

PROFESSIONAL SERVICES AGREEMENT

Project: Strategic Master Plan for the Parks Recreation & Libraries Department

THIS AGREEMENT is made and entered into this ____ day of _____, 20____, by and between the City of Roseville, a municipal corporation ("CITY"), and PROS Consulting, Inc., an Indiana corporation ("CONSULTANT"); and

W I T N E S S E T H:

WHEREAS, CITY desires professional services consisting of a strategic master plan for the Parks, Recreation & Libraries Department; and

WHEREAS, CONSULTANT has prepared a proposal in response to RFP #13-100 dated May 3, 2021, which describes the scope of work to be performed by CONSULTANT, the budget for the work, and the schedule for performance of the work; and

WHEREAS, CONSULTANT is qualified and experienced to provide such professional services.

NOW, THEREFORE, the parties agree as follows:

1. Services. CONSULTANT shall perform, at the direction of CITY, the scope of services as described in EXHIBIT "A," attached hereto and incorporated herein by this reference.
2. Compensation. For its services provided hereunder, CONSULTANT shall be compensated on a time and expense basis in accordance with the budget estimate as described in

EXHIBIT "A". Total compensation shall not exceed one hundred ninety-nine thousand, nine hundred fifty-eight dollars (\$199,958).

CONSULTANT shall submit one monthly invoice for its services. Such invoices shall be delineated by task, the person performing the services, and the hourly rate, which shall be stated in time increments of not greater than one tenth (1/10) hours. CITY shall pay invoices within thirty (30) days after receipt, if the services specified in the invoice have been satisfactorily completed.

3. Indemnification. To the fullest extent allowed by law, CONSULTANT shall defend, indemnify, and save and hold harmless CITY, its officers, agents, employees and volunteers from any claims, suits or actions of every name, kind and description brought forth, or on account of, injuries to or death of any person (including but not limited to workers and the public), or damage to property, resulting from or arising out of CONSULTANT's willful misconduct or negligent act or omission while engaged in the performance of obligations or exercise of rights created by this Agreement, except those matters arising from CITY's sole negligence or willful misconduct. The parties intend that this provision shall be broadly construed.

CONSULTANT's responsibility for such defense and indemnity obligations shall survive the termination or completion of this Agreement for the full period of time allowed by law. The defense and indemnity obligations of this Agreement are undertaken in addition to, and shall not in any way be limited by, the insurance obligations contained in this Agreement.

4. Insurance. CONSULTANT agrees to continuously maintain, in full force and effect, the following minimum policies of insurance during the term of this Agreement.

COVERAGE

LIMITS OF LIABILITY

Workers' Compensation

Statutory

Commercial General Liability

\$1,000,000 each occurrence

\$2,000,000 aggregate

Personal Injury:

\$1,000,000 each occurrence

\$2,000,000 aggregate

Automobile Liability

\$1,000,000 combined single limit

Professional Liability (errors and omissions)

\$1,000,000 per claim

\$2,000,000 aggregate

a. Form. CONSULTANT shall submit a certificate evidencing such coverage for the period covered by this Agreement in a form satisfactory to Risk Management and the City Attorney, prior to undertaking any work hereunder. Any insurance written on a claims made basis is subject to the approval of Risk Management and the City Attorney.

b. Additional Insureds. CONSULTANT shall also provide a separate endorsement form or section of the policy showing CITY, its officers, agents, employees and volunteers as additional insureds for each type of coverage, except for Workers' Compensation and Professional Liability. Such insurance shall specifically cover the contractual liability of CONSULTANT. The additional insured coverage under the CONSULTANT's policy shall be primary and noncontributory, as evidenced by a separate endorsement or section of the policy, and shall not seek contribution from CITY's insurance or self-insurance. In addition, the additional insured coverage shall be at least as broad as the Insurance Services Office ("ISO") CG 20 01 Endorsement. Any available insurance proceeds in excess of the specified minimum insurance coverage requirements and limits shall be available to the additional insureds.

Furthermore, the requirements for coverage and limits shall be: (1) the minimum coverage and

limits specified in this Agreement; or (2) the full coverage and maximum limits of any insurance proceeds available to the named insureds, whichever is greater.

c. Cancellation/Modification. CONSULTANT shall provide ten (10) days written notice to CITY prior to cancellation or modification of any insurance required by this Agreement.

d. Umbrella/Excess Insurance. The limits of insurance required in this Agreement may be satisfied by a combination of primary and excess insurance. Any excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and noncontributory basis for the benefit of CITY (if agreed to in a written contract) before CITY's own insurance shall be called upon to protect it as a named insured.

e. Subcontractors. CONSULTANT agrees to include in its contracts with all subcontractors the same requirements and provisions of this Agreement, including the indemnity and insurance requirements, to the extent they apply to the scope of the subcontractor's work. Furthermore, CONSULTANT shall require its subcontractors to agree to be bound to CONSULTANT and CITY in the same manner and to the same extent as CONSULTANT is bound to CITY under this Agreement. Additionally, CONSULTANT shall obligate its subcontractors to comply with these same provisions with respect to any tertiary subcontractor, regardless of tier. A copy of CITY's indemnity and insurance provisions will be furnished to the subcontractor or tertiary subcontractor upon request.

f. Self-Insured Retentions. All self-insured retentions ("SIR") must be disclosed to Risk Management for approval and shall not reduce the limits of liability. Policies containing any SIR provision shall provide or be endorsed to provide that the SIR may be satisfied by either the named insured or CITY. CITY reserves the right to obtain a full

certified copy of any insurance policy and endorsements. The failure to exercise this right shall not constitute a waiver of such right.

g. Waiver of Subrogation. CONSULTANT hereby agrees to waive subrogation which any insurer of CONSULTANT may acquire from CONSULTANT by virtue of the payment of any loss under a Workers Compensation, Commercial General Liability or Automobile Liability policy. All Workers Compensation, Commercial General Liability and Automobile Liability policies shall be endorsed with a waiver of subrogation in favor of CITY, its officers, agents, employees and volunteers for all work performed by CONSULTANT, its employees, agents and subcontractors.

h. Liability/Remedies. Insurance coverage in the minimum amounts set forth herein shall not be construed to relieve CONSULTANT of liability in excess of such coverage, nor shall it preclude CITY from taking such other actions as are available to it under any other provisions of this Agreement or law.

5. Records. CONSULTANT and its subcontractors shall maintain all files and records relating to the services performed hereunder during the term of this Agreement and for a period of not less than one (1) year after the date of termination or expiration. Provided, however, that in the event of litigation or settlement of claims arising from the performance of this Agreement, CONSULTANT and its subcontractors shall maintain all files and records until such litigation, appeals or claims are resolved. Duly authorized representatives of CITY shall have right of access during normal business hours and after reasonable notice to CONSULTANT's and subcontractors' files and records relating to the services performed hereunder, and may review and copy the files and records at appropriate stages during performance of the services and during the one (1) year period following termination or

expiration of this Agreement. CONSULTANT shall include this provisions in its contracts with all subcontractors.

6. Time is of the Essence. Time is of the essence of this Agreement.

7. Compliance with Laws. CONSULTANT shall comply with all federal, state and local laws, ordinances and policies as may be applicable to the performance of services under this Agreement.

8. Ability to Perform. CONSULTANT agrees and represents that it has the time, ability and professional expertise to perform the services required under this Agreement.

9. Governing Agreement. In the event of any conflict between this Agreement and its EXHIBITS, the provisions of this Agreement shall govern. In the event of any conflict between any of the EXHIBITS, the provisions of the first in order of attachment shall govern.

10. Assignment. CONSULTANT is employed to perform unique personal services. CONSULTANT shall not assign this Agreement without the prior written consent of CITY. CONSULTANT shall not employ or otherwise incur any obligation to pay other specialists or experts for services in connection with this Agreement, without prior written consent of CITY.

11. Independent Contractor. CONSULTANT, inclusive of its agents, officers, employees, volunteers, independent contractors, and subcontractors, shall act as an independent contractor, and covenants and agrees that it will conduct itself consistent with such status, that it will neither hold itself out as, nor claim to be, an officer or employee of CITY by reason of this Agreement.

12. Representations and Warranties. CONSULTANT warrants that it has not employed or retained any company or person, other than a bona fide employee working for CONSULTANT, to solicit or secure this Agreement, and that it has not paid or agreed to pay any

company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gift or any other consideration, contingent upon or resulting from the award or making of this Agreement. For breach or violation of this warranty, CITY shall have the right to terminate as void this Agreement, without liability, or, in its discretion, to deduct from the Agreement price or consideration, or otherwise recover, the full amount of such fee, commission, percentage, brokerage fee, gift or contingent fee.

13. Successors in Interest. This Agreement shall be binding upon the heirs, successors, executors, administrators and assigns of the respective parties hereto.

14. Copyright, Ownership and Use of Materials. All tangible material ("Material") created or delivered pursuant to this Agreement is considered a work made for hire under the Copyright Act. To the extent such Material does not qualify as a work made for hire, CONSULTANT hereby assigns to CITY all right, title, and interest, including but not limited to all copyrights, in all Material created by CONSULTANT in its performance under this Agreement. Material constitutes the scope of work outlined in Exhibit A and attached hereto, and all written and other tangible expressions, including but not limited to, drawings (including computer aided drawings), papers, documents, reports, surveys, renderings, exhibits, sketches, maps, models, prints, paintings or photographs, in any and all media or formats in which such materials have been created or are maintained. All Material furnished by CONSULTANT is, and shall remain, the property of CITY.

CONSULTANT shall execute any documents necessary to effectuate such assignment. In the event that CONSULTANT uses, employs, designates, or retains any person or entity who is not an employee of CONSULTANT, to perform any work required of it pursuant to this

Agreement, CONSULTANT shall require said person or entity to execute an agreement containing the preceding paragraph.

15. Termination of Agreement. The City may terminate this Agreement without cause by giving CONSULTANT ten (10) days advance written notice from the City Manager. CONSULTANT may terminate this Agreement without cause by giving CITY thirty (30) days advance written notice. In the event of termination through no fault of CONSULTANT, CITY shall compensate CONSULTANT for services performed as of the date of termination, upon the release to CITY of all Material hereunder, in any and all media or formats in which such materials have been created or are maintained. CITY retains the right to receive and use any Material, notwithstanding any termination or any dispute regarding the amount to be paid.

16. Attorney's Fees; Venue; Governing Law. If either party commences any legal action against the other party arising out of this Agreement or the performance hereof, the prevailing party in such action shall be entitled to recover its reasonable litigation expenses, including but not limited to, court costs, expert witness fees, discovery expenses, and attorney's fees. Any action arising out of this Agreement shall be brought in Placer County, California, regardless of where else venue may lie. This Agreement shall be governed by and construed in accordance with the laws of the State of California.

17. Modification. This Agreement and each provision contained herein may be waived, amended, supplemented or eliminated only by mutual written agreement of the parties.

18. Severability. If any of the provisions contained in this Agreement are for any reason held invalid or unenforceable, such holding shall not affect the remaining provisions or the validity and enforceability of the Agreement as a whole.

19. Notices. Any notices to parties required by this Agreement shall be delivered personally or mailed, U.S. first class postage prepaid, addressed as follows:

CITY OF ROSEVILLE

Jill Geller
Parks, Recreation & Libraries Director
316 Vernon Street
Roseville, CA 95678

CONSULTANT

Leon Younger
PROS Consulting, Inc.
35 Whittington Dr., Suite 300
Brownsburg, Indiana 46112

Either party may amend its address for notice by giving notice to the other party in writing.

20. Integrated Agreement. This is an integrated agreement and contains all of the terms, considerations, understanding and promises of the parties. It shall be read as a whole.

IN WITNESS WHEREOF, the City of Roseville, a municipal corporation, has authorized the execution of this Agreement in duplicate by its City Manager and attested to by its City Clerk under the authority of Resolution No. _____, adopted by the Council of the City of Roseville on the ____ day of _____, 20____, and CONSULTANT has caused this Agreement to be executed.

CITY OF ROSEVILLE, a
municipal corporation

PROS CONSULTING, INC., an
Indiana corporation

BY: _____
DOMINICK CASEY
City Manager

BY: Leon Younger
its: President
and Katherine Younger
Chief Financial Officer

[SIGNATURES CONTINUED ON FOLLOWING PAGE]

ATTEST:

BY: _____
its: _____

BY: _____
SONIA OROZCO
City Clerk

APPROVED AS TO FORM:

BY: _____
MICHELLE SHEIDENBERGER
City Attorney

APPROVED AS TO SUBSTANCE:

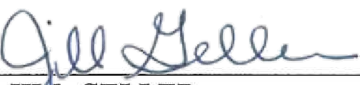
BY:  _____
JILL GELLER
Parks, Recreation & Libraries Director

EXHIBIT “A”



Inspiring
Communities
to Action

May 3, 2021

Cover Letter

City of Roseville
Parks, Recreation & Libraries
Attn: Tara Gee
316 Vernon St., Suite 400
Roseville, CA 95678

RE: Request for Proposals — Strategic Master Plan for Parks, Recreation & Libraries Department

Dear Ms. Gee & Selection Committee:

PROS Consulting, Inc. is very excited about the opportunity to partner with the City of Roseville on the development of *Strategic Master Plan for the Parks, Recreation & Libraries Department*. We are a full-service management consulting and strategic master planning firm focusing on services to government agencies, with specialized experience in parks and recreation, national accreditation, open space planning, economic development, and marketing and branding.

Our national experience and our extensive work locally throughout the Sacramento Area and in California enables us to offer the ideal combination of national expertise and local insights, critical to a high performing agency such as Roseville. We believe our experience working with higher-performing and CAPRA Accredited agencies on similar master plans throughout the nation will have the least learning curve and our customized methodology is best suited to help you:

1. **Maximize community engagement in an extensive and innovative manner** to ensure the broad interests of the diverse community and stakeholders in Roseville is heard and can help shape the future of the City's parks and recreation system;
2. **Utilize a wide variety of data sources, including a statistically-valid survey**, and recreation and library best practices to predict trends and patterns of use and how to address unmet needs in Roseville;
3. **Determine unique Level of Service Standards** to develop appropriate actions regarding programs and facilities that reflects the City's strong commitment in providing high quality recreational activities for the community;
4. **Shape financial sustainability** through "next" practices for the City to achieve the strategic objectives, identify revenue opportunities and ensure future operational and maintenance needs are addressed; and
5. **Develop a dynamic and realistic strategic action plan** in order to establish, goals, policies, guidelines, and strategies for the City's parks, recreation, and library services to support the family-oriented community and many businesses that call Roseville home.

We are proud to say that California is in the top 3 states nationwide for the extent of work we have performed over the last several years and with this proposal we sincerely hope for an opportunity to continue our relationship. Also, since 2012, PROS has completed parks and recreation planning projects for over 55% of NRPA Gold Medal winners and nearly 40% of the CAPRA accredited agencies.

Our team includes **Wallace Roberts & Todd ("WRT")**, a local and nationally renowned planning design firm made up of city and regional planners, urban designers, landscape architects, and architects. PROS Consulting and WRT have worked together on many planning projects throughout California and large parks and recreation planning projects across the country. Also on the team is our longtime partner **ETC Institute**, a nationally renowned survey and market research firm to assist in the statistically-valid community survey development. Lastly we have included our team **Jennifer K. Sweeney & Associates, LLC** to assist in the evaluation and strategic planning for libraries.

PROS Consulting will perform the services and adhere to the requirements described in the RFP, including addenda dated 4/22/2021.

We welcome the opportunity to meet in person and present our approach and qualifications to perform this exciting project. If you have any questions or need additional information, please do not hesitate to me at 317.679.5615 or leon.younger@prosconsulting.com.

Sincerely,
PROS Consulting

Leon Younger, President

Tab D – Project Understanding

Project Understanding

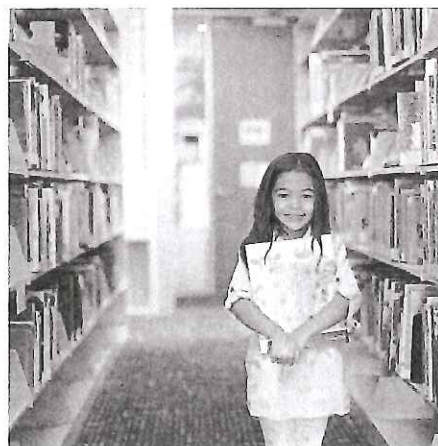
The City of Roseville Parks, Recreation & Libraries Recreation Department ("Department") has a strong commitment to provide parks, trails, library, and recreational service programs for residents and visitors. The Department also partners with many community and state organizations to bring new, exciting ideas into its programming to enhance the community's quality of life. As such, the Department is seeking professional services to prepare a *Parks, Recreation, and Libraries Master Plan* ("Master Plan") to provide a vision for the future. Key components of the master planning process will be research, public involvement, and the development of recommendations for all aspects of Department recreation activities with a focus on facilities and capital improvements.



The Department desires a Master Plan that will align new investments with a strong community-driven mission and vision that integrates the City's strong pursuit of recreation activities to the community. The outcome will be a Master Plan that will be heavily used as a resource for future development and redevelopment of the Department's parks, recreation programs, and facilities. The Master Plan will:

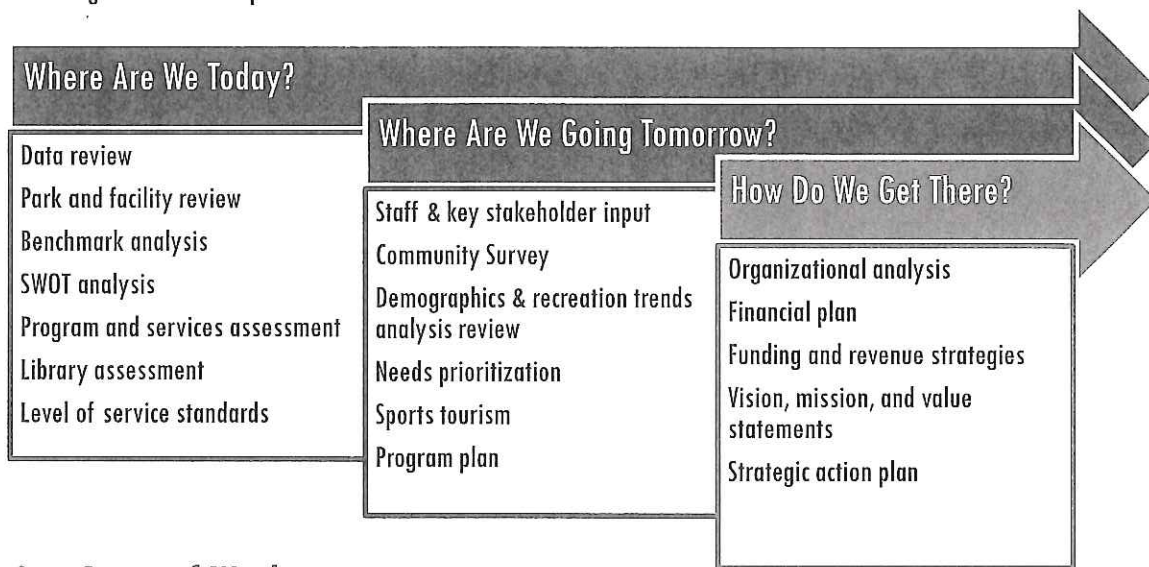
- **Maximize community engagement in an extensive and innovative manner** to ensure the broad interests of the diverse community and stakeholders in Roseville is heard and can help shape the future of the City's parks and recreation system;
- **Utilize a wide variety of data sources, including a statistically-valid survey**, and recreation and library best practices to predict trends and patterns of use and how to address unmet needs in Roseville;
- **Determine unique Level of Service Standards** to develop appropriate actions regarding programs and facilities that reflects the City's strong commitment in providing high quality recreational activities for the community;
- **Shape financial sustainability** through "next" practices for the City to achieve the strategic objectives, identify revenue opportunities and ensure future operational and maintenance needs are addressed; and
- **Develop a dynamic and realistic strategic action plan** in order to establish, goals, policies, guidelines, and strategies for the City's parks, recreation, and library services to support the family-oriented community and many businesses that call Roseville home.

The foundation of the Consulting Team's approach is a creative and comprehensive public participation process. It is very important to not only to engage those who typically participate in the planning process, but also those who do not. We will identify opportunities that engage people through a variety of community input processes. The information derived by the public's participation in key leadership meetings, focus group meetings, public forums, and surveys is important. However, it is equally important that the information received is applied to the overall planning process to accurately articulate the true unmet needs, address key issues and provide the greatest recommendations and strategies to move the City's parks and recreation services forward for optimum results.



Key Steps in the Process

The Master Plan will create a clear set of objectives that will provide direction to staff, elected officials, and the Parks and Recreation Commission for a short-term, mid-term and long-term range. There are numerous steps in the project, with the following key areas of focus being foundation components.



Project Scope of Work

Task 1 — Project Management, Progress Reporting & Existing Document Review

A. Kick-off Meeting, Data Collection & Project Management — A kick-off meeting should be attended by the key Department staff and Consulting Team members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the Consulting Team. Detailed steps of this task include:

- Confirmation — The project goals, objectives, scope, and schedule will be confirmed.
- Outcome Expectations — Discuss expectations of the completed project.
- Communications — Confirmation on lines of communication, points of contact, level of involvement by Department and local leaders, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to. We will coordinate and participate in routine progress meetings as often as necessary, no less than once a month and until the final plan is approved by the City Council. We will electronically provide the city's project manager with all completed or partially completed reports, forecasts, maps or plans at least three (3) working days prior to each progress meeting.
- Prepare database of stakeholders — The Consulting Team will work with the Department who will gather contact information from a variety of sources. This information will be used in the key leadership/focus group interview portion of the Master Plan.
- Site Tour — The Consulting Team will conduct a site tour of all existing assets located within the Department's boundaries.

B. Existing Document Review — We will review and analyze existing studies, plans, programs and other data to be provided by the city. This includes, but is not limited to:

- 2013 Needs Assessment
- Copy of Department NRPA Gold Medal application
- Department Business Plan
- Division Business Plans/Best Practices
- Asset inventory (latest version could be a few years old)
- Bikeway Map (bike trail are not a department responsibility, however, it relates to our park system)

- Maintenance Service Levels
- Maintenance Fee Schedule
- Urban Forestry Master Plan
- Department Policies
- Joint-Use Agreements with schools
- General Fund Park Rehabilitation Plan
- Visions 2010
- Ten Year General Fund/Lighting & Landscape Districts Rehabilitation Plan

Task 2 – Community Profile

A. Demographic & Trends Analysis – We will review the City’s demographics and develop a comprehensive community profile including recreational trends that may impact the types of services provided by the department over the next ten to fifteen (10-15) years. This will include the needs of specific user groups, geographical areas, recommended re-envisioning of under-utilized public spaces or amenities, program/service needs, future development considerations and open space/urban forestry protection/enhancements. We will utilize the City of Roseville’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 City of Roseville and distinguish customer groups.
- To determine changes occurring in the City of Roseville and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Equity Mapping and Service Area Analysis

The demographic analysis will be based on US 2020 Census information, 2021 updated projections, and 5 (2026), 10 (2031), and 15 (2036) 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) 2021 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

Task 3 – Comparisons and Benchmarking

A. Benchmark Analysis – We will complete a benchmark analysis of the City of Roseville’s Parks, Recreation & Libraries Department that includes, at minimum, open spaces, urban forestry, facilities, programs, services, maintenance standards, revenue/expenses, community use and staffing levels of similar size, composition and demographics, including cities within the Sacramento region. The benchmark study will include the following metrics:

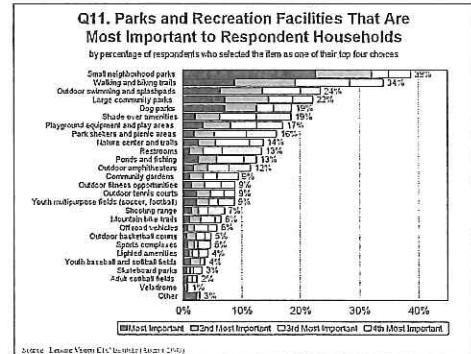
- Number of assets per population separated by asset type, open space acres per population, park acres per population, senior, youth and adult programs, maintenance levels and ADA compliance.
- Evaluation tools to be used are city standards, National Recreation & Parks Association (NRPA), American Library Association and International City/County Management Association (ICMA) guidelines.
- Identify opportunities to better address services.

Also, we will provide recommendations for minimizing duplication of effort either internally or externally (is services provided by the private sector).

Task 4 – Needs Assessment

A. SWOT Analysis - The Consulting Team will work with the staff to complete a SWOT analysis highlighting existing Strengths, Weaknesses, Opportunities and Threats faced by the Departments as it seeks to expand and grow its offerings over the next five to ten years.

B. Statistically-Valid Needs Assessment Survey — The Consulting Team will perform a random, scientifically valid community-wide household survey to quantify knowledge, need, unmet need, priorities, and support for system improvements including facility and programming needs of the Department. The Consulting Team will administer a statistically valid random sampling Needs Assessment Survey of household surveys in Roseville. The survey will be administered by a combination of a mail, online, and phone. Prior to the survey being administered, it will be reviewed and approved by staff. The survey will be mailed to all households in the Department, and ETC Institute will follow-up by e-mail and/or phone. The minimum sample size of 400 completed surveys at a 95% level of confidence will have a confidence interval of +/- 4.9%.



C. Parks and Facilities Inventory and Assessment — Roseville has evolved from a railroad town to a sleepy bedroom community to the fast-growing suburban city of over 140,000 that it is today. The city's park system has also evolved, starting with the small town parks from early days to the neighborhood and community parks created with outward growth. WRT will support the PROS team in understanding the park system today in the context of current demographic and recreation trends, and assessing how each of the city's parks is serving its community. Times have changed, and so must our parks. Drawing from our experience working with cities with similar trajectories—Fremont, Benicia, Tracy—we will be closely attuned to how typical suburban parks can be retrofitted and modernized as part of the lifecycle replacement process, so that they enliven and add value to a maturing community.

We will compile a comprehensive GIS inventory of existing parks using shape files provided by the City. This will include confirmation of the completeness of the data and comparison of the GIS recorded size to the acreage used in the LOS calculation. We will also confirm accuracy of location and review functionality, accessibility, general condition, comfort, and convenience. The analysis will note each location's major program amenities (i.e. fields, restrooms, playgrounds, picnic pavilions, basketball, aquatics, etc.), and its current general condition. Our team will provide qualitative evaluation of amenities per park report (e.g. equal balance of amenities in each park) and develop a set of prioritized recommendations for improvements needed within existing parks, open space, buildings, and other recreation facilities. The data will form the basis of materials prepared for the Park by Park workshop. We will confirm asset inventory separated by General Fund/Lighting & Landscaping District parks and parks within a Community Facilities District for Service.

An assessment form will be prepared to fit Roseville's needs. We will provide two samples for review and discussion. Based on City direction, we will prepare the final form.

A park and facility tour and working session will be performed with City staff to assess and confirm the inventory and existing conditions. The WRT team will then visit additional parks, using the assessment form and informed by the Staff-led tour (NOTE: Up to 25 Sites). In person assessment will be augmented with aerial photo review.

An aerial map and amenity inventory table will be provided for each park site. A comprehensive list of all parks and facilities citywide will be created. The City will review our draft condition assessment and provide additional information about the park and condition of facilities (i.e. irrigation system, buildings, fields, lighting systems). WRT, based on City input, will record all proposed improvements and renovations along with any identified facilities and amenities that should not be replaced. Information from this assessment will be used to inform public outreach, to update the Levels of Service standards, and influence the Capital Improvement Needs for the plan. The assessment will examine:

- Visual condition of major park amenities using good, fair, poor.
- Patterns of use and misuse will be noted as observed.
- Level of maintenance and maintainability (items in poor condition may not be maintainable)
- The surrounding open spaces and connectivity to those open spaces and to the City's parks.
- Building conditions and underground infrastructure will be noted at a high level for each site as provided by the City.

A comprehensive assessment form will be created for each park. A spreadsheet will summarize key attributes of Roseville parks and serve as the basis for the future Park by Park workshop.

D. Park/Facility Classifications and Level of Service Standards — The Consulting Team will work with the Department to review and confirm, modify or add to existing park classifications, and preferred facility standards for all park sites, trails, open space amenities including common areas and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. 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 agencies. These standards will be adapted based on the needs and expectations of the Department.

PARKS:										2015 Facility Standards		2020 Facility Standards	
2015 Inventory - Developed Facilities													
Park Type	Valpo Parks	Schools	Valpo YMCA	Total Inventory	Current Service Level based upon population			Recommended Service Levels: Revised for Local Service Area		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed
Neighborhood Parks	15.50			15.50	0.48	acres per	1,000	2.00	acres per	1,000	Need Exists	49	Acre(s)
Community Parks	147.50			147.50	4.55	acres per	1,000	5.00	acres per	1,000	Need Exists	15	Acre(s)
Regional Parks	122.50			122.50	3.78	acres per	1,000	5.50	acres per	1,000	Need Exists	56	Acre(s)
Special Use Park	270.10			270.10	8.33	acres per	1,000	8.00	acres per	1,000	Meets Standard	-	Acre(s)
Undeveloped Acres	153.00			153.00	4.72	acres per	1,000	0.00	acres per	1,000	Meets Standard	-	Acre(s)
Total Park Acres	708.60	-	-	708.60	21.84	acres per	1,000	20.50	acres per	1,000	Meets Standard	-	Acre(s)
OUTDOOR AMENITIES													
Picnic Shelters	23.00	-	1.00	24.00	1.00	site per	1,352	1.00	site per	2,500	Meets Standard	-	Site(s)
Soccer Fields	9.00	0.30	-	9.30	1.00	field per	3,488	1.00	field per	4,000	Meets Standard	-	Field(s)
Multi-Purpose Fields (Football, Cricket, Lacrosse, Rugby)	-	4.00	-	4.00	1.00	field per	8,111	1.00	field per	6,000	Need Exists	1	Field(s)
Adult Baseball Fields	2.00	-	-	2.00	1.00	field per	16,222	1.00	field per	6,000	Need Exists	3	Field(s)
Youth Baseball Fields	4.00	-	-	4.00	1.00	field per	8,111	1.00	field per	5,000	Need Exists	2	Field(s)
Softball Fields	6.00	-	-	6.00	1.00	field per	5,407	1.00	field per	6,000	Meets Standard	-	Field(s)
Basketball Courts	5.00	-	-	5.00	1.00	court per	6,489	1.00	court per	4,000	Need Exists	3	Court(s)
Tennis Courts	1.00	7.00	-	8.00	1.00	court per	4,055	1.00	court per	5,000	Meets Standard	-	Court(s)
Playgrounds	13.00	1.60	1.00	15.60	1.00	site per	2,080	1.00	site per	2,500	Meets Standard	-	Site(s)
Dog Parks	-	-	-	-	1.00	site per	#DM/01	1.00	site per	40,000	Need Exists	1	Site(s)
State Park	1.00	-	-	1.00	1.00	site per	32,443	1.00	site per	40,000	Meets Standard	-	Site(s)
Sand Volleyball	-	-	-	-	1.00	site per	#DM/01	1.00	site per	15,000	Need Exists	2	Site(s)
Paved Multi-Use Trails	18.75	-	-	18.75	0.58	miles per	1,000	0.40	miles per	1,000	Meets Standard	-	Trail(s)
Unpaved Trails/ Hiking Trails	1.00	-	-	1.00	0.03	miles per	1,000	0.10	miles per	1,000	Need Exists	2	Trail(s)
Spraygrounds	1.00	-	-	1.00	1.00	site per	32,443	1.00	site per	50,000	Meets Standard	-	Site(s)
Outdoor Pools	-	-	-	-	1.00	site per	#DM/01	1.00	site per	50,000	Need Exists	1	Site(s)
INDOOR AMENITIES													
Recreation/Gymnasium (Square Feet)	-	12,000.00	7,800.00	19,800.00	0.61	SF per	person	2.00	SF per	person	Need Exists	45,086	Square Feet
2015 Estimated Population	32,443												
2020 Estimated Population	33,166												

Notes:
School inventory is reduced due to public access availability for several amenities.
Central Park Plaza acres is included under Special Use acres.

E. Geographical Analysis through Mapping — To begin, a comprehensive map of existing parks, facilities, and open space areas will be created. The City will provide accurate GIS data on the existing park system. The street network, topography, land use, and other relevant data will be added to aid analysis. We will review the Parks & Recreation and Open Space & Conservation Elements of the General Plan, determine consistency with current assets and locations and identify opportunities to address gaps. Mapping will address the following areas:

- The park system in its regional context.
- City parks by type.
- Residents' walkability and access to parks in pursuit of the Trust for Public Land's (TPL's) goal of a maximum of a 10-minute walk to a park for every resident.
- Location of major and special facilities (i.e. community centers, aquatic facilities, sports complexes, dog parks).
- Distribution of key park features (e.g. playgrounds, recreation amenities).
- Multiuse trails and the existing and planned bike network.
- Planned and future parks, trails, and open spaces, and future development areas.

- F. Recreation Program and Services Analysis and Plan—** Recreation programs and services are the backbone of park, recreation, and library departments. This assessment will review how well the system aligns itself with community needs. The goal of this process is to provide program enhancements that result in successful and innovative recreation program offerings. The Consulting Team will provide insight into 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
- User fee analysis for facilities and programs/services
- 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 program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus Department efforts in core program areas and create excellence in those programs deemed most important by program participants. Furthermore, the recreation assessment and programming plan for youth and adult and senior populations will be completed that meets CAPRA standards as outlined below:

- Program objectives
- Program and service statistics
- Program and service determinants
- Recreation and leisure service trends
- Community programming inventory

- G. Sports Tourism Strategy —** We will work with the Department to understand how current sports facilities are meeting the local/regional demand, and whether there is a market or opportunity for expanded or new venues. From this cursory review, we will look at other service providers in the region to quantify market share, as well as growth opportunities in the City. Recommendations will be built into the final Strategic Plan by facility type and size.
- H. Prioritized Park and Facility / Program Priority Rankings—** The Consulting Team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, park and facility assessment, program assessment, and the service area mapping into a quantified park and facility / program ranking. This priority listing will be compared against gaps or surplus in facilities and amenities, as well as programs. This will list and prioritize facility, infrastructure, amenities, and program needs for the recreation system and **provide guidance** for the Capital Improvement Plan. The analysis will include probable future recreation facilities, as well as program needs based on community input, as well as state and national user figures and trends. The Team will conduct a work session with the Department to review the findings and make revisions as necessary.
- I. Capital Improvement Plan —** The Consulting Team recommends the development of a three-tier capital improvement plan 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 lifecycle 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 for the City to maintain 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 Roseville residents that would require additional operational or capital funding. In coordination with the city's financial staff, the Department 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.

Task 5 – Financial Analysis

A. Financial Plan and User Fee Analysis – We will review the Department's current Pricing Policy and will make recommendations regarding for potential updates over the next ten to fifteen (10-15) years. We will also will perform analysis to document the financial situation of the Department. The financial analysis will look at the budget, pricing policy, user fees, current and other revenue generating opportunities, grant opportunities, and the revenue forecast. This analysis will identify the financial situation of the Department with three primary goals:

- Understand the financial dynamics to further advance the understanding of operations gained through the work described above
- Review funding and accounting practices with an objective of accurate financial fund tracking and the ability of the Department to have more useful financial information for strategic decision-making
- Seek opportunities to improve the financial sustainability of the Department including evaluating expenditures and increasing current and new sources of revenue

This review will include comparison of current policies with national standards of best practice agencies. The Consulting Team will recommend policies and adjustments to current policies where enhancements may be needed or gaps are identified, as well as potential user fees for facilities, programs, and services.

B. 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 Consulting Team. The Consulting Team has identified numerous funding options that can be applied to the Master Plan based on the community values. The funding strategies to be evaluated for recommendations will include at a minimum:

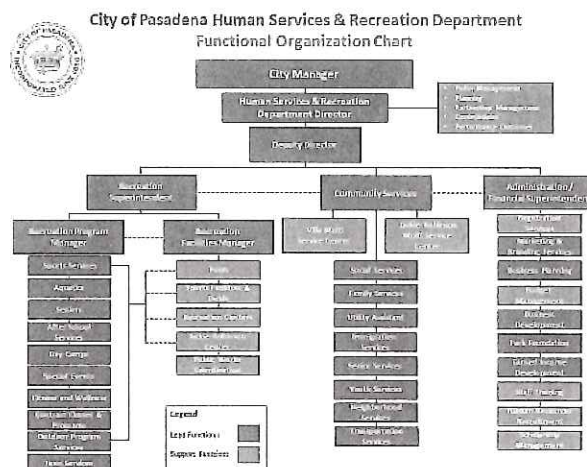
- Fees and charges options and recommendations
- Endowments/Non-profits opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners and public/private partnerships
- Dedicated 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 facilities identified in the Master Plan including suggested timelines

Task 6 – Organizational Analysis

A. Organizational Analysis– It is understood that the Department has recently re-organized to better blend the Department, create cross-training opportunities and to provide efficient and effective services. We will work with Department leadership

to evaluate the current organizational structure and provide recommendations regarding staffing levels and the organizational structure to ensure efficiency and effectiveness in the delivery of services. This analysis will identify Department staffing needs, improved operational efficiencies, policy development, process improvements, system and technology improvements, and marketing/communication opportunities. This task will include recommendations in a comprehensive manner. This will include data collection, analysis and on-site observations of key organizational components in the following areas:

- Classification of services
- Administrative delivery
- Maintenance and operating standards
- Organizational design and staffing
- Customer service
- Staffing levels
- Field equipment/resources
- Service contracts
- Workload requirements
- Procedures manuals
- Existing policy and procedures management
- Performance measures and indicators
- Information systems and technology
- Marketing and communications
- Identify and expand partnerships/volunteer support for facilities and services
- Review and suggest new rules and regulations related to parks



This review will include comparison of current policies with national standards of best practice agencies. The Consulting Team will recommend policies and adjustments to current policies where enhancements may be needed or gaps are identified.

Task 7 – Public Outreach

The Consulting Team will utilize a **robust** public input process to solicit community input on how the recreation system and programs meet the needs of residents into the future. This task is an integral part of the planning process. A wide range of community/participation methods may be utilized with traditional public meetings. We will prepare a community outreach agenda to include the number and types of meetings which will be held. Working with the Department, we will develop and implement an innovative, strategic, and cost-effective public outreach program that incorporates a variety of outreach methods to attract and involve a wide-range of the community. Specific tasks include:

- A. Public Engagement/Advocacy Strategy** — The public engagement process will work hand-in-hand with the development of an advocacy strategy for the Master Plan. This will also need to account for the new realities in these Covid-19 times and help determine what's the best way to engage the community in person or virtually. This strategic process is a series of workshops at each milestone of the phase as shown:
- Workshop Series #1 — Overview of project and processes to achieve successful, sustainable implementation
 - Workshop Series #2 — Present Key Public Needs Assessment Findings
 - Workshop Series #3 — Present Key Technical findings
 - Workshop Series #4 — Present Recommendations and Implementation Plan
 - Workshop Series #5 — Present Final Plan for Adoption
- B. Key Leadership/Focus Group Interviews** — The Consulting Team will perform focus groups and key leadership interviews the community to evaluate their vision for recreation in the Roseville community. Up to eight (8) focus group meetings and key leadership interviews and other key leaders (up to 16) will be held over a two-day period. Also, during these interviews/focus groups, the Consulting Team will gain an understanding of the community values, as well as determine the priority for

recreation facilities and programming needs of the Department. The following list of potential interviewees will be used to select the final list in conjunction with the Department:

- Key city staff, including Executive Management
- City Council (1 meeting, 1 presentation)
- Parks & Recreation Commission (1 meeting, 1 presentation)
- Library Board
- Senior Commission
- Chamber of Commerce
- Placer Valley Tourism
- Public Safety
- Alternative Transportation
- Area School Districts
- Community-at-large
- Roseville Coalition of Neighborhood Association
- Other groups as may be identified in future discussions



C. Public Forums/Workshops — Public forums will serve to present information and gather feedback from citizens at large. It is important to have initial meetings early in the process and follow-up meetings during the final plan development process. It will be important to get maximum media exposure to inform citizens of the purpose and importance of the meetings and clearly note time and locations. We propose to conduct a total of two (2) public forums: one (1) initial public forum at the project midpoint to introduce the project and project goals, preliminary findings, gain input for the community's vision and core values for the recreation system, and one (1) as a final briefing and input opportunity on the draft plan. These meetings would be informal in nature offering the public an opportunity to participate in the planning process and to provide feedback on the proposed options. The purpose for these meetings will be to ensure opportunities for the general public to discuss their priorities and perceptions surrounding the recreation system.

D. Needs Assessment Electronic Survey — Also, the Consulting Team will create an online survey administered through www.surveymonkey.com that is open to anyone in the Roseville community. This survey will be promoted through the Department's website and promotional mediums to maximize outreach and response rates. These surveys would provide quantitative data (e.g., not statistically-valid) and guidance in addition to the stakeholder and focus groups in regards to the recommendations for park amenities, specific programs, facility components, usage, and pricing strategies.

E. Crowd-Sourcing Project Website — The Consulting Team will develop a customized project website that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community. This could be combined with input through Social Media and could also host videos through a dedicated YouTube Channel and utilize the Town's website. (E.g. www.durangoparksplan.com or www.planindyparks.com.) It has proven to be a very effective tool in engaging the community on an on-going basis as well as maximize outreach to an audience that may not traditionally show up at public meetings or choose to respond to a phone or mail survey.

Task 8 — Implementation Plan & Master Plan Development

The Master Plan will be framed and prepared through a series of workshops with the Department. The overall vision and mission statements will be affirmed or modified, and direction for the Department will be established along with individual action strategies that were identified from all the research work completed. Specific tasks include:

A. 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.

- B. Strategic Action Plan** - Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, and priorities/timelines. These strategies will be classified as short-term, mid-term or long-term strategies and priorities. This will be reviewed with the Department in a half-day workshop. The Consulting Team will propose a prioritization schedule and methodology used on successful master plans across the United States from their work. Action plans will be established in the following key areas:
- **Park Development and Improvements** — Recommendations that provide for short and long-term enhancement of park development, improvements, and land acquisition in the City.
 - **Park and Facility Operational Management** — Recommendations that provide for short and long-term enhancement of park and facility operational management practices of the Department.
 - **Programs and Services** — Recommendations that provide for short and long-term development of programs and services provided by the Department, including opportunities to improve meeting user needs.
 - **Library Services** — Recommendations that provide for short and long-term enhancement of library operational management practices of the Department.
 - **Financial and Budgetary Capacity Development** — Recommendations that provide for short and long-term enhancement of the financial and budgetary capacity of the Department related to facilities and lands.
 - **Policies and Practices** — Specific policies and practices for the Department that will support the desired outcomes of this Master Plan will be detailed.
- C. Draft Report Preparation and Briefings**— The Consulting Team will prepare a draft Master Plan with strategies taking into account all analyses performed and. One electronic copy for public information. A presentation of the draft report will be completed to the City Council.
- D. Final Master Plan Presentations, Preparation, and Production** — Upon comment by City Council, as well as the community, the Consulting Team will revise the Draft Master Plan to reflect all input received. Once the draft Master Plan is approved by the City Council, the Consulting Team will prepare a final summary report and present to the Department for final approval and adoption. The final plan will be prepared with a Summary Report delivered along with associated appendices (technical reports).

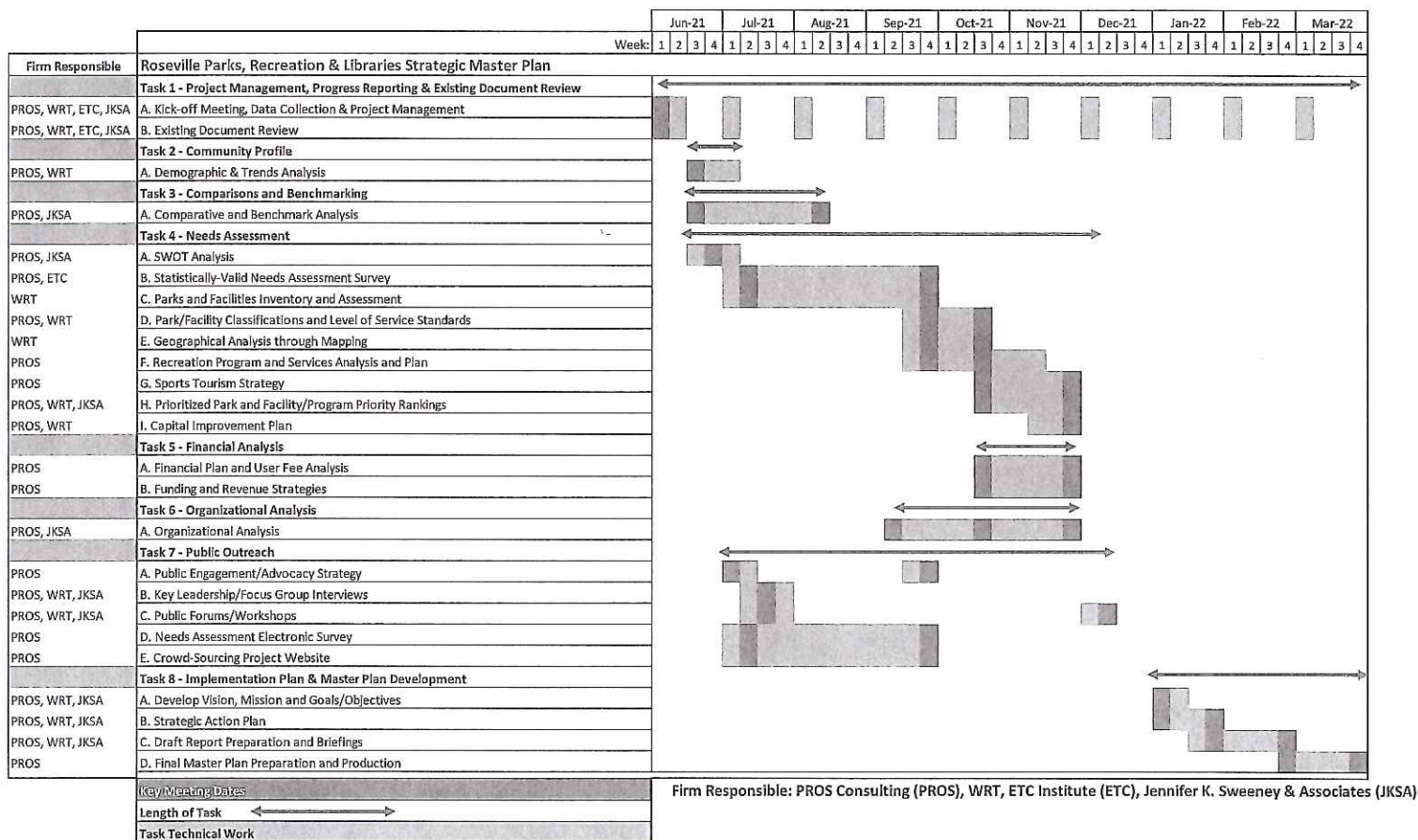
Deliverables: Deliverables will be the following:

- A strategic ten to fifteen (10-15) year master plan that includes all of the above and:
- A strategic action plan with clear and measurable goals/objectives.
- A summary of existing conditions, asset inventories, staffing levels and level of service standards/analysis, including maintenance and operations.
- Specific and prioritized recommendations to enhance current and future programs, facilities, parks and public spaces to ensure the quality of life in Roseville.
- Identification of amenities that will either fill community gaps/needs or will contribute toward Roseville's economic vitality.
- Identification of recreational trends that will address identified gaps and needs now and into the future.
 - Identify core programs and services currently being offered and provide recommendations for the future based on identified gaps and needs.
- Recommendations for organizational efficiency and effectiveness related to staffing, structure, policies, best practices, expenses/revenues, and administration.
- Identification of new funding and revenue strategies. This should include recommendations to update the current Pricing Policy, if any.
- A ten to fifteen (10-15) year rehabilitation plan for parks and public spaces located within existing Community Facilities Districts for Service.

- A ten year plan for General Funded parks has been developed previously. This plan should be folded into this project and expanded to include new General Funded parks recently completed and extended to the ten to fifteen (10-15) year strategic plan timeframe.
- Charts, graphics or mapping that assists in clearly communicating findings and recommendations.
- A recreation assessment and programming plan for youth and adult and senior populations that meets CAPRA standards.
 - Program objectives
 - Program and service statistics
 - Program and service determinants
 - Recreation and leisure trends analysis
 - Community programming inventory
- A sports tourism plan based on review of City sports facilities (existing and proposed).

Tab E – Project Plan

PROS can begin the project immediately and has the capability and availability to meet the project timeline described below. Specific dates will be set during the kick-off meeting process and the PROS Team will consider any special requirements by the City in regards to scheduling. Each task / sub task lists the firm responsible for each deliverable.



Tab F – Cost Proposal and Hourly Rates

The following fee breakdown is based on the project approach. We would appreciate the opportunity to meet and discuss the project approach and fees to ensure they are consistent with your expectations, as we are flexible in meeting your needs. This fee is a not-to-exceed amount and includes all costs, both direct and indirect, including any reimbursable expenses.

Hourly Rates:

Leon Younger, PROS Consulting President - \$185
Michael Svetz, PROS Consulting Principal - \$165
Philip Parnin, PROS Consulting Associate Principal - \$145
John Gibbs, WRT Principal - \$257
Jennifer K. Sweeney, Principal - \$175

Neelay Bhatt, PROS Consulting Principal - \$165
Mike Shellito, PROS Consulting Strategic Consultant - \$150
Jason Morado, ETC Director of Research - \$150
Peter Winch, WRT Senior Planner - \$152

Cost Proposal

Review	
A. Kick-off Meeting, Data Collection & Project Management	\$ 11,561
B. Existing Document Review	\$ 3,756
Expenses	\$ 2,000
Subtotal Dollars	\$ 17,317
Task 2 - Community Profile	
A. Demographic & Trends Analysis	\$ 3,424
Expenses	\$ -
Subtotal Dollars	\$ 3,424
Task 3 - Comparisons and Benchmarking	
A. Comparative and Benchmark Analysis	\$ 5,000
Expenses	\$ -
Subtotal Dollars	\$ 5,000
Task 4 - Needs Assessment	
A. SWOT Analysis	\$ 4,200
B. Statistically-Valid Needs Assessment Survey	\$ 15,100
C. Parks and Facilities Inventory and Assessment	\$ 26,960
D. Park/Facility Classifications and Level of Service Standards	\$ 4,120
E. Geographical Analysis through Mapping	\$ 8,000
F. Recreation Program and Services Analysis and Plan	\$ 10,050
G. Sports Tourism Strategy	\$ 5,800
H. Prioritized Park and Facility/Program Priority Rankings	\$ 2,800
I. Capital Improvement Plan	\$ 4,456
Expenses	\$ 1,000
Subtotal Dollars	\$ 82,486
Task 5 - Financial Analysis	
A. Financial Plan and User Fee Analysis	\$ 6,100
B. Funding and Revenue Strategies	\$ 5,080
Expenses	\$ 1,000
Subtotal Dollars	\$ 12,180
Task 6 - Organizational Analysis	
A. Organizational Analysis	\$ 7,320
Expenses	\$ 850
Subtotal Dollars	\$ 8,170
Task 7 - Public Outreach	
A. Public Engagement/Advocacy Strategy	\$ 1,400
B. Key Leadership/Focus Group Interviews	\$ 8,986
C. Public Forums/Workshops	\$ 11,638
D. Needs Assessment Electronic Survey	\$ 1,740
E. Crowd-Sourcing Project Website	\$ 5,000
Expenses	\$ 2,000
Subtotal Dollars	\$ 30,764
Task 8 - Implementation Plan & Master Plan Development	
A. Develop Vision, Mission and Goals/Objectives	\$ 2,000
B. Strategic Action Plan	\$ 14,588
C. Draft Report Preparation and Briefings	\$ 11,594
D. Final Master Plan Preparation and Production	\$ 9,360
Expenses	\$ 3,075
Subtotal Dollars	\$ 40,617
TOTAL EXPENSES	\$ 9,925
TOTAL FEES	\$ 190,033
TOTAL DOLLARS	\$ 199,958