

November 29, 2017

*Revised December 19, 2017*

Mr. Kristoff T. Bauer  
Deputy City Manager  
City of Fayetteville  
433 Hay Street  
Fayetteville, North Carolina 28301

**RE:       City of Fayetteville  
          Comprehensive Parks and Recreation Master Plan  
          FAY-17000**

Dear Mr. Bauer,

We appreciate the opportunity to provide the following proposal for planning services related to development of a comprehensive parks and recreation master plan for a ten-year planning horizon.

### **PROJECT UNDERSTANDING**

It is our understanding City of Fayetteville is interested in developing an update to their 2006 Comprehensive Parks and Recreation Master Plan for a ten-year planning horizon. The below outlines a scope of services needed to complete the master plan.

### **PROPOSED SERVICES + FEES**

We propose the following services (Alphanumeric task numbers are for internal coding purposes):

#### **D11.00   Kick-Off Meeting + Site Tour**

**FEE: \$3,500**

We will begin the planning process by conducting a kick-off meeting with City of Fayetteville Parks and Recreation Department (FCPR) staff and other City staff as desired to review the project goals and objectives, establish lines of communication, finalize the project schedule, outline the public engagement process, and begin gathering data. A park system tour will also be completed during this trip to gain an understanding of general park context, character, condition and surrounds. This task will also include review of relevant planning documents such previous recreation master plans, transportation and greenway master plans, small area plans, the Unified Development Ordinance, and / or environmental planning documents. Finally, this task will include a detailed review of the 2006 master plan goals and objectives to understand which have been accomplished, which have yet to be accomplished, and which

are no longer priorities. The analysis will be presented in a matrix format and incorporated into the final recommendations.

#### **L11.11 Review of Demographics and Recreation Trends**

FEE: \$3,000

The Consulting Team will utilize the FCPR'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 Geographical Information Systems (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 County, and assist in making proactive decisions to accommodate those shifts.
- > Provide the basis for Equity Mapping and Service Area Analysis

The City's demographic analysis will be based on US 2010 Census information, 2017 updated projections, and 5 (2022) and 10 (2027) year projections. The following demographic characteristics will be included:

- > Population density
- > Age Distribution
- > Households
- > Gender
- > Ethnicity
- > Household Income

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 Consulting Team utilizes the Sports & Fitness Industry Association's (SFIA) 2017 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

#### **D11.99 Community Engagement**

FEE: \$41,000

Public participation will be integrated throughout the study and focus on maximizing input from all segments of the City's population through interactive activities. This effort will ensure a mission and vision

that is championed by the community and reinforced through recommendations. To achieve efficiency in the public participation process, the following activities will be conducted:

**Public Participation Plan**

In coordination with the client, a written plan will be prepared that highlights the methods, schedule of events and roles and responsibilities for executing the public participation. The plan will include target specific activities to reach broadly and be responsive to all of Fayetteville's citizens and stakeholders. The plan should also remain adaptable to adjust for change in participation strategies if needed.

**Local Governments Briefings**

To maximize inclusivity of all areas served by the parks and recreation activities, outreach to the affected governments is important to the overall acceptance of the Plan. We will assist with briefings and share general information including community outreach tools to the City of Fayetteville staff, Cumberland County officials and representatives from the municipalities of Eastover, Falcon, Godwin, Linden, Stedman and Wade. We recommend these briefings occur early in the process to provide awareness, receive feedback and advise on how their assistance can augment public outreach opportunities. Up to four (4) meetings with local government representatives will be scheduled to present the briefings. We suggest the meetings happen at the following key milestones in the process:

- > After the kick-off meeting and development of the public participation plan to inform representatives so they can be advocates for the public engagement process
- > After the initial inventory and analysis has been complete to solicit feedback on user satisfaction, perception of existing park facilities, and unmet needs.
- > After the draft recommendations have been developed to solicit feedback.
- > To present the final recommendations and action plan.

**Public Open House Events – Public Meetings**

To give the citizens and stakeholders of Fayetteville opportunities to provide input, two rounds of open house events will take place during the planning process. During the kick-off meeting, we will discuss possible locations and upcoming community events. We suggest the meetings happen at the following key milestones in the process:

- > During the inventory and analysis which will provide the public with background information relative to inventory and existing conditions. During the open house, several activities will be conducted to take advantage of the time with the public. We propose a 4 hour event that allows attendees to stop by at their leisure for greater convenience. The format and activities will include the following:
  - Display Stations - a number of areas will be set up with visual images on boards to allow attendees the opportunity to learn more about existing parks amenities and geographic locations.

- The stations will be staffed and attendees will provide feedback through discussions, dot exercises and written comment forms.

Public Opinion Survey (optional) - a public opinion survey will be launched at the first public open house and will be administered via hard copy and set up with computers for on line completion. The survey will be administered independently of the statistically valid survey completed in task L11.20 below). The survey will be designed to obtain opinions about park access, locations and amenities/services. The survey will remain open for two weeks following the first open house.

Stakeholder Interviews - in concert with the City, up to five individuals/organizations will be identified for one-one-one interviews which will be focused on specific park needs and experiences. The interviews will include individuals with different perspectives including youth, seniors, physically challenged and others. A summary of all the open house input will be prepared and used to inform the vision and future park needs.

Once draft recommendations have been developed. The format will be similar to the first open house with display stations and other materials that capture the proposed recommendations. Attendees will provide feedback through discussions with staff and on written comment forms.

We recommend all public open house notifications be distributed through a variety of methods including direct mail, e-mail, web sites, social media, agencies and organizations involved, and distribution of hard copies to key public locations including parks, libraries, schools and places of worship. This proposal assumes the City will be in-part responsible (supplemented by assistance from the team) for labor and direct costs associated with advertising and notifications to ensure the public is aware of all meetings. This proposal also assumes City will provide the location and facility for the events.

#### **Focus Groups – Civic Organizations + Educational Partners**

There are many civic organizations and local area partners who are advocates, supporters and participants in the parks and recreation activities in the City. Consequently, engaging these audiences in the process will be important to garnering support of the plan. We will utilize existing meetings and events already scheduled by each organization to provide briefings and conduct the survey. Organizations such as the Chamber of Commerce, Convention and Visitors Bureau, local systems and colleges and universities will be targeted. Up to one meeting with each civic organization or educational partner will be provided.

#### **Stakeholder Meetings – Community Organizations**

We will facilitate two stakeholder meetings combining community organizations including the Parks + Recreation Advisory Board, Senior Citizen Advisory Board, Arts Council and special needs groups as identified during the kick-off meeting. The format will be presentation style followed by an open discussion. We suggest the meetings happen at the following key milestones in the process:

- > After the initial inventory and analysis has been complete to solicit feedback on user satisfaction, perception of existing park facilities, and unmet needs.
- > After the draft recommendations have been developed to solicit feedback.

**Final Department Briefing**

The team will meet with FCPR and City staff to brief the attendees on the final department mission, vision, goals, objectives, strategies, and draft recommendations for the plan to solicit final feedback before preparing the action plan for implementation. Any remaining comments will be incorporated into the final master plan document.

**Presentation to Council for Adoption**

The team will deliver a presentation to both the City Council and County Board of Commissioners outlining the master plan recommendations for adoption.

In summary, we are recommending the following meetings as part of the community engagement process:

- > Up to 4 government briefings
- > 2 Public Open House Events
- > Focus Groups (as needed)
- > 2 Stakeholder Meetings
- > Final Department and City Staff Briefing
- > Presentation to City Council
- > Presentation to County Board of Commissioners

**L11.20 Statistically Valid Public Input Survey**

FEE: \$18,270 600 (completed surveys)

In close coordination with the City, the team will prepare a survey questionnaire to solicit feedback on a full range of strategically important issues such as:

- > Usage and satisfaction with current recreation facilities and programming.
- > The need for and identification of future facilities and programming.
- > The need and unmet need for indoor and outdoor recreation facilities.
- > Support for various revenue generating alternatives.
- > Partnership development.
- > Overall service delivery.

Team shall conduct the survey in a method that provides statistically valid data that can be used to identify current demands and future trends regarding recreation facilities, programs, events, and festivals. This will be accomplished by administering a statistically valid random sample survey with a minimum of 600 completed surveys for use in short and long-range planning.

The team recommends using a combination of mail, internet, and phone for survey distribution. Given the negative impact Caller ID has had on phone survey response rates in recent years and the need to ensure diverse populations are well represented, we offer the combination mail/internet/phone to maximize the overall level of response. This approach enables the team to control the distribution of the survey instrument so that the respondents closely match the census demographics for the City. It is anticipated that the survey will be up to 6 pages in length and take approximately 13-16 minutes to administer over the phone. This length will allow for between 25-28 questions to be asked, many with multiple components. The survey will provide results that have a margin of error of +/-4.0% at the 95% level of confidence at the City level. The results would be statistically valid City-wide. In addition, statistically valid analysis of the data could be provided for 5-6 sub areas within the City.

The team will conduct up to eight cross-tabular comparisons of survey results by key demographic factors, such as gender, age of respondent, length of residency, income, users/non-users of recreation services, location of household, etc.

**This proposal assumes Fort Bragg residents will be included in the survey. Permission to distribute the survey to residents of the base along with resident addresses will be provided by appropriate base personnel.**

#### **D11.50 Park Classifications**

FEE: \$5,500

The team will revise the park classification standards developed as part of the 2006 comprehensive plan to reflect sustainability, best practices in stormwater management, inclusive and adaptive play, ADA compliance, and visual appeal. Such revisions will be based on national standards, best practices, and industry trends. Additional park classifications may be added to reflect City/County - specific recommendations. Each classifications will be defined by size, typical amenities, service area, maintenance standards and basic design standards. Revised (from the 2006 master plan) model or example plans will be developed for each primary classification (up to 5).

**D11.60 Benchmarking**

FEE: \$6,500

Benchmarking data from other comparable systems throughout the State and Southeast that are of similar size, demographics and structure will be gathered and input into a table for comparison to the department's existing LOS. Data may be gathered by contacting benchmarking agencies through phone interviews, in-person meetings, and / or mailed surveys.

A benchmark analysis will compare FCPR to five (5) other relevant agencies or neighboring cities. The Consultant Team will work with the FCPR to identify the 15-key metrics to be surveyed and analyzed

**D11.70 Level of Service (LOS)**

FEE: \$5,750

During this phase the team will utilize the data gathered from reviews of current conditions, inventory, analysis, and public input to establish the existing Level of Service (LOS) within the parks and services provided. LOS may include (but are not limited to) metrics such as acres of parkland (open space) per 1,000 population, number of facilities per 1,000 population, operating budget per resident or acreage of parkland, miles of trails per 1,000 population, full time equivalent (FTE's) staff per acres of parkland, etc.

Facility standards include level of service 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 the Consulting Team's national experience and comparison with peer/survey cities.

**L11.14 Programing Analysis**

FEE: \$9,600

Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well FCPR aligns itself with community needs. The goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings. The Consulting Team will provide insight into recreation program trends from agencies all around the country. The process includes analysis of:

- > Age segment distribution
- > Lifecycle analysis
- > Core program analysis and development
- > Similar provider analysis/duplication of service
- > Market position and marketing analysis
- > Review of program development process

- > Backstage support, or service systems and agency support needed to deliver excellent service

Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus staff efforts in core program areas and create excellence in those programs deemed most important by program participants.

Finally, the team will work with the department to determine which programs are core essential, important, and value-added. The outcome will be:

- > Programs classified as (a) Core, (b) important, or (c) Value Added based on definitions and criteria agreed upon with the Project Team.
- > Broad performance standards for each program classification including how cost recovery expectations can be applied is illustrated in the table below.

| Service Category   | Description   | Cost-Recovery Expectations                                 |
|--------------------|---|--|
| <b>Core</b>        | Services the agency <u>must</u> provide to meet its mission, and statutory and/or regulatory obligations; maintains valuable assets and infrastructure investments; essential to protect visitor safety; preserves the integrity of natural and cultural resources; reasonably expected and supported (or demanded) by visitors | Largely supported by taxes with little or no cost-recovery |
| <b>Important</b>   | Services the agency <u>should</u> provide or are important to effectively serve visitors; may expand or enhance provision of core services; broadly supported and utilized by visitors, although support may be conditional upon the perceived benefit, quality, and pricing of the services                                    | Supported by a balance of taxes & earned revenues          |
| <b>Value Added</b> | Services the agency <u>may</u> provide when they are fiscally sustainable through visitor support; add value above and beyond what is required or expected of the agency's core functions; are easy opportunities to integrate alternative providers and operators into providing services at one or more sites                 | Heavily or fully supported by earned revenues              |



**D11.90 Draft Master Plan**

FEE: \$13,500

Based on all data collected and outcomes of the visioning process, the team will begin to formulate specific recommendations (goals and strategies) to support the department's mission and vision for each area of focus for the City's Parks and Recreation Department (land, facilities, operations, programs, and financing). Specific recommendations may include improvements within the existing facilities and parks such as areas of maintenance, replacement, expansion, and or modification; improvements to programming to improve service and revenue recovery; and updated park classifications and design standards that consider sustainability, inclusive play and adaptive recreation. The plan will also identify geographic gaps of service and provide useful information regarding shared school-park sites, equitable park distribution, proposed locations for new facilities, parks and future land set asides.

**D11.95 Action / Implementation Plan**

FEE: \$7,900

Based on the Master Plan recommendations as identified above, the team will prepare an Action Plan that outlines the priority needs based on a 10-year planning horizon. The plan will include the recommendations that were identified by the team during the planning process. Also, a strategies section of the plan will be included that identifies potential sources of funding and land acquisition strategies. Each action item will be prioritized as short term, mid-term, or long term. The draft plan will be presented to Staff for comment. Based on such review comments, the Action Plan will be finalized and the final Master Plan presented at a City Council meeting for approval and adoption.

**Deliverables**

All documents and deliverables will be provided in electronic pdf format unless otherwise specified.

- > One (1) 24 x 36 map (hard copy) of proposed park facilities with service radii (key opportunity map)
- > Digital ArcGIS files of all city and shared school-park sites
- > All exhibits, displays, graphics and presentations used through the process
- > Public participation plan
- > Summary of all public input meetings and interview notes
- > Summary of key findings
- > Demographics and Recreation Trends Report
- > Park Classifications and standard park designs (up to 5)
- > Recommendations summarizing goals, objectives and implementation strategies
- > Prioritized action plan for implementation with timeframes
- > Draft master plan document

- > Final master plan document (3 hard copies, bound)

**Fee Summary**

Fee Total: \$114,520

**EXTRA SERVICES****J. Additional Services:**

When requested by the Owner and confirmed by the Owner and/or Firm in writing, the Firm shall perform services in addition to those described above in this Agreement and the Owner shall compensate the Firm by hourly charges in accordance with the attached Rate Schedule.

**K. Reimbursables**

FEE: \$2,750, estimate.

Reimbursable expenses will be billed in accordance with the attached Rate Schedule for items such as mileage, prints, fed-ex, and couriers. The fees included in this proposal include travel and lodging for subconsultants.

**PROJECT SCHEDULE**

The Firm's services shall be performed as expeditiously as is consistent with professional skill and care and the orderly progress of the project. The following is the expected schedule for completion of work on this project:

The time limits and schedule set forth above have been agreed to by the Client and Firm, but the time limits and schedule shall be extended for (1) reasonable cause, or for (2) any delays associated with the Firm's work on the project that are not the sole responsibility of the Firm.

**CLIENT'S RESPONSIBILITIES**

Client shall be responsible for the following:

- > Notification to proceed
- > Timely approval of draft reports presented for Client approval
- > If needed, timely providing of information from other professional services.
- > Payment of all application and permit fees
- > Payment of Engineering invoices
- > Notification to project manager of any problems
- > Provide existing park inventory and associated park classifications per the 2006 Parks and Recreation Comprehensive Plan.

- > Provide existing parks map (in ArcGIS format) with associated service areas per park classifications.
- > Permission to distribute surveys to Fort Bragg residents will be granted by appointed base personnel prior to distribution.
- > All Fort Bragg residential address will be provided by the City or Fort Bragg themselves.

## **EXCLUSIONS**

The following services are not included in this Agreement:

- > Court appearances for litigation, or preparation for same
- > Detailed individual park assessments or inventory
- > Detailed site specific park design services
- > Revised directives from Client after the site investigation has begun
- > Design, engineering or surveying services not specifically described herein
- > Environmental investigations that are wetland/stream delineations, wetlands surveying, wetlands permitting
- > Detailed traffic studies or engineering

## **GENERAL CONDITIONS**

- > This proposal is valid for 30 days from the above date.
- > Owner and / or Client are responsible for all application and permit fees.

**CONCLUSION**

We appreciate this opportunity to propose our services. We are eager to pursue this project further and thank you for your consideration.

Sincerely,

**MCADAMS**

Rachel Cotter, RLA  
Principal Landscape Architect, Planning+Design Group

RC/lk

Enclosures

**ACCEPTANCE**

By: \_\_\_\_\_

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_