the US, and presenting it to agencies through local, state, and national association conferences and seminars.

As a general summary, the following gives some specific outcomes of our GRASP™ approach.

- While we still use the traditional methods for comparisons, we are moving away from capacity analysis that relies on the broad and often ambiguous

categorization of facilities per thousand and have developed a system that looks at individual *components* of service, such as ballfields, picnic shelters, trailheads, parking, wetlands, playgrounds, location-based programs, recreational amenities, etc., and then measures the service that each component provides to the community. This would have been impossibly tedious before, but now is easy with the technology available to us.

- We are using GIS to provide a better way of analyzing how any specific location, home or business is being served by amenities.
- We are bringing a *qualitative* component into the measurement of service. Traditional capacity methods of LOS analysis are lacking in this respect.
- We can evaluate the components and easily graphically display them for decision makers, quickly identifying gaps in service on a neighborhood, community, regional and/or community-wide basis. This also allows us to combine a population density factor into the traditional LOS equations.
- This new methodology allows us to examine Levels of Service in a new and specific way. Your GRASP™ based LOS will not just be based on standards outlined for non-comparable agencies in the 1980's, but will be specifically pertinent for your community.

GreenPlay has experience in designing and implementing decision-making and prioritization models. We incorporate the GRASP™ LOS methodology into mapping and tabular information that become management tools. The methodologies provide easily understood information that helps guide staff and the elected officials in decision making from this point forward. In addition, the selected parameters become easily explainable to the public, allowing for justification and presentations as needed for managing the lands.

4. *Statistically-Valid Survey*

We believe that a statistically-valid survey is crucial in getting reliable information from the residents of your community to establish a baseline for setting realistic and achievable goals in the Parks Master Plan. We believe it is the only method that gives us statistically valid information, not only from the **users**, but from your **non-users** who are also taxpayers and voters.

GreenPlay typically works with Leisure Vision, a firm that specializes in creating, performing, and analyzing these types of surveys. Leisure Vision is the top survey research firm in the United States for parks, recreation, open space and other types of planning research, and they have been doing this specific type of analysis for many years, having completed more than 200 such surveys to date.

GreenPlay will work with Leisure Vision to administer a statistically-valid random sampling Needs Assessment Survey of a minimum of 200 households based on the estimated population of the community. The survey will be administered by mail with telephone follow up if needed to obtain desired valid results. Leisure Vision specializes in conducting survey research that assists clients in prioritizing the unmet need for outdoor and indoor facilities, developing level of performance standards, voter

referendums, and other strategic issues to assist "decision makers in making better decisions."

Questions on the survey would be developed in partnership with GreenPlay project staff and the City's Project Coordinator. The survey instrument will be administered at a timeline within the project where the information can best be used to help break down barriers and build consensus. Overall results for the entire survey of the 200 households will have a 95% level of confidence with a margin of error of +/- 7% overall. Leisure Vision will guarantee the completion of at least 200 surveys for the entire City. Should we complete more surveys, those will be processed at no cost to the City.

The survey instrument would be 6 pages in length. This allows for between 22-28 questions to be asked, with many of the questions having multiple components. The phone survey will take approximately 15 minutes to administer.

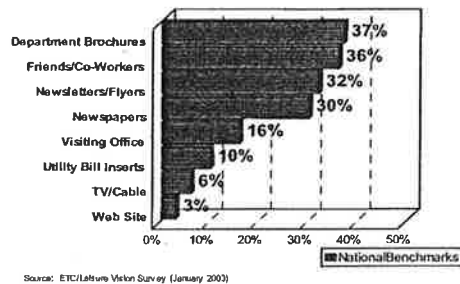
Importance-Satisfaction Matrix and Ratings

Leisure Vision can develop an Importance-Satisfaction Matrix to display the perceived importance of core services against the perceived quality of service delivery.

S (Importance-Satisfaction) matrix GreenPlay and City officials to further analyze the survey data to meet priorities, identify areas of concern and where the exceeding community expectations, and areas that are lower in priority.

The Importance-Satisfaction Rating is a tool that is used to help public officials to organizational priorities. More than 70 agencies currently use Leisure Vision's I-S Rating to set priorities.

How Residents Find Out About Recreation Programs



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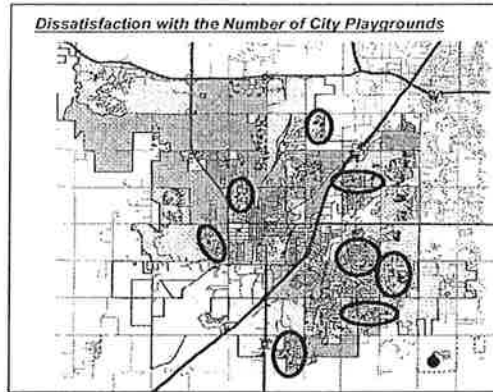
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National Benchmarking

Leisure Vision has an unparalleled database of more than 50,000 survey responses from community services and recreation and parks needs assessment surveys from communities across the country. Benchmarking "National Averages" have been developed for numerous strategically important recreation planning and management issues including: customer satisfaction and usage of recreation programs; methods for receiving marketing information regarding recreation programs; reasons that prevent members of households from using recreation programs and facilities more often; priority recreation programs, outdoor and indoor recreation facilities to improve or develop; priority programming spaces to have in planned community centers and aquatic facilities; etc. *This information can be provided as compared to survey findings from the City of Sherwood to aid in the planning process and consensus development.*

Geocoding of Survey (Optional)

Leisure Vision has capabilities to geocode phone surveys. Geocoding allows addresses of returned surveys coded to allow for surveys to be identified and imported by the consultant team and the District into a geographic information system. Geocoding allows the community a picture of survey responses for presentations as well as strategic analysis and decision making. For example geocoding can show where gaps exist in satisfaction levels for various recreation programs, indoor and outdoor recreation facilities, marketing, etc. Geocoding is a valid consideration for associated agencies within the District to obtain information specific to their organization and service area.



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Task 4: SWOT Analysis & Program Evaluation

To develop a short term and long term strategy for the future planning of facilities and the provision of programs and services we will conduct a SWOT Analysis of the organization. A SWOT Analysis is an effective and realistic way of identifying the market Strengths and internal and external Weaknesses, and of examining the Opportunities and Threats faced by the organization in the provision of parks, recreation and open space facilities and services.

Task 5: Future Parks, Open Space, and Trails

It is important to evaluate opportunities for property acquisition, preservation, conservation and development as they relate to the anticipated growth and subsequent recreational needs of the community. We will identify the opportunities for the recommended use of currently developed and undeveloped City properties. Additionally, opportunities will be identified with recommendations for the creation of greenways to establish appropriate linkages through the community. Recommendations will also be developed for the acquisition and renovations of properties that would satisfy the recommendations developed for the Parks Master Plan. Potential partnerships will also be identified to develop key relationships for future land and facility development and improvements to the overall benefit of the Sherwood community.

GreenPlay has experience in designing and implementing decision-making and prioritization models. We incorporate the GRASP™ methodology into mapping and tabular information that become management tools. The application of the GRASP™ LOS methodologies will provide an accurate assessment of the opportunities and direction to address the current and future needs based on realistic measures. Multiple perspectives will be evaluated to provide alternatives for the development of a city-wide system of amenities, facilities and interconnections to best serve the community. The methodologies provide easily understood information that helps guide staff and the City Council in decision making from this point forward. In addition, the decided upon

parameters become easily explainable to the public, allowing for justification and presentations as needed for managing the lands.

We will develop recommendations for conceptual designs standards of future viable amenities as identified through the overall analysis. A summary of projected development costs of the potential amenities along with viable alternatives will be developed along with projections for future operational and maintenance costs.

Task 6: Finance and Administration (Capital Improvement Plan)

We will conduct an analysis of the existing budget procedures, resources, capital improvement plans, cost recovery, traditional and alternative funding, pricing methodology, and, if appropriate, potential fee adjustments or increases. A twenty year **Capital Improvement Plan** will be developed that will be proposed in five year increments reflective of the alternatives proposed in the draft Parks Master Plan. We will also provide recommendations to address the potential development an efficient and responsive parks and recreation system for the City of Sherwood.

Funding Options



Pricing and Cost Recovery – Important Foundation

GreenPlay has established and improved “Pricing & Cost Recovery Pyramid” methodology for helping agencies create overall philosophy and methodology for pricing programs and evaluating cost recovery. We are currently training agencies nationwide and at conferences in the implementation and use of this relatively straight forward but innovative methodology. This method is invaluable for creating pricing and cost recovery strategies that are equitable, defensible, can be implemented at all levels, and are based on the VALUE of the services to the community, not just a comparative evaluation of “what has been done before” or “what others are doing”. It is an extension of “activity-based costing”, but takes the analysis further into assimilating the values accepted and defined by your community and elected officials. As part of this project, we will explain and document the methodology, and evaluate your agency’s current and potential methods for fair pricing that helps with increased cost recovery using this method.



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Alternative Funding and Partnerships – Dollars That Make Sense

On many similar projects, we are seeing a trend for agencies to look outside the traditional funding mechanisms towards the use of partnerships to fund improvements and future programming and use of public spaces. GreenPlay has extensive experience in looking at options for alternative funding. Alternative Funding typically includes grants, donor programs and/or partnerships. This may include partnerships with other business, governmental (federal, state, school, nearby agencies,

etc.), and/or non-profit agencies, along with creation of policies and evaluation processes to help determine if they might be a “good fit”. If desired, our firm can work with the City to identify key partnership strategies to help support the goals of the City’s Parks Master Plan.

- The team will identify key partners in the area that are identified through this planning process, and analyze those potentially viable community partnerships for the City.
- The team will identify strategies to address Public and Private Partnership opportunities, facilitate the partnerships and minimize risk.
- The team will provide recommendations and sample documents that can be utilized to formulate a Partnership Policy that can be approved and implemented to help minimize risk and streamline the partnership opportunities.

Task 7: Final Plan, Review, and Public Hearings

1. Action Strategies and Recommendations

From the information accumulated throughout the planning process, we will develop a Parks Master Plan for the City of Sherwood to address the needs and desires of a broad range of service areas. We will compile all information accumulated at each stage of the process to include:

- Summation of public and stakeholder input and comments.
- Data on City parks, recreation and open space inventory, along with Level of Service recommendations.
- Complete survey results with tabulations that provide further analysis of collected data.
- Digitally synthesized demographic information for the City.
- An analysis of the demands for services related to complementary service offerings by other jurisdictions along with service deficiencies.

2. Final Report and Presentation

We realize that for any Master Plan to be considered successful, it must **communicate** well the ideas and concepts of the plan, and be useful and able to be implemented. We at GreenPlay pride ourselves on creating well-written, concise, and understandable documents that will get used. **We will provide:**

- Electronic versions of the **Draft Parks Master Plan** to be used for distribution and review, plus one (1) unbound reproducible copy for public distribution.
- After final editing, we will **provide five (5) bound copies** of the **Final Parks Master Plan** report in a well-formatted version. In addition, we will provide **one (1) unbound reproducible copy** of the **Final Parks Master Plan** and the **Executive Summary Report**, plus **one (1) CD-ROM disk** of all materials in MS Word and/or .PDF format.
- We will provide the applicable Parks Master Plan **policies** that can be incorporated into the City’s **Comprehensive Plan** and amendments **Transportation System Plan** as deemed necessary.

- All spatial information in a format readable by common GIS software (including the free version of “ArcView” reader software) that will be useful for staff throughout the life of the plan and in the future. Final maps will be produced in replicable .PDF and color poster formats. All materials will be digitally integrated with GIS formats coordinated with your agency’s formats and adaptable to print and website applications.

Information gathered from the many planning stages throughout the process may then be shared with the general public. We would recommend a general public meeting to present the draft plan, with a 30-day feedback time period. We will provide specific concepts and maps to share with them. This allows them to question and react to the plan. We will also present to the staff and the City Council. At the end of each meeting, we provide summarized meeting notes, as well as revisions to the materials being presented. This process synthesizes all concerns of both the desires of the City and the constituents into a Parks Master Plan that truly reflects what they envision as successful. Following any adjustments to the draft plan, the final document will then be presented to staff and the City Council.

Specifically, we will provide:

- Written goals, plans, objectives, and policy statements that articulate a **clear vision and a sustainable “road map”** and model for the City’s future.
- **Charts, graphics, maps, and other data** as needed to support the Parks Master Plan and its presentation to the appropriate audiences.
- **Recommendations** for defining or redefining future vision and usage for designated parks, recreation facilities and open space.
- An evaluation of the **future trends** that could impact the City.
- A **Public Presentation** of the final document to the staff and the City Council.
- An **Implementation Plan** with recommendations for:
 - **Improvements** of existing and/or new parks, recreation facilities and open space.
 - **Responding** to upcoming trends and citizen requests
 - **Optional Pricing and Cost Recovery Strategies to help fund projects.**
 - A section on opportunities for the City to **strengthen areas of service** within the service area, and an analysis of the opportunities for the City to enhance the **economic vitality** of the region.

Task 8: Project Management

The coordination of all project tasks and associated communications and reference will be managed with the designated City’s Project Manager.

We at **GreenPlay, LLC** value, as one of our primary responsibilities, providing **personal service** and developing great relationships with our clients. We believe these components are very important in our client/consultant relations and form the core of our firm’s philosophy.

Personalized Service + Achievement = Great Relationships

GreenPlay professionals will be available and will communicate regularly with project contacts on a mutually agreed to schedule, generally at least once a week. This communication will often take the form of **project progress reports**, but will also involve **requests for information**, requests for **review of drafts**, along with **questions and insights** needed to **maximize the project's effectiveness**. Based on the preference of the project contacts, the consultant staff will be comfortable communicating via either telephone or email.

Proposed Project Timeline

Upon award of the project in November 2005 we will have the Master Plan completed within nine months, with a draft report completed by late August 2006. This timeline may be reduced if certain components are adjusted. We can have our team members available to complete the project as proposed. Final length of project is primarily determined by the time needed to carry out the survey, number of desired public meetings, presentations and the time for approvals within the governing structure (all to be finalized during discussions during Start-Up).

Unlike some firms, while we outline our process and suggested timeline for you here, we do not typically specify the exact number of meetings or exact dates in our proposals, as we know that we need to talk further with you to completely understand your public notification, staff resource availability and approval channels. We are very flexible and efficient, and will conduct and attend the necessary number of meetings we need to in order to help you get this project done in a way that works specifically for the City of Sherwood. We have never completed a project late due to internal GreenPlay workloads.

Task and Key Meetings 2005-2006	N	D	J	F	M	A	M	J	J	A
1. Refine Scope of Work										
2. Public Involvement		X		X		X	X	X	X	X
3. Data Collection										
1. Demographic & Trends Analysis										
2. Inventory Services & Classify Needs		X		X						
3. Analysis of Standards & Demands for Service										
4. Statistically-Valid Survey										
4. SWOT Analysis		X								
5. Present Findings						X				
6. Future Parks, Open Space, and Trails										
7. Finance & Administration										
1. Action Strategies & Recommendations							X			
2. Funding Options										
8. Present Draft Recommendations								X		
9. Final Plan										
1. Compile Findings										
2. Draft Master Plan									X	
3. Final Presentation										X

X = Major trips as needed for primary Team Members to have key meetings and make presentations. Other meetings will be arranged as needed.

GreenPlay and our team members establish rates to inclusively cover the salaries of the professional project staff and of support staff who enable them to function effectively and efficiently. We consider the prevailing rates in our industry and the level of specialized expertise that we provide.

For projects like this that include more than 100 hours of work, GreenPlay typically recommends and proposes using a **Firm-Fixed Price** model for compensation. This means that the contract is preliminarily based on a projected number of hours, but that the compensation is actually based on completion of pre-determined contracted tasks the **Scope of Work** within a pre-specified timeline. This usually works well for the client in that they will get all the work done that they need, regardless of how many hours during the timeline that it takes to do it. In the event that the contracted **Scope of Work** is changed by the client during the course of work, GreenPlay can adjust total contract fees accordingly based on the regular hourly rates. This project is proposed as a **Firm-Fixed Rate Fee** project.

Our rates include:

- Professional staff, sub-consultant, and administrative salaries
- All office overhead, equipment, utilities, and insurances
- Taxes, employee benefits, and Worker's Compensation
- Administrative support staff and supplies, and local travel
- Work Products and meetings as outlined in the Scope of Work

Rates may not include (unless specified in the Scope of Work):

- Travel outside of the project area (for this project, travel is built into the Firm-Fixed Fee)
- Materials and services outside of the pre-specified Scope of Work (may include extra meetings, requested copies and printing of work products)

As a baseline:

GreenPlay's hourly rate is \$125 per hour for all contracted professional consulting services. Our other team member's hourly rates range between \$68 - \$150 per hour. While the hourly rates may sound high relative to typical public agency staff pay rates, when considering the costs for implementing additional experienced and professional full-time staff, benefits, insurances, office space, computers and equipment, support staff, utilities, etc., we find that this rate is usually comparable to or lower than what an agency would spend for in-house staff. An additional benefit is that when the project is finished, the expense ends.

GreenPlay typically submits an invoice for payment to the project manager/primary contact person on a monthly basis. Each invoice includes a brief description of the services provided and percentage of Scope completed to date. Invoices past due over 60 days will accrue 1.5% interest per month. Other structures for compensation and payment can be negotiable prior to contract award.

Cost of Services - Preliminary Budget - City of Sherwood Parks Master Plan

	GreenPlay	Trips	Design Concepts	Trips	Geowest	EDAW	Trips	Leisure Vision	Total	
1. Refine Scope of Work	\$1,200		\$500		\$500	\$500			\$2,700	Nov-05
2. Public Involvement	\$9,400	2				\$2,000	1		\$11,400	1stWk Dec-05
3. Data Collection										
1. Demographic & Trends Analysis	\$875								\$875	
2. Inventory and Classify Needs	\$1,125		\$1,200	1	\$1,000	\$2,800	1		\$6,125	Dec-05 & Feb 06
3. Standards and Demands Analysis	\$2,125		\$3,025		\$5,000				\$10,150	
4. Statistically-Valid Survey	\$875		\$250			\$250		\$ 7,150	\$8,525	Jan-Mar-06
4. SWOT Analysis	\$775								\$775	
5. Present Findings	\$2,500	1							\$2,500	Apr-06
6. Future Parks, Open Space & Trails	\$1,750		\$500			\$1,775	1		\$4,025	May-06
7. Finance & Administration										
1. Action Strategies & Recommendations	\$3,775		\$875			\$2,125			\$6,775	
2. Funding Options	\$2,875								\$2,875	
8. Present Draft Recommendations	\$2,500	1				\$1,125	1		\$3,625	Jun-06
9. Final Plan										
1. Draft Master Plan	\$3,200	1	\$1,200			\$1,875	1		\$6,275	Jul-06
2. Final Presentation - 5 copies*	\$3,275	1							\$3,275	Aug-06
Total**	\$36,250	6	\$7,550	1	\$6,500	\$12,450	5	\$7,150	\$69,900	

*City of Sherwood to produce copies of final report. Additional copies are available at prevailing rates at the time of request.

**GreenPlay acknowledges that the preliminary budget set by the City of Sherwood is at \$70,000. Since additional funding cannot be allocated, to reduce costs we'll use Sherwood to print final documents; we'll combine meetings into fewer trips; we'll shorten project duration.

Additionally, conceptual designs of the recommendations from the Parks Master plan are not included; but rather workshop charettes to establish design standards, guidelines and criteria based on the desired Level of Service, and a brainstorming session of a current site are included.

The survey sample has been reduced to 200 with a margin of error of +/- 7%.

This project is billed as Firm-Fixed Fee, meaning that all travel and reimbursables are built into the per task cost.

This proposal is based on our preliminary understanding of your needs. If something does not look right, we are flexible.

Most Trips By GreenPlay will be approximately 2-3 days in length each, fully scheduled per person. Edaw trips are single day.

The Public Process Trip will be 3-days in length to accomodate multiple meetings and focus groups, as well as inventory and classification.