

SCOPE OF SERVICES



PHASE 1: PROJECT LAUNCH GETTING ORGANIZED & REFINING THE PROJECT ROADMAP

TASK 1.1 - TEAM KICKOFF

The consultant team will begin the project by facilitating a kick-off meeting with the client team to finalize the project work plan and project schedule. The kick-off meeting will also serve as a way to make sure all the participants in the planning process understand the work schedule, and roles and responsibilities of the team.

TASK 1.2 - STUDY AREA MAPPING

The planning team will collect and assemble data to create base maps of the park system. This step will utilize data provided by the client team. The data will be compiled and organized to create a series of maps using AutoCAD and GIS software. These maps will be used in later tasks. All mapping files will be organized and packaged to be delivered back to the client team.

TASK 1.3 - PROJECT BRANDING, WEBSITE AND SOCIAL MEDIA

OHM Advisors will develop a project brand as well as a project website. The website will serve as the main social media outreach tool. The website can be developed and housed by OHM Advisors and updated throughout the project with new information and community outreach tools, questions, and activities. In addition to the project brand materials and website, OHM Advisors will work with the client team to create social media plan and 'project launch' messaging that can be used as part of the existing communication campaigns being managed by the City (Facebook, Twitter, etc.).

TASK 1.4 - COMPREHENSIVE PLAN WORKING GROUP MEETING 1 (SETTING THE COURSE)

The consultant team will facilitate a kick-off meeting with the project comprehensive plan working group to finalize the project work plan and project schedule. The kick-off meeting will serve as a way to ensure all participants in

the planning process understand the schedule and deliverables that will result from each Phase. The consultant team will also conduct an idea gathering exercise/SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis and mapping activity to identify issues and opportunities for the parks and park facilities. The planned outcome of these activities will be a set of project goals the consultant team and the comprehensive plan working group will consider throughout the planning process.

PUBLIC RELATIONS

A Coordinated Public Relations Strategy (Preferred and Proposed Option)

Based on our experience working on the Northam Park Phase II Master Plan, we believe it is critically important to have a defined and coordinated public relations campaign due to the high level of community interest in the planning for the City's public spaces and infrastructure. To execute this option, we have added to our team Cheryl Pentella to assist in managing the public relations elements of this important community project. Through this approach we can ensure the community outreach is coordinated and managed with the Community Affairs Office, but alleviates them of fully executing the PR strategy.



PHASE 2: UNDERSTANDING THE CONTEXT AND COMMUNITY ENGAGEMENT

TASK 2.1 - COMPREHENSIVE PLAN WORKING GROUP MEETING 2 (BUILDING THE OUTREACH CAMPAIGN)

During this meeting, the consultant team will work with the working group to develop the key messaging and questions to be posed during the outreach process. We will also work to perform a gap analysis as part of this process to understand

SCOPE OF SERVICES



what facilities, programs, and services the community desires. The outcome of the meeting will be a list of questions to be included in the telephone survey, as well as mobile engagement materials, and a refined list and strategy to engage the user groups. We believe a key focus of discussion/question will involve planning for a recreational facility or sharing of existing facilities for identified programs.

TASK 2.2 - TELEPHONE SURVEY

The consultant team will develop and conduct a statistically-valid telephonic survey of citizens. This survey will build on and mirror the survey process completed as part of the Northam Phase II project. The purpose will be to understand the community's wants and needs as it relates to the parks and recreation services and offerings. The outcome will help inform the Plan recommendations for future park improvements and recreational programs. As an additional service (AS 1) OHM Advisors can prepare a mailed survey to be distributed by the City. OHM will also tabulate and report back the outcomes of the survey.

TASK 2.3 - USER MEETINGS

The consultant team will host up to six user group meetings. User groups provide deep insight into citizens' perceptions, decision-making processes, and expectations, and create 'Buy In' in the process. The information gathered through these meetings will provide important context that will make the quantitative study more accurate and actionable. OHM will also prepare a questionnaire for each user group to distribute to their constituents to gain feedback on park planning in the City

Target groups may include but are not limited to city staff, field sports, tennis, seniors, tree and arts groups, youth, dog owners, and families with young children. As an additional service (AS 2) OHM will meet with additional user groups as needed.

TASK 2.4 - ONLINE SURVEY & INPUT

The consultant team will provide a web based survey to be hosted online through the project webpage. The survey will mirror the community survey outlined in Task 2.2.

TASK 2.5 - MOBILE WORKSHOPS ROUND 1

The consultant team will develop a mobile workshop strategy and conduct two mobile workshops. The workshop will include elements of the other outreach methods including the survey, text polling activities, and mapping materials/activities. The workshops will be held at separate locations to encourage participation from across the city. As an additional service (AS 3) OHM can conduct additional mobile workshops at the request of the city.



PHASE 3: TECHNICAL ANALYSIS & RESEARCH ANALYZING THE PHYSICAL & SOCIAL CONDITIONS

TASK 3.1 - TECHNICAL ANALYSIS

The consultant team will conduct a physical and organizational analysis of the existing park system. The analysis will serve as a backdrop to make other informed decisions through the planning process. Specifically it will provide a snapshot of the existing park system and outline how parkland and facilities are currently being used.

Facility Assessment – During this task, the consultant team will conduct an analysis of the existing facilities. The purpose of the analysis will be to determine how the facilities can be used to serve existing and planned programs, or adaptively used to support future recreational activities in the community.

Classifications and Level of Service Standards – The consultant team will work with the City to review and confirm, modify or add to existing park classifications, and preferred facility

SCOPE OF SERVICES

standards for all park sites, trails, and open space amenities including common areas and indoor and outdoor facilities.

Recreation Programming

This assessment will review how well the City aligns itself with community needs and industry standards for recreation programming. The outcome of the process will be the creation of recreation program recommendations.

TASK 3.2 - TRENDS ANALYSIS

During this task, the consultant team will do a review of current national trends that may impact/inform how the City grows parks and recreation services in the future (e.g. No child left inside).

TASK 3.3 - DEMAND/NEED REPORT

The consulting team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, park and facility assessment, and recreation services assessment into a Demands And Needs Report.

TASK 3.4 - COMPREHENSIVE PLAN WORKING GROUP 3

During the third comprehensive plan working group meeting, the consultant team will present the findings from the community outreach campaign, as well as the technical data completed during Phase 3. The consultant team will present the key findings from the intuitive and technical knowledge derived from the community engagement efforts as well as the technical research. The working group will work with the consultant to validate these key findings. The outcome of the meeting will be a set of 'core statements' that will be used to guide the development of the plan framework.

TASK 3.5 - ELECTED OFFICIALS UPDATE 1

During this task OHM Advisors will meet with elected and appointed officials. The purpose of the meeting is to update council on the process and outcomes as part of the planning process.



PHASE 4: CREATING THE PLAN - BUILDING THE FRAMEWORK AND ILLUSTRATING THE VISION

TASK 4.1 - COMPREHENSIVE PLAN WORKING GROUP MEETING 4 - BUILDING THE FRAMEWORK

During this meeting, the consultant team will lead the comprehensive plan working group through a series of exercises to build the plan framework. This process will be informed by the key findings from the technical research as well as the results of the community outreach summarized in Phase 2. To begin the development of the core areas of focus, the consultant team will begin by organizing the key findings by specific topics which may include the following:

- Levels of Service
- Strategic Partnerships
- Organizational Structure
- Land Management, Planning, and Acquisition
- Recreation Programming

TASK 4.2 - DEVELOPING PARK CONCEPTS, ACTIONS, AND RECOMMENDATIONS

During this task, the consultant team will continue to build the plan framework. The focus will be on specific plans, and recommendations/actions for individual parks and facilities within the City. The concepts will be created in written form with some graphics to support the recommendations as necessary. No specific plan graphics will be created to illustrate detailed plans or recommendations for any one park.

TASK 4.3 - PLAN DEVELOPMENT

During this task, the consultant team will create the draft Plan. The Plan will be comprehensive and include the findings and work from Task 4.1 and 4.2, as well as all elements outlined in the RFQ. This will include full integration of the OHM team of landscape architects, architects,

SCOPE OF SERVICES

engineers as well as the planning team from Ballard King. Focus will be on creating a plan that is both technically informed, and, equally important, intuitively informed that clearly outlines community support and reasoning for the specific recommendations in the Plan. Specific recommendations will include but are not limited to the following elements (as outlined in the RFQ):

- Recommendations of parks and recreation programming needs based on community input, staff and industry trends
- General improvements recommended for parks and facilities to meet needs
- Recommendations to address indoor recreation program space for all ages
- Recommendations to address the facility needs of the senior center
- Recommendations for improvements by park; with emphasis on the 6 major parks outlining specific improvements to address both the condition of the facilities and to meet programming needs
- Budget estimates for the major improvements and recommended updates to the UA Park and Recreation Capital Improvement Plan.
- Implementation strategies including both cost estimating and prioritization of planned improvements, financial planning, and organizational structure to implement the Plan.

Implementation will be a key focus of the Plan. The consultant team will highlight these elements in clear and simple terms. Specific elements developed by the team will include funding, partnership development, and implementation strategies.



PHASE 5: TEST THE PLAN

TASK 5.1 - ONLINE FEEDBACK

As part of this task, the consultant team will develop materials that outline the Plan

recommendations to be posted online for community feedback. The team will use survey questions and crowdsourcing techniques to gain the public's perspective on the recommendations of the Plan. Both text and graphics will be used to solicit community feedback.

TASK 5.2 - USER MEETINGS

In addition to online feedback, the consultant team will hold a second round of user group meetings to test the plan framework and plan recommendations. This round of meetings may include multiple user groups in one meeting.

TASK 5.3 - MOBILE WORKSHOPS ROUND 2

During this task, the consultant team will host a public meeting (workshop) to present the Plan for review and comment by the general public. The meeting will be conducted in an open house format and will include a variety of activities to engage participants.

TASK 5.4 - COMPREHENSIVE PLAN WORKING GROUP MEETING 5 - PRESENT FINAL PLAN

This meeting will be devoted to the creation of an implementation matrix for the Plan. Prior to the meeting, the consultant team will create a draft matrix that will define the strategy for the plan goals and objectives, the timeframe for completion, and estimated cost. The committee will be asked to validate and add to the matrix.



PHASE 6: DEVELOP & PRESENT FINAL PLAN

TASK 6.1 - ELECTED OFFICIALS UPDATE 2

During this task OHM Advisors will meet with elected and appointed officials. The purpose of the meeting is to present the final plan recommendations to Council prior to finalizing the plan and adoption. Any feedback or

SCOPE OF SERVICES



requested changes that result from the meeting will be integrated into the final plan.

TASK 6.2- FINAL PLAN

As part of this task, the consultant team will finalize the Plan. The team will also create presentation materials to present and communicate the Plan, specifically the concept plans. Both hard copy and online materials will be provided. The consultant team will also attend and present at one meeting to a select audience as determined by the client team. Final deliverables will also be distributed to the general public as well as user groups/business community through the project website.

TASK 6.3 - KEY MESSAGING AND PLAN BROCHURE

As part of this task, the consultant team will create a 'streamlined/street ready' brochure version of the Plan. The brochure will include specific ideas, graphics and recommendations included in the Plan. The brochure will be created in both print ready and online formats. We anticipate the brochure serving a key role when communicating the planning process and plan outcomes.

PUBLIC RELATIONS

The public relations elements of the plan will be conducted throughout the planning process. The following is a general outline of the items that will be covered within the PR campaign. These task will be coordinated by Cheryl Pentella in concert with OHM and the City's public relations team. The items below are a general outline. It is anticipated that some level of modification may be needed to adapt to the project and the communication strategies of the city throughout the project time line.

COMMUNICATIONS NEEDS

Duration: Nine Months

MESSAGE HIERARCHY

- General Messaging
 - What we are doing
 - Why we are doing it – planning for the future, for our children
 - How we will arrive at a strategic plan
- Why citizen participation is important
- Target Audience Messaging
 - Parents
 - Passive Users
 - Special Interest Groups – seniors, sports

DIGITAL ASSETS

Campaign Website

- Home
- About
 - Goals
 - Process
 - Timeline

NEWS

- Media Releases
- E-Newsletter Articles
- Benchmarking and Trends in the Industry
- Q&A with community leaders

CITY WEBSITE

- Standing touts for home page – Friday
- Factoids – 2 times per month
- Permanent link from home to our site
- City Manager Blog
 - 2-3 per week
 - Launch, meetings (1 per month)

E-BLAST SERIES

- Campaign Eblast – one per month – 9
- City Insights – print quarterly, digital monthly – 1 per month
- Parks & Rec Activity – monthly (mid-month) – 1 per month
- User Group Emails

5. PROJECT APPROACH



Social Media

- City Facebook
To be completed by city factoids – 6
- Parks & Rec
Touts linking to site – repeat touts
- City Twitter
Hashtag campaign – Tweet series 1 per month – 9
- Parks & Recs Instagram – no
- Linked In – no
- Leaders of Sports Groups – tennis, baseball, lacrosse, football, soccer

ADDITIONAL SERVICES

AS 1 - MAILED SURVEY - This service will be billed hourly and a not to exceed number will be agreed upon prior to the initiation of the task.

AS 2 - USER GROUP MEETINGS - Additional user group meetings can be completed for a lump sum of \$500 per meeting.

AS 3 - MOBILE WORKSHOPS - Additional mobile workshops will be billed at a rate of \$4,000 per workshop.

PRINT

- Media Relations
Media Releases 5-6
Kick Off – 1
Meeting Advisories – 3
- Updates on different phases (4-6)
- Interviews
- Editorial Board

PROJECT FEE

PHASE 1	\$15,000
PHASE 2	\$40,000
PHASE 3	\$35,000
PHASE 4	\$33,000
PHASE 5	\$26,000
PHASE 6	\$12,000
TOTAL FEE	\$161,000

Notes:

- *At the signing of the contract OHM request a retainer of \$20,000 to pay for services necessary to support the enclosed scope of work. This specifically includes Public relations tasks as well as the telephonic survey.*
- *Task 3.1 budget = \$20,000*
- *Task 4.2 budget = \$12,000*
- *Task 4.3 budget = \$14,000*