

EXHIBIT “B”

City of Coconut Creek Parks and Recreation Master Plan Phasing of Services June 7, 2018

Phase 1 – Preliminary Implementation Framework

1.1 Project Management Support + Coordination: Barth Associates (BA) will coordinate our work with the City’s Project Manager. BA will also monitor the project schedule as it relates to the scope contained herein and provide timely invoicing and reporting of project progress. BA will hold regular bi-weekly conference calls with City staff to review progress, present information, receive direction, and recommend direction for the remaining portions of the project.

1.2 Staff Kick-Off Workshop: BA will facilitate a ½ day kick-off-meeting with City staff at the City’s offices to review the work plan, timelines, and details for the master plan process. Representatives from the City’s planning, parks, public works, and engineering departments shall make presentations to the group, outlining current and proposed public realm projects and initiatives. The City shall coordinate all meeting logistics, including invitations, AV equipment, meeting room, and catering. BA will develop a meeting summary of the meeting and submit it to the City for review. A preliminary agenda for the workshop includes:

- Introductions, purpose of the plan
- Review project scope, schedule
- Review and discuss the scope of the parks and recreation system within the City’s public realm (figure ground map)
- Parks and Recreation Department mission/ vision
- City Department presentations, exchange of data (e.g. complete streets)
- Current levels-of-service (LOS)
- Implications of tourists and non-resident workers on LOS

1.3 PRAB/ Project Steering Committee Kick-off Meeting: On the same day as the Staff Kick-off Meeting (Task 1.2), BA will facilitate a kick-off meeting with the City’s Parks and Recreation Advisory Board (PRAB) and/or a project Steering Committee. The Board/Committee will meet 3 times during the process, including a kick-off meeting; review of needs assessment; and review of vision and implementation strategy.

1.4 Review of Planning Document: BA will review relevant planning documents, studies, and surveys provided by the City that may influence the development of the parks master plan. BA will write a brief summary of each document and discuss their relevance to the parks master plan. At a minimum, the following documents will be reviewed:

- Comprehensive Plan (Vision 2020 Plan)
- City of Coconut Creek Mainstreet Master Plan
- City of Coconut Creek Parks/Trailways Connectivity
- City of Coconut Creek Budget – Parks and Recreation
- City of Coconut Creek Capital Improvement Plan – Parks and Recreation
- Broward County Parks and Recreation Needs Assessment Report
- National Recreation and Park Association (NRPA) – Recreation, Park and Open
- Spaces Standards and Guidelines
- ClearGov

1.5 Draft Implementation Framework (White Paper): BA will prepare and submit a draft preliminary Implementation Framework for the Master Plan, based on information provided by the City and additional research. The purpose of the draft framework is to determine gaps in the City’s “readiness” to implement the Master Plan. City staff may be asked to provide information regarding the City’s role, projected costs and revenues, taxing district legislation, and/or information for the white paper. Elements of the preliminary Framework may include, but not be limited to:

- The City’s mission and vision for parks and recreation
- The role(s) of the City, County, and other recreation providers
- Interlocal agreement with the County, reflecting above
- Role, purpose, and structure of a Parks Taxing District (if applicable)
- Revenue projections for a Parks Taxing District (if applicable)
- Service delivery model(s)
- Organizational structure, including construction delivery staffing
- Deferred maintenance and capital improvements costs
- Operations and maintenance estimates for increased LOS
- Cost recovery goals, other performance metrics
- Marketing and promotion

1.6 Review Meeting: BA will review and discuss the preliminary Implementation Framework during one of the biweekly conference calls. BA will revise the framework as directed by the City.

Deliverables:

- *Preliminary Implementation Framework*
- *Revised Implementation Framework*

- *Meeting Agendas + Meeting Minutes*

Phase 2 - Existing Conditions Analysis

2.1 Demographics Analysis and Trends: The City will provide the latest demographic projections to BA for review. BA will review and analyze the projections, as well as current state and national trends, for implications regarding potential parks and recreation needs for City residents.

2.2 Inventory + Proposed Parks and Recreation System Improvements Base Map: The City will provide BA with an inventory of public and private parks and recreation facilities in the City, as well as trails, natural areas, and other open spaces. The inventory should include the number of park and recreation facilities, park acreage, and public recreation center square footage in the City. Using the City's GIS data, BA will develop a GIS base map for the project.

2.3 Park Evaluations: BA and Chen Moore will visit the City's parks and recreation facilities, scheduled for the same week as Tasks 3.1 and 3.2. BA will use our Parks Evaluation Form to analyze the City's parks and recreation facilities. Prior to beginning park evaluations, we will work with staff and/or other stakeholders to refine the Parks Evaluation Form and ensure that it meets the City's expectations. The City may wish to also involve residents, a Project Steering Committee, and/or others in the site evaluation process. BA will summarize findings from the park evaluations, including opportunities to optimize the layout and design of existing parks.

2.4 Existing Level of Service (LOS) Analysis: Using the data provided by the City, BA will analyze existing LOS for the following elements:

- Acreage – Measures acreage in a ratio to the community's population (acres per 1,000).
- Facilities – Measures facility capacity in a ratio to the community's population and comparing against a standard or guideline.
- Access – Measures travel distances to parks and individual facilities such as playgrounds, athletic fields, recreation centers, etc.
- Quality – Measures the quality of facilities across the community.

LOS analysis may include variations due to tourism, seasonal population, workday population, and/or other variables as discussed at the kick-off meeting. BA will produce a series of GIS maps and tables that illustrate this data and analysis.

2.5 Operations + Maintenance Practices Assessment: Based on information and data provided by the City, BA's sub-consultant PROS Consulting will complete an inventory and assessment of the City's recreation programs, operations and maintenance practices including:

Recreation Programs

- Inventory and assessment of recreation programs and services
- Evaluate public relations, publicity, marketing, and other promotional efforts to improve public awareness of programs and services
- Identify strengths and weaknesses
- Determine gaps in programming
- Identify other providers

Organization and Staffing

- Assess the current organizational structure of the City's Parks and Recreation Department

Operations

- Review current operations budgets
- Evaluate the City's current recreation fee philosophy and policy, cost recovery practices
- Review of current operational policies and procedures of the Department
- Review maintenance plans and procedures

2.6 Existing Conditions Summary Document: BA will compile all the information and data completed for Phase I and will develop a summary document of the Existing Conditions. BA will submit the summary document to the City for review and will make revisions per the City's written comments.

Deliverables:

- *Existing Conditions Summary Document*
- *Meeting Agendas + Meeting Minutes*

Phase 3 – Needs + Priorities Assessment

3.1 Public Workshops: During the week that BA will be conducting site visits (Task 2.3), BA will also conduct two (2) Public Workshops held in different locations in the City. BA will work with the City's Project Manager to determine the appropriate exercises to conduct during the neighborhood workshops. The City will be responsible for coordinating all workshop logistics, including workshop location, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary and submit to the City for review.

3.2 Interviews and Focus Groups: During the same week that BA will be conducting site visits and public workshops (Tasks 2.3, 3.1), BA will spend 1 - 2 consecutive days conducting one-on-one interviews with key stakeholders and focus groups in the community, potentially including the Mayor, individual City Commissioners, the City Manager, the Directors of key City Departments, the School District, and

Broward County Parks and Recreation Department, and/or other stakeholders as identified by the City. These meetings will be scheduled as one-on-one interviews.

During those two days, BA will also meet with Focus Groups to address special interest group needs including but not limited to athletic leagues, seniors, teens, trails and bikeways, and/or other groups identified by the City. Interviews should be scheduled in one location in one-hour increments; 45 minutes per interview with 15 minutes between interviews.

The City will be responsible for coordinating all interview logistics, including interview locations, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary and submit to the City for review

3.3 Statistically Valid Mail-In/Telephone/Online Survey: BA will work with ETC/Leisure Vision, and City staff to develop a survey questionnaire that will be used to complete a statistically valid survey. ETC will conduct a survey of randomly selected households by mail/online/phone for the City of Coconut Creek. The survey will only be administered to households within the City. ETC Institute will provide a survey finding report that will include an executive summary, charts and graphs, benchmarking comparisons, priority investment rating analysis, and tabular data.

3.4 Online Survey: Based on the Statistically-Valid Survey, BA will develop and administer the survey using SurveyMonkey. BA will compile the findings into a summary report and include the raw survey results.

3.5 Needs + Priorities Assessment Summary Document: BA will compile all the information and data completed for Phase 3 and develop a needs and priorities assessment summary document. BA will submit the summary document to the City for review and will make revisions per the City's written comments.

3.6 Needs Assessment Presentations: BA will present the needs assessment findings to the following individuals and groups over a period of two consecutive days:

- PRAB/ Project Steering committee
- City Manager
- City Commissioners

Following the presentations, BA will revise the needs assessment summary as directed by City staff.

3.7 Commission Presentation: BA will present the findings from the existing conditions analysis and needs and priorities assessment to the Mayor and City Commission for review and approval prior to proceeding with the next phase of work.

Deliverables:

- *Needs + Priorities Assessment Summary Document*
- *Commission Existing Conditions Analysis and Needs + Priorities Assessment Summary Presentation*
- *All digital files used to complete the summary document and PowerPoint Presentations.*
- *Meeting Agendas + Meeting Minutes*

Phase 4 – Visioning

4.1 Comparative Analysis: BA will begin the visioning phase by conducting a comparative analysis of levels of service and accepted facility standards to recognized national/state benchmark data. BA will work with the City early in the project to identify up to 5 comparable cities to benchmark against. Using NRPA’s Park Metrics as well as supplemental research, BA will identify LOS metrics from the selected cities to benchmark against the City’s LOS metrics. Findings from this benchmarking will serve as one source of data to recommend LOS standards for the City’s Parks and Recreation Department.

4.2 Visioning Workshop: BA will conduct a one-day Visioning Workshop with staff and invited participants to develop a long-range vision for the parks and recreation system. A tentative agenda for the Workshop may include:

- Review of top priority parks and recreation facility and program needs;
- Review of LOS benchmarking data;
- Discussion of LOS standards;
- Review the City’s existing parks system vision;
- Development of subsystem visions for various components of the parks and recreation system
- Other discussions related to the City’s objectives for the project

The City will be responsible for coordinating all interview logistics, including interview locations, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary of the meeting and submit it to the City for review.

4.3 Operations + Maintenance Practices Future Direction and Priorities: PROS Consulting will provide future direction and priorities for operations and maintenance practices, including:

Recreation Programs

- Develop recommendations on future focus of recreation programs and services, including review of public input findings; role of other providers; and required facility enhancements or additions

Organization and Staffing

- Recommend changes to the possible organizational structure based on future priorities of the Department

Operations

- Make recommendations for any budget changes or enhancements
- Recommend changes to the City's recreation fee philosophy and policy, if needed
- Recommend changes to current operational policies and procedures of the Department, if needed
- Make recommendations for any needed changes to the Department's maintenance plans and procedures

4.4 Parks Recommendations + Vision Map: Based on the findings from Phases 1 – 3 and the Visioning Workshop, BA will develop recommendations for future needs including but not limited to:

- Park improvements and implementation priorities;
- Park land acquisition, renovation, and development;
- Specific program and service needs;

It is envisioned that these recommendations may include a variety of tables, charts, graphs, maps, sketches, figures, and info graphics integrated with text to effectively convey the proposed vision.

A separate map will be created to illustrate the City's greenways vision.

4.5 Order of Magnitude Statement of Probable Parks System Cost: BA will prepare an order of magnitude statement of probable costs to implement each of the improvements identified on the Parks Recommendations and Vision. The statement of probable costs will include, but may not be limited to the following:

- Land acquisition (based on costs/acre provided by the City)
- Park/facility improvements, enhancement, and developments (based on figures received from the City and per comparable projects completed by BA)

PROS Consulting will also prepare estimates for the operations and maintenance of new facilities, including:

- Order of magnitude costs (and revenues) for operating and maintaining proposed new or improved parks and recreation facilities
- Order of magnitude costs and anticipated revenues for new or improved recreation programs or services

BA will submit the estimates of costs to the City for review and will revise per the City's written comments.

4.6 Visioning Summary Document: BA will compile all the information and data completed for Phase 4 and develop a visioning summary document. BA will submit the summary document to the City for review and will make revisions per the City's written comments.

Deliverables:

- *Visioning Summary Document*
- *Commission Visioning PowerPoint Presentation*
- *Meeting Agendas + Meeting Minutes*

Phase 5 – Implementation Strategy and Final Master Plan

5.1 Implementation Workshop: BA will facilitate a ½ day Implementation Workshop with City staff, including representatives from Parks and Recreation, Public Works, the City Management, and Finance and Administrative Services departments. The purpose of the workshop is to develop a draft implementation strategy based on estimated costs, residents' needs, Commission priorities, and alternative funding projections (provided by the Finance Department). BA will submit a funding worksheet to the City as a tool to estimate funding projections for 5 and 10-year planning periods.

5.2 Refined Implementation Framework, Strategies and Recommendations: BA will refine the draft implementation strategy developed at the workshop, including a phasing/ implementation strategy and recommendations. The strategies and recommendations shall program improvements/actions into one of the following timeframes:

- a. Items that can be accomplished within one year of the completion of the Parks Master Plan using existing City resources,
- b. Items that can be accomplished in the first five years after the completion of the Parks Master Plan, including the identification of capital improvements for inclusion in the City's 5-year Capital Improvement Program.
- c. Items that may be accomplished in the long-term (6 to 10 years).

BA will identify potential funding sources for each item in the parks and recreation action plan, based on input from the City. Potential funding sources shall include but not limited to federal, state, regional and county grants, funding from private park and recreation organizations, partnerships with local public and private entities, park impact fees, donations, etc.

5.3 Draft Master Plan Report: Upon completion and review of the Implementation strategy, BA will compile the summary documents from Phases 1 through 5 into a draft Master Plan document for the City's review using a template that can be updated as desired by the City. BA will submit the draft

Master Plan to the City for review and will make revisions per the City's written comments. BA will also develop a separate executive summary of the Master Plan report.

5.4 Draft Master Plan Presentations: BA will present the draft Master Plan to the following individuals and groups over a period of two consecutive days:

- PRAB/ Project Steering committee
- City Managers
- City Commissioners

5.5 Commission Presentation: BA will present the draft Master Plan to the Mayor and City Commission for review and approval.

5.6 Final Master Plan: BA will revise the draft Master Plan as directed by City staff and submit a final Master Plan to the City for approval.

Deliverables:

- *Six (6) color copies of the Draft Master Plan*
- *Fifteen (15) color copies of the Final Master Plan*
- *Fifteen (15) color copies of the Master Plan Executive Summary*
- *One (1) Electronic/digital copy of above in both InDesign, and Word (without graphics, including meeting minutes, interview notes, and other backup files)*

Phase 6 – Additional Services

BA shall provide additional services as requested by the City, on either a lump sum or hourly basis, as mutually agreed upon by the City and BA. Additional service may include, but not be limited to:

- Additional meetings, workshops, or presentations
- Site plans, sketches, and/or illustrations for individual parks
- Additional printed copies of documents
- Other services not specified in the Scope of Work above