GREENPLAY LLC
The Leading Edge In Parks, Recreation, And Open Space Consulting

1021 E. South Boulder Rd., Suite N
Louisville, CO 80027
www.greenplayllc.com

July 23, 2019

Nicholas Farline, Parks, Recreation, and Cultural Services Director
City of Valdez
212 Chenega Avenue
Valdez, AK 99686

Sent via email to: NFarline@ValdezAK.Gov

Dear Nick:

As per our conversations, GreenPlay, LLC, is pleased to present a proposal and qualifications regarding our services to develop a Parks and Recreation Master Plan for the City of Valdez, Alaska. Founded in 1999, GreenPlay has completed over 525 parks and recreation master planning projects for agencies throughout the U.S. This plan will provide an inventory and assessment of your parks and recreation system and will serve as a guide for decision making related to parks and recreation planning, programming, and funding. In addition, we will work to integrate and align with your other planning efforts, including working with the Meals Hill Master Trail plan organization, the waterfront plan, and the civic center, tourism, and library planning efforts to align with your Master Plan.

We recognize that your Parks, Recreation, and Cultural Resources Department provides high quality parks, recreation, trails, activities, events, and recreation facilities to residents throughout the community. We know that your City is home to about 4,000 and that the Valdez-Cordova census area is home to about 40,000. We have completed similar projects for many agencies with similar demographics, as well as a variety of coastal communities. We will bring this experience to you to develop a Parks and Recreation Plan with community-specific and implementable recommendations.

Your specially selected GreenPlay Team includes:

- **GreenPlay:** Jill Krantz, MPA, Teresa Penbrooke, PhD, MAOM, CPRE, and David Peterson, PLA, Experienced Park and Recreation Planners focused on Project Management and Coordination, Funding, Inventory and Level of Service Analysis, Partnerships, and Operations.
- **Corvus Design**, Christopher Mertl, PLA, Local Landscape Architecture and Capital Costing
- **RRC Associates**: Chris Cares, Statistically-valid Survey Design and Implementation.

We are excited to have the opportunity to help you provide high quality services and facilities for your community. We look forward to the opportunity to apply the same skills to create your Parks and Recreation Master Plan with visionary recommendations. If you have any questions, please feel free to contact me at the number below, and we are eager to help you get started!

Sincerely,

Teresa L. Penbrooke

Teresa Penbrooke, PhD, MAOM, CPRE, CEO and Founding Managing Member
GreenPlay, LLC
(303) 870-3884 (direct)
teresap@greenplayllc.com

Proposed Scope of Services – Valdez, AK Parks and Recreation Master Plan

A. Strategic Kick-Off and Determination of Critical Success Factors

Project Coordination
Within ten (10) days of contracting, we will meet with the City's project team at a Strategic Kick-Off meeting. At this meeting, we will identify "**Critical Success Factors,**" key issues, and unique issues and goals, which will be incorporated into the plan. The final schedule for the project will also be determined at this meeting. We will supply written Monthly Progress Reports that cover recent progress, any outstanding issues or information needed, upcoming meetings and agendas, and next steps. We have found this to be an effective communication tool, adding a level of efficiency and alignment of expectations to our projects. We will always be available for phone or email communication.

- Progress meetings with the City's Project Team will be held as often as necessary, but in no case less than twice per month until the final plan is approved by the City Council.
- We will supply the City's Project Manager with at least one (1) copy of all completed or partially completed reports, studies, forecasts, maps, or plans deemed necessary by the Project Manager at least five (5) working days before each progress meeting. The Project Manager will schedule the meetings, as necessary, at key times during the development of the Parks and Recreation Master Plan.
- We will provide up-to-date information for posting on the City's website and/or an independent project website for review of progress by stakeholders and the public.
- Our team will present the completed Preliminary and Final Plan to the City Council.

Information Gathering and Community Engagement
We will collect as much information as possible on awareness, use patterns, satisfaction, desires, barriers, vision, priorities, funding possibilities, and willingness to pay, so as to inform the development of the Needs Assessment. At the start of the project, we'll provide an Engagement Protocol Planning Template to help us help you get the right people involved at the right stages. We understand that this project may benefit from formation of a Steering Committee, so we can talk about how that can be formed and they can best be included in the different stages of the planning process and review.

The planning process will consolidate relevant information from relevant planning documents, and from budgets, work plans, and funding plans utilized by the City to facilitate the comprehensive coordination of direction and recommendations for the Parks and Recreation Plan.

B. Community and Stakeholder Engagement

We understand that this plan has to honor, involve, and celebrate the long term residents of Valdez, while also looking forward to new needs and potential economic opportunities for the future. We will work with the City's project team to develop an outreach plan that will help increase awareness and encourage the public's ability to participate in its development. The participation process utilized will be customized to Valdez's unique situation, emphasizing data collection methods that are efficient, effective, and that incorporate your available resources to the greatest extent possible.

Individual users and non-users, user groups, special interest organizations, associations, and other stakeholders will be given ample opportunity to participate in the development of this Parks and

Recreation Master Plan. Our team will explore knowledge of local issues and concerns that will result in useful and pertinent community feedback.

GreenPlay staff members are skilled facilitators, and we draw from a variety of methodologies that are designed to encourage and structure feedback for clearly identified and measurable outcomes. A suggested approach is provided; however, the actual methodology will be detailed and determined during Strategic Kick-Off.



Based on previous successes, the following community engagement strategy approach is proposed to assure residents, user groups, advisory committees, community associations, neighboring communities, and other stakeholders that they are provided an opportunity to participate in this plan:

- **Initial Information Gathering**: Virtual meetings and collection of as much information as possible on awareness, use patterns, satisfaction, desires, barriers, vision, priorities, funding possibilities, and willingness to pay, so as to inform the development of the Parks and Recreation Master Plan.
- **Focus Group Meetings**: We will conduct a minimum of four (4) focus groups drawing from user individuals and groups, Parks and Recreation Department employees, City Council members, members of representative City committees, School Board representatives, community associations, other service providers (public, private and non-profit, etc.), and primary stakeholders such as the Meals Hill Master Trail plan organization, youth, seniors, other recreation providers, citizens with disabilities, and other stakeholders, as mutually determined.

Leveraging Impact from the Master Plan through Communications
Leveraging support and participation for the Master Plan means that we must communicate the importance of the process to your residents in a variety of methods. It starts with properly and appropriately marketing the value of the Master Plan process to residents, and then communicating how the community can and should play a crucial role in creating a vision for the future. To ensure successful public meeting outreach, we will collaborate with the City's marketing lead to devise a communications strategy that makes sense for your particular project. GreenPlay can assist with suggested content for in-house staff activation, or for an additional fee, we can assign experienced staff to host, create, and disseminate content to promote engagement for your agency throughout the project.

Our team will prepare at least one online public inquiry to engage participants on the City's most successful social media platform. If a higher level of engagement is desired, the team will prepare and provide a predetermined number of released content for distribution on popular social media accounts. The content will promote the Master Plan process and showcase the key findings, which will be shared on the City's account once approved. Our extensive list of creative engagement strategies, combined with online marketing tactics, will equip agencies with a tool belt of resources to ensure that attendance reaches as many people as desired.

EXAMPLES OF POTENTIAL ENGAGEMENT STRATEGIES
Website and Social Media Strategies

- Do you have funding to enhance the strategies and web presence?
- How much control of website and social media (permissions) do you have?
- Would you like to add a project page on website or a separate site?
- Release a schedule of important dates
- Create a feed of photos, tweets, etc.
- Do you want to add popup/banners?
- Sharing links to pages on all flyers, social outlets
- Enhanced email strategies for social media

Examples of Postings for Facebook, Twitter, and Instagram

- Creating events, celebrations, and milestones
- Hosting live Q&A discussions
- Scheduling live videos, photos, polls, stories, etc.

- At least three (3) **community-wide public meetings** to provide information and to validate and round out the qualitative information received from the focus groups.
- **Stakeholder Interviews**: During onsite visits and as appropriate, we will meet with and/or have phone conversations with those who can contribute specific information that may need to be conveyed in a more detailed manner (might include representatives from neighboring communities, sister agencies, other City departments, Committee members, etc.).
- **Statistically-Valid Survey** – see full description. This tool is the most effective mechanism for reaching current NON-USERS.
- **Findings Presentation**: We will compile and present a summary of findings and initial analysis for validation by staff, the Steering Committee, decision makers, and the public.
- **Final Plan Presentation**: We will present the final plan to the City Council.

Participant feedback has indicated that our techniques and formats are well received, and provide the opportunity to better understand the planning process and make a meaningful contribution, resulting in the feeling that attending an input session was a good use of someone's valuable time. We are well aware of the misuse of public process that results in frustration over having to attend too many sessions or not feeling like the time was well spent, or that a person or group of people monopolized the meeting time. Our sessions are designed to avoid these common pitfalls.

Statistically-Valid Survey

As part of the quantitative needs assessment portion of the plan, our team will conduct a randomly distributed survey using proven survey methods. This type of survey is the most effective method available to get the opinions of the NON-USERS, as well as users of parks and recreation facilities and programs in Valdez.

We will work with RRC Associates (RRC) to create a carefully designed community survey to be distributed to a sample of residents. Following the initial invitation to complete the survey that is provided to a sampling of residents by mail, we would offer the opportunity to go to an "open link survey" where the larger community would be encouraged to respond. RRC typically tabulates the results from these two groups separately (the "invitation" and "open link" versions), but if they are similar in response patterns, they can then be combined for interpretation purposes. We expect enough responses to permit recreation use patterns, and community priorities to be measured in a quantitative manner. To help improve response rates, we also anticipate that the City would assist with marketing and creating public awareness of the survey through local channels such as local newspapers, radio, cable TV, web sites, and other available media.

GreenPlay will work with RRC and your project team to draft questions regarding awareness, needs, satisfaction, participation, desires, priorities, willingness to pay, accessibility, barriers to participation, and/or other issues determined by the project team. We encourage the City to consider offering some sort of participant incentive to respondents such as a prize drawing for passes to City-owned and operated facilities, gift cards to a local grocery store or other local businesses, etc.

We have substantial experience in designing surveys specifically for parks and recreation issues that are effective and representative of the users and non-users. The survey will be carefully constructed to be easily understood using proven questions and terminology appropriate to your community, and the results will be tallied, summarized, charted, and graphed. All responses to open-ended comments will also be included in the final report.

C. Inventory and Level of Service Analysis

As part of the Parks and Recreation Master Plan, all available base GIS materials will be utilized to compile a comprehensive, updated assessment of city-owned and operated parks and recreation facilities, lands, and trails. We will supplement the inventory with research, mapping, and personal inspection and conditions of key parks, as needed.

Level of Service Analysis



To quantify current level of service (LOS) and make recommendations to ensure that uses/spaces meet current and future needs of the local community, our analysis will consider the capacity of each amenity as well as functionality, accessibility, condition, comfort and convenience. We will also identify alternative providers of parks and recreation services and recommendations for minimizing duplication and enhancing possibilities for partnerships where appropriate. We will work directly with City staff, using available inventory as a starting point. We will then create GIS maps of the data to prepare for analysis. Key issues regarding any of the assets from both staff and stakeholder perspectives will be noted.

This information will go into a GIS-based GRASP® dataset for the City of Valdez of which you will receive a copy when complete, and which can be used with your own GIS system for a wide variety of ongoing tasks. We will use the data to provide you with a series of metrics that show the current level-of-service (LOS) provided by your park system from a variety of perspectives, and identifies gaps in service.

We will use our standard GRASP® tool to collect and classify park components. Using this predetermined list allows us to compare Valdez to other agencies who have completed the GRASP® system. This method allows for a very efficient and budget minded inventory process. We are happy to share a complete list of GRASP® components in advance if requested. By combining these metrics with demographics information and findings from the survey, public engagement, and other tasks, we will tailor our deliverables to target issues, needs, and community goals specific to the City of Valdez.

From the results of the inventory and LOS Analysis, GreenPlay team members will work with the City to:

- Evaluate community access to parks, trails, recreation facilities, and services, which will guide recommendations.
- Establish local planning guidelines and standards for adequate access to parks, trails, and the waterfront.
- Identify and discuss current and anticipated access issues including barriers to participation by residents and visitors.
- Make specific recommendations addressing access solutions and future needs including parkland acquisition and development.
- Identify redevelopment opportunities within the existing community for potential new parks and/or facilities.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

To develop a short term and long-term strategy for the future planning of the City's parks and recreation service provisions, we will conduct a SWOT Analysis of current facilities and services. A SWOT Analysis is an effective and realistic way of identifying the market strengths and internal and external weaknesses, and for examining the opportunities and threats faced by the organization in the provision of parks, recreation, and trails services. This process will help to identify any deficiencies in the provision of services and programs.

Programs and Services Gaps Analysis
We will collect and analyze information on participation, needs, desires, operations, and management strategies for programming and service offerings, and make recommendations. We will identify areas of service shortfalls and projected impact of future trends. Using the results of the statistically-valid survey, focus groups, stakeholder meetings, needs assessment, current level of service, alternative providers in the market, and current capacity, GreenPlay will identify and prioritize the unmet programming needs in the community. The gaps in programs and services can be identified using the nexus of unmet need and high importance.

Facilities, Lands, and Asset Gaps Analysis
Based on the inventory and site analysis, we will use our expertise to make capital improvement recommendations, including potential phasing, acquisition, renovations, and conceptual costing. We will identify noted areas of service shortfalls and projected impact of future trends. Aligning with the results of the focus groups, stakeholder meetings, needs assessment, current capacity, and future growth, our GreenPlay team will help identify and prioritize unmet facility and asset needs in the community.

Demographics and Trends Analysis
GreenPlay will conduct a demographic analysis and market profile of the City utilizing all information available from previous planning efforts in addition to the U.S. Census Bureau, Esri, and other national and local sources. We will portray relevant demographic information in easy to read charts and figures with analysis of important topics that will impact parks and recreation service delivery. In addition to informing our recommendations, we utilize the demographics to customize our approach to your community.

Trends analysis helps evaluate demographic shifts and their impact on future parks and recreation. This analysis helps identify regional interest and participation levels for a variety of activities; how services are provided through both administrative and planning trends; and how parks and recreation, amenities, programs, and events compare to national and regional trends.

D. Action and Implementation Plan and Financial Analysis

Action/Implementation Plan and Funding Source Table
We will work with the project team to rank and prioritize recommendations, balancing needs and cost/benefit analyses, capacity of the City, and budgetary realities. The product of this task will be a set of recommendations with strategies, priorities, and identification of budget support funding mechanisms phased into immediate, near-term, and long-term timeframes addressing needs regarding land acquisition, along with the development of parks and recreation programs and facilities. We will identify, inventory, and rank unique natural resources for potential park system acquisition and/or parks development. An Action Plan including costs, potential funding mechanisms, timing, and responsible party will be developed for Valdez Parks and Recreation.

Present and Projected Fiscal Resources
GreenPlay will conduct an overview analysis of past budgets and existing funding to meet current needs and projected funding to meet future needs. In addition, we will analyze other sources of funds such as grants from various sources in Tennessee, levies and bond issues, and strategies for land acquisition including easements. We will look for gaps in the current management and funding system, and look for potential areas of improvement.

Cost Recovery and Resource Allocation
GreenPlay is a national leader in teaching and developing innovative approaches to handling the often contentious financial issues of "how much taxpayer subsidy is enough?" or "where should the resources go?" GreenPlay has established and improved the "**Pyramid**" methodology for helping agencies create an overall philosophy and approach for resource allocation, program pricing, and cost recovery evaluation. We currently train agencies and universities in the implementation and use of this straightforward but innovative methodology, which is invaluable for making tough resource allocation decisions, and creating pricing and cost recovery strategies. We also teach this methodology at conferences.

This methodology will be helpful for evaluating the financial sustainability of the City from both operational and capital funding aspects. As part of your project, we will use the concepts for identification of gaps and/or areas of non-consensus, along with introducing the concepts for this framework for decision making.

Alternative Funding and Partnerships
GreenPlay has extensive experience evaluating options for alternative funding, which typically includes grants, donor programs, sponsorships, and/or partnerships. Our project team will identify key partners in the area through the planning process and can provide management recommendations to enhance this potential funding area. This task does not include procurement of alternative funding, but this can be addressed separately if desired.

Findings and Visioning Strategies Development Workshop
GreenPlay team consultants will compile initial findings from the public involvement, standards, inventory, and needs assessments and will prepare a summary of Findings for staff, decision makers, stakeholders, and the public to validate the accuracy of the findings. During this stage, we will confirm that all information identified and collected thus far is correct, and we will ask all stakeholders to share any additional issues or opportunities for consideration as we prepare to move forward into analysis and recommendations.

Following review of the Findings, we will facilitate a **Visioning Strategies Workshop** that will include an analysis of all findings, including operational feasibility, political or historical constraints, and any other potential challenges. We will also identify opportunities for implementation steps, work plans, and funding implications. This Workshop will help provide an articulated guiding vision for future acquisition, development, and maintenance of recreation facilities, with goals, desired outcomes, and standards identified to direct policy and acquisition for existing and proposed facilities.

Capital Improvement Plan
It is important to have a well-designed, feasible, and justified updated Capital Improvement Plan (CIP). We will prioritize recommendations for needs regarding land acquisition, and the development of parks and recreation facilities for the next 10 years. We will then develop a set of prioritized recommendations for maintenance and renovation of all parks and recreation facilities with recommendations and probable costs for short-term, mid-term, and long-term.

Key Issues Analysis Matrix

During the Findings Phase of each project, GreenPlay Project Managers compile a Key Issues Analysis Matrix that helps identify focus areas from the various tools and methodologies used to collect information. This matrix will help Valdez Parks and Recreation determine progress on goals set forth in the plan, and will serve as a basis for plan updates in the future.

E. Draft and Final Plans, Presentations, and Deliverables

The Draft Parks and Recreation Master Plan will include all findings, needs assessment, public engagement results, written goals, plans, objectives, and policy statements that align with the established vision for the City's future. These will be submitted for preliminary review, and all comments will be incorporated into your Final Plan. After the review, we will assist in guiding the Plan through the formal adoption process, including review and recommendation by the project management team, presentations of the draft recommendations and final Parks and Recreation Master Plan to the Staff, Steering Committee, Public, and Council for adoption of the final plan.

Deliverables will include all aspects outlined in the preceding tasks, summarized as:

- One (1) printed and one (1) electronic copy of the Draft Plan shall be provided for distribution and review.
- Appropriate written materials and graphics (maps, slides, power point presentations, etc.) shall be provided for public presentations.
- One (1) printed copy and one electronic (1) copy of the Final Plan.
- All deliverables will be submitted in a format compatible with the City's software.

Timeline

We know that you would like this plan to be completed by Spring 2020. In order to meet this tight turnaround, we request that Parks and Recreation officials be very timely and responsive on turnaround and review of key meetings and documents. We'll work with you during the SKO to create a detailed timeline that works the City of Valdez, taking into consideration potential weather and other scheduling impacts.

GreenPlay has never completed a project late due to internal workload issues.

Agency Investment – Project Budget

Budget Valdez AK P&R MP				
TASKS	GreenPlay	Corvus Design	RRC	Total
A. Strategic Kick-Off and Determination of Critical Success Fa	$ 2,625	$ 500		**$ 3,125**
B. Community Engagement and Information Gathering	$ 16,380	$ 1,000		**$ 17,380**
Statistically Valid Survey	$ 1,575		$ 14,500	**$ 16,075**
C. Inventory and Level of Service Analysis	$ 13,440	$ 3,500		**$ 16,940**
D. Action/Implementation Plan and Financial Analysis	$ 16,170	$ 4,500		**$ 20,670**
E. Draft and Final Plans, Presentations, and Deliverables	$ 19,805	$ 4,000		**$ 23,805**
Totals	**$ 69,995**	**$ 13,500**	**$ 14,500**	**$ 97,995**

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

Fee Basis

GreenPlay does not bill on an hourly basis. We have established an inclusive fee schedule that covers the salaries of our 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 which require more than 100 hours of work, GreenPlay proposes using a **Firm-Fixed Price** model for compensation. This means that the contract is based on a projected number of hours, but the compensation is actually based on the completion of pre-determined contracted tasks identified in the Scope of Work and within a pre-specified timeline.

This typically works well for the client, ensuring that all work is accomplished regardless of the time required to complete each task. In the event that the contracted **Scope of Work** is changed by the client during the project, GreenPlay can adjust total contract fees accordingly based on our regular hourly rates. This project is proposed as a Firm-Fixed Fee project; therefore, individual hourly rates and projected number of hours are not applicable.

Our rates include:

- All deliverables as outlined in the Scope of Work.
- Professional staff, sub-consultant, and administrative salaries.
- All office overhead, equipment, utilities, and consulting 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.
- All travel costs are built into the firm-fixed fee.

Rates do not include:

- Materials and services outside of the pre-specified Scope of Work (may include extra meetings, requested copies and printing of work products).
- Geotechnical services and reports.
- Topographic and boundary surveys (site surveys).
- Site Testing.
- Project related legal and safety consultant services.
- Permits and fees borne by the agency.
- Detailed schematic and construction documents.

Additional Services: If Requested

GreenPlay's rate for additional services is based on an average of $150 per hour if not proposed as "firm-fixed fee." For sub-consultants, hourly rates range from $60 to $150 per hour, depending on the task. As this project is based on a firm-fixed fee, our consultants will dedicate the necessary time to complete the project. Our sub-consultant team members set their hourly rates according to their individual firm fee schedules. While the hourly rates may sound high, 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.

Project Delay Fee

GreenPlay will work with your project team to jointly lay out an achievable schedule during contracting and detailed during the SKO. There is a cost to GreenPlay if the project is delayed beyond the accepted contracted schedule end date, so we will work diligently with you to achieve it. We expect prompt responses and to keep milestones for approval points. If the project is delayed due to City requests or non-response, we may request additional fees to do so. Typically, this fee is around 10% of remaining budget for each month of client caused delays. We are happy to help keep this project on schedule, and value open and transparent conversations about how to best do so throughout the project.