

SERVING THE PARK & RECREATION INDUSTRY

Exhibit A



*in collaboration with  
KTUA Planning and  
Architecture, aQity Research  
and Insights, and CivicBrand*

# City of El Mirage Parks & Recreation Master Plan

*Revised RFP Response – 8/29/24*

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Photo: Exerplay.com

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## ***Included in Proposal Submission:***

- 5.2. Vendor Registration Form*
- 5.3. W-9 Form*
- 5.4. Certificates of Insurance*
- 5.5. Subcontractor's List*

# Cover Letter



## Serving The Parks & Recreation Industry

Influencing ethical decision-making, strengthening leadership competencies, and helping create a financially sustainable future one organization at a time.

August 29, 2024

### **Sean VonRoenn**

Parks and Recreation Director  
City of El Mirage  
10355 N. 121<sup>st</sup> Ave.  
El Mirage, AZ 85335  
Attn: Valerie Ojeda, Procurement Administrator

### **Dear Sean,**

We are pleased to submit the following revised proposal in response to the City of El Mirage's Parks and Recreation Master Plan Request for Proposal #EM24-RFP-PRMP01. Our commitment to this project is to facilitate a process and deliver results that will be un-matched by other firms.

Providing project oversight and leadership, 110% Inc. (PO Box 538, Salida, CO 81201), along with a team of nationally recognized firms serving as subconsultants offer an unparalleled "best of the best" team and process. This approach allows us to harness a diverse pool of expertise, resources, and perspectives, leading to innovative approaches and recommendations. We have found that by fostering professional partnerships we leverage each other's strengths to stay at the forefront of relevant best practices, remain agile and adaptable, and deliver transformative solutions for our clients.

At 110%, our firm (an S corporation) consists of four full time employees and our substantial experience as both practitioners and consultants for public parks and recreation organizations across North America, as well as our collective commitment to responsible response to today's dynamic social, economic, and environmental times, set us apart.

The consulting team will also include three firms serving as subconsultants during the process - KTUA Planning and Landscape Architecture, aQity Research and Insights, and CivicBrand.

- KTUA Planning and Landscape Architecture (San Diego, CA) will provide expertise as landscape architects and park planners to assess and make recommendations for the City's current and future park inventory and design.
- aQity Research and Insights (Evanston, IL) will conduct the statistically valid community needs assessment.
- CivicBrand (Salida, CO) will provide support for the process's community involvement/engagement plan.

Collectively, our firms have successfully collaborated on multiple comparable projects including:

- 110% and KTUA are currently working together on the City of Moorpark (CA) Parks and Recreation Master Plan.
- 110% and aQity are currently working together on the Glencoe Park District (IL) Comprehensive Plan.
- 110% and CivicBrand have partnered on several projects including currently for the Glencoe Park District (IL) Comprehensive Plan, Wisconsin Parks and Recreation Association Membership Analysis and Strategic Plan, and Park District of Oak Park (IL) Comprehensive and Strategic Master Plan.

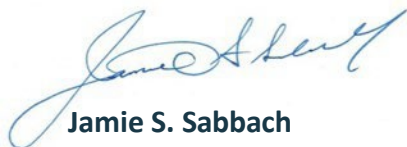
110% Inc. brings the following to each project we lead and organization for which we work.

- An extensive understanding of the parks and recreation industry including trends and issues, service delivery, and management challenges strengthening efforts to develop relevant strategy.
- A history of unparalleled client satisfaction and customer loyalty.
- Authenticity and a commitment to facilitating each project based upon the unique attributes of your organization and the community you serve.
- Strategic financial sustainability concepts, approaches, and methodologies proven to be effective.

Additionally, no contract or subcontract that has been held by our firm or employees has been terminated in the last five years.

In the event you have any questions as you review this proposal, please email me at [jsabbach@110percent.net](mailto:jsabbach@110percent.net) or call 720.304.2167.

Respectfully,



**Jamie S. Sabbach**  
President & Principal in Charge



**Phone**  
720.304.2167



**Email**  
[info@110percent.net](mailto:info@110percent.net)



**Website**  
[110percent.net](http://110percent.net)



**LinkedIn**  
[@110-percent-inc](https://www.linkedin.com/company/110-percent-inc)

**Master planning is an exercise in what an organization or community can *become* .**

**Imagining the future on behalf of others is a privilege – and along with that privilege comes the responsibility to ensure what is created is sustainable.**

**Thinking about what the citizens of *2024* may want or need is important but understanding that the citizens of *2050* will be left to take care of it is critical to how a plan is designed and what is included.**

# Experience and Qualifications of the Firm/Team

Our collective team will be a fully available and committed partner providing coaching, education, and expert guidance to support the master plan process and its outputs and outcomes.

Established in 2010, 110% serves the parks and recreation field by inspiring ethical decision making, strengthening leadership competencies, and ensuring the financial sustainability of parks and recreation. We offer three categories of services: Education, Presentations & Trainings, Financial Sustainability Strategies, and Planning Initiatives (i.e., Master, Strategic, and Comprehensive Plans). Over just the past five years alone, 110% has successfully worked with well over 100 clients in 42 states to help organizations and professionals position themselves for long-term resilience, strength, and vitality.

**Jamie Sabbach of 110%** will serve as project manager overseeing and leading overall master plan development including staff & community involvement/engagement and final plan development for the process.

Alongside Jamie, other members of the 110% team that will provide overall project support include:

- **Farrell Buller, Principal and Certified Executive Leadership Coach**
- **Matt David, Operations and Marketing Manager**
- **Alexis Rankey, Project Consultant and Data Analyst**

## SUBCONTRACTORS

As stated in the Cover Letter, the Consulting Team will also include three firms serving as subconsultants during the process, KTUA Planning and Landscape Architecture (KTUA), aQity Research & Insights (aQity), and CivicBrand. The key staff members representing each firm include:

The logo for ktua, with 'ktua' in a lowercase, sans-serif font. The 'k' and 't' are dark grey, and the 'u' and 'a' are a light green color.

**Joe Punsalan, Principal**  
**Jacob Leon, Senior Associate;**  
**Nicole Rogge, Senior Planner**

The logo for aQityRESEARCH. It features a blue circular icon with a white arrow pointing to the right, above the text 'aQityRESEARCH' in a sans-serif font. The 'a' is lowercase and blue, while 'QityRESEARCH' is uppercase and blue. Above the icon is the tagline 'Answers to Questions for Insights' in a smaller, lighter blue font.

**Jeff Andreasen, President**

The logo for CivicBrand, with 'CivicBrand' in a bold, uppercase, sans-serif font.

**Ryan Short, CEO**

## ORGANIZATIONAL CHART, FIRM PROFILES, STAFF RESUMES, AND PROJECT REFERENCES

The following pages in this section details the Consulting Team's organizational chart, overviews each of our firms, resumes of key staff members, and concludes with several project references.

PROJECT ORGANIZATIONAL CHART



**Jamie Sabbach**  
Principal in Charge



**Farrell Buller**



**Matt David**



**Alexis Rankey**

**CivicBrand**

**ktua**



**Ryan Short**



**Joe Punsalan**



**Jeff Andreasen**



**Jacob Leon**



**Nicole Rogge**



## Our Services

**Ethics | Leadership | Financial Sustainability**

**We are 110%. A parks and recreation consulting firm of former practitioners who advocate for inspiring ethical decision making, strengthening leadership competencies, and ensuring the financial sustainability of parks and recreation.**

### **Education, Presentations, & Trainings**



Our educational content, expert presentations, and training programs effectively address important industry issues around the three key areas of ethical decision making, adaptive leadership and financial sustainability. By delivering effective and engaging content which provides tangible and impactful results, we carefully design programs around your specific needs so the experience is impactful and memorable.

### **Financial Sustainability**



The Financial Sustainability Strategy empowers organizations to use data and information to make informed decisions. Whether done as a standalone project or with as part of a planning initiative, our unique process combines sound financial management principles with our one-of-a-kind cost-of-service process to help organizations clearly understand how taxpayer resources are being used.

### **Planning Initiatives**



Our custom-tailored planning initiatives blend visioning what an organization and community can become with creating a responsible and sustainable future. We strive to leverage our experience and networks to provide your organization with an optimized and practical master or strategic plan.



**Phone**

720.304.2167



**Email**

info@110percent.net



**Website**

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@110-percent-inc

# Meet the Team



## **Jamie Sabbach** Founder | President | Principal

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Jamie founded 110% Inc. in 2010 with the intention of helping organizations be more strategic and bolder amid dynamic social, environmental, and economic change. Having decades of experience in the public park and recreation field and as a college instructor have fed her passion to help others enhance their own talents and improve performance. Jamie has testified in front of the United States Congress on the importance of public parks and recreation. She is a past President of the American Park and Recreation Society and was inducted as a Fellow into the American Academy for Park and Recreation Administrator in 2008. Jamie is a native of Illinois who lives in the mountains of Colorado. She's a former college jock who enjoys hiking, biking, golf, volunteering, and has a love affair with the Chicago Cubs!



## **Farrell Buller** Principal | Certified Executive Coach | Change Advocate

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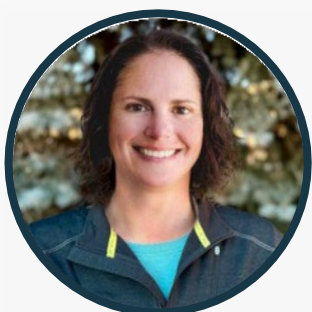
Farrell has more than 20 years in progressively responsible leadership roles. She has focused on achieving results for leaders and their teams, successfully leading organizations of 500+ employees, with budgets of up to \$80M, as well as smaller organizations and teams. As a graduate of the University of Northern Colorado in Therapeutic Recreation and as a former Parks and Recreation Director and City Manager, Farrell embraced her passion for serving others. She brings the ability to impact, influence, and inspire leaders at all levels. Farrell is the recipient of several awards, including Outstanding New Professional of the Year, Mid-West Region Professional of the Year, and the Pottsie Development Scholarship. You can often find Farrell and her family intentionally taking the "road less traveled" as they discover their next adventure!



## **Matt David** Operations & Marketing Manager | Utility Player

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With a tip-of-the-cap for his love for baseball, Matt is our team's "Utility Player" and does a little bit of everything due to his wide range of experiences and skill set. He has municipal, nonprofit, and private sector experience in marketing, operations, programming, budgeting, digital design, project management, and general administration. Matt has an eye for detail, mind for inquisition, and a big heart for community and servant leadership. Outside of work, he enjoys life with his wife and two dogs in Stillwater, MN by exploring the outdoors, spending time with friends and family, tackling home improvement projects, and cheering on their favorite sports teams.



## **Alexis Rankey** Project Consultant | Data Analyst

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Alexis is a seasoned parks and recreation professional with 15 years of experience, demonstrating a high level of business acumen and a passion for high-quality parks and recreation management. She is driven by a strong sense of purpose to make a positive impact on the parks and recreation industry. Utilizing her skills in data analysis, finance and budgeting, critical thinking, and problem-solving, Alexis leverages her expertise to produce meaningful results. Alexis's thorough understanding of parks and recreation operations, coupled with her love for processing and interpreting data, allows her to help others "put it all together" to make well-informed decisions. She graduated summa cum laude in 2010 with a Bachelor of Arts in Recreation Management from the Metropolitan State University of Denver and true to her rec rat roots, she spends her free time biking, golfing, playing hockey, glamping, and spending time with her friends and family.

# Staff Bio



**Jamie Sabbach**  
Founder | President | Principal



## Biography

Jamie founded 110% Inc. in 2010 with the intention of helping organizations be more strategic and bolder amid dynamic social, environmental, and economic change. Having decades of experience in the public park and recreation field and as a college instructor have fed her passion to help others enhance their own talents and improve performance.

Jamie has testified in front of the United States Congress on the importance of public parks and recreation. She is a past President of the American Park and Recreation Society and was inducted as a Fellow into the American Academy for Park and Recreation Administrator in 2008. Jamie is a native of Illinois who lives in the mountains of Colorado. She's a former college jock who enjoys hiking, biking, golf, volunteering, and has a love affair with the Chicago Cubs!

## Work History

### 110%, Inc.

President & Principal, Feb 2010 - present

### Indiana University, Bloomington, IN

Adjunct Faculty, Sep 2021 - present

### City of Boulder, CO

Superintendent of Recreation & Community Services,  
Mar 2003 - Feb 2008

### Illinois State University, IL

Faculty in Dept. of Kinesiology and Recreation, Aug 2001 - Mar 2003

### City of Bloomington, IN

Director of Recreation and Community Services, Jan 1997 – Jul 2001

## Education

### Harvard University

Kennedy School of Government, TAPLD, 2014

### Indiana University

Post-Graduate coursework, 1998-2000

### Eastern Illinois University

Master of Science Degree in Public Administration/Sports Management, 1988

### Eastern Illinois University

Bachelor of Science Degree in Physical Education/Coaching/Business Administration, 1986

## Select Client List

### Park District of Oak Park, IL

Financial Sustainability Strategy, 2023

### Glencoe Park District, IL

Park District Comprehensive Plan, 2023 - present

### Town of Mansfield, CT

Parks & Recreation Master Plan & Financial Sustainability Strategy, 2023 - 2024

### Crown Mountain Park & Recreation District, CO

Park & Recreation District Master Plan, 2022 – 2023

### City of Napa, CA

Parks & Recreation Services Management Plan, 2018 – 2019  
Financial Sustainability Strategy and annual updates, 2021 - 2023

# Staff Bio



**Farrell Buller**

**Principal | Certified Executive Coach | Change Advocate**



## Biography

Farrell has more than 20 years in progressively responsible leadership roles. She has focused on achieving results for leaders and their teams, successfully leading organizations of 500+ employees, with budgets of up to \$80M, as well as smaller organizations and teams. As a graduate of the University of Northern Colorado in Therapeutic Recreation and as a former Parks and Recreation Director and City Manager, Farrell embraced her passion for serving others.

She brings the ability to impact, influence, and inspire leaders at all levels. Farrell is the recipient of several awards, including Outstanding New Professional of the Year, Mid-West Region Professional of the Year, and the Pottsie Development Scholarship. You can often find Farrell and her family intentionally taking the "road less traveled" as they discover their next adventure!

## Work History

### **110%, Inc.**

Principal & Certified Executive Coach, Jan 2021 - present

### **Town of Erie, CO**

Deputy Town Administrator, Feb 2019 - Jan 2021  
Acting Town Administrator, May 2018 - Jan 2019  
Assistant to the Town Administrator, Sep 2017 - Apr 2018  
Director of Parks and Recreation, Mar 2014 - Sep 2017

### **City of Lakewood, CO**

Recreation Division Manager, Apr 2011 - Mar 2014

### **City of Commerce City, CO**

Recreation Division Manager, Oct 2004 - Jan 2011

### **City of Boulder, CO**

Recreation Coordinator, Jan 2000 - Oct 2004

## Education

### **Directors Summit**

Lead Facilitator; Invitation-only Symposium, 2023 & 2024

### **Clemson University**

Think Tank: Invitation-only Symposium, 2019

### **Altruism Institute**

Invitation-only Symposium, 2016

### **Agents of Change**

Invitation-only Symposium, 2015-2018

### **National Recreation & Park Association**

Directors School Graduate, 2015

### **University of Northern Colorado**

Bachelor of Science Degree in Recreation/Therapeutic, 1997

## Select Client List

### **City of Northglenn, CO**

Financial Sustainability Strategy, 2023

### **Town of Addison, TX**

Parkland Dedication Fee Study, 2023 - present

### **City of West University Place, TX**

Operational Analysis & Financial Sustainability Strategy, 2022 – 2023; present

### **City of Aurora, CO**

Financial Sustainability Strategy, 2023

### **City of Fort Collins, CO**

Leadership Development and Professional Coaching, 2023 - present

# Staff Bio



**Matt David**

**Operations & Marketing Manager | Utility Player**



**Alexis Rankey**

**Project Consultant | Data Analyst**

## Biographies

With a tip-of-the-cap for his love for baseball, Matt is our team's "Utility Player" and does a little bit of everything due to his wide range of experiences and skill set. He has municipal, non-profit, and private sector experience in marketing, operations, programming, budgeting, digital design, project management, and general administration.

Matt's professional foundation is rooted in public parks & recreation, where he accumulated multiple years of progressive experience with the Town of Erie's Parks & Recreation Department (CO) before pursuing opportunities with non-profit and private sector companies that resulted in growth and development to his professional toolbox.

Alexis is a seasoned parks and recreation professional with 15 years of experience, demonstrating a high level of business acumen and a passion for high-quality parks and recreation management. She is driven by a strong sense of purpose to make a positive impact on the parks and recreation industry.

Utilizing her skills in data analysis, finance and budgeting, critical thinking, and problem-solving, Alexis leverages her expertise to produce meaningful results. Alexis's thorough understanding of parks and recreation operations, coupled with her love for processing and interpreting data, allows her to help others "put it all together" to make well-informed and strategic decisions.

## Education and Previous Work History

### **University of Wisconsin-La Crosse**

Bachelor of Science Degree in Parks, Recreation and Leisure Facilities Management & Minor in Business Administration  
2014

### **Arcane Concepts Inc.**

Communications Manager, Jul 2020 - Nov 2021

### **Minnesota Youth Athletic Services**

Program Director & Admin. Asst., Nov 2018 - Mar 2020

### **Town of Erie, CO**

Parks & Rec Admin. Coordinator, Apr 2017 - Nov 2017  
Recreation Coordinator, Aug 2015 - Apr 2017  
Recreation Specialist, Jun 2014 - Aug 2015

### **Metropolitan State University of Denver**

Bachelor of Arts in Recreation Professions  
Course emphasis in Recreation Management  
Minor in Coaching, 2010

### **Town of Erie, CO**

Analyst/Business Services Manager, Mar 2020 - Jan 2024  
Recreation Supervisor - Programs, Apr 2015 - Mar 2020  
Recreation Coordinator - Sports, Mar 2014 - Apr 2015  
Assistant Coordinator - Sports, Mar 2011 - Aug 2012

### **City of Wheat Ridge, CO**

Athletics and Fitness Coordinator, Aug 2012 - Mar 2014

### **City of Lakewood, CO**

Internship/Scorekeeper/Front Desk, Apr 2008 - Mar 2011

KTUA has years of experience planning and designing infrastructure projects such as parks, trails, complete streets, and right-of-way projects. Active transportation and green infrastructure are staples in our day-to-day ethos and bring creative and thoughtful integration of greening elements to our streetscape projects. We understand the opportunities and challenges our streets provide by listening to the public, providing equitable transportation and design options, and working with our client to design the best possible solution.

The firm is a collaboration of planners, landscape architects, GIS analysts, and graphic designers focused on the creation of livable communities. Established in 1970, KTUA has expanded the boundaries of a traditional landscape architecture office by incorporating active transportation, community planning, federal planning, and natural resource management practices into our portfolio.

KTUA's planning approach is to balance the diverse needs of regions, cities, neighborhoods, developers, and future users with planning that encourages placemaking that is informed by our expertise in urban design, community development, multimodal transportation, complete streets, public engagement, and natural resource management. With a goal of healthy communities and long-term stewardship of the land, KTUA has a track record for creating active public space that promotes public health, engages the community, contributes to economic growth, enhances public and private investments, and provides a sustainable legacy that is memorable and attractive. Our commitment to our communities and clients is to ensure that each project is unique, collaborative, innovative, cost effective, environmentally integrated, and context sensitive.

#### RECENT PARK MASTER PLAN EXPERIENCE (ALPHABETICAL):

- City of Bellflower Parks Master Plan
- City of Desert Hot Springs Parks Master Plan
- City of Encinitas Parks, Beaches, Open Space and Trails Master Plan
- City of Goleta Parks Master Plan
- City of Goleta Stow Grove Park Master Plan
- City of Hesperia Parks Master Plan
- City of La Mesa MacArthur Parks Master Plan
- City of La Mesa Parks Master Plan
- City of Menifee Parks Master Plan
- City of Montclair Parks Master Plan
- City of Montebello Parks Master Plan
- City of Moorpark Parks Master Plan (with 110%)
- City of Moreno Valley Parks, Trails & Community Services Master Plan
- City of Oceanside Parks Master Plan
- City of Ontario Parks Master Plan
- City of Perris Parks Master Plan
- City of Placentia Open Spaces and Urban Greening Plan
- City of Santa Maria Parks Master Plan
- City of Santee Community Center and Parks and Recreation Master Plan Update
- City of San Jacinto Trails Master Plan
- City of Victorville Parks Master Plan
- City of Whittier Parks Master Plan



#### ESTABLISHED

- 1970

#### OFFICE LOCATIONS

- San Diego
- Santa Maria

#### CORPORATE OFFICERS

- Chris Langdon, President
- Mark Carpenter, Treasurer
- Joe Punsalan, Secretary
- Brooke Whalen, Vice President
- Jerad Huwa, Vice President

#### EMPLOYEES - 31

- 9 Landscape Architects
- 7 Planners
- 6 Landscape Designers
- 2 Irrigation Designers
- 2 GIS Analyst
- 1 Transportation Engineer
- 2 Marketing
- 2 Accounting

#### PLANNING SERVICES

- Recreation Planning
- Land Use Planning
- Transportation Planning
- Resource Planning
- Federal Planning

#### LANDSCAPE ARCHITECTURE SERVICES

- Community Design
- Parks and Recreation
- Health Care
- Education
- Housing
- Hospitality
- Office and Retail

#### SUPPORT SERVICES

- Community Engagement
- Grant Writing
- GIS/3D Modeling
- Sustainable Design

## KTUA Key Personnel | Joe Punsalan | Principal Transportation Planner

Joe Punsalan is a principal and oversees KTUA's parks and active transportation planning practice for clients throughout California. He's been actively engaged in citywide park master plan projects and large-scale active transportation planning projects such as complete street plans and corridor studies, active transportation plans, vision zero, and first/last mile connectivity. He is responsible for scope development, data analysis, public engagement and facilitation of workshops, focus group and stakeholder meetings, report writing, grant writing and reporting, and staff and consultant team management. He has a background in GIS for mapping, research and analysis, and uses a simplified approach to displaying complex methodologies.

### City of Moreno Valley Parks, Community Services and Trails Master Plan

Principal-in-Charge overseeing project tasks, client interaction, meeting facilitation, scope adjustments and budgeting. Day-to-day responsibilities include subconsultant coordination, project schedule, developing community engagement strategies, data collection and analysis for over 30 parks. As the project progresses, Joe will assist with trail alignment development, strategies, recommendations, and final plan development. His experience completing the City's Bicycle Master Plan and Dracaea Avenue Neighborhood Greenway project will be applied to the development of non-motorized access to parks and recreation facilities.

### City of Bellflower Parks Master Plan

Principal-in-Charge responsible for overseeing the analysis and community engagement tasks as well as subconsultant and contract management. A key role will be engaging the community on park facility and programming to incorporate into the planning and recommendations process.

### City of Menifee Parks Master Plan

As Principal for the Menifee Parks Master Plan, Joe was involved in the park facility and programmatic recommendations for the final phases of the plan. A major task was the development of the trails component which included integrating active transportation and open space connections. Mapping, research, and document development were additional tasks completed for project adoption.

### City of Desert Hot Springs Parks Master Plan

Principal-in-Charge overseeing the project team on day-to-day tasks and as responsible for client satisfaction. Responsibilities include subconsultant coordination, stakeholder meeting facilitation, final oversight on data collection and demographic and park level-of-service analysis and assisting the project manager as needed. Providing assistance with strategies, recommendations, and final plan development. His experience completing the City's Bicycle and Pedestrian Master Plan project will be applied to improving development of access to parks and recreation facilities for all ages and abilities.

### City of Salinas Active Transportation Plan

Principal-in-Charge. The plan includes a robust outreach effort that uses a diverse set of tools to meet people where they are at. It was a community driven prioritization process to select projects for design and implementation, discussion, and agreement on the policy and programmatic improvements to support the network. KTUA is leading the existing conditions analysis, project prioritization process, and support preliminary design. KTUA also led the trail project identification and overall ATP and trail design guideline development.



#### EDUCATION

- B.A. Geography, California State University, Sacramento

#### REGISTRATIONS

- ITE Professional Transportation Planner
- LEED Green Associate
- GISP, GIS Certification Institute #53646
- League of American Bicyclists Certified Instructor #2005

#### AFFILIATIONS

- Association of Pedestrian and Bicycle Professionals
- Rails to Trails Enhanced Bicycle Facilities Document Peer Review

#### AWARDS

- 2024 APA Los Angeles, Transportation Planning Excellence Award, Montebello First and Last Mile Plan
- 2024 APA Inland Empire, Award of Merit, Comprehensive Plan - Large Jurisdiction, Menifee Parks Master Plan
- 2024 APA Inland Empire, Excellence Award, Comprehensive Plan - Large Jurisdiction, Moreno Valley Parks & Trails Master Plan

Jacob Leon is a Senior Associate at KTUA that is dedicated to parks and recreation planning, trail and open space planning, complete streets planning, and community outreach. His project responsibilities entail project management, existing conditions analysis, overseeing community engagement, facilitating community workshops and special meetings with elected officials, and developing comprehensive project recommendations. He is passionate about raising awareness of the benefits of thoughtful urban planning and public realm design, equitable access to parks and open space, and safe transportation infrastructure. His passion for nature, parks, trails and genuine community engagement reinforces his commitment to clients and the communities he works in throughout the state of California.

### City of Moorpark Park Master Plan

Project manager responsible for day-to-day tasks including client interaction, community, and stakeholder engagement, maintaining a successful project schedule, monitoring data collection and analysis for city-owned parks, developing project recommendations, and delivering a user-friendly and implementable master plan. Manages subconsultants that are contributing to the master plan. The plan's major focus on community engagement allows Jacob to explore and implement a wide variety of strategies and tools to successfully engage the city's evolving demographics.

### City of Moreno Valley Parks, Community Services, and Trails Master Plan

Project manager responsible for day-to-day tasks including subconsultant management, client interaction, community, and stakeholder engagement, maintaining a successful project schedule, monitoring data collection and analysis for over 30 city parks, developing project recommendations, and delivering a user-friendly and implementable master plan. Jacob's experience with the City's Bicycle Master Plan and the Dracaea Avenue Neighborhood Greenway project provides valuable background information to successfully manage this master plan.

### City of Montebello Parks Master Plan

Associate planner/outreach facilitator for a parks and facilities master plan that entailed research, analysis, and inventory of the existing parks and park facilities. Facilitated an extensive community outreach to gauge city, key stakeholder, and resident use of the facilities along with what they desired to see in future park improvements. The team utilized a variety of tools such as SurveyMonkey and advanced GIS mapping software to collect community feedback. Assisted team with workshop facilitation in English and Spanish.

### City of Montclair Parks Master Plan

Project manager responsible for day-to-day tasks including subconsultant management, client interaction, community and stakeholder engagement, maintaining a successful project schedule, monitoring data collection and analysis for city-owned parks, developing project recommendations, and delivering a user-friendly and implementable master plan. Jacob's experience with related parks, recreation, trails, and active transportation projects in the Inland Empire provided valuable background information to successfully manage this master plan.

### City of Whittier Parks Master Plan

Project manager responsible for client interaction, overseeing all community engagement, assisting with data collection and analyses, developing project recommendations, and designing a comprehensive document that summarizes all efforts. Jacob's Spanish-speaking proficiency allows him to interact with the City's Hispanic/Latino population to ensure thorough community engagement. Also responsible for managing all subconsultants.



#### EDUCATION

- Bachelor of Landscape Architecture, Cal Poly, San Luis Obispo, 2013

#### REGISTRATION

- 2014, LEED Green Associate

#### AFFILIATIONS

- American Society of Landscape Architects
- California Parks and Recreation Society
- American Planning Association
- Association of Pedestrian and Bicycle Professionals

#### RECOGNITION

- 2024 APA Inland Empire, Excellence Award, Comprehensive Plan - Large Jurisdiction, Moreno Valley Parks and Trails Master Plan
- 2022 APA Los Angeles Award of Merit, Comprehensive Plan - Small Jurisdiction, Montebello Parks Master Plan
- 2022 APA Inland Empire Award of Merit, Transportation Planning, Ontario Recreation and Parks Master Plan

#### SPECIAL SKILLS

- Spanish fluency

Nicole Rogge is a Senior Planner at KTUA and focuses on park and recreation planning, graphic communication design, and facilitates community outreach. She has a special interest and background in art and graphic design and uses these skills to facilitate more effective communication about complex planning concepts with audiences. As a part of KTUA's planning team, she is the assistant project manager on several parks and recreation master plans. As the assistant project manager, she facilitates community outreach, conducts fieldwork, develops recommendations, and writes and designs final plan reports. Her skills include Adobe Creative Suite, AutoCAD, Sketch-up, GIS, and field surveying.

**City of Moreno Valley Parks, Community Services & Trails Master Plan**

Assistant project manager/planner. Assisted in conducting fieldwork inventory of existing park facilities and amenities to understand existing and future conditions of the City's Park amenities. Also conducted a geographic, amenity, and park acreage level of service analysis to analyze how the existing park system is serving the residents. Created project branding to establish project identity to be used throughout the community engagement process and final report. Also assisted in conducting community engagement through workshop events and stakeholder meetings.

**City of Bellflower Park Master Plan**

Assistant project manager/senior planner. Conducted fieldwork inventory of existing park amenities and facilities. Assisted in facilitating project outreach and community engagement. and the creation of project outreach materials like the project website, flyers, maps, and interactive outreach activities for community workshops, pop-up events, neighborhood meetings, and stakeholder meetings. Performed population, amenities, and geographic level of service analysis of existing and future conditions of the park system and summarized findings in the project report.

**City of Desert Hot Springs Parks Master Plan**

Assistant project manager/planner responsible for data acquisition and management of existing parks and park facilities and amenities. Also assisted at community outreach events and stakeholder meetings. Created community survey questions to gather community feedback on existing parks and facilities and the future wants and desires of residents. Developed project branding to be used throughout community outreach and final report.

**City of Whittier Parks Master Plan**

Senior planner responsible for assisting with project support. Assisted in developing outreach materials for community engagement events such as maps, infographics, cutsheets, and summaries. Coordinated with the client and project team to develop policy and infrastructure recommendations based on all engagement and analysis findings. Designed the Plan report that encompassed all planning efforts.

**City of Montclair Parks Master Plan**

Planner, assisted with project support. Assisted in the development of outreach materials as well as participated in community outreach events. Assisted in the creation and management of GIS data to facilitate analysis and provide document and map development support. The PMP included an inventory of recreational assets and amenities. The analysis included population-based standards for parks per 1,000 population and geographic distribution given walk times and demographic centers for different age groups.



**EDUCATION**

- Bachelor's in Urban Planning, University of Cincinnati, 2022

**AWARDS**

- 2024 APA Los Angeles, Transportation Planning Excellence Award, Montebello First and Last Mile Plan
- 2024 APA Inland Empire, Award of Merit, Comprehensive Plan - Large Jurisdiction, Menifee Parks Master Plan
- 2024 APA Inland Empire, Excellence Award, Comprehensive Plan - Large Jurisdiction, Moreno Valley Parks & Trails Master Plan



Key Research Database: Park Districts and Key Performance Indicators

Since 1993, aQity Research has conducted community surveys for public agencies primarily park districts and forest preserve/conservation districts throughout Illinois. These include studies that our team conducted as part of Market Probe and Richard Day Research Inc.:

	aQity Research & Insights	Market Probe	Richard Day Research
!&	<ul style="list-style-type: none"> <li>Round Lake Area Park District: Spending (2024)</li> <li>Milwaukee Recreation (2024)</li> <li>Village of Riverside (2024)</li> <li>Huntley PO (2024)</li> <li>Lombard PD (2024)</li> <li>Elmhurst PO (2024, 2019)</li> <li>Barlett PO (2023)</li> <li>Park District of Oak Park (2023, 2019)</li> <li>Roselle PO (2023)</li> <li>Glencoe PO (2023)</li> <li>Belvidere, Twp. D (2023)</li> <li>Geneva PO (2023)</li> <li>Wilmette PO (2023, 2016)</li> <li>Roselle Public Library (2023, 2022)</li> <li>Willowbrook Parks &amp; Rec Dept. (2022)</li> <li>Arlington Heights PO (2022)</li> <li>Glenview PO (2022, 2016)</li> <li>Village of Deerfield PD (2022, 2015)</li> <li>Naperville Park District (2022, 2017)</li> <li>Forest Park PD (2022, 2017, 2016)</li> <li>Streamwood PO (2022)</li> <li>Glen Ellyn PD (2022, 2021)</li> <li>Morton Grove PO (2021, 2018)</li> <li>St. Charles PD (2021, 2016)</li> <li>Decatur PD (2021)</li> <li>PO of Highland Park (2020, 2019)</li> <li>Batavia PD (2019, 2017)</li> <li>Elmhurst PO (2019)</li> <li>Crystal Lake, D (2019)</li> <li>Buffalo Grove PO (2019)</li> <li>Mt. Prospect PO (2017)</li> <li>City of McHenry Parks &amp; Rec Dept. (2017)</li> <li>Lake Bluff PD (2017)</li> <li>Elementary School District 65 (2017)</li> <li>Village of Lake Bluff (2017)</li> <li>Northshore SD 112/Highland Park (2017)</li> </ul>	<ul style="list-style-type: none"> <li>Bartlett Park District (2014)</li> <li>Northbrook PD (2014)</li> </ul>	<ul style="list-style-type: none"> <li>Naperville, Park District (2012, 2009)</li> <li>Forest Park PD (2011)</li> <li>Forest Park PD (2006)</li> <li>Decatur Parks Foundation (2004)</li> <li>Glencoe PO (2004)</li> <li>Round Lake Area PO (2003)</li> <li>Benet Hills PO (2002)</li> <li>Grayslake PD (2001)</li> </ul>
!&	<ul style="list-style-type: none"> <li>Lake Co. Forest Preserve District (2024, 2022, 2019, 2016)</li> <li>Forest Preserve District of DuPage Co. (2023)</li> <li>Champaign Co. Forest Preserve District (2022)</li> <li>McHenry Co. Conservation District (2020)</li> </ul>		<ul style="list-style-type: none"> <li>Lake Co. Forest Preserve Dist. (1993, 1999, 2000, 2002, 2008)</li> <li>FPD of Will Co. (2005)</li> <li>DuPage Co. RD (2001)</li> <li>McHenry Co. Conservation District (2001)</li> </ul>
!&	<ul style="list-style-type: none"> <li>Illinois Association of Park Districts (IAPD) W-2 and Revenue Survey (2023, 2016)</li> <li>IAPD statewide Resident Survey (2022)</li> <li>IAPD Agency Key Metric Report (2020-21)</li> <li>IAPD Agency Usage Analysis (2018-19)</li> </ul>	<ul style="list-style-type: none"> <li>IAPD Statewide Resident Survey (2013)</li> </ul>	<ul style="list-style-type: none"> <li>IAPD statewide Survey of Residents (2002)</li> </ul>



# aQity SEARCH

## Team Resumes

Jeff Andreasen (Pre:sidemJ as your primary comaa forthis study. He wm be directly involved in the :sample and ,questionnaire design, and in the *analysis* and p,resentation of the survey findings. He rs responsrbe for research and consuifing services to public agen c::ie:s and governmental dient:s\_ For the past 30 years, he has designed, execuicEd, analyzed, and consulted on needs assessmenic and community :surveys for mukiple park agencies and fo,rest preserve di:strie:Cs in JUinois /formerly with Richard Day Research and Market ProbeJ, most recently in RoseJle, Oak Park, Bartlett, Willowbrook, Decatur, GJen Ellyn, and ,Glencoe. He *also* con ducts research {qualitative and quantira;cive) for the Jllinois A:s:socratiOn of Park Districts f!APOJ\_

He *al.so* conducted staiCi:sticaliy vaJid community :surveys for countywide fo,rest preservefcon.servation districts in Lake. McHenry, DuPage. Wm. and Champaign counties; and state agencies, including the Jllinois Department of Public: Health and the Hlinois Department of Tran:sportation\_

Jeff ha.s co-authored chapte,r.s in two books on Chicago mayoral politics and artide.s for :several publiications including Public Opinion Quarterly. He *has* a deg.ree in Urban and RegionaJ Planning from the University of JIJinois at Urbana ,1983).

Tessa Andreasen and Zoe Lutz rProject M!anagersJ **wili** manage day-to-day processes for this :survey. They wiJl be respo.lli:sible for coordinating the data collection options fmail, phone.. webJ, prog,rammin g and testing the questionnai,re and survey website. preparing sample and maiiing:s, overseeing dara processing, and assisting with the analysis and reporiCing\_

Tessa *has* managed, designed, and analyzed community-wide surveys, needs assessments, p,re-referenda voiCer :surveys for dozens of park di:strie:s as we.ll as fa.resit preservefconservation districts throughout the staiCe. She hes also managed virtually every research program sponsored by the JAPD for th,e past eight yea.rs\_ Tes:sa has a degree in Music Education from the Univer:sity of minois at Urbana.

Since joining aOity three years ago, Zoe ikewi:se *has* managed almost every stage of community-- wide :surveys for :several Jocal agencies, most recently park districts in Elmhurst. RoseJle. WilliOwbroo k, Geneva. and Bartlett. Zoe ho.Ids a BA rn Economic Studies from Friedrich-Alexander-University in Germany, where :she worked for Gfl< SE Germany\_

Jim Scholle [Data Collection SuperviisorJ is re:sponsjble for the aOity Research caJI center and dara processing team tn Evanston. He has been wiith aOn:y Research rand formerJy Market Probe and Richerd Day ResearchJ for fifteen years and has managed the data coJlection for many park agenci,es and forest preserve districts.

Jim wiU be responsibe for phone interviews, including training the interviewers and monito,ring their work to ensure i;c meets our high standards for quality and insights\_ He has a degree in Speech and Communication from the University af St. Thomas (St. Paut MNI'-

**Public Engagement, Branding, and Marketing that leads to greater participation, buy-in, and civic pride.**



CivicBrand works directly with cities and partners with planning firms to develop community visioning, branding, placemaking, and public engagement strategies. Public engagement is at the core of everything we do. Our process fully engages stakeholders and creates greater buy-in, civic pride, and delivers actionable implementation plans that drive greater community results.

- Brand Strategy
- Marketing Plans
- Public Engagement
- Placemaking
- Focus Groups & Workshops
- Project Websites
- Interactive Engagement Tools
- On-The-Street Engagement
- Youth & Student Engagement
- Project Communications

Planning projects are complex. They involve multiple organizations, public and private stakeholders, a range of goals, entities that both compete and collaborate, and serve diverse audiences. By the end of the day, there is one place and one plan. To fully engage stakeholders requires deep expertise in public engagement and facilitation strategies, user-experience, design leadership, and a robust toolbox of engagement strategies, tactics, and resources.



**WATCH OUR HIGHLIGHT REEL**

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FROM "BRANDING IS THE NEW ECONOMIC DEVELOPMENT" FORBES

"This is done through a process of public engagement, storytelling and fulfilling your brand promise."

RIA SHIRT / CIVICBRAND

**Forbes**

# MEET THE TEAM

## Staff Bio

CivicBrand



**RIU SIORT**

**CiO / DU IR**

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# Project References

## Glencoe Park District (IL) Comprehensive Master Plan



Glencoe Park District had the desire to update both their 10-year Master Plan and five-year Strategic Plan simultaneously in order to create a cohesive Comprehensive Master Plan that will provide the District with a clear and realistic set of goals, objectives, forecasted needs and implementation strategies. Included in this plan are robust community engagement that guide recommendations to key areas such as recreation programming, maintenance and development, and sustainability practices. Additionally, specialized considerations are incorporated that include an Active Harmer analysis and beach analysis of their beach on Lake Michigan.



### Project Partners

CivicBrand



Baird.



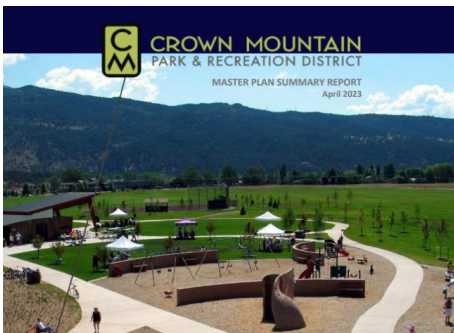
**Contact:** Lisa Sheppard, Executive Director  
**Email:** lsheppard@glencoeParkDistrict.com  
**Phone:** 847.835.7531  
**Address:** 999 Green Bay Rd., Glencoe, IL 60022  
**Date:** March 2023 - July 2024  
**Project cost:** \$196,295 (contracted and total)  
**Project Manager:** Jamie Sabbach

# Project References

## Crown Mountain Park & Recreation District (CO) Master Plan



The Crown Mountain Park & Recreation District has experienced significant change over the last decade including growth and expansion. Fully aware of the challenges development presents, the District engaged in a thoughtful review and analysis of its current conditions and realities as well as those of the community it serves. They understood this was a necessary baseline in order to ensure that the master plan was built upon fiscally responsible recommendations that addressed community need and interest and could be afforded. A focal point of the project was establishing a vision and design for the continued development of their system's crown jewel, Crown Mountain Park, that prioritized stewardship, optimization, and relevance.



### Project Partners

DHM DESIGN

High Country Consulting

**Contact:** Rebecca Wagner, Director  
**Email:** crownmtdirector@sopris.net  
**Phone:** 970.963.6030  
**Address:** 501 Eagle Count Dr., El Jebel, CO 81623  
**Date:** May 2022 - April 2023  
**Project cost:** \$64,810 (contracted and total)  
**Project Manager:** Jamie Sabbach

# Project References

## City of Salida (CO) Parks, Recreation, Open Space & Trails Master Plan



The City of Salida sought to create an impactful Master and Strategic Plan for their then newly created Parks and Recreation Department and their unique community. Challenged with honoring the community's rich history while also embracing the rapidly changing realities was at the forefront of the plan's development to carry on a sustainable legacy of parks and recreation opportunities for Salida's future generations. Six key themes emerged from the comprehensive community planning process: organizational resilience, a healthy Salida, quality infrastructure, access & social equity, connection through recreation, and community collaborations.



### Project Partners



Kimley»Horn

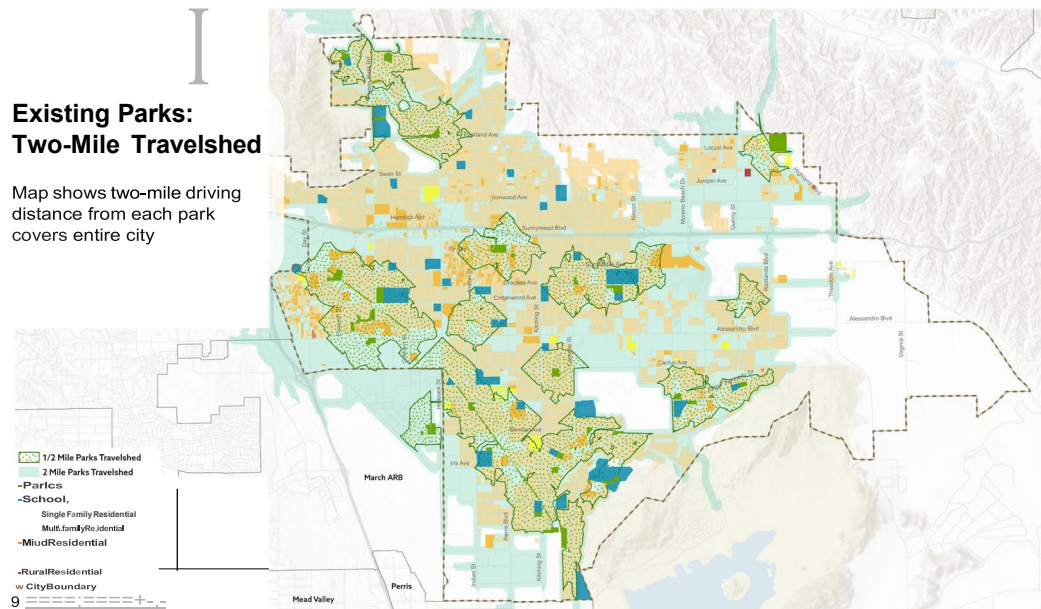


Jayne Miller  
Consulting

**Contact:** Mike "Diesel" Post, Director  
**Email:** diesel.post@cityofsalida.com  
**Phone:** 719.539.4555  
**Address:** 2448 E First St., Salida, CO 81201  
**Date:** 2019 – 2020  
**Project cost:** ~\$110,000 (contracted and total)  
**Project Manager:** Jamie Sabbach

## City of Moreno Valley Parks, Community Services, and Trails Master Plan

Moreno Valley's Parks, Community Services and Trails Master Plan is an update to the City's 2010 Master Plan. Since 2010, the City has experienced dramatic growth in residential, commercial, and industrial developments. This update was integral in ensuring the City was provided a foundation for a healthy thriving community. Proposed trail alignments, strategies, park and program recommendations, and a final plan were created. The analysis included a system-wide approach to evaluating recreation areas, existing parks, and trails, and identifying potential open space land and facility demands in order to develop goals, policies, and guidelines along with achievable strategies to meet the needs of current and future residents.



### CLIENT

- City of Moreno Valley
- Jeremy Bubnick
- 951-413-3709
- jeremyb@moval.org

### STATUS

- Completed 2023

### SERVICES

- Park & Trails Master Planning
- Community Engagement
- GIS

### PROJECT FEE

- \$240,000

### KTUA FEE

- \$148,550

### KEY PERSONNEL

- Joe Punsalan
- Jacob Leon
- Nicole Rogge
- Alex Samarin

### AWARD

- 2024 APA Inland Empire, Excellence Award, Comprehensive Plan Large Jurisdiction



### City of Moorpark Park Master Plan

KTUA is leading the recreation facility planning, community outreach, program assessment, financial analysis, and organizational analysis, to prepare a comprehensive update to the City's 2009 Parks and Recreation Master Plan. This Master Plan will be a concise, user-friendly plan that will establish a framework for decision-makers in the planning, programming, operation, maintenance and development of Moorpark's parks, recreation areas, open space, trails, and recreation facilities over a 10-year planning timeframe. While the City's overall population has remained relatively stable, demographic indicators suggest a population shifting away from young families and toward older adults must be considered for recreational facilities and programming needs. A study of the needs of youth and teens, and senior adults, collaboration with youth and senior organizations, and an emphasis on inclusion will be key from a recommendations and engagement perspective.

A Comprehensive public outreach and inclusive engagement with the Moorpark community will be a fundamental component of this Master Plan update which is a strategic priority for the City is to practice respect, equity, and inclusion citywide. KTUA will be employing a suite of tools and engagement strategies that reflects the needs and desires of all members of the community to be engaged.

**CLIENT**

- City of Moorpark
- Christopher Ball, Sr. Management Analyst; Parks & Rec Department
- 805-517-6217
- cball@moorparkca.gov

**STATUS**

- Ongoing 2024

**PROJECT FEE**

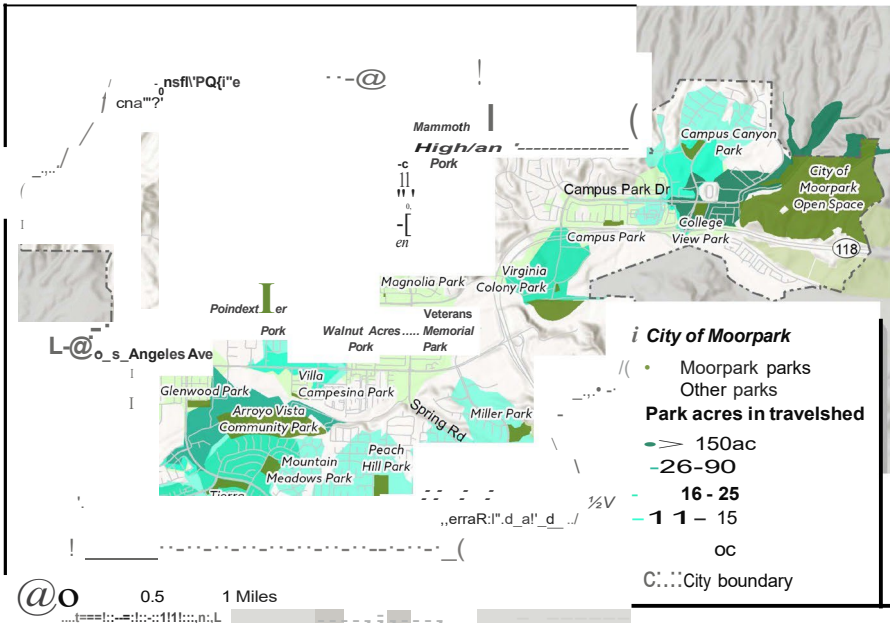
- \$241,668

**KTUA FEE**

- \$152,565

**KTUA KEY PERSONNEL**

- Mark Carpenter
- Jacob Leon
- Alex Samarin
- Marina Varano



## City of Bellflower Parks and Recreation Master Plan

The City of Bellflower Parks and Recreation Master Plan is a comprehensive planning effort that will provide Bellflower staff and elected officials a tailored vision for parks, recreation facilities, and programs. This plan was unique because KTUA conducted five neighborhood workshops in each district of the City to ensure everyone had the opportunity to provide input. Family-friendly activities were also included so parents and kids could get involved. The Plan includes an inventory of all city parks, GIS-based mapping analyses, financial guidelines, a prioritized list of recommendations, and extensive community engagement. Bellflower residents are encouraged to participate in community workshops, surveys, online maps, and neighborhood meetings. A statistically valid survey is also included to assist the team and City to make informed decisions. The project is expected to be completed by Fall 2024.

### CLIENT

- City of Bellflower
- PJ Mellana
- 562-804-1442, Ext 2265
- pmellana@bellflower.org

### STATUS

- Ongoing 2024

### SERVICES

- Community Engagement
- Park Master Planning

### PROJECT FEE

- \$177,500

### KTUA FEE

- \$99,150

### KEY PERSONNEL

- Joe Punsalan
- Jacob Leon
- Nicole Rogge

**bellflower**  
parks & recreation

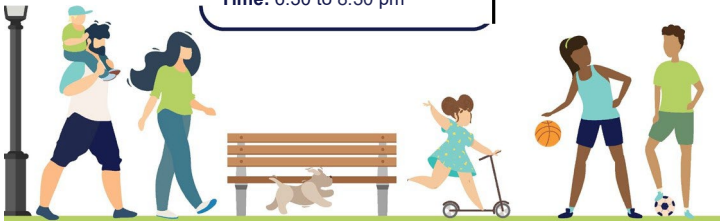
We want to hear from you!  
¡Queremos saber de ti!

## Master Plan

Please visit our booth this Thursday, August 17 during Streetfest!  
Meet the team and share your thoughts about the parks and the recreation programs in the City. Hope to see you there!

¡Visite nuestro puesto este jueves 17 de agosto durante Streetfest!  
Conozca al equipo y comparta sus ideas sobre los parques y programas de recreación en la ciudad. ¡Esperamos verte allí!

Location: Bellflower Streetfest  
Date: Thursday, August 17  
Time: 6:30 to 8:30 pm



# Project Understanding and Approach

The development of the Parks and Recreation Master Plan for the City of El Mirage Parks and Recreation Department will consider the unique attributes of the Department and the community it serves. Our job is to support the Department throughout the process (and beyond as needed) and to help in creating a vibrant future for both the organization and community.

The City will likely face certain circumstances as they relate to providing park and recreation services moving forward. Among those to be considered and addressed throughout the planning process are the following.

- **Population Growth:** Anticipating population growth and an increased demand for parks, facilities and recreation services while balancing demand with available and anticipated resources.
- **Urbanization and Land Use:** As urbanization progresses, finding suitable land for parks and recreation areas.
- **Diverse Community Needs & Preferences:** Meeting the diverse needs and preferences of the community.
- **Climate and Environmental Factors:** Climate considerations such as extreme heat and water scarcity may impact the feasibility and design of outdoor recreation spaces as well as the types and seasonality of recreation services offerings.
- **Equitable Access:** The importance of ensuring equitable access to parks and recreation services across different neighborhoods and demographic groups.

The City of El Mirage Parks and Recreation Master Plan, like all plans we design and develop, will not be a cookie cutter replication of any other plan. It will be distinctive primarily due to the character and integrity of the El Mirage community. It will include customization for local context detailing what the community has to say about the future of parks and recreation, priorities that speak to need, interests and resources, and a plan that will address specific local challenges as well as how the City may leverage opportunities unique to El Mirage.

We are prepared to conduct all requested services, as detailed in the RFP. The Master Plan process is highlighted by the following services:

- A focus on and acknowledgement of the unique attributes of El Mirage, AZ and park and recreation resources owned and managed by the Department.
- A robust internal and external engagement process that includes interviews, stakeholder meetings, focus groups, workshops, virtual engagement, and a statistically valid community needs assessment survey.
- A variety of assessments, analyses, and recommendations of and for El Mirage's recreation services, parks and parks amenities and facilities, demographic profile, and benchmarking analysis of comparative agencies.
- A financial analysis that includes the development of a financial sustainability strategy and Capital Improvement Plan (CIP), leading to fiscally sound and responsible recommendations that consider community needs and interests and operating and maintenance requirements as they align with the Department's fiscal realities and long-term planning.
- A fully actionable strategic plan that identifies Department priorities, goals, actions, timelines, resource requirements, and staff lead/teams accountable for the work and intended outcomes.

# Proposed Process

The proposed process included in the pages that follow has been specifically designed for the City of El Mirage's Parks and Recreation Department. Having facilitated successful planning projects with many agencies in North America, **we manage each individual process with a commitment to detail and a focus on heightening the probability of effective implementation** and have the long-term impacts of the plan top of mind throughout the process.

The process is presented in accordance with the RFP and all efforts will include substantial City elected officials, volunteer representatives (i.e., Parks and Recreation Advisory Committee and City Council), community, and staff engagement, as well as a series of analyses all leading to rational and justifiable recommendations and high-quality final deliverables.

A detailed view of the proposed scope of work is included in the pages that follow and adhere to the RFP and question responses. The process is expected to take approximately 12 months to complete.

## TASK 1: WORK PLAN

### 1.1 PRELIMINARY PROJECT MEETING

Within ten (10) business days from the issuance of the Notice to Proceed, we will meet with City staff to review the proposed scope of work and tasks to develop and discuss any potential additional responsibilities requested of the City Project Manager, as identified in the RFP. Other preliminary project information may be communicated during this time.

### 1.2 FINALIZED WORK PLAN

The agreed upon finalized work plan will be submitted to the City's Project Manager before the process moves forward.

## TASK 2: PROJECT MANAGEMENT

### 2.1 PROJECT KICK-OFF

A thorough review of the process will take place during this virtual meeting to include: a review of the finalized scope of work; anticipated number and types of meetings; discussion of information and data requested; project timeline; and expected quality and format of all deliverables.

### 2.2 CHECK INS, UPDATES, AND REVIEW MEETINGS

The consulting team will hold progress meetings regularly (bi-weekly or monthly are suggested) with the City's Project Manager and team for the duration of the project to provide updates and gain insights that can help inform the process.

### 2.3 ADVISORY COMMITTEE MEETINGS

The consulting team will hold update meetings alongside the City's Project Manager and Parks and Recreation Advisory Committee at key milestones during the process.

## TASK 3: DATA COLLECTION AND REVIEW

### 3.1 INITIAL DATA REQUEST

The consulting team will submit a request for all initial background and reference information to the City's Project Manager. By reviewing the City's supporting documentation and relevant information, as identified on pages 4 and 21 of the RFP, a strong foundation will be built upon historical context and a part of the City's backstory. Any additional documents and information outside of those previously established will be included in the initial request.

### 3.2 STAFF PLANNING WORKSHOP

A fantastic way to begin any robust planning process is by engaging with the professional staff who are responsible for the day-to-day operations of the system and are in direct service to the community.

A staff workshop will provide a comprehensive overview of the process allowing staff to:

- *become familiar with the purpose and intended outcomes of the planning process;*
- *engage in a SWOT analysis (strengths and weaknesses – internal influences; threats and opportunities – external influences); financial, market, competitive, and PEST (political, environmental, societal, and technological climates) analyses.*

Additionally, this interactive workshop can be replicated and held for the Parks and Recreation Advisory Committee and/or City Council members at the discretion of the City's Project Manager.

### 3.3 STAFF INTERVIEWS

Staff interviews provide important interaction and are key to project success. Minimally, these individual or small group interviews with staff members representing all levels of the Department allow for more focused interactions and provides a more in-depth understanding of challenges and opportunities, as well as individual opinions and perspectives about where the Department stands today and where it may head. There shall be an estimated eight (8) conducted interviews unless otherwise advised by the City's Project Manager.

### 3.4 SYSTEM TOUR

As part of this process, we elect the opportunity to take a half-day tour of the City's park and recreation system to collect valuable infrastructure data that can be used during throughout the process. We will use ArcGIS Online tools to efficiently collect data during the systems tour and take photos of major park elements.



## TASK 4: COMMUNITY PROFILE AND TRENDS ANALYSIS

### 4.1 COMMUNITY PROFILE

A community profile of demographic data and information of El Mirage, AZ with a focus on a profile of Department users will offer a current image of the community which invests in and primarily benefits from Department services. Using the *US Census*, *American Community Survey*, and other relevant local and regional resources, data and information gathered including age group, ethnicity, size of household, income, and more if requested. This will be used to create an image of Department residents today and tomorrow and further inform the development and direction of this process.

### 4.2 TRENDS ANALYSIS

Recreation and leisure activity trends research which includes consideration of national, regional, and local trends including operational “best” or common practices offers a glimpse at what’s on the radar as it relates to popularity or declining interests. Implications of these trends will also be used to determine leisure and recreation interests and needs specific to the Department. Areas of focus will include but not be limited to demographic trends, service delivery methods, programming, parks and facility management, environmental sustainability, technology, and social equity and accessibility trends and best practices.

## TASK 5: COMMUNITY INVOLVEMENT/ENGAGEMENT PLAN

### OPTIONAL TASK 05.1 BRANDING & WEBSITE

*Led by CivicBrand, a project brand identity package will be designed including a customized project brand/logo, and a website and URL that will serve as an online community engagement platform for the duration of the project. This platform will allow for continuous messaging regarding the planning process, meeting notices and updates, and will also offer an online community engagement room.*



Image: CivicBrand

### 5.1 COMMUNITY KEY STAKEHOLDER MEETINGS

To strengthen community outreach efforts, key stakeholder meetings will be provided to offer small and comfortable platforms for people to share perspectives and opinions. Representation may include the following individuals and organizations:

- El Mirage government/civic leaders
- Dysart Unified School District representatives
- Affiliate groups and partner representatives including Northwest Valley YMCA, Dysart Community Center, Maricopa County Library District, homeowners’ associations, etc.
- El Mirage parks and recreation users and participants as well as non-users
- Local business owners and representatives
- Local high school students and older adult/seniors

## 5.2 COMMUNITY WORKSHOPS & OPEN HOUSES & VIRTUAL ENGAGEMENT ROOM

One (1) public workshop and one (1) open house will be scheduled as opportunities for the community to gather and learn about the project and share their thoughts and perspectives as they relate to the future of parks and recreation. These gatherings offer an opportunity to educate and inform constituents about parks and recreation and its impacts on overall quality of life, in addition to assessing community perspectives, interests and needs. The first gathering will be held to introduce the project to the public and gather initial input and the second will be held near the end of the process to present project outcomes and gather final input on the process.

Additionally, using interactive online tools, a virtual engagement room, led by CivicBrand, will afford community members the opportunity to interact with the process from their computer or mobile device, simulating an engagement experience in a virtual environment. These rooms are advantageous for those who are unable to or disinterested in attending in person and extend the reach of the process beyond in-person meetings.

## 5.3 PARKS AND RECREATION PROVIDERS INVENTORY AND NETWORK

Given today's competitive landscape in the park and recreation and leisure services market, a thoughtfully constructed and managed partnership can be a fantastic strategy to efficiently utilize resources leading to cost effective service delivery.

In an effort to set the stage for the future of partnerships intended to support the leisure services industry in the city and region, a Parks and Recreation Providers Network gathering will be hosted and developed with the primary purpose of introducing the idea of a collaborative of park and recreation service providers, and to begin relationship building and work around identifying the types of services currently provided, and by which organizations they are being offered.

This gathering with focus on:

- The types and number of service providers representing each sector (public, non-profit/NGO, private, social enterprise).
- Analysis of the competitive landscape and identifying organizations which compete for like or similar markets to those of El Mirage.
- Identification of opportunities to pursue collaborative efforts through partnerships that lead to efficient and effective use of resources.

## 5.4 EQUITABLE ENGAGEMENT

Led by CivicBrand, this task will move beyond simply gathering input to ensuring that all voices within the community are heard. After the initial engagement phase, we will conduct a thorough analysis not only of who has participated but also, critically, of who has not yet been reached. This assessment will guide our next steps, as we take an agile approach to strategically allocate the equitable engagement budget. Our extensive toolbox includes a range of tools and tactics that allow us to tailor our outreach efforts to specific audiences, ensuring that every community segment has the opportunity to contribute.

Among the tools at our disposal are community-led focus groups, often facilitated through a "Meeting-In-A-Box" approach, collaborations with community partners such as churches, sports groups, and neighborhood groups to engage specific demographics, expanded translation services, and pop-up events designed to meet people where they are—in their neighborhoods or at events they already attend. We can also employ incentive based strategies like \$5-for-5-minutes in low-income areas, targeted digital advertising, and even producing project-specific podcasts. By having a reserved budget for these targeted engagement efforts, we ensure that we can deploy the right tool at the right time to capture diverse perspectives. This approach not only complements the statistically valid survey by offering both qualitative and quantitative data but also helps to paint a more accurate and inclusive picture of the community's vision for the future.

## TASK 6: COMMUNITY NEEDS ASSESSMENT

### 6.1 COMMUNITY NEEDS ASSESSMENT

Led by aQity, a statistically valid Community Needs Assessment survey will be designed to align with specific project goals and information needs in mind. We recognize that the objectives and population in each community are unique, and the research design, administration, and analysis each need to account for those specific characteristics is critical to the effectiveness of survey distribution and results. A carefully designed survey will be developed with input and approval from the project team, as well as consideration of community feedback from task 4.

The demographics of the community (majority Hispanic/Latino, a very young adult population with a high percentage reporting children under age 18) will obviously require a survey with English and Spanish options. Given that these demographics (younger adults, Hispanics/Latinos) represent the populations that tend to be least responsive to community wide surveys, our approach reflects a stronger than usual hybrid recruitment effort to ensure a sufficient sample size.

In addition, since the Parks and Recreation Department was formed just last year, we might consider a few new questions that are specific to awareness of the agency in addition to gauging overall opinions about the Department and its strengths/weaknesses.

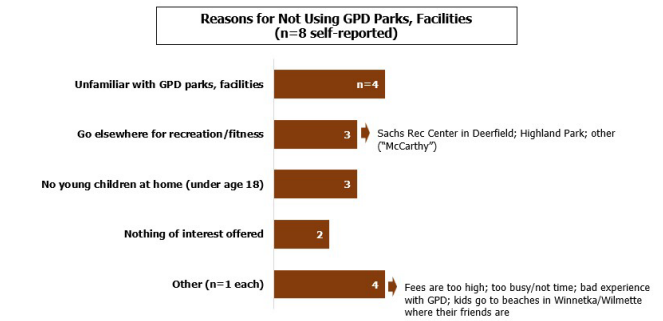
- Some may be familiar with only specific facilities or locations (e.g., a certain trail system, or the senior center), which may affect how they view the new Department and consider any new activities or improvements they would like to see. Also, some may not be aware that the Department manages certain locations.
- To help inform respondents and “level the playing field”, we may want to include a brief 2- to 3-sentence description of the Department and what it oversees, so that all respondents have basic and consistent understanding of the agency and its parks/facilities.

We will also want to identify both the sources that residents currently use for information on events, local services, etc., and where they would most prefer to go for information specific to parks, recreation, events, fitness, etc. (e.g., the Department webpage, emails, texts, social media, local news outlets, etc.).

The survey will be designed in close collaboration with the project team to ensure alignment with the stated goals. We will submit the drafts for the project team to review and ultimately approve (assume 2 to 3 drafts). The final survey will average 12-15 minutes to complete.

We will work with the City/Department team to draw a random sample of households from its database, including street address and emails for households within the City limits. We may need to also acquire a third-party database of residents to ensure that renters in the community are included in the sample (if they are not included in the City’s database).

The relatively few residents who have not been to a single GPD park nor facility in the past year give a variety of reasons, usually lack of awareness, going to facilities in nearby communities, or not having young children at home.



Q12. If you have not visited a Glencoe Park District park, playground, nature area, or facility recently, why not?

Image: Glencoe Park District Sample Report

Once the final questionnaire is approved, we will prepare it for hybrid data collection, meaning sampled respondents will have three ways in which to participate:

- Online: aQity will program and host a secure website for the online survey. Respondents will first select their language of choice (Spanish or English) on the opening web page.

Email invitations will be sent to sampled residents from the City database, informing them of the survey and its goals, identifying the Department as the survey sponsor and aQity as the independent research firm hired for this research, and assurances of anonymity. The email invitation will be in English and Spanish and will include a link to the survey website.
- By mail: For those without email addresses, we will send postcards with the same information about the survey goals, the Department's sponsorship, and language options. The postcard will include a QR code along with the survey URL and unique PIN so that residents can complete the survey online.

For the oldest residents (ages 75+), we will send an English and Spanish questionnaire with a pre-paid return envelope. Our experience is that this age group is often more comfortable completing a hard-copy survey instead of an online option. Still, the questionnaire will include the survey URL and QR code for any recipients who prefer completing it online instead.
- By phone: Both the online and hard-copy invitations will also include a toll-free number if residents wish to complete the survey by phone. While very few typically take advantage of this option, we will still provide it (with English- and Spanish-speaking interviewers) to maximize the response rate for this community.

To help boost the response rate further, we will work with the team to identify ways in which the Department can help spread the word about the survey and the importance of residents' participation. This might include outreach from the City to organizations in the community (neighborhood groups, churches, mercados, business groups, etc.) to inform those groups and encourage their friends, neighbors, members and customers to participate. We may want to provide hard copies of the survey (again, with pre-paid return envelopes) for those groups to distribute as well.

The goal will be a sample of at least  $n=400$  respondents. Given the size of the community with about 11,000 households, this sample size will provide a sufficient level of accuracy and will allow us to identify any statistically meaningful differences by subgroups (e.g., by age, ethnicity, gender, households with and without children, users and non-users of parks/facilities, new vs. long-term residents, etc.). The maximum margin of error for a sample of this size is  $\pm 4.9\%$  (at the 95% confidence level).

More important than sample size, we will ensure that our  $n=400+$  respondents are representative of the El Mirage population overall. We will compare the demographics of our sample and (if necessary) will weight them to reflect the most updated US Census data for the City in terms of region, age, gender, race/ethnicity, households with/without children, renters vs. homeowners, etc. This will ensure that the survey findings are reflective of the entire El Mirage community.

# TASK 7: COMMUNITY INVENTORY AND BENCHMARKING

## 7.1 COMMUNITY-WIDE INVENTORY REPORT

Led by KTUA, a benchmarking analysis of the parks and recreation resources of cities within the region and select cities known for their best practices will be conducted and compared against the Department. These cities, which will be confirmed by the City's Project Manager, are similar in size, composition, and demographics to El Mirage include but are not limited to Surprise, Peoria, Goodyear, Avondale, Buckeye, Apache Junction, Casa Grande, Queen Creek, and Maricopa. This task will focus on the physical elements of a parks and recreation system and will also use National Recreation and Parks Association (NRPA) and Commission for Accreditation of Park and Recreation Agencies (CAPRA) guidelines to enhance the results. This assessment will provide direction for future efforts in programming, new focus areas, and changes necessary to address the current and future community needs.

## 7.2 PARTNERSHIP ANALYSIS

The Department's current partnerships and associated agreements will be reviewed and evaluated. Comprised of both document review and discovery sessions with staff, these pieces will be analyzed through the lens of productivity, reciprocation, efficiency, and customer experience. Recommendations and opportunities to revise, enhance, and/or pursue collaborative efforts will be made so that the Department's services can lead to greater efficiencies and effective use of resources. Insights from task 5.4 *Parks and Recreation Service Provider Inventory and Network* will help inform recommendations.

## 7.3 LEVEL OF SERVICE ANALYSIS

Led by KTUA, a level of service (LOS) analysis for the system as a whole will be completed. We utilize three metrics of park LOS: Population LOS, Access LOS, and Amenity LOS that make up our Parks+ methodology. Each of these metrics can be calculated for the existing condition using a base year population and existing parks and park amenities, and a future condition based on population projections, planned land use, and the size and location of planned/funded or potential future parks. Each metric can also handle acreage and amenities that may be publicly accessible through joint-use agreements (JUAs) or homeowner's associations (HOAs).

**Population LOS** compares the City's population to the total park acres to calculate the park acres per 1,000 residents. This LOS will be compared to the City's current goal LOS to provide a total and per capita park acreage deficit (or surplus), which can inform future goal setting.

**Access LOS** uses park access points and travel networks to create a park travelshed for each. This highlights the areas of the city that have access to a park by a given mode and distance, determining equity of access and gaps and overlaps. The City's existing trail network can also be used to enhance the results of this analysis. Amenity-specific park travelsheds can also be provided relative to key demographics.

**Amenity LOS** uses the data collected during fieldwork to compare to a database of over a decade of park amenity benchmark data collected by the National Recreation and Park Association (NRPA). This database allows for a population-based amenity LOS comparison to long-term state and national averages, as well as to the most recent year of data.

We recognize the importance of understanding future land uses and its impact on the evolving landscape of El Mirage. The growth of the City and its demographics will present both challenges and new exciting opportunities for parks and recreation. Our team will assess planned growth areas and its corresponding impact to the existing parks and recreation system as well as how it relates to trails and other forms of linear recreation. Pending availability of data, the team can review planned residential developments (annotate planned parks and trails) or compare population density and determine impacts to the City's level of service.

## TASK 8: RECREATION SERVICE DESIGN & DELIVERY PHILOSOPHY

### 8.1 RECREATION SERVICE DESIGN & DELIVERY PHILOSOPHY

The El Mirage Parks and Recreation Department can benefit from a well-designed recreation service development and delivery philosophy for several important reasons. Among these are the following.

- **Guidance and Consistency:** A well-defined philosophy provides clear guidance on how services will be considered and ultimately designed and delivered. This will help ensure that the department's recreation services are consistent with its mission, values, and intended community impacts and outcomes.
- **Strategic Planning:** It aids in strategic planning by outlining priorities and objectives. This helps in allocating resources effectively and making informed decisions about service development and delivery.
- **Community Alignment:** It will help ensure that the department's services align with the needs and preferences of the community. By understanding and addressing these needs, enhanced community engagement and satisfaction have a better chance of being realized.
- **Quality Assurance:** It will support the development of standards and management practices, which can improve quality and effectiveness.
- **Staff Training and Development:** It will provide a framework for training staff and volunteers, helping them understand the department's approach and expectations, and ensuring services are designed and delivered in a manner consistent with intent.
- **Accountability and Evaluation:** It will assist in setting benchmarks for evaluating the success and impact of services. This can be crucial for demonstrating accountability to stakeholders and for continuous improvement.
- **Community Relations:** It can be an important tool for communicating the goals and values to the community, fostering transparency, and building trust.

Overall, a recreation service delivery philosophy helps ensure that the agency operates effectively, meets community needs, and upholds its mission and values.

Designing and developing a philosophy for the El Mirage Parks and Recreation Department will include the following considerations and steps.

1. **Understanding Community Needs:** As a result of community engagement, needs, interests, and demographics will be revealed and understood setting a foundation for philosophy design.
2. **Determining Intended Outcomes:** Defining intended outcomes such as improving physical health, fostering community engagement, inclusivity, sustainability, or providing educational opportunities can establish a baseline for service development strategies.
3. **Creating a Development and Delivery Framework:** Developing a structured plan that outlines the types and categories of services the department will consider and provide and/or facilitate.
4. **Identifying Potential Partnerships:** Identifying collaboration and partner opportunities with community organizations, local businesses, and other stakeholders to provide and/or facilitate services, reach appropriate audiences and best use resources will help ensure efficiency and effectiveness.
5. **Evaluation Methods:** Consistent evaluation of service effectiveness and efficiency through various feedback methods while considering criteria such as participation rates, satisfaction, outcomes, and resource utilization assist will assist the department in its commitment to continuous improvement.

### Marketing Recommendations

Led by CivicBrand, a high-level marketing analysis for the Department's efforts will be conducted with careful consideration of its unique structure and need to focus on and promote its partnerships. This includes a SWOT analysis of current marketing channels, such as the website, email, social media channels, and print collateral. The process involves a virtual meeting with the marketing team, an analysis of all previous marketing efforts, and results with a set of custom marketing recommendations and a combination of industry best practices that will assist the new Department's marketing efforts moving forward.

### Targeted Efforts

We will review the Department's current impact and strategies for providing services to the community's specific neighborhoods, demographics, and underserved populations. These identifiers, to be confirmed by the Project Team, will help provide insight to specific user groups who may be over-supported or under-served by current efforts. Input from task 5 *Community Involvement and Engagement Plan* will be considered and quantitative evidence from task 5 *Financial Analysis* will be used in order for effective and targeted recommendations to be developed.



Image: Northwest Valley YMCA Facebook Page

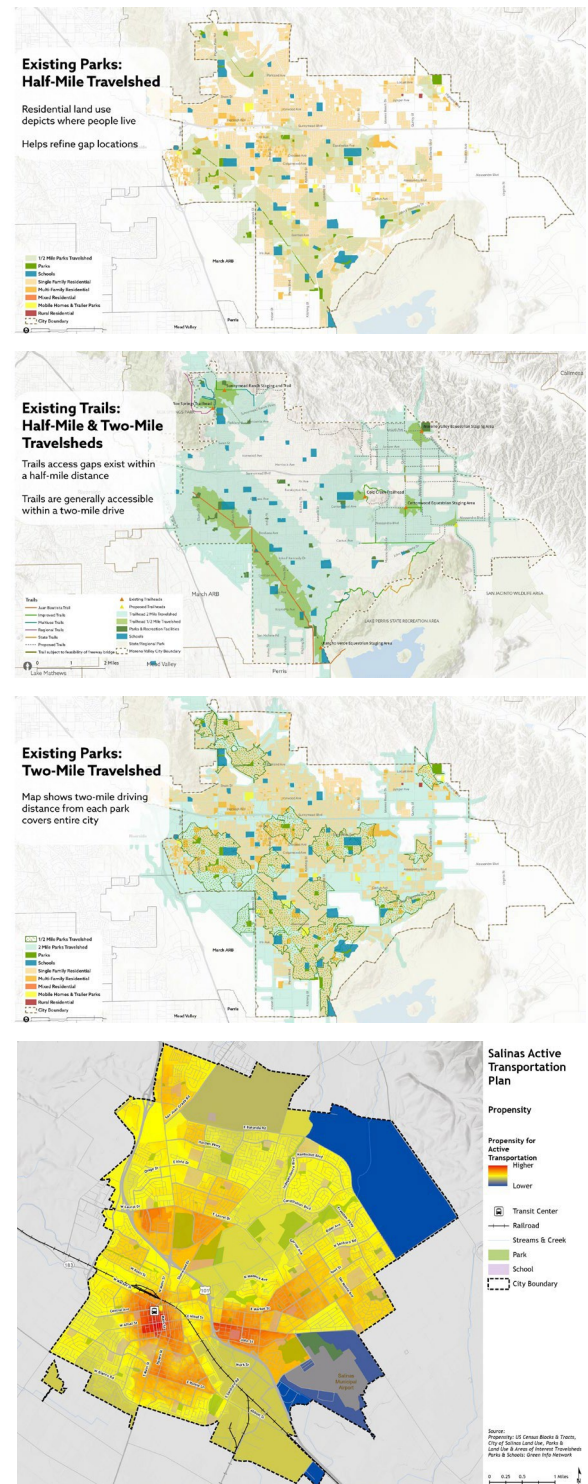
# TASK 9: MULTI-MODAL CONNECTIVITY PLAN/TRAIL GUIDELINES

## 9.1 MULTI-MODAL CONNECTIVITY PLAN

KTUA will use all available GIS data to analyze the City’s existing active transportation and trail network. Existing and previously planned bikeways, natural surface trails, and paved multi-use paths will be mapped and analyzed against the park system. KTUA will create a travelshed map that depicts geographic access to existing trailheads and facilities. This process will highlight gaps and areas for improvement throughout El Mirage. KTUA will also review potential opportunities such as excess right-of-way along streets, utility corridors, flood control channels/washes, etc. to address gaps found in the travelshed analysis on corridors that have a potential for connection. A case studies memo will be developed that describes how similar cities have improved connectivity and their park system through the construction of trails, multi-use paths, and linear parks. The community will be asked to provide feedback on potential opportunities. Their comments will be used to finalize a project list of trail and multi-use path projects.

The results of this planning exercise will be a high-level network of connections between parks and other city or regional destinations. The design guidelines will be developed into a toolbox of options for trail design, countermeasures, and features. By providing options, it will give the City flexibility to better plan and design these trails when funds are available. This toolkit will also include low, mid, and high-cost options.

These guidelines can both educate and facilitate implementation. This design toolbox will include text, cross sections with general dimensions, photographs, and other graphics, as needed, to properly explain each major element. Guidance on wayfinding signage, lighting, benches, trash/recycling receptacles, planting palette, types of surface (natural vs paved), ADA grading/slopes, intersections/crossings, trailheads, staging areas, green infrastructure, placemaking/public art, etc. will be included. With increasing concerns for safety on trails, Crime Prevention Through Environmental Design (CPTED) concepts will help inform elements of the guidelines. KTUA will work with 110% to identify national, state, regional, and local funding sources that El Mirage can use for project implementation.



Images: City of Moreno Valley various Travelshed maps (top three); City of Salinas Propensity for Active Transportation Plan, KTUA

# TASK 10: SITE SPECIFIC MASTER PLAN

## 10.1 SITE MASTER PLAN

Led by KTUA, the results of the existing conditions analysis will be used to identify park amenity deficiencies that can be addressed through the development of the 13-acre parcel adjacent to Basin Park. This exciting opportunity will provide the City and its residents an opportunity to understand the potential positive impacts the park can have if it's thoughtfully designed. The KTUA team of planners and landscape architects will use park design best practices and feedback from the community to develop two conceptual alternatives (bubble diagrams). These bubble diagrams will be vetted by the community during the public outreach phase. Feedback collected from the community members and stakeholders will be used to design a preferred conceptual plan. The preferred conceptual plan can also be integrated into the public outreach process. Exhibits and graphics will be developed such as table maps or interactive posters for public outreach. Actual workshop deliverables will be discussed with the City once the outreach plan and its associated events are confirmed. The final conceptual plan and its opinion of probable costs will be included in the final master plan.



Image: City of Ontario, CA George Gibbs Park Workshop Activity (top) and Schematic (bottom), KTUA



## TASK 11: FINANCIAL ANALYSIS

### 11.1 FINANCIAL ASSESSMENT

A financial assessment will be conducted to include, at minimum, review of the probable operating, maintenance, and capital costs, current debt load and source, current pricing strategies and fee structures, and alternative funding sources. This assessment will help crystalize the Department's current financial management practices and assist in determining performance, stability, and sustainability, as well as potential funding sources. Additionally, specific recommendations for mark maintenance improvement strategies will be made as part of this task.

### 11.2 CAPTIAL IMPROVEMENT PLAN

A Capital Improvement Plan (CIP) will help guide the long-term investment of the Department. Using the results from the overall process, a high-level phased capital improvement/replacement plan will be developed into short-term (2026-2030) and long-term (2031-2035) programs to include a priority schedule for the maintenance/repair/rehabilitation of existing assets, opportunities for enhancement and expansion, capital investment, funding considerations, and timeline. All recommendations will take into account future staffing impacts.

## TASK 12: STRATEGIC PLANNING AND ORGANIZATIONAL ANALYSIS

### 12.1 ORGANIZATIONAL ANALYSIS

This analysis will review the Department's current organizational structure and staffing levels and will provide recommendations that align with future growth. Areas of review will include but not be limited to organizational structure, program area demand, and industry standards. From there, a future budget, as informed by the overall planning process, will be researched and identified.

### 12.2 STRATEGIC PLAN DEVELOPMENT

**A fully operationalized Strategic Plan** will define actions and other criteria required to fully implement the Master Plan and measure progress.

A creative planning session experience with Department staff, Parks and Recreation Advisory Committee, and/or Board (as directed by the City's Project Manager) will include the following:

- review and re-engineer (as needed) the Department's mission/purpose to ensure relevance;
- determine priorities that meet current and future Department and regional needs;
- review existing staff recommendations;
- set goals (broad based statements of intent) and create actions;
- establish timelines for actions over short-term (1-2 years), medium-term (3-5 years) and long-term periods (6-10 years);
- and identify the leads/teams who will be accountable for the work and intended outcomes.

Part of the Phased Action Plan will include the use of the LEGO SERIOUS PLAY® method (LSP), an innovation in applied learning. This unique facilitation offers a refreshing approach to planning exercises by stimulating ideation, driving conversation, and bringing teams to effective solutions. LSP’s research-supported methodology has been proven to have a profound impact on listening, communication, constructivism, problem solving, and camaraderie within various types of organizations.



Images: Strategic Planning with LSP for Wisconsin Park & Recreation Association, City of Commerce City (CO), Buffalo Grove Park District (IL)

In order to balance the ambition and resource needs of those actions included in the Phased Action Plan so that El Mirage Parks and Recreation is set up for success, identification of each action’s *priority and resource requirement* will be determined.

To better explain how this will be done, the following definitions will be used to guide determining each action’s priority and resource requirement:

**Priority** – Indication will be given as to whether each action is a *high, medium, or low* priority as defined below.

- High Priority - Urgent; requisite to what is necessary for the Department to thrive; inherent to maximum impact.
- Medium Priority - Moderate consideration; Department should plan on addressing but not pressing.
- Low Priority - Desire; satisfies interest.

**Resource Requirement** – Indication will be given as to whether each action will require a *high, medium, or low* investment of resources as defined below.

- High Resource Requirement - Significant staff, financial, and other resources required.
- Medium Resource Requirement - Moderate staff, financial, and other resources required.
- Low Resource Requirement - Lessor staff, financial, and other resources required.

*NOTE: The final Strategic Plan presented to the Department will include a template will provide for tracking progress and measuring performance.*

# TASK 13: MASTER PLAN PRODUCTS/ELEMENTS

## 13.1 MASTER PLAN DEVELOPMENT

All findings will be reviewed, analyzed, and considered while informing the development of the El Mirage Parks and Recreation Department Master Plan. Plan design and content will include but not be limited to the following elements outlined below.

- A two-page **Executive Summary**.
- A package of project **branding** assets.
- **Summaries of all staff and elected officials' engagement and touch points** including workshops, interviews, and meetings.
- **Summaries of all community engagement and touch points** including stakeholder meetings, public workshop, open house, virtual engagement, and equitable engagement activities.
- **Summary and full results** of the community needs assessment statistically valid survey.
- **Demographic and Trends Analyses**.
- An **Agreements and Partnership Analysis** with recommendations for current and future collaborative efforts supported by the **Parks and Recreation Service Provider Inventory and Network** exercise.
- A **Benchmarking Analysis** of similar agencies.
- Updated **inventory of park sites** (with data sheets), maps of parks and facilities, and **Level of Service Standards**.
- A **Recreation Service Design & Philosophy Plan** that ensures the City operates effectively, meets community needs, and upholds its mission and values.
- A high-level **Marketing Analysis** with overall recommendations.
- A **Multi-Modal Connectivity Plan** complete with planning map and design guideline recommendations.
- A **Site-Specific Master Plan** of the ~13-acre parcel adjacent to Basin Park with preliminary conceptual designs and costing analysis.
- A **Financial Assessment** that includes a comprehensive **Capital Improvement Plan** with recommendations based upon community needs and interests, operating, maintenance, and capital requirements as they align with the Department's fiscal realities and projections.
- A fully operationalized **Strategic Plan** including intended/measurable outcomes.



## TASK 14: PROJECT COMPLETION

### 14.1 PRESENTATION OF DELIVERABLES

Formal in-person presentations of final results will be provided to staff, Parks and Recreation Advisory Committee, and City Council.

### 14.2 FINAL DELIVERABLES

The consulting team will provide a final draft of the El Mirage Parks and Recreation Department Master Plan to the City's Project Manager/Team for review, comment, and adjustment prior to the plan being presumed complete or accessible. Once finalized, final completed color copies will be printed, professionally bound, and delivered.

The following will constitute the final deliverables:

- Working Paper #1 – Summary of Existing Conditions and Trends Analysis;
- Working Paper #2 – Summary of Community Needs Assessment and Inventory/Benchmarking Analysis;
- Ten (10) copies Draft Parks and Recreation Master Plan book, including color exhibits within the book;
- Ten (10) bound copies of the Final City Council Parks and Recreation Master Plan book, including color exhibits within the book;
- Twenty-five (25) color executive summaries of the Parks and Recreation Master Plan;
- One USB flash drive that includes an electronic copy of the entire Final City Council Parks and Recreation System Master Plan book, including color exhibits within the book, GIS maps, and the Parks and Recreation Master Plan executive summary.

*Notes: Exhibits will be printed full size (24x36").*

*The Consulting Team will provide the deliverables listed above to the City Project Manager/Team for review and comment prior to any deliverable being presumed complete or acceptable. Deliverables will be presented for initial comment, adjustment, and/or approval with up to two draft reports provided prior to final report submission.*



# Project Schedule

The proposed schedule below provides anticipated dates for all work associated with each task including research, evaluation, and reporting. Date ranges are what is anticipated but may vary dependent upon a variety of factors including staff and/or elected representative’s availability, etc.

Task	Mo 1	Mo 2	Mo 3	Mo 4	Mo 5	Mo 6	Mo 7	Mo 8	Mo 9	Mo 10	Mo 11	Mo 12
<b>Task 1: Work Plan</b>												
1.1 Preliminary Project Meeting	█											
1.2 Finalized Work Plan	█											
<b>Task 2: Project Management</b>												
2.1 Project Kickoff	█											
2.2 Project Check-ins, Updates, and Review Meetings	█											
2.3 Advisory Committee Meetings		█			█			█				█
<b>Task 3: Data Collection and Review</b>												
3.1 Initial Data Request and Review	█	█										
3.2 Staff Planning Workshop		█	█									
3.3 Key Staff Interviews			█									
3.4 System Tour			█									
<b>Task 4: Community Profile and Trends Analysis</b>												
4.1 Community Profile		█	█									
4.2 Trends Analysis				█	█							
<b>Task 5: Community Involvement/Engagement Plan</b>												
<i>OPTIONAL 05.1 Project Branding &amp; Website</i>	█	█										
5.1 Community Focus Groups			█	█								
5.2 Community Workshops, Open Houses & Virtual Engagement Room			█	█						█		
5.3 Providers Inventory and Network			█	█								
5.4 Equitable Engagement						█	█	█	█			

Task	Mo 1	Mo 2	Mo 3	Mo 4	Mo 5	Mo 6	Mo 7	Mo 8	Mo 9	Mo 10	Mo 11	Mo 12
<b>Task 6: Community Needs Assessment</b>												
6.1 Community Needs Assessment				■	■	■						
<b>Task 7: Community Inventory and Benchmarking</b>												
7.1 Community-Wide Inventory Report			■	■	■							
7.2 Partnership Analysis					■	■						
7.3 Level of Service Analysis				■	■							
<b>Task 8: Recreation Service Design &amp; Delivery Philosophy</b>												
8.1 Recreation Service Design & Delivery Philosophy				■	■	■	■					
<b>Task 9: Multi-Modal Connectivity Plan/Trail Guidelines</b>												
9.1 Multi-Modal Connectivity Plan								■	■	■	■	
<b>Task 10: Site Specific Master Plan</b>												
10.1 Site Specific Master Plan								■	■	■	■	
<b>Task 11: Financial Analysis</b>												
11.1 Financial Assessment					■	■	■					
11.2 Capital Improvement Plan						■	■	■				
<b>Task 12: Strategic Planning and Organizational Analysis</b>												
12.1 Organizational Analysis								■	■			
12.2 Strategic Plan Development									■	■	■	
<b>Task 13: Master Plan Products/Elements</b>												
13.1 Master Plan Development										■	■	
<b>Task 14: Project Completion</b>												
14.1 Presentation of Deliverables												■
14.2 Final Deliverables												■

# Proposed Budget

The proposed budget below includes all proposed tasks detailed in the scope of work as presented. We are willing to modify or further customize any of the proposed work plan as presented to best suit the interests of the Department so that the intended outcomes of this process can be realized

Task	Proposed Price
<b>Task 1: Work Plan</b>	<b>\$430</b>
1.1 Preliminary Project Meeting	\$215
1.2 Finalized Work Plan	\$215
<b>Task 2: Project Management</b>	<b>\$9,060</b>
2.1 Project Kickoff	\$3,200
2.2 Project Check-ins, Updates, and Review Meetings	\$5,000
2.3 Advisory Committee Meetings	\$860
<b>Task 3: Data Collection and Review</b>	<b>\$18,705</b>
3.1 Initial Data Request and Review	\$1,935
3.2 Staff Planning Workshop	\$4,300
3.3 Key Staff Interviews	\$6,070
3.4 System Tour	\$6,400
<b>Task 4: Community Profile and Trends Analysis</b>	<b>\$6,115</b>
4.1 Community Profile	\$2,575
4.2 Trends Analysis	\$3,540
<b>Task 5: Community Involvement/Engagement Plan</b>	<b>\$27,895</b>
<i>OPTIONAL 05.1 Project Branding &amp; Website (not included in Proposed Budget total)</i>	<i>+\$3,255</i>
5.1 Community Focus Groups	\$7,385
5.2 Community Workshops, Open Houses & Virtual Engagement Room	\$12,170
5.3 Providers Inventory and Network	\$4,300
5.4 Equitable Engagement	\$4,040

Task	Proposed Price
<b>Task 6: Community Needs Assessment</b>	<b>\$34,280</b>
6.1 Community Needs Assessment	\$34,280
<b>Task 7: Community Inventory and Benchmarking</b>	<b>\$21,950</b>
7.1 Community-Wide Inventory Report	\$8,595
7.2 Partnership Analysis	\$3,975
7.3 Level of Service Analysis	\$9,380
<b>Task 8: Recreation Service Design &amp; Delivery Philosophy</b>	<b>\$14,975</b>
8.1 Recreation Service Design & Delivery Philosophy	\$14,975
<b>Task 9: Multi-Modal Connectivity Plan/Trail Guidelines</b>	<b>\$9,520</b>
9.1 Multi-Modal Connectivity Plan	\$9,520
<b>Task 10: Site Specific Master Plan</b>	<b>\$13,440</b>
10.1 Site Specific Master Plan	\$13,440
<b>Task 11: Financial Analysis</b>	<b>\$8,875</b>
11.1 Financial Assessment	\$3,900
11.2 Capital Improvement Plan	\$4,975
<b>Task 12: Strategic Planning and Organizational Analysis</b>	<b>\$12,680</b>
12.1 Organizational Analysis	\$3,975
12.2 Strategic Plan Development	\$8,705
<b>Task 13: Master Plan Products/Elements</b>	<b>\$9,870</b>
13.1 Master Plan Development	\$9,870
<b>Task 14: Project Completion</b>	<b>\$7,075</b>
14.1 Presentation of Deliverables	\$3,655
14.2 Final Deliverables	\$3,420
<b>Proposed Project Total</b>	<b>\$194,870</b>

Consultant rates used to calculate the fee proposal on the previous page include: 110% – Principal: \$215/hour; Project Consultant: \$150-175/hour, KTUA– Principal: \$210/hour; Senior Associate: \$170/hour; Senior Planner: \$125/hour; Planner: \$110/hour, CivicBrand – Project Consultant: \$155/hour, aQity – Principal: \$150/hour; Project Support: \$60-90/hour

NOTES: All pricing above includes three project visits. Additional in-person facilitation is available upon request. Pricing per trip is based upon market and staff time and priced at an agreed upon amount based on location of selected consultant(s). Invoices will be submitted monthly based upon the past month's project completion. No reimbursable expenses are included in the proposal as they are built into the process pricing.



**Imagining the future**  
**on behalf of others is a** *privilege.*

**Thank you!**

A ***small firm by choice***, we remain committed to working with those who want to change the world for the better and want to do the right thing all day, every day.

We would like to extend our heartfelt thanks and appreciation to you for considering partnering with 110%, Inc. and the rest of the consulting team on this important project. We look forward to the opportunity to work alongside you!

**Sincerely,**

