CONSULTANT SERVICES AGREEMENT
Contract No. 2026-31

This Contract is entered into this 11 day of March, 20 26 by and between the City of Flagstaff, a political subdivision of the State or Arizona ("City"), and Kimley-Horn and Associates, Inc., a North Carolina corporation("Consultant").

WHEREAS, the City desires to receive and Consultant is able to provide consulting services;

NOW THEREFORE, in consideration for the mutual promises herein, the Parties agree as follows:

1. Scope of Work: Consultant shall provide the consulting services generally described as:

PROSE Master Plan Consulting

and as more specifically described in the Scope of Work attached here to as *Exhibit A* (the "Services").

2. Term and Renewal:

2.1 Contract Term: The term is for a period of three (3) years unless terminated pursuant to the provisions of the Contract. The Contract will be effective as of the date signed by both parties. The City Council has the authority to amend the term of the Contract.

2.2 Renewal: The Contract may be renewed for up to two (2) one (1) year additional terms by mutual written consent of the parties. The City Manager or his/her designee (the Purchasing Director) shall have authority to approve renewal on behalf of the City.

2.3 Unilateral Extension: The Contract may be unilaterally extended for one (1) 90-day period. The City Manager or his/her designee (the Purchasing Director) shall have the authority to approve the extension on behalf of the City. Consultant will be provided written notice of the Unilateral Extension prior to expiration of the Contract.

3. Compensation: Consultant shall be paid for satisfactory performance of the Contract in an amount not to exceed **One hundred ninety-nine thousand five hundred thirty dollars and zero cents ($199,530)**including fees and taxes, based on an hourly rate or other measurement made in accordance with the Scope of Work, attached hereto as *Exhibit A.* Any price adjustment must be approved by mutual written consent of the parties through a formal amendment. The City Manager or his/her designee may approve an amendment if the total amount of the Contract, as amended, is less than $100,000; otherwise, City Council approval is required.

4. Termination & Cancellation Clauses.

4.1 Non-Appropriation: The City may terminate the Contract due to budget constraints and non-appropriation of funds for the following fiscal year, without penalty or liability to Consultant.

4.2 For Convenience: Either Party may terminate the Contract for any reason by giving the other Party written notice of such termination no less than fifteen (15) days prior to the date of termination. If the Contract is so terminated, the City's only payment obligation under the Contract shall be for those Services completed prior to the effective date of the termination.

4.3 Conflict of Interest: Pursuant to A.R.S. § 38-511, if the City identifies a conflict of interest in the award or performance of the Contract, the City may cancel the Contract within three (3) years after its execution, without penalty or further liability to Consultant.

5. Amendment: The Contract is intended to be the complete and final agreement of the Parties. The Contract may be amended through a formal written amendment Parties.

6. Compliance with Laws: Consultant shall comply with all applicable federal, state, and local laws, regulations, standards, codes, and ordinances, including acquiring the requisite insurance, licenses, permits, and approvals, required to perform the Contract, and provide copies to City upon request.

7. Insurance:

7.1 Coverage: Consultant shall carry $1,000,000 of Commercial General Liability insurance, $500,000 Automotive Liability insurance, and the State of Arizona statutorily required amount of insurance for Workers' Compensation and Employer's Liability.

7.2 Professional Liability: Where the Consultant is required by state statute to maintain certain licensure to provide the Services required in the Contract, Consultant shall maintain $2,000,000 of Professional Liability insurance.

7.3 Certificate of Insurance: Upon request of the City, Consultant shall provide a Certificate of Insurance to the City documenting the requisite coverage.

8. Indemnity: Consultant shall be fully liable for the actions of its agents, employees, partners, and assigns and shall fully indemnify, defend, and hold harmless the City, and their officers, agents, and employees from third party suits, actions, damages, and costs of every name and description, including attorneys' fees to the extent arising from or relating to personal injury and damage to real or personal property, caused in whole or in part by the negligence or willful misconduct of Consultant, its agents, employees, partners, or assigns. This indemnification shall survive termination or expiration of the Contract.

9. Assignment/Subcontracting: Consultant shall not assign, sell, transfer, or subcontract rights, or delegate responsibilities of this Contract, in whole or in part, without the City's prior written approval.

10. Independent Contractor: Consultant shall be an independent contractor for purposes of all laws, including but not limited to the Fair Labor Standards Act, Federal Insurance Contribution Act, Social Security Act, Federal Unemployment Tax Act, Internal Revenue Code, Immigration and Naturalization Act; Arizona revenue and taxation, compulsory Workers' Compensation laws of the State of Arizona under A.R.S. § 23-901 (et. seq.) and/or unemployment insurance laws.

11. Nondiscrimination: Consultant shall not discriminate against any employee or applicant for employment or person to whom it provides Services because of race, color, religion, sex, national origin, disability, genetic information, veteran's status, pregnancy, and/or familial status and represents and warrants that it complies with all applicable federal, state, and local laws, ordinances and executive orders regarding employment.

12. City Ownership of Document and Data: Any original documents prepared or collected by Consultant in performance of this Contract such as models, samples, reports, surveys, survey results, graphics, tables, charts, plans, computations and other data shall be the property of City ("City's work product"). Consultant agrees that all materials prepared under this Contract are "works for hire" within the meaning of the copyright laws of the United States and hereby assigns to the City all rights and

interests Consultant may have in the materials it prepares under this Contract, including any right to derivative use of the material.

13. Re-Use: The City may use the City's work product without further compensation to Consultant; provided, however, that the City's reuse without written verification or adaption by Consultant for purposes other than contemplated herein is at the City's sole risk and without liability to Consultant. Consultant shall not engage in any conflict of interest nor appropriate any portion of the City's work product for the benefit of Consultant or any third parties without the City's prior written consent.

14. Delivery of Document and Data: Upon termination of this Contract in whole or part, or upon expiration if not previously terminated, Consultant shall immediately deliver to the City copies all of the City's work product and any other documents and data accumulated by Consultant in performance of this Contract, whether complete or in process.

15. Payment:

    15.1 Invoices shall include the Contract and/or Purchase Order number and dates when the work has been performed. Invoices shall be sent within thirty (30) days following performance. Payment will only be made for satisfactory Services received and accepted by City.

    15.2 Consultant shall be responsible for payment of all taxes including federal, state, and local taxes related to or arising out of performance of the Contract. Such taxes include but are not limited to federal and state income tax, social security tax, unemployment insurance taxes, transaction privilege taxes, use taxes, and any other taxes or business license fees as required.

    Exception: The City will pay any taxes which are specifically identified as a line-item dollar amount in Consultant's bid, proposal, or quote, and which were considered and approved by the City as part of the award process. Such taxes shall be identified as a separate line item in Consultant's invoices.

16. Immigration Laws: Pursuant to A.R.S. § 41-4401, Consultant hereby warrants that it and each of its subcontractors shall comply with all state and federal immigration laws and regulations that relate to its employees and A.R.S. § 23-214(A). A breach of state and/or federal immigration laws and regulations shall constitute a material breach of the Contract.

17. Forced Labor of Ethnic Uyghurs: Consultant hereby certifies that it does not use the forced labor of ethnic Uyghurs in the People's Republic of China as defined in A.R.S. § 35-394, et seq.

18 No Boycott of Israel: Pursuant to A.R.S. §§ 35-393 and 35-393.01, if a Party has over ten (10) employees and the Contract is worth at least one-hundred thousand dollars and no cents ($100,000), the Party shall certify that it is not currently engaged in, and agrees, for the duration of the Contract, will not engage in a boycott of Israel.

19. Governing Law and Forum: The Contract shall be construed in accordance with the laws of the State of Arizona and in the event of litigation relating to the Contract, any action in law or in equity shall be filed in Coconino County, Arizona.

(REMAINDER OF PAGE INTENTIONALLY LEFT BLANK)

20. Notice: Any formal notice under the Contract shall be in writing via certified mail and email as follows:

To the City:
Rebecca Sayers
PROSE Director
City of Flagstaff
1702 N Fourth St
Flagstaff, AZ 86004
Email: rsayers@flagstaffaz.gov
Phone: 928-213-2306

To Consultant:
Marissa Pellegrini
Project Manager
14648 N Scottsdale Rd
Suite 200
Scottsdale, AZ 85254
marissa.pellegrini@kimley-horn.com
602-906-1153

With a copy to:
Josh Linam
Sr. Procurement Specialist
City of Flagstaff
211 W. Aspen Ave.
Flagstaff, AZ 86001
Email: joshua.linam@flagstaffaz.gov

21. Authority: Each Party warrants that it has authority to enter into the Contract and perform its obligations hereunder, and that it has taken all actions necessary to enter into the Contract.

CONSULTANT

By: David Rutkowski

Title: Senior Associate

Date: 3/6/2026

CITY OF FLAGSTAFF

By:

Joanne K. Keene signed on 3/11/2026 9:37:12 AM

Title: City Manager

Date:

ATTEST:

Stacy Saltzburg

City Clerk

Stacy Saltzburg signed on 3/11/2026 12:12:46 PM

APPROVED AS TO FORM:

Marianne Sullivan signed on 3/11/2026 5:06:34 AM

City Attorney's Office

Notice to Proceed issued:_____, 20___

Last Updated August 15, 2025

Exhibit A

Proposal for

Parks, Recreation, Open Space, and Events Master Plan

Solicitation No. 2026-31

Closing Date and Time: *November 17, 2025 at 12:00PM*

Prepared for

City of Flagstaff

Prepared by

Kimley»Horn

Expect More. Experience Better.

November 17, 2025

Joshua Linam
City of Flagstaff
1702 N. 4th Street
Flagstaff, AZ 86004

Kimley-Horn
14648 N. Scottsdale Road, Ste. 200
Scottsdale, AZ 85254
www.kimley-horn.com

RE: Proposal for the City of Flagstaff Parks, Recreation, Open Space, and Events (PROSE) Master Plan, Solicitation No. 2026-31

Dear Mr. Linam and Members of the Selection Committee:

The City of Flagstaff (City) is seeking an experienced consultant to develop the City's PROSE Master Plan (Plan) to create a vision for the community's parks, recreation facilities, open spaces, and events system. This Plan is vital to setting the framework for future decision making, leveraging future grant and funding opportunities, identifying community needs and expectations, and finding solutions to gaps or barriers currently preventing the Flagstaff community from fully utilizing and enjoying parks and recreation amenities. **The Kimley-Horn team is ready to work with the City to develop a visionary and progressive plan focused on promoting an active, safe, vibrant, and sustainable community.** A few distinguishing qualities of our team include:

Recent and Directly Relevant National Experience. Kimley-Horn is a national expert in parks and recreation planning and has recently completed many similar municipal systemwide parks, recreation, trails, open space, and events master plans, including the Prescott Valley Parks and Recreation Master Plan; Scottsdale Parks and Recreation Master Plan, Goodyear Systemwide Parks and Recreation Master Plan; Casa Grande Community Services Master Plan; Snoqualmie Parks, Recreation, Open Space, and Trails Master Plan, and Chandler Parks Strategic Master Plan. **We are highly experienced at creating plans that have been successfully implemented for communities to enjoy.**

Simply a Better Experience. The Kimley-Horn team is focused on providing not only exceptional service and solutions, but also a better overall experience than you would get with any other firm. Our team is eager to leverage our knowledge of the City of Flagstaff to provide the City with a plan that is tailored to your needs and the city's unique opportunities and constraints. **We are excited to demonstrate the type of responsiveness and high-quality service Kimley-Horn and Project Manager, Marissa Pellegrini, PLA, ASLA, CLARB, have become known for in the industry.**

Local Presence and Familiarity. With Kimley-Horn, the City gets the best of both worlds. Our project manager and project team offer extensive, high-caliber, national systemwide parks and recreation master planning experience. These same individuals live locally and have experience working and serving clients in the City of Flagstaff and the surrounding area. **We bring the local knowledge and familiarity, national expertise, and excellent working relationships to make this project successful.**

We are confident that our team is best qualified to complete this project. We are committed to providing exceptional service and responsiveness to the City. Thank you for the opportunity to submit our proposal for this exciting master plan opportunity. Please reach out to Project Manager, Marissa Pellegrini at 602.906.1153 or marissa.pellegrini@kimley-horn.com if you have any questions.

Sincerely,
KIMLEY-HORN

Marissa Pellegrini, PLA, ASLA, CLARB
Project Manager

Adam Perillo, PLA
Sr. Vice President/
Authorized Signer

SECTION A

Company Qualifications and Experience

A. Company Qualifications and Experience

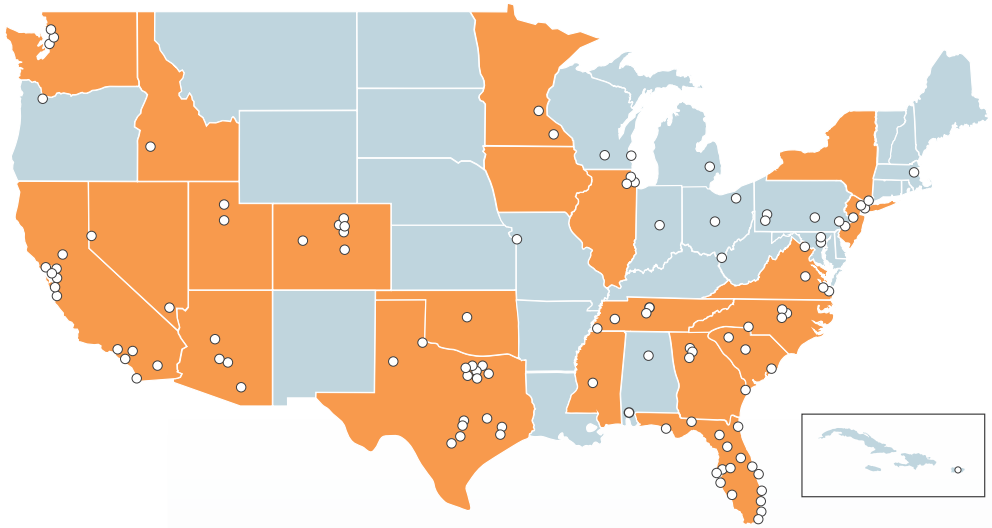
Company Overview

Founded in 1967, Kimley-Horn is a national multidisciplinary planning and engineering firm that has provided innovative, high-quality consulting services across the U.S. for over 58 years. With more than 9,000 professionals in over 147 offices nationwide, municipalities across the country turn to Kimley-Horn for professional services, including master planning; public participation and consensus building; parks and recreation design; trail design; design and maintenance guidelines; environmental studies; feasibility studies; and cost analysis, including life-cycle assessments. With such a wide variety of disciplines offered in-house, Kimley-Horn can look at this project from a variety of perspectives. **We understand what it takes to develop and construct parks and recreation projects and bring the unique ability to see how different aspects of the plan relate and impact other key areas of the community.**

Kimley-Horn's integrated approach to the master planning process is guided by the needs of the constituents who live, work, and play in the communities. We approach complex site planning and civil engineering issues from a multidisciplinary perspective to ensure the final plan achieves your needs today and well into the future. The team of experts we have assembled for this master planning project bring experience and expertise extending from a wide range of parks, recreation, trails, and open space projects that vary from systemwide parks master plans and recreation center master plans to the design and construction of regional, community, neighborhood, and pocket parks and recreation facilities.

Legal Organization

Kimley-Horn is a privately held corporation, fully owned by individuals who are current employees of the firm. Each region within Kimley-Horn is managed by a team of representatives from production, marketing, administration, and practice building. The firmwide Advisory Committee, consisting of members from production, marketing, administration, and practice development, establishes overall direction and policy. This committee collaborates with regional teams as necessary to support organizational objectives. Both the regional teams and Advisory Committee are primarily dedicated to assisting project managers, who oversee all aspects of project execution—including contracting, planning, scheduling, quality assurance, and client relations—from initiation to completion.



○ Kimley-Horn Offices

■ Parks & Recreation Master Planning Projects across the U.S.

58+ Years of Client Service

9,500+ Employees Nationwide

150+ Parks & Recreation Master Planning Projects

18 Years as a FORTUNE Best Company to Work For

Organizational Chart

Our team's organizational chart is shown in Section B, Project Team Qualifications and Roles on page 3.

Company Experience Performing Similar Master Plans

Kimley-Horn has a long history of completing similar comprehensive parks and recreation master planning projects. As we are nationally recognized in this field, we recently presented an education session on Systemwide Parks and Recreation Master Plans with our client, the City of Scottsdale. **We understand from our vast experience that no two communities are alike; therefore, no parks and recreation master plans should be alike.**

A robust community engagement process is a cornerstone of our approach and is what we believe will make your plan successful. When a planning project is transparent, guided by the community, and for the community, it results in plans that have community buy-in and departments that have earned the trust of their community. We strive to immerse our team in our clients' parks systems to create tailored, bespoke plans that will be practical, functional, and implementable in the short term and for years to come. **We strive to make our experience working together a really positive one, with a focus on providing exceptional service and solutions.**

With a portfolio of impressive parks and recreation planning experience, we are confident that our team of qualified professionals will successfully address your parks, recreation, open space, and events master planning needs. The consultants on this team have worked together on numerous notable parks and recreation projects, delivering high-quality results. The matrix below summarizes a few of our most relevant and notable master plans that include all four sections, with more detail included throughout the proposal.

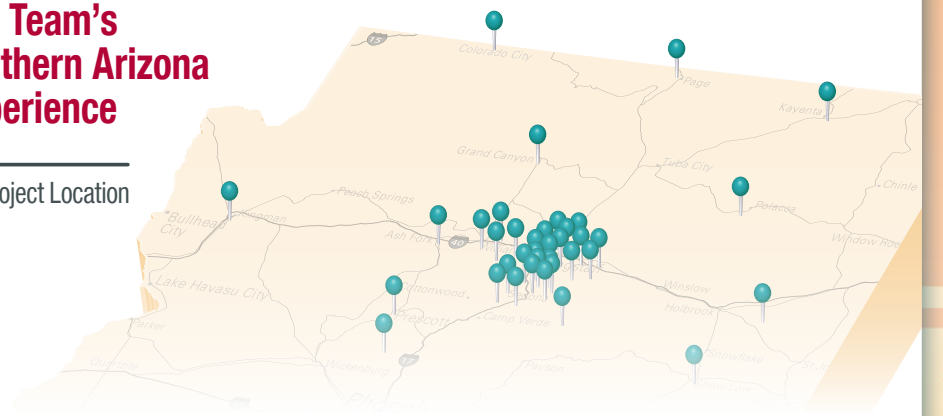
Project	Parks	Rec	Open Space	Events
Shape Scottsdale: Systemwide Parks and Recreation Master Plan	✓	✓	✓	✓
Prescott Valley Parks and Recreation Master Plan	✓	✓	✓	✓
Casa Grande Community Services Plan	✓	✓	✓	✓
Goodyear Gameplan: Systemwide Parks and Recreation Master Plan	✓	✓	✓	✓
Snoqualmie Parks, Recreation, Open Space, and Trails Master Plan	✓	✓	✓	✓

Knowledge of the Region, Area, or Comparable Geographic Locations

Kimley-Horn understands the unique characteristics of the Flagstaff region, including its diverse natural landscapes, ecological zones, and vibrant community dynamics. In developing the Parks and Recreation, Open Space and Events Master Plan, we will focus on integrating sustainable practices that preserve the city's rich biodiversity and scenic beauty. The Kimley-Horn team brings extensive northern Arizona parks and recreation planning and project experience as depicted in the following graphic.

Our Team's Northern Arizona Experience

Project Location



The Kimley-Horn team will leverage our previous northern Arizona parks and recreation planning knowledge experience, which includes the Coconino County Parks and Recreation Master Plan, Prescott Valley Parks and Recreation Master Plan, Sedona Parks and Recreation Master Plan, and Fort Tuthill County Park Master Plan. The team brings local City parks and recreation design knowledge with our previous work on the Thorpe Park Improvements project, which included compliance with the City's Dark Sky ordinance and coordination with Lowell Observatory. We have included **GlobaLocal Vision, LLC** to provide a local approach to strategic planning. Our expertise includes stakeholder engagement, analyzing usage patterns, and identifying recommendations that enhance accessibility and connectivity. **By leveraging our knowledge of regional trends and community needs, Kimley-Horn strives to ensure that Flagstaff's parks, trails, and open spaces contribute to the city's quality of life and environmental stewardship.**

PROPOSER QUESTIONNAIRE

Proposer:

Company Name: Kimley-Horn and Associates, Inc.

Doing Business As (if different than above): N/A

Address: 14648 N. Scottsdale Road, Ste. 200

City: Scottsdale State: AZ Zip: 85254 -

Phone: 602.906.1153 Fax: N/A

E-Mail Address: marissa.pellegrini@kimley-horn.com Website: www.kimley-horn.com

Taxpayer Identification Number: 56-0885615

Mailing Address (if different than above):

Address: N/A

City: _____ State: _____ Zip: _____ -

Proposer Contact for Questions about Proposal:

Name: Marissa Pellegrini, PLA, ASLA, CLARB Fax: N/A

Phone: 602.906.1153 E-Mail Address: marissa.pellegrini@kimley-horn.com

Transaction Privilege (Sales)Tax/Use Tax Information (check one):

_____Proposer is located outside Arizona (The City will pay use tax directly to the AZ Dept of Revenue);

OR

X _____Proposer is located in Arizona (The Proposer must invoice the applicable state and local tax to City, and remit taxes.)

Arizona Department of Revenue TPT License No.: 07469558 (Attach documentation).

Business License Information (check one):

X _____Proposer does not have a business location within the City of Flagstaff;

OR

_____Proposer has a business location (uses a building) within the City of Flagstaff.

Flagstaff TPT/Business License Number: _____ (Attach documentation).

ARIZONA DEPARTMENT OF REVENUE
ATTN: Customer Care and Outreach
PO BOX 29032
Phoenix, AZ 85038-9032

ARIZONA DEPARTMENT OF REVENUE

TRANSACTION PRIVILEGE TAX LICENSE

NOT TRANSFERABLE

The licensee listed below is licensed to conduct business upon the condition that taxes are paid to Arizona Department of Revenue as required under provisions of A.R.S. Title 42, Chapter 5, Article 1.

2025

ISSUED TO: KIMLEY-HORN AND ASSOCIATES INC
421 FAYETTEVILLE ST STE 600

RALEIGH NC 27601

ALL communications and reports MUST REFER to this LICENSE NO.

LICENSE: 07469558
START DATE: 12/01/1993
ISSUED: 12/18/2024
EXPIRES: 12/31/2025

LOCATION: CODE 001
KIMLEY-HORN AND ASSOCIATES INC
7740 N 16TH ST STE 300
PHOENIX, AZ 85020
2400069169569

BUSINESS CODE	REGION	JURISDICTION
029 - USE TAX	MAR - MARICOPA	COUNTY
029 - USE TAX	PMA - PIMA	COUNTY
029 - USE TAX	YAV - YAVAPAI	COUNTY
029 - USE TAX	PE - PEORIA	CITY
029 - USE TAX	PX - PHOENIX	CITY

This License is issued to the business named above for the address shown. Licenses, by law, cannot be transferred from one person to another, nor can they be transferred from one location to another. Arizona law requires licensees to notify the Department of Revenue if there is a change in business name, trade name, location, mailing address, or ownership. In addition, when the business ceases to operate or the business location changes and a new license is issued, this license must be returned to the Arizona Department of Revenue. According to R15-5-2201, license must be displayed in a conspicuous place.

00026020 6E0000P707173020 0026

Insurance (who will provide the required insurance coverages):

Insurance Company Name Edgewood Partners Inc. Center/Greyling

Contact & Phone Number Jerry Noyola, 770.220.7699

Subcontractors:

List any subcontractors to be utilized, if any.

1. GlobaLocal Vision, LLC
2.
3.
4.

REFERENCES

REFERENCES. Please submit at least three (3) and no more than five (5) references for contracts your company has performed in the last five (5) years demonstrating your experience with providing materials and/or services comparable to the Solicitation. Include sufficient detail for the City to evaluate your experience. You should include the name, title, and telephone number of both the current project owner and the project owner at time of work.

Firm/Government Agency Name: City of Scottsdale – Systemwide Parks and Recreation Master Plan	
Contact Person: Kevin McKee	Phone: 480.312.2204
Title: Deputy Parks and Recreation Director	Fax: N/A
Address: 3939 N. Drinkwater Boulevard Scottsdale, AZ 85251	E-Mail Address: kmckee@scottsdaleaz.gov **Reason for Selecting:** City project manager for systemwide plan, oversight of all aspects of the plan.
Project Date, Size, Complexity, Scope and Duration: **Dates:** 5/2023 – 9/2024 | **Size:** $319K Kimley-Horn partnered with the City of Scottsdale to develop a long-range plan that identified key initiatives, policies, and implementation strategies to guide Scottsdale's Parks and Recreation Department projects, services, and organization over the next 10+ years. The master plan effort included a robust public outreach program including a dedicated project website with several virtual engagement tools, in-person meetings and pop-up events, and focus groups.	
Firm/Government Agency Name: Town of Prescott Valley – Parks and Recreation Master Plan	
Contact Person: Bobby Kieren	Phone: 928.759.3036
Title: Director of Parks and Recreation	Fax: N/A
Address: 7501 E Skoog Blvd Prescott Valley, AZ 86314	E-Mail Address: rkieren@prescottvalley-az.gov **Reason for Selecting:** Town Parks and Recreation Director, oversight of all plan components.
Project Date, Size, Complexity, Scope and Duration: **Dates:** 6/2019 – 7/2020 | **Size:** $27K (subconsultant fee) A 10-year vision for department services was included within the plan that encompassed parks, facilities, recreational programming, art, cultural and special events, as well as open space and trails. The plan also included research, public involvement, and the development of recommendations for all aspects of Parks and Recreation operations. As a subconsultant, Kimley-Horn's responsibilities included leading the necessary facility assessments, CIP estimates, and implementation recommendations.	
Firm/Government Agency Name: City of Casa Grande – Community Services Master Plan	
Contact Person: Daniel Gallegos	Phone: 520.421.8614
Title: Community Services Director	Fax: N/A
Address: 1905 N. Peart Road Casa Grande, AZ 85122	E-Mail Address: daniel_gallegos@casagrandeaz.gov **Reason for Selecting:** Daniel came into the project as a director later in the planning process and is actively working on implementing the plan.
Project Date, Size, Complexity, Scope and Duration: **Dates:** 1/2022 – 6/2023 | **Size:** $61K (subconsultant fee) As part of a consultant team, Kimley-Horn partnered with the City of Casa Grande to update the Community Services Master Plan. This project involved the completion of an extensive needs assessment, community input process, a citizens survey, and a comprehensive evaluation of all existing facilities. The document also included potential future land acquisition, financing options, park development, open space, trails, operations maintenance, library, golf, and recreational programming needs.	

Firm/Government Agency Name: City of Goodyear – Systemwide Parks and Recreation Master Plan	
Contact Person: David Seid	Phone: 623.882.3121
Title: Interim Parks and Recreation Director	Fax: N/A
Address: 1900 N. Civic Square Goodyear, AZ 85395	E-Mail Address: david.seid@goodyearaz.gov
	Reason for Selecting: David was a critical part of the project team for the systemwide master plan, great project team knowledge.
Project Date, Size, Complexity, Scope and Duration: **Dates:** 4/2022 – 9/2023 | **Size:** $279K Kimley-Horn partnered with the City of Goodyear to develop a comprehensive 10-year Parks and Recreation Needs Assessment and Master Plan. Kimley-Horn collected and analyzed data to develop a clear set of goals, policies, and standards for the City of Goodyears park system, open space, trails, preserves, recreation facilities, and program development for the next 10 years.	

Firm/Government Agency Name: City of Snoqualmie – Parks, Recreation, Open Space, and Trails Master Plan	
Contact Person: Dylan Gamble	Phone: 425.681.4110
Title: CIP Manager	Fax: N/A
Address: 68624 SE River Street PO Box 987 Snoqualmie, WA 98065	E-Mail Address: dgamble@snoqualmiewa.gov
	Reason for Selecting: Dylan was our primary point of contact with the City on this master plan and is currently implementing the plan.
Project Date, Size, Complexity, Scope and Duration: **Dates:** 7/2023 – 10/2024 | **Size:** $150K Kimley-Horn assisted the City of Snoqualmie in developing an update to their PROST Plan, which includes an expansive network of over 40 parks and interconnected trails that provide recreational opportunities for residents and visitors. The team created an engagement website to collect community feedback and provided in-person outreach workshops to support development of an initial community vision, as well as goals and objectives to achieve that vision.	

EXCEPTIONS

Notations: Any strikeouts, notes, or modifications to the Solicitation/sample contract documents shall be initialed in ink by the authorized person who signs a Proposal. If notations are made, they must be submitted with a Proposal and are considered Exceptions.

Exceptions: In addition to any notations on the Solicitation documents, please identify and list any exceptions to the Solicitation/sample contract, by section/paragraph, on this Exceptions Form. The City reserves the right to reject, accept, or further negotiate Exceptions. Exceptions may render a Proposal non-responsive.

A Proposer must indicate any and all exceptions taken to the requirements, specifications, and/or terms and conditions of this Solicitation, including the contract form.

<u>Exceptions</u> (INITIAL ONE):

_____No exceptions

_____Exceptions taken (describe). Attach additional pages if needed.

CONFIDENTIAL MATERIALS

Pursuant to Section 11.3 of the Procurement Code Manual, information provided in a Proposal shall be confidential so as to avoid disclosure of contents prejudicial to competing Proposers during the process for evaluation. Proposals shall be open for public inspection after Contract award. Except to the extent a Proposer designates, and the Director of Procurement concurs, trade secrets or other proprietary data contained in the Proposal documents shall remain confidential.

If a Proposer believes that part of a Proposal is a trade secret or contains other proprietary data, a Proposer shall mark the page(s) "CONFIDENTIAL" and isolate the pages as an attachment to this form. A Proposer shall also include an explanation why the information is a trade secret or contains other proprietary data.

Requests to deem the entire Proposal as confidential will not be considered.

A Proposer must provide notice if it would like confidential information returned after final Contract award (and a Proposer is not selected for contract award). A Proposer is responsible for pick-up.

Upon City Council Contract award, information submitted in response to a Solicitation is subject to disclosure pursuant to the Arizona Public Records Law. A.R.S. § 39-121 et seq. If Contractor has clearly marked its trade secrets or other proprietary information as "confidential", the City will endeavor to notify Contractor prior to release of such information.

Confidential/Proprietary Materials (INITIAL ONE):

_____NO, this Proposal does not contain confidential/proprietary materials.

_____YES, this Proposal includes confidential/proprietary materials. (See attached).

DISCLOSURE

For any item checked YES, you must provide information. Answering YES to one or more questions does not necessarily mean you will be disqualified from this Solicitation. **FAILURE TO PROVIDE TRUE AND COMPLETE INFORMATION MAY RESULT IN DISQUALIFICATION FROM THIS SOLICITATION.**

1. Has your company or any affiliate* in the past 5 years: (i) had a permit revoked or suspended, (ii) been required to pay a fine, judgment or settlement of more than $100,000, (iii) been convicted of a criminal offense (including a plea of guilty or *nolo contendere*), or (iv) been found in contempt of court, as a result of or in connection with any of the following:

Any offense relating to integrity or honesty, including fraud, bribery, embezzlement, false claims, false statements, falsification or destruction of records, forgery, obstruction of justice, receiving stolen property, theft, price fixing, proposal rigging, restraint of trade, or other antitrust law violation?	YES_____ NO__X__
Violation of the terms of any public contract?	YES_____ NO__X__
Failure to pay any uncontested debt to a government agency?	YES_____ NO__X__
Violation of any law or regulation pertaining to the protection of public health or the environment?	YES_____ NO__X__

*An "affiliate" of your company means any person, company or other entity that, either directly or indirectly (for example, through stock ownership by family members), controls, is controlled by, or is under common control with, your company.

2. Has your company or any affiliate in the past 5 years been named as a party in any lawsuit related to performance of a contract (you do not need to list subcontractor lien claims which have been fully paid/satisfied)?

   YES__X__ NO_____

3. Has your company or any affiliate of your company in the past 5 years been debarred or suspended from submitting proposals on public contracts?

   YES_____ NO__X__

I hereby verify that the foregoing information, and any explanation attached are to the best of my knowledge, true and complete.

_____
Signature of Person Authorized to Sign Proposal

5 Year Litigation History

Kimley-Horn and its subsidiaries have provided services in all fifty states and numerous countries. Because of the many and varied projects we have completed, we are subject to various legal proceedings from time to time and in the ordinary course of business. It is not practical to provide a complete list as part of this proposal. None of the pending matters, if decided against Kimley-Horn, would have a material impact on our financial statements or impair in any way our ability to serve our clients. Generally, these matters are covered by insurance, and we consider them to be without merit. If you would like to discuss our legal matters in more detail, please contact Kimley-Horn's General Counsel, Richard Cook, at 919.677.2058.

Litigation cases filed in Arizona in the last 5 years are as follows:

Alvin and Annette Arellano …surviving parents and children of Natasha Maryanne Arellano deceased, et al v. Warner Kilt, LLC, et al: Superior Court of Arizona Pinal County; Case No. CV2017-00417; filed 2017; traffic accident, wrongful death claimed; settled; closed 2020.

Bryce Nance v. Pinal County, et al: Superior Court of Arizona Pinal County; Case No. CV201502225; filed 2015; traffic accident, wrongful death claimed; settled; closed 2022.

Gabriel Jose Angeles Rios and Yarelis Rosa Roldan v Luann Torkelson, et al: Superior Court of Arizona, County of Maricopa; Case No. CV2023005062; filed 2023; personal injuries claimed; pending

Sean Swenson, a married man; Brent Swenson, a single man v. County of Pinal, et al: Superior Court of Arizona Pinal County; Case no. CV201502128; filed 2015; traffic accident, wrongful death claimed, settled; closed 2021.

Foothills Reserve Master Owners' Association, Inc. v City of Phoenix, et al: Superior Court of Arizona, Maricopa County; Case No. CV2018-009942; filed 2018; served 2019; alleged economic loss; settled; closed 2020

DECLARATION RELATED TO SOLVENCY

Is your company currently involved in an ongoing bankruptcy as a debtor, or in a reorganization, liquidation, or dissolution proceeding, or has a trustee or receiver been appointed over all or a substantial portion of the property of your company under federal bankruptcy law or any state insolvency law?

_____ Yes _____ No (INITIAL ONE)

DECLARATION RELATED TO GRATUITIES

I hereby verify and declare that, to the best of my knowledge, neither the Proposer nor anyone associated with the Proposer has given, offered to give, or intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with the Proposal ("Gratuities").

_____

Signature of Person Authorized to Sign Proposal

DECLARATION OF NON-COLLUSION

I hereby verify and declare that:

The pricing for this Proposal has been arrived at independently and without consultation, communication, or agreement with any other proposer who may submit a Proposal.

The pricing for this Proposal has not been disclosed to any other Proposer who may submit a Proposal, and will not be, prior to the Closing Date and Time.

No attempt has been made or will be made to induce any Proposer or person to refrain from submitting a Proposal, or to submit a Proposal with higher pricing than this Proposal, or to submit an intentionally high or noncompetitive Proposal or other form of complementary Proposal.

This Proposal is made in good faith and not pursuant to any agreement or discussion with, or inducement from, any Proposer or person to submit a complementary or other noncompetitive proposal.

Proposer, its affiliates, subsidiaries, officers, directors, and employees are not currently under investigation by any governmental agency and have not in the last four years been convicted or found liable for any act prohibited by state or federal law in any jurisdiction, involving conspiracy or collusion with respect to proposer in any jurisdiction, or involving conspiracy or collusion with respect to proposing on any public contract.

_____

Signature of Person Authorized to Sign Proposal

DECLARATION RELATED TO ADVERSE POSITION

I hereby verify and declare that, to the best of my knowledge, neither the Proposer nor anyone associated with the Proposer have ever made a claim against the City of Flagstaff, filed suit against the City of Flagstaff, or taken an adverse position in a lawsuit filed against the City of Flagstaff. If Contractor has ever made a claim, filed suit, or taken an adverse position in a lawsuit against the City of Flagstaff, identify the name of the parties, the year the action was taken, the court where the lawsuit was filed, and the case number. Additionally, provide a brief description of the adverse position. Failure to provide this information may result in a rejection of the Proposal.

N/A

Signature of Person Authorized to Sign Proposal

SECTION B

Project Team Qualifications and Roles

B. Project Team Qualifications and Roles

Kimley-Horn has earned a reputation for combining creative ideas, technical excellence, and client collaboration resulting in dynamic projects that are harmonious with their environments and positively impact their communities. The organizational chart to the right demonstrates our team structure and specific individual roles followed by individual resumes for our key team members. **We offer the City a streamlined team with recent experience working together and leading similar municipal parks and recreation master plans.**

Project Manager Experience on Similar Projects

Marissa will serve as the project manager and the City's primary point of contact. Marissa's planning and landscape architecture expertise provides her with the unique opportunity to approach a project holistically and guide the team through community outreach, consensus building, site selection, programming, and balancing complex technical project elements with practical solutions. Marissa excels at viewing each project from both a big-picture perspective and with a detailed lens.

A comprehensive, technical master plan for a park, recreation, open space, and events requires a collaborative, multidiscipline approach. Marissa has developed strong relationships with our identified team members to provide the City with an experienced team that can seamlessly deliver a successful project. **Marissa's 15 years of experience includes serving as Project Manager or Deputy Project Manager on similar projects in Arizona and across the country, such as Shape Scottsdale: Scottsdale Systemwide Parks and Recreation Master Plan; Goodyear Game Plan: Systemwide Parks, Recreation, and Trails Master Plan; Snoqualmie Parks, Recreation, Open Space, and Trails Master Plan; Dubuque Leisure Services Comprehensive Master Plan; among others.** She will leverage this deep planning knowledge to ensure the success of the City of Flagstaff PROSE Master Plan.

Subconsultant

Conducting Strategic Planning, **GlobaLocal Vision, LLC** is a full-service, social research consulting firm based in Flagstaff. They bring local expertise in strategic planning, public opinion surveys, park visitor studies, client satisfaction studies, needs assessments, program evaluations, and demographic and social issue analysis. They have extensive experience designing and implementing research projects customized to meet client needs.

Organizational Chart

City of Flagstaff

PROJECT MANAGER
Marissa Pellegrini, PLA, ASLA, CLARB

Key Staff:

Parks Infrastructure
Sean Wozny, PE, PLA, LEED AP BD+C

Parks and Facilities Inventory, Analysis, and Assessment
Randall Kopff, PLA
Marissa Pellegrini, PLA, ASLA, CLARB

Aquatics
Austin Powers, PLA (TX)

Public Involvement/Stakeholder Engagement
Marissa Pellegrini, PLA, ASLA, CLARB
Sean Wozny, PE, PLA, LEED AP BD+C

GIS/Mapping
Jason Getz, GISP

Strategic Planning
Fred Solop, PhD (GlobaLocal Vision, LLC)

Additional Services:
Statistically Valid Survey, Environmental, Graphic and Website Design, Technical Editing and Writing

"Kimley-Horn has exceeded the City's expectations. Their master planning process was comprehensive and inclusive of all user groups and stakeholders. Their attention to detail is exceptional. The City has really appreciated their creativity, ability to listen and incorporate all stakeholders' interest and level of professionalism they bring to the project every day." **—Walt Kinsler, City of Goodyear Capital Improvement Director**

MARISSA PELLEGRINI, PLA, ASLA, CLARB

Project Manager/Public Involvement and Stakeholder Engagement/ Parks Facilities Inventory, Analysis, and Assessment

Professional Credentials

- BS, Landscape Architecture, Purdue University
- PLA in AZ (#63390), NM, NV, WA, and UT

Professional Affiliations

- American Society of Landscape Architects (ASLA), *Member*
- Council of Landscape Architectural Registration Boards (CLARB), *Member*
- Arizona Parks and Recreation Association (APRA), *Member*
- National Recreation and Parks Association (NRPA), *Member*

15 years of experience • 14 years with Kimley-Horn

Marissa is a landscape architect and urban designer with more than 15 years of professional experience in landscape architecture and planning. She possesses a deep portfolio of parks, recreation, and trails planning experience. Marissa has managed, served as lead landscape architect, and led community outreach on a wide range of multidiscipline projects, including systemwide parks and recreation master plans, sports complexes, tournament facilities, park revitalization, neighborhood/community/regional parks, trail design, multi-use paths, multimodal transportation, and recreation facilities. Marissa uses her diverse project background to work closely with municipal clients to interpret public input and ensure the proper vision has been achieved throughout the planning and implementation processes.

Project Experience

- **Town of Prescott Valley, Parks and Recreation Master Plan, Prescott Valley, AZ** — *Landscape Architect*
- **City of Scottsdale, Systemwide Parks and Recreation Master Plan, Scottsdale, AZ** — *Project Manager*
- **City of Goodyear, Goodyear Game Plan: Systemwide Parks, Recreation, and Trails Master Plan, Goodyear, AZ** — *Deputy Project Manager*
- **City of Casa Grande, Parks and Recreation Master Plan, Casa Grande, AZ** — *Landscape Architect*
- **City of Snoqualmie Parks, Recreation, Open Space, and Trails Master Plan, Snoqualmie, WA** — *Deputy Project Manager*
- **City of Prosser, Parks, Recreation, and Open Space Master Plan, Prosser, WA** — *Project Manager*
- **City of Chandler, Parks Strategic Master Plan, Chandler, AZ** — *Landscape Architect*
- **City of Dubuque, Leisure Services Comprehensive Master Plan, Dubuque, IA** — *Project Manager*
- **City of Glendale Parks Conditions Assessment, Glendale, AZ** — *Project Manager*
- **City of Phoenix, Parks and Recreation Master Plan, Phoenix, AZ** — *Landscape Architect*
- **City of Palmdale, Parks and Recreation Master Plan, Palmdale, CA** — *Landscape Architect*
- **City of Jurupa Valley, Jurupa Valley District Parks, Recreation, Trails, and Open Space Master Plan, Jurupa Valley, CA** — *Landscape Architect*

SEAN WOZNY, PE, PLA, LEED AP BD+C

Parks Infrastructure/Public Involvement and Stakeholder Engagement

Professional Credentials

- BS, Civil Engineering, Arizona State University
- PE in AZ (#44745)
- PLA in AZ (#60186)
- Leadership in Energy and Environmental Design (LEED) Accredited Professional (AP) Building Design + Construction (BD+C) (#4255-APBD+C)

Professional Affiliations

- National Society of Professional Engineers (NSPE), *Member*
- Society of American Military Engineers (SAME), *Member*
- APRA, *Member*
- U.S. Green Building Council – National Capital Region, *Member*

25 years of experience • 14 years with Kimley-Horn

Sean's project experience has primarily been within the public sector with a focus on parks and recreation projects. Sean is both a licensed civil engineer and landscape architect providing a tailored skill set to meet the needs of parks and recreation planning, design, and construction projects. His project experience over the past 25 years includes master planning, final design, and construction administration for regional, community, neighborhood parks, trails/pathway, and sport complex facilities.

Project Experience

- City of Goodyear, Goodyear Game Plan: Systemwide Parks and Recreation Master Plan, Goodyear, AZ — *Project Manager*
- City of Scottsdale, Parks and Recreation Master Plan, Scottsdale, AZ — *Project Engineer*
- City of Casa Grande, Parks and Recreation Master Plan, Casa Grande, AZ — *Project Manager*
- City of Chandler, Parks Strategic Master Plan, Chandler, AZ — *Project Engineer*
- City of Buckeye, Parks and Recreation Master Plan, Buckeye, AZ — *Project Engineer*
- Town of Oro Valley, Parks and Recreation Needs Assessment and Master Plan, Oro Valley, AZ — *Project Engineer*
- Coconino County, Parks and Recreation Master Plan, Coconino County, AZ — *Project Engineer*
- Town of Prescott Valley, Parks and Recreation Master Plan, Prescott Valley, AZ — *Project Engineer*
- City of Goodyear, Bullard Wash Bicycle and Pedestrian Master Plan, Goodyear, AZ — *Project Engineer*
- City of Sedona, Parks and Recreation Master Plan, Sedona, AZ — *Project Engineer*
- City of Glendale, Parks and Recreation Master Plan, Glendale, AZ — *Project Engineer*
- Coconino County, Ft. Tuthill Regional Park Master Plan, AZ — *Project Engineer*
- City of Avondale, Agua Fria Wetlands Master Plan, Avondale, AZ — *Project Manager*
- City of Buckeye, Skyline Regional Park Feasibility Study, Buckeye, AZ — *Project Engineer*
- Town of Gilbert, Regional Park Master Plan, Gilbert, AZ — *Project Manager*

RANDALL KOPFF, PLA

Parks Inventory, Analysis, and Assessment

Professional Credentials

- BS, Landscape Architecture, The Ohio State University
- PLA in AZ (#62750), CA, NV, and OR

Professional Affiliations

- CLARB, *Member*
- California Park and Recreation Society, *Member*

24 years of experience • 10 years with Kimley-Horn

Randall's more than 24 years of professional experience have encompassed a wide variety of landscape architectural, planning, and graphic services on parks and recreation projects throughout the U.S. His skills include site inventory/analysis, master planning, design development, graphic presentations, 3D modeling, project management, and detailed technical drawings. Randall uses his diverse project background to work closely with individual clients to interpret public input and ensure that the proper vision has been achieved throughout the planning, design, and implementation processes.

Project Experience

- City of Jurupa Valley, Jurupa Valley District Parks, Recreation, Trails, and Open Space Master Plan Jurupa, CA — *Project Manager*
- City of Goodyear, Goodyear Game Plan: Systemwide Parks and Recreation Master Plan, Goodyear, AZ — *Landscape Architect*
- City of Scottsdale, Parks and Recreation Master Plan, Scottsdale, AZ — *Landscape Architect*
- City of Casa Grande, Community Services Master Plan, Casa Grande, AZ — *Landscape Architect*
- City of Buckeye, Parks and Recreation Master Plan, Buckeye, AZ — *Landscape Architect*
- City of Chandler, Parks Strategic Master Plan, Chandler, AZ — *Landscape Architect*
- Maricopa County, Parks and Recreation System Master Plan, Maricopa County, AZ* — *Landscape Architect*
- Coconino County, Parks and Recreation Master Plan, Coconino County, AZ — *Landscape Architect*
- Seeley County, Bates Park Master Plan, Seeley, CA — *Project Manager*
- City of Palmdale, Parks Master Plan, Palmdale, CA — *Project Manager*
- City of Littleton, Littleton Parks, Recreation, Trails, and Open Space Master Plan, Littleton, CO — *Project Manager*
- City of Phoenix, Parks Master Plan, Phoenix, AZ — *Kimley-Horn Project Manager*
- Town of Gilbert, Regional Park Master Plan, Gilbert, AZ — *Landscape Architect*

Similar Featured Project

City of Scottsdale, Shape Scottsdale: Systemwide Parks and Recreation Master Plan

Scottsdale, AZ

Kimley-Horn partnered with the City of Scottsdale to develop a long-range plan that identified key initiatives, policies, and implementation strategies to guide Scottsdale's Parks and Recreation Department projects, services, and organization over the next 10+ years. The master plan effort included a robust public outreach program including a dedicated project website with several virtual engagement tools, in-person meetings and pop-up events, and focus groups.

Similar Key Project Elements

- Dedicated Project Website
- Project Branding
- Hybrid Outreach Approach (In-Person/Virtual)
- Coordination with General Plan
- Statistically Valid Survey
- Youth Outreach
- Social Media Content Creation
- QR Code Advertisement
- GIS Mapping
- Intercept Surveys at Pop-Up Events
- Full HOA Inventory
- CIP
- Land Acquisition Analysis
- Trails Gap Analysis
- Operations and Maintenance Assessment
- Programming Assessment
- Coordination with Tourism

Completion Date: 9/2024 | Completed on-time and within budget

Key Team Member Involvement: Marissa Pellegrini, *Project Manager*; Sean Wozny, *Project Engineer;* Randall Kopff, *Landscape Architect*

Client Reference:
Kevin McKee
City of Scottsdale Deputy Parks and Recreation Director
480.312.2204 | kmckee@scottsdaleaz.gov

SECTION C

Understanding of Scope and Approach

C. Understanding of Scope and Approach

The following tasks have been identified from the City's provided scope of work and sequenced to allow the team to identify concurrent tasks within the data collection, analysis, and engagement processes.

TASK 1: Project Initiation and Conduct a Needs Assessment

Kick-off Meeting and Project Management

The Kimley-Horn team will be in close contact with the City's designated project manager throughout the project, ensuring constant feedback and timeliness of project deliverables. Detailed steps of this task include:

- **Confirmation and Outcome Expectations:** The project goals, objectives, scope, and schedule will be confirmed by discussing the expectations of the completed project.
- **Communications:** We will confirm lines of communication, points of contact, level of involvement by the Parks, Recreation, Open Space, and Events Division (Division) staff and local leaders, and other related project management details.
- **Progress Reporting:** The Kimley-Horn team will maintain close contact with the City's designated project coordinator throughout the performance of the project.

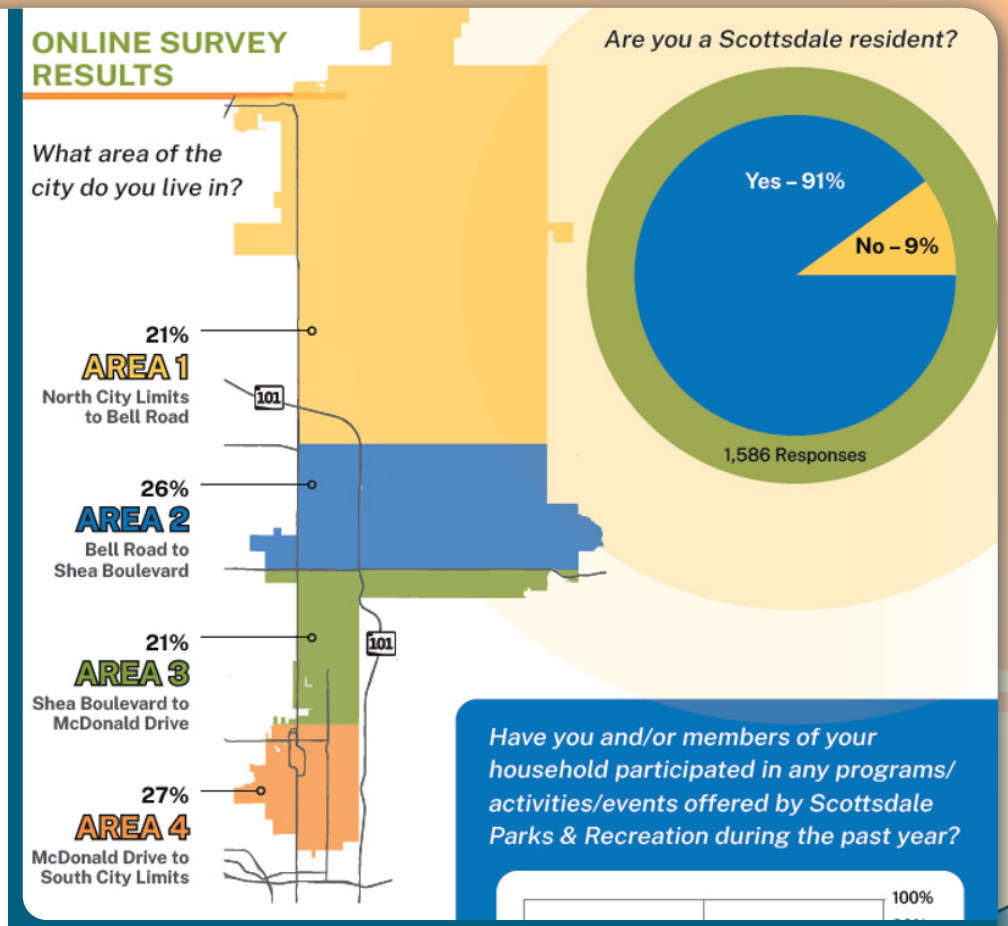
We will develop and supply the City with status reports on a monthly basis. Until the plan is approved, the Kimley-Horn team will hold progress meetings bi-weekly, or as often as needed.

Conduct a Needs Assessment

The Kimley-Horn team will take steps to set up needs assessment tasks. These include the following:

Data Request: The Kimley-Horn team will provide the City with an organized data request list. This will include existing GIS, existing relevant plans and studies, financial data, organization chart, program offerings and information, and maintenance logs, among other items. These items will be utilized, as available, to help the team understand the Flagstaff Parks, Recreation, Open Space, and Events system, help tailor internal focus group questions, and for reference in creation of subsequent task deliverables.

Planning Area Identification: The team will work with the City to understand the geography and makeup of the city and identify distinct planning areas, see example above. These planning areas may be used for community outreach marketing purposes, community outreach venue selection, survey cross-tabulation, and demographics and trends studies.



Example Planning Area Map

TASK 2: Develop and Implement Public Engagement Strategy

Public Engagement Plan

The community and stakeholder engagement process is at the heart of this plan. We believe the success of a well-crafted master plan process lies in the ability to actively engage the community and stakeholders. The team will

work with the City to coordinate strong project branding, a project launch plan, and a public engagement plan. Community participation through key leadership meetings, inter-departmental City meetings, focus group meetings, community workshops, pop-up events, and citizen surveys will provide a complementary blend of quantitative and qualitative data (See the graphic to the right). Kimley-Horn will assemble and apply this information to the overall planning process to accurately identify unmet needs, address key issues, and provide the strongest recommendations through strategies moving the Division forward for optimum results.

A public engagement plan will be created with the City's input to ensure a comprehensive platform is used, eliciting the most engagement from diverse stakeholders. The plan will include the stakeholder group, method(s) used to engage, and the party responsible for the engagement. The public engagement process will work hand in hand with the development of an advocacy strategy for the Master Plan.

This strategic process is a series of workshops at each milestone of the phase as follows:

Workshop Series #1 – Overview of project and processes to achieve successful, sustainable implementation and determine community needs and priorities

Workshop Series #2 – Present Key Public Needs Assessment Findings

Workshop Series #3 – Present Key Technical Findings

Workshop Series #4 – Present Recommendations and Implementation Plan

Each Workshop Series includes outreach/presentations and opportunities for feedback to the community, boards/commissions, and City Council via website updates, interactive tools, or community meetings.

Broad-based Outreach Strategy

The Kimley-Horn team will utilize a robust community engagement process that is consistent with community values and procedures to obtain input from stakeholders, interest groups, and the community to validate recommendation of the Master Plan. This community engagement process will include the following strategies:

Virtual Presence and Creating a Branded Identity

The public engagement planning meeting will be critical at the project onset. This meeting will develop the outreach plan and create a branded identity for this project. The project branding can relate to existing City of Flagstaff

branding, another existing theme, or can be unique to parks and recreation and this project. Creating a project identity helps residents with project recognition and understanding.

Achieving broad-based participation requires a hybrid approach to outreach that includes both in-person and virtual opportunities to provide input. A dedicated project website with a variety of virtual engagement tools will reach more residents and a more diverse demographic. The ability to advertise the project by simply directing residents to the project website via web address, link, and QR code can provide the City with the ability to set up A-frame signs with the QR code in parks and facilities, distribute paper or virtual flyers to local businesses and schools, and gain participation in new ways. Social

media presence is an important advertising tool. Creating relevant content and leveraging the City's various social media accounts and partner social media accounts is a great way to promote the project awareness and participation.

Kimley-Horn has a full in-house graphics and public engagement team that can develop project branding concepts; build and maintain a dedicated project website; create interactive maps, exhibits, and videos; and work with the City to create and schedule social media content. Kimley-Horn's team will create project-specific and division-specific templates and marketing collateral that can be used over the course of this project and beyond. The goal will be to develop a kit-of-parts for the City to use in their branding for years to come.

Our in-house translation services can also translate project material and marketing collateral to any language required to meet the needs of the community. Ownership of the project website and any tools created can be shifted to the City at the end of the project. Kimley-Horn's software team can be available as an extension of staff to interpret and solve issues related to the web-based tools on an as-needed basis. Our team plans to utilize the tools shown below in order to gain feedback from the public for the parks and recreation master plan.

- Take the Survey
- Leave a Comment on the Interactive Map
- Share Your Big Idea
- Share Priorities with the Budget Tool
- Quick Polling Tools
- Facilitate Transparent Q&A

Virtual Outreach Tools

Key Leadership and Stakeholder Interviews

Early in the project, the Kimley-Horn team will perform interviews with key community leaders and stakeholders to evaluate the future vision for the Master Plan, including community values, strengths and challenges, trends, and the level-of-service (LOS) provided. Various commissions, City Council, school officials, sports and recreation associations, leaders and officials in neighboring communities, key partners/philanthropic groups, and others as mutually determined could be included in the interviews.

Stakeholder and Leadership Interviews

Community Focus Groups and User Groups

The Kimley-Horn team will conduct multiple group meetings with key community leaders and stakeholders to evaluate their vision for parks and recreation in Flagstaff. These interviews/focus groups will help the Kimley-Horn team gain an understanding of the community values, strengths and weaknesses of the park and recreation system, and LOS provided.

Staff Focus Group

Youth Engagement

To engage the large youth segment of the population, we will deliver an online survey administered through the City's website and/or conduct separate pop-up outreach events at schools, youth groups, and recreation facilities. These surveys will provide Flagstaff youth with a medium to share their input as it relates to parks, recreation programs, and facility needs.

Youth Engagement

Public Workshops

We propose to conduct three public workshops and one follow-up meeting conducted during the final briefing component of the plan. These meetings will ensure the community has the opportunity to discuss their options and perceptions regarding parks, trails, recreation, natural resources, and open space. New ideas and alternative approaches from within the city and around the nation will be brought forward to help spark creative thinking. A variety of virtual tools like Social Pinpoint, Google Boards, and Mentimeter can be used to collect additional data and provide other mechanisms for virtual engagement such as using real-time interactive polling to solicit feedback.

Interactive Public Workshop

Pop-up Events

We propose to conduct pop-up events and provide the City with materials to conduct their own pop-up events, as desired. These pop-up events provide the opportunity to meet people where they are. These types of events target both users and non-users of the parks system and let the public know about the project in a unique environment. Pop-up events could include special events put on by the City or could be coordinated with local partners and businesses to allow for a booth, tent, or passing out business cards to direct attendees to the project website.

Pop-up Events

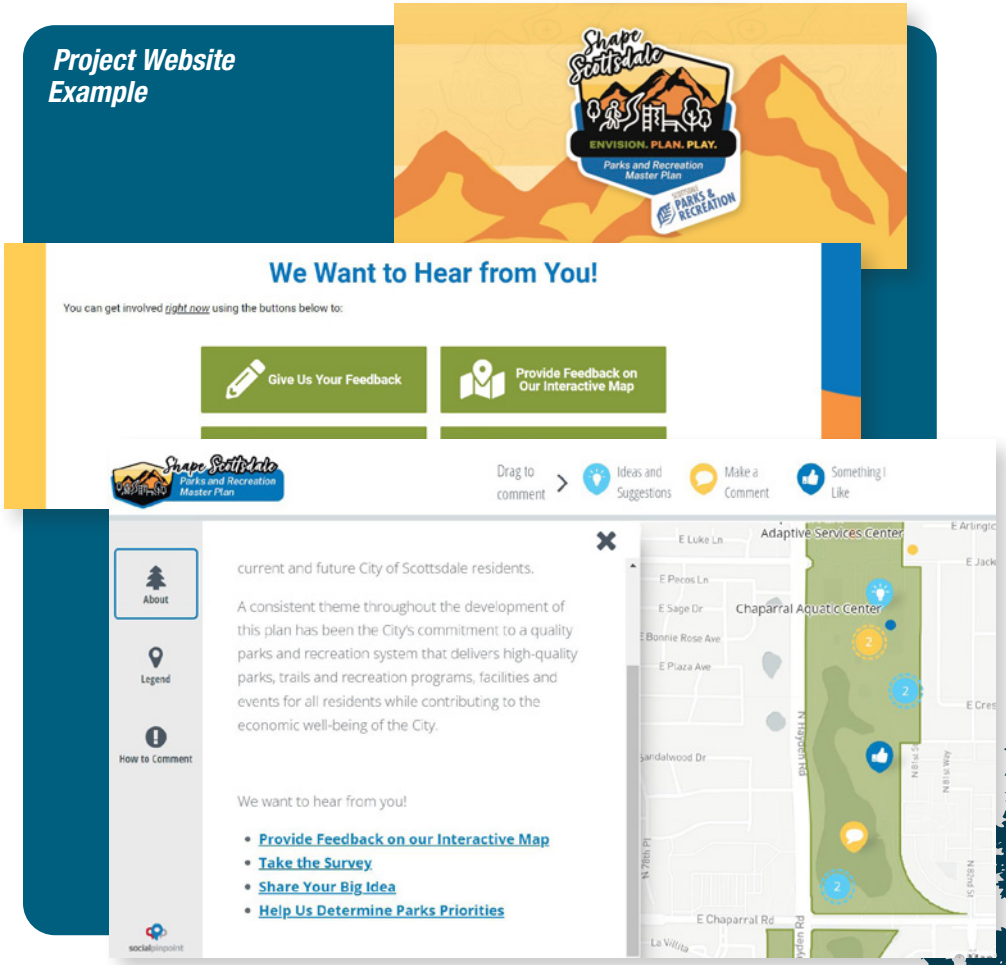
Electronic Survey

The Kimley-Horn team will create an online survey administered through SurveyMonkey or Social Pinpoint that will be promoted through the project website and the City's outreach mediums to maximize outreach and response rates. The surveys will provide non-statistically valid data complementing the stakeholder and focus group recommendations for park amenities, specific programs, trail linkages, indoor recreation facility components, usage, and pricing strategies.

Multilingual Crowd-Sourcing Project Website

The Kimley-Horn team will develop a customized, multilingual, mobile-friendly website for this project that provides ongoing project updates, allows users to participate using multiple engagement tools in real time, and serves as the avenue to crowd-source information for the entire community. The website will be branded in conjunction with the City and project branding that will be developed. This virtual outreach method has proven to be a very effective tool in engaging the community on an ongoing basis, as well as maximizing outreach to a more diverse demographic that may not traditionally attend public meetings or choose to respond to a phone or mail survey.

Project Website Example



TASK 3: Collect and Analyze Data

Relevant Plan and Document Review

We will collect, log, and create electronic copies as appropriate (MS Word/Excel and Adobe Acrobat) of key data to facilitate dissemination of information. This will assess the long-term goals as expressed in relevant existing plans and studies. Relatively recent planning documents will be key resources and help inform the Master Plan process.

Statistically Valid Needs Analysis Survey

We will perform a random, scientifically valid community-wide household survey to quantify the knowledge; needs; unmet needs; priorities; and support for system improvements, including park, facility, programming, arts, and trail needs of the City. The survey would be administered by phone or by a combination of a mail/phone survey and will have a 95% level of confidence and a confidence interval of +/- 5%. Prior to the survey being administered, it would be reviewed and approved by City staff.

Statistically valid surveys offer the following:

- Scientific Methods of Understanding Community Needs
- Geographic Distribution Validity
- Age Segmentation Validity
- Cross Tabulation by Geographic Location
- Cross Tabulation by Household Type
- Demographic and Trends Analysis

Statistically Valid Survey Cross Tabulation Table

Facility and Amenity Prioritization by Sub Park Planning Area

High Priority Facilities and Amenities	County-Wide	Ashburn	Dulles	Leesburg	Northwest	Potomac	Route 15 N	Route 15 S	Route 7 W	Sterling	Southwest
Trails-Paved (for recreation)	●	●	●	●	●	●	●	●	●	●	●
Trails-Unpaved/Natural	●	●	●	●	●	●	●	●	●	●	●
Parks-Natural Areas	●	●	●	●	●	●	●	●	●	●	●
Water/River Access	●	●	●	●	●	●	●	●	●	●	●
Adventure Area	●	●	●	●	○	●	●	●	●	●	○
Dog Park (off-leash)	●	●	●	●	○	●	○	●	●	●	○
Parks-Large, District/Regional	●	●	○	○	○	●	○	●	●	○	●
Swimming Pool-Indoor/Outdoor-Recreation Pool	●	○	○	●	●	●	●	○	●	●	○
Campgrounds	●	●	○	●	○	○	●	●	●	○	○
Parks-Small, Community/Neighborhood Parks	●	●	●	●	○	○	○	○	○	○	○
Outdoor Exercise/Fitness Area	○	●	○	○	○	●	○	○	○	●	○
Trails-Mountain Bike	○	○	○	●	○	○	●	○	○	○	○
Swimming Pool-Indoor/Outdoor-Lap Pool	○	○	○	○	○	○	○	○	●	○	○
Environmental/Nature Education Center	○	○	○	○	○	○	○	○	●	○	●
Indoor Facility (Community/Recreation	○	○	○	○	○	○	○	○	●	○	○
Indoor Basketball/Volleyball Courts	○	○	○	○	○	○	○	○	●	○	○
Playgrounds	○	○	○	○	○	○	●	○	○	○	○
All Accessible/All Abilities Amenities	○	○	○	○	○	○	○	○	○	○	○

Demographic Trends Analysis

The Kimley-Horn team will utilize the City's projections and supplement with census tract demographic data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to GIS and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:

- To understand the market areas served by the park and recreation system and distinguish customer groups
- To determine changes occurring in the city and the region, and assist in making proactive decisions to accommodate those shifts
- To provide the basis for Equity Mapping and Service Area Analysis

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Kimley-Horn team utilizes the Sports and Fitness Industry Association's (SFIA) Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

Parks and Facilities Inventory and Assessment

We will perform on-site inventory and document the existing City parks and recreation facilities via photographs and written summaries. The Kimley-Horn team will compile, inventory, and assess existing parks, trails, open space, and facilities. We will develop tables which generally identify and evaluate quality of facilities based on field visits to each park to determine the conditions of buildings, grounds, equipment, and overall appearance. We identify any major deferred maintenance items and provide a general assessment of the accessibility of the facilities. We also address the adequacy for stated purposes and use and the potential for expansion based on previously prepared master plans (if applicable) and document the current hours of operation. We will also examine the functionality of the existing park site plans and make observations related to vehicular and pedestrian flow, operations, and efficiency. This assessment will consider the capacity of each amenity found within the system (e.g., playgrounds, ball fields, trails, natural areas, special facilities, etc.), as well as functionality, accessibility condition, comfort, and convenience.

Inventory Assessment with On-site Input from Parks and Recreation Staff

Park Classifications and Level of Service Standards

The Kimley-Horn team will work with the City to review and confirm and modify or add to existing park classifications and preferred facility standards for all park sites, trails, and open space amenities, including common areas and indoor and outdoor facilities. The classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include LOS standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard will be approved as required. These are based on regional, statewide, or nationally accepted parks and recreation standards, as well as Kimley-Horn's national experience and comparison with peer/survey agencies. Standards will be adapted based on the needs and expectations of the City.

TASK 4: Determine Strategic Direction and Analysis of Forecasted Needs

Maintenance Workshop

Visioning Workshop and Park-by-Park Workshops

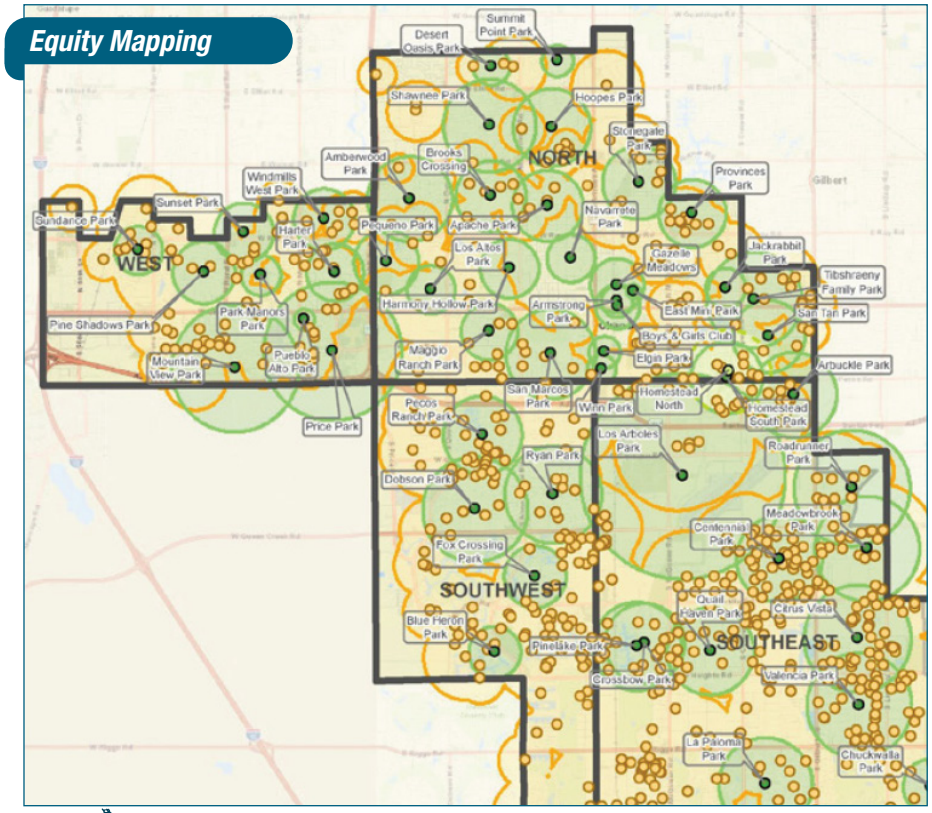
We will conduct full-day workshops, as needed, with various groups within the Division staff to understand the park system, long-range goals, big ideas, as well as more detailed elements of the system like park use, access, and condition characteristics for a substantial selection of the City's park sites. These workshops will be a valuable resource allowing us to draw on the experience of the staff and expand our understanding beyond a reading of the available data. The workshop is designed to make good use of staff time; therefore, preparation prior to the meeting is essential.

Prioritized Facility and Program Priority Rankings

The Kimley-Horn team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, park and facility inventory, recreation services assessment, and the service area mapping into a quantified facility and program priority ranking. The priority listing will be compared against gaps or surplus in recreation services, parks, facilities, and amenities, and will also provide guidance for a future Capital Improvement Plan (CIP). The analysis will include probable future parks, recreation facilities, open spaces, and event needs based on community input, as well as state and national user figures and trends. A set of prioritized recommendations for maintenance and renovation of parks, and recreation facilities will also be developed. To review the findings and make necessary revisions, we will conduct a work session with staff.

Geographical Analysis through Mapping

We will work with the City to determine appropriate GIS mapping. The Kimley-Horn team can utilize GIS to perform geographical mapping to identify service area analysis for specific facilities and programs, including mapping by classification and major amenities by facility standards as applied to population density and geographic areas. A service area is defined as a measured area around a park or amenity whose radius encompasses the population associated with the appropriate facility standard for each park classification and amenity. Using the service areas provided by the Kimley-Horn team for each park and major facility type (amenity), we will prepare a series of maps by each park classification and major amenity (see example below). We will provide maps in digital format and can work with the City's GIS staff to ensure we are returning updated GIS layers in the correct format so they may be utilized and updated by the City moving forward.



TASKS 5 and 6: Develop Recommendations and Implementation Strategies and Create Action Plan – Strategic, Capital and Financial

Capital Improvement Plan

The City of Flagstaff PROSE Master Plan is an outstanding opportunity to enhance the value and importance of parks and recreation as the shaping amenity and backbone of community development. The master plan document is meant to be a living and evolving tool for the City to use as a roadmap in order to implement its vision. To assist in this implementation, we recommend the development of a three-tier CIP that will assist the City in the inevitable and continuous rebalancing of priorities and their associated expenditures.

Each tier reflects different assumptions about available resources:

- The **Critical Alternative** has plans for prioritized spending within existing budget targets and focuses on deferred maintenance and life cycle replacement of assets and amenities within the existing parks system. The intention of this alternative is to refocus and make the most of existing resources with the primary goal being the City maintaining its high-quality services.
- The **Sustainable Alternative** describes the extra services or capital improvement that should be undertaken when additional funding is available. This includes strategically enhancing and renovating existing parks and facilities to better meet the park and recreational needs of Flagstaff residents that would require additional operational or capital funding. In coordination with the City's finances, the PROSE Division would evaluate and analyze potential sources of additional revenue, including but not limited to capital bond funding, partnerships, grants, and existing or new taxes.
- The **Visionary Alternative** represents the complete set of services and facilities desired by the community. It is fiscally unconstrained but can help provide policy guidance by illustrating the ultimate goals of the parks and recreation system and by providing a long-range look to address future needs and deficiencies. In the Master Plan, the Visionary Alternative addresses complete renovations of aging parks and facilities and the development of new parks and facilities. Funding for visionary projects would be derived from partnerships, private investments, and new tax dollars.

Funding and Revenue Strategies

Funding strategies will be developed based in part to our review and analysis of the facilities, as well as the national experience brought by the Kimley-Horn team. We have identified numerous funding options that can be applied to the Master Plan based on community values. The funding strategies to be evaluated for recommendations will include at a minimum:

- Fees and charges options and recommendations
- Endowment/non-profit opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners, and public/private partnerships
- Dedicated funding sources to support land acquisition and capital improvements
- Development agreements to support park acquisition, open space, and park and facility development
- Earned income options to support operational costs
- Land or facility leases to support operational and capital costs
- Identify grant opportunities and resources to construct parks and facilities identified in the Master Plan including suggested timelines

Strategic Action Plan

The Master Plan will be framed and prepared through a series of workshops with staff. The overall vision and mission statements will be affirmed or modified, and direction for the City will be established along with individual action strategies that were identified from all the research work completed. Key recommendations and tactics that support each action strategy to its fullest outcome will be outlined in a strategy matrix with priorities, timelines, measurement, and teams within the City for external partners to focus on.

Develop Vision, Mission, and Goals/Objectives

The supporting vision and mission statements will be affirmed or developed with senior staff in a work session. Following this effort, goals/objectives and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction.

Strategic Action Plan Development

Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, priorities/timelines, and cost estimates. These strategies will be classified as short-term, mid-term, or long-term strategies and priorities. This will be reviewed with City staff in a workshop. The Kimley-Horn team will propose a prioritization schedule and methodology used on successful master plans across the United States. Action plans will be established in the following key areas:

Park and Land Acquisition: Recommendations that provide for short- and long-term enhancement of parkland acquisition in the city. This will include usable and workable definitions and recommendations for designated park and facilities with acreages and parameters defined as appropriate.

Park and Facility Operations and Maintenance: Recommendations that provide for short- and long-term enhancement of park and facility management practices of the Division.

Programs and Services: Recommendations that provide for short- and long-term development and maintenance of programs and services provided by the Division, including opportunities to improve meeting user needs.

Financial and Budgetary Capacity Development: Recommendations that provide for short- and long-term enhancement of the financial and budgetary capacity of the Division related to parks and lands.

Policies and Practices: Specific policies and practices for the Division that will support the desired outcomes of the Master Plan will be detailed.

TASK 7: Final Report and Presentation Draft Report Preparation and Briefings

The Kimley-Horn team will prepare a Master Plan draft with strategies addressing all analyses performed and consider the fiscal and operational impacts to the City's park system. The recommendations and prioritization of needs will be reviewed and discussed with the City.

Final Master Plan Presentations, Preparation, and Production

Upon comment by City staff and City Council, the Kimley-Horn team will revise the Master Plan draft to reflect all input received. Once the Master Plan draft is approved, the Kimley-Horn team will prepare a final summary report and present for final approval and adoption.

Workplan and Schedule

TASK 1: Project Initiation

Kick-off Meeting

- Establish Core Team
- Executive Advisory Committee
- Stakeholder ID
- Define Project Vision and Goals
- Project Milestone Schedule
- Schedule Development
- Data Request

Public Outreach Plan

- Participants
- Venue Locations
- In-Person/Virtual Meeting Formats
- Notifications
- Presentation Content
- Intercept Surveys

Demographic and Trends Analysis

- Planning Areas
- Population Density
- Age Distribution
- Households
- Sex/Gender
- Ethnicity
- Household Income

Individual Interviews

- City Council
- Parks and Recreation Commission

Focus Group Meetings

- School Districts
- Youth Advisory Group
- Senior Groups
- Aquatics
- Adaptive Sports
- Youth/Adult Sport Leagues
- Parks and Rec Staff/Maintenance
- Beautification and Public Art Commission
- Open Spaces Commission
- Planning and Zoning
- Public Works
- Trail Users
- GIS
- Tourism Commission/Discover Flagstaff
- Arizona State Parks and Trails

TASK 2: Workshop Series No. 1 – Project Overview

Staff Workshop Meeting No. 1

- Project Overview
- Interview Summary
- Focus Group Summary
- Survey Overview
- Initial Needs Discussion

Design Team Work Period No. 1

- Review Existing Planning Documents
- Community Workshop Materials
- Project Website with Interactive Tools

Public Workshop No. 1: Needs

- Plan Overview
- Engagement Process
- Programming Needs
- Community Real-time Feedback

Workshop No. 1 Summary

Demographic/Trends
Focus Groups/Interviews Summaries
Survey Summary
Community Needs Summary

Project Update No. 1

- Parks and Recreation Commission Update
- Website/Social Media Update

Develop GIS Framework Plan and Data Layer Validation

Park and Facility Inventory and Assessment

Natural Resources Inventory and Assessment

TASK 3: Workshop Series No. 2 – Needs Assessment

Staff Workshop Meeting No. 2

- Public Needs Assessment Findings
- Survey Update
- Programming Needs
- Public Workshop No. 2 Program
- LOS Facilities, Programs, O&M

Design Team Work Period No. 2

- Community Workshop Materials

Public Workshop No. 2: Validation

- Plan Overview
- Workshop No. 1 Summary
- Needs Assessment Findings
- Community Real-time Feedback

Workshop No. 2 Summary

Needs Assessment Summary
Programming Needs
Outreach Summary

Project Update No.2

- Website/Social Media Update

Electronic Survey and Statistically Valid Survey Question Development

Statistically Valid Survey Administration

TASK 4: Workshop Series No. 3 – Technical Assessment

Staff Workshop Meeting No. 3: Visioning and Park by Park

- Workshop Mission and Goals
- Public Needs Assessment Findings
- Survey Update
- Programming Needs
- Public Workshop No. 3 Program

Design Team Work Period No. 3

- Inventory Summary and Recommendations
- Classification/Standards
- LOS Summary
- Prioritized Facility and Programming Rankings

Prioritize Projects

CIP

- Critical Alternative
- Sustainable Alternative
- Visionary Alternative

Funding and Revenue Strategies

- Fees/Non-Profit
- Grant Opportunities
- Partnerships and Sponsorships
- Land Acquisition/Leases

Workshop No. 3 Summary

Technical Findings Summary

Project Update No. 3

- Website/Social Media Update

Statistically Valid Survey Final Report

TASK 5: Workshop Series No. 4 – Implementation Plan

Staff Workshop Meeting No. 4

- Vision and Mission Statement
- Goals/Objectives/Policies
- Priorities/Timelines
- Cost Estimates
- Implementation Strategies

Design Team Work Period No. 4 Strategic Action Plan Development

- Park and Land Acquisition
- Park and Facility Operations
- Park and Facility Maintenance
- Staffing
- Programs and Services
- Financial and Budgetary Capacity
- Policies and Practices

Public Workshop No. 3: Technical Findings

- Plan Overview
- Workshop No. 2 Summary
- Key Technical Findings
- Key Themes
- Key Recommendations
- Community Real-time Feedback

Workshop No. 4 Summary

Draft Strategic Action Plan
City and Stakeholder Review

Project Update No. 4

- Parks and Recreation Commission Update
- City Council
- Stakeholder Updates
- Website/Social Media Update

TASK 6: Master Plan Development

Staff Workshop Meeting No. 5: Master Plan Development

- Demographics/Trends
- Community Outreach
- Survey Results
- Park Classifications/LOS
- Staffing
- Facilities Assessments
- Policies and Practices
- Operations Program
- Maintenance Program
- Programs and Services
- Partnership Plan
- CIP
- Strategic Action Plan

Validate Prioritized Projects, Schedule, Preliminary Rough Order of Magnitude (ROM)

Implementation Plan

Draft Master Plan
City Review
Key Stakeholder Review

Revised Master Plan
Final Approval

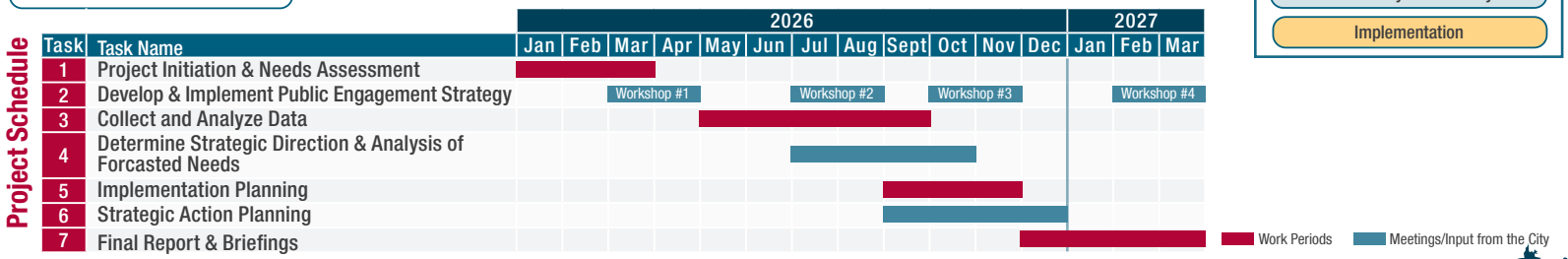
Presentation of Final Master Plan

- Parks and Recreation Commission
- City Council

LEGEND - PROJECT TRACKS

- Community Engagement
- Statistically Valid Survey
- Implementation

Project Schedule



SECTION D

Proposed Timeline and Budget

D. Proposed Timeline and Budget

Staff Member	Kimley-Horn				
	Project Manager $280.00	Sr. Landscape Architect $225.00	Landscape Architect $200.00	Analyst $160.00	Total
Task 1.0 Project Initiation					
1.1 Kick-Off Meeting	2	2	1	4	$1,850
Stakeholder Identification/Project Involvement Matrix	2				$560
Project Schedule	2				$560
Public & Agency Outreach Planning	2				$560
1.2 Review Existing Relevant Planning Documents	2			6	$1,520
1.3 Conduct City Data Request			2	4	$1,040
1.4 Identify Planning Areas		2		2	$770
Subtotal Hours	10	4	3	16	33
Subtotal Dollars	$2,800	$900	$600	$2,560	$6,860
Task 2.0 Develop and Implement Public Engagement Strategy					
2.1 Project Branding Development	2			16	$3,120
2.2 Conduct Public Workshops/Meetings (Up to Three In-Person or Pop-Up Events or Virtual)					
Workshop #1	4		4	12	$3,840
Workshop #2	4		4	12	$3,840
Workshop #3	4		4	12	$3,840
2.3 Electronic Surveys and Paper-Based Community Surveys (Translated in Up to 1 Language)	2			4	$1,200
2.4 Focus Group Meetings (Up to 5 Groups)	10		10		$4,800
2.5 City Leadership Interviews (City Council, Parks and Recreation/Open Space Commission Members)	8		8		$3,840
2.6 Project Website Coordination and Creation of Virtual Engagement Tools, Maps, Forum	8			12	$4,160
2.7 Development of Marketing Collateral: Social Media, Flyers, Email, Brochures, Cards	2			10	$2,160
2.8 Bi-Weekly Project Progress Meetings (Approx 12 Month Duration - 12 In-Person/12 Virtual)	30		30		$14,400
Subtotal Hours	74	-	60	78	212
Subtotal Dollars	$20,720	$-	$12,000	$12,480	$45,200
TASK 3.0 Collect and Analyze Data					
3.1 Level of Service	4	4		4	$2,660
3.2 Market Gap Analysis and Equity Mapping	2			8	$1,840
3.3 Demographics and Trends Report	2			10	$2,160
3.4 Inventory and Analysis of Parks and Facilities					
On-Site Inventory	20		40		$13,600
Other/Private Parks and Facilities On-Site Inventory	4		10		$3,120
On-Site Analysis Documentation			20		$4,000
Parks Assets Assessment Matrix			20		$4,000
Existing Parks and Trails Improvement Recommendations and Report	4	4	10		$4,020
Subtotal Hours	36	8	100	22	166
Subtotal Dollars	$10,080	$1,800	$20,000	$3,520	$35,400
TASK 4.0 Strategic Direction and Analysis of Forecasted Needs					
4.1 Visioning Workshop	4		4		$1,920
4.2 Park-by-Park Workshop	4		4		$1,920
4.3 Geographical Analysis through Mapping	4		4	20	$5,120
4.4 Prioritized Facility and Program Rankings	8		8		$3,840
Subtotal Hours	20	-	20	20	60
Subtotal Dollars	$5,600	$-	$4,000	$3,200	$12,800
TASKS 5.0 and 6.0 Strategic Action and Implementation Plan					
5.1 Capital Improvement Plan Development	6		20		$5,680
5.2 Rough Order of Magnitude (ROM) Cost Development	2		10		$2,560
5.3 Strategies for Implementation and Funding	4		4		$1,920
5.4 Presentation to City Leadership	4		4	8	$3,200
6.1 Implementation Plan					
Timeframes	2	4	4		$1,700
Responsibilities	2	4	4		$2,260
Resource Requirements	2	4	4		$2,260
6.2 Identification of Potential Partnerships and Collaborating Opportunities		4			$900
6.3 Recommend Strategies for Ongoing Monitoring and Updating of the Master Plan	2				$560
Subtotal Hours	24	16	50	8	98
Subtotal Dollars	$6,720	$3,600	$10,000	$1,280	$21,600
TASK 7.0 Master Plan Development - Final Report and Presentation					
7.1 Draft Document Development	10	20	20	20	$14,500
7.2 Presentation to City Leadership/Work Session	4	4		8	$3,300
7.3 Refinement of Master Plan Document	4	10	10	10	$6,970
7.4 Final Master Plan Document	4			36	$6,880
7.5 Final Adoption of Master Plan	4	4			$2,020
Subtotal Hours	26	38	30	74	168
Subtotal Dollars	$7,280	$8,550	$6,000	$11,840	$33,670
TOTAL MASTER PLANNING HOURS	**190**	**66**	**263**	**218**	**737**
TOTAL PLANNING FEES	**$53,200**	**$14,850**	**$52,600**	**$34,880**	**$155,530**

Financial and Strategic Planning, Statistically Valid Survey (GlobaLocal Vision)	**$40,000**
Expenses (Travel, Printing, Etc)	**$4,000**
	$199,530

SECTION E

Examples of Similar Completed Projects and References

E. Examples of Similar Completed Projects and References

Town of Prescott Valley, Parks and Recreation Master Plan

Prescott Valley, AZ

Kimley-Horn was part of a consulting team preparing a Parks and Recreation Master Plan for the Town of Prescott Valley. The plan provided guidance and policy direction for the Prescott Valley Parks and Recreation Department's role in the community. A 10-year vision for department services was included within the plan that encompassed parks, facilities, recreational programming, art, cultural and special events, as well as open space and trails. The plan also included research, public involvement, and the development of recommendations for all aspects of Parks and Recreation operations. The resulting master plan included a strategic action plan with primary focus on short-term strategies that build success over the long term. Kimley-Horn's responsibilities for this project included leading the necessary facility assessments, Capital Improvement Plan (CIP) estimates, and implementation recommendations.

Similar Key Project Elements:

- Parks and Recreation Inventory
- CIP Development
- Community Engagement
- GIS Mapping

Completion Date: 7/2020 | Completed on-time and within budget

Client Reference:

Bobby Kieren
Director of Parks and Recreation, Town of Prescott Valley
928.759.3036
rkieren@prescottvalley-az.gov

City of Casa Grande, Community Services Plan

Casa Grande, AZ

Kimley-Horn was part of the consultant team, partnering with the City of Casa Grande, to update the Community Services Master Plan, which will become a guiding document for the Community Services Department for the next 10 to 15 years. This project involved the completion of an extensive needs assessment, community input process, a citizen's survey, and a comprehensive evaluation of all existing facilities. The document also includes potential future land acquisition, financing options, park development, open space, trails, operations maintenance, library, golf, and recreational programming needs.

Similar Key Project Elements:

- Dedicated Project Website
- Intercept Surveys at Pop-Up Events
- Hybrid Outreach Approach (In-Person/Virtual)
- Youth Outreach
- Statistically Valid Survey
- QR Code Advertisement
- Intercept Surveys at Pop-Up Events
- GIS Mapping
- CIP
- Trails Inventory and Connectivity
- Gap Analysis
- Maintenance Assessment
- Recreation Program Standard

Completion Date: 6/2023 | Completed on-time and within budget

Client Reference:

Daniel Gallegos
Community Services Director, City of Casa Grande
520.421.8614
daniel_gallegos@casagrandeaz.gov

City of Goodyear, Systemwide Parks and Recreation Master Plan

Goodyear, AZ

Kimley-Horn partnered with the City of Goodyear to develop a comprehensive 10-year Parks and Recreation Needs Assessment and Master Plan. The Master Plan provides clear guidance on how to meet the demands for future recreational, programming, environmental, and maintenance needs, as well as establishes priorities for facility improvements, future park development, and land acquisitions. Kimley-Horn collected and analyzed data to develop a clear set of goals, policies, and standards for the City's park system, open space, trails, preserves, recreation facilities, and program development for the next 10 years.

Similar Key Project Elements:

- Dedicated Project Website
- Project Branding
- Hybrid Outreach Approach (In-Person/Virtual)
- Coordination with General Plan
- Statistically Valid Survey
- Youth Outreach
- Social Media Content Creation
- QR Code Advertisement
- Intercept Surveys at Pop-Up Events
- GIS Mapping
- Full HOA Inventory
- CIP
- Land Acquisition Analysis
- Trails Gap Analysis
- Operations and Maintenance Assessment
- Programming Assessment

Completion Date: 9/2023 | Completed on-time and within budget

Client Reference:

David Seid
Interim Parks and Recreation Director, City of Goodyear
623.882.3121
david.seid@goodyearaz.gov

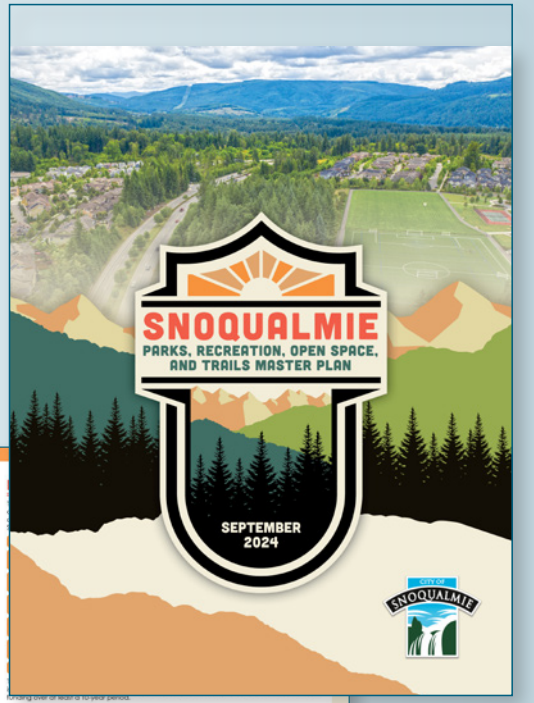
City of Snoqualmie, Parks, Recreation, Open Space, and Trails Master Plan

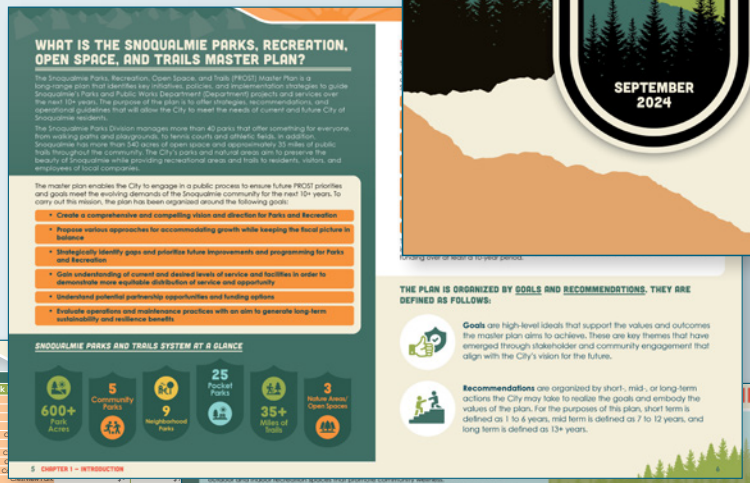
Snoqualmie, WA

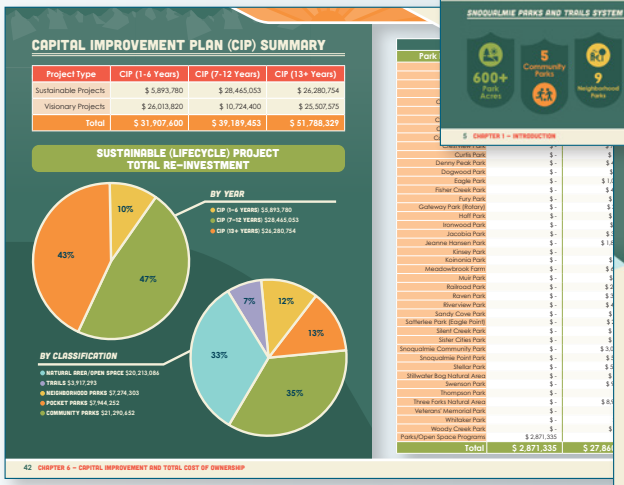
Kimley-Horn assisted the City of Snoqualmie, WA in developing an update to their Parks, Recreation, Open Space, and Trails (PROST) Plan. Ranging from neighborhood parks to large natural open space areas, Snoqualmie has an expansive network of over 40 parks and interconnected trails that provide recreational opportunities for residents and visitors. As part of the update, Kimley-Horn completed an assessment and inventory of all park features, including play equipment, playfields, benches, and other park features; created an engagement website that included prioritization and polling exercises and a mapping tool to collect community feedback on the City's park facilities; and conducted additional in-person outreach workshops to support development of an initial community vision, as well as goals and objectives to achieve that vision.

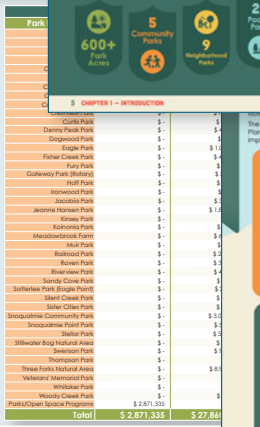
Similar Key Project Elements:

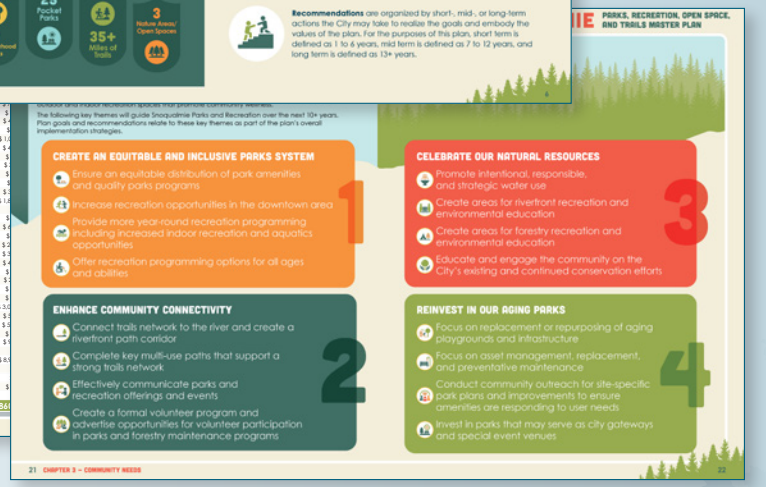
- Dedicated Project Website
- Project Branding
- Hybrid Outreach Approach (In-Person/Virtual)
- Social Media Content Creation
- QR Code Advertisement
- GIS Mapping
- CIP
- Trails Gap Analysis
- Programming Assessment
- Eco-Tourism
- Nearby National and County Parks











Completion Date: 10/2024 | Completed on-time and within budget

Client Reference:

Dylan Gamble
CIP Manager,
City of Snoqualmie
425.681.4110
dgamble@snoqualmiewa.gov

Additional Project Experience

The Experience Matrix below shows our team's parks, recreation, and open space master planning project experience with similar components.

Project Name	Community Outreach	Project Website	CIP Development	Programming Plan	Operations and Maintenance Plan	Implementation Plan	Recreational Facilities
Shape Scottsdale: Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	
Buckeye at Play: Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	✓
Goodyear Game Plan: Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	✓
Chandler Parks Strategic Plan	✓	✓	✓	✓	✓	✓	✓
Gilbert Regional Park Master Plan	✓	✓	✓	✓	✓	✓	✓
Glendale Parks Conditions Assessment			✓		✓	✓	✓
Oro Valley Community Services Master Plan	✓	✓	✓	✓	✓	✓	✓
Prescott Valley Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	✓
Snoqualmie Parks, Recreation, Open Space, and Trails Master Plan	✓	✓	✓		✓	✓	✓
Prosser Parks, Recreation, and Open Space Master Plan	✓	✓	✓	✓	✓	✓	✓
Littleton Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	✓
Boise Parks Conditions Assessment			✓		✓	✓	
Gurnee Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	
Palmdale Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	
Jurupa Valley Parks, Recreation, Open Space, and Trails Master Plan	✓	✓	✓	✓	✓	✓	✓
Buncombe County Parks, Recreation, Open Space, and Trails Master Plan	✓	✓	✓	✓	✓	✓	✓
Hernando County Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	✓
Casa Grande Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	✓
Phoenix Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	
Greenville Comprehensive Recreation Parks Master Plan	✓	✓	✓	✓	✓	✓	
Lisle Parks and Recreation Master Plan	✓	✓	✓	✓	✓	✓	