

## **Shoreline Parks, Recreation and Open Space (PROS) Planning and Analysis Final Scope of Work – January 13, 2016**

MIG will receive written authorization by the City prior to beginning work of a future phase.

### **Phase 1: Establishing a Foundation (January – August 2016) Fee: \$34,340**

In Phase 1, the MIG|SvR Team will gain a deeper understanding of the Shoreline park, recreation and open space system, building on our Team's existing knowledge and recent local and regional planning efforts.

#### **1.1 Project Initiation and Steering Team Meetings**

To initiate the project, MIG|SvR will participate in a kick-off meeting with the Steering Team, Technical Team and key PRCS maintenance and operations staff to discuss the engagement plan, roles and responsibilities for community engagement, and key City initiatives and projects that have relevance to the Master Plan. Following the meeting, MIG|SvR will prepare a brief summary of key decision points and provide this to the City Project Manager for distribution to the meeting participants. This task is intended to occur in conjunction with task 1.5, so that key team members from the City and consultant teams visit key sites together.

MIG|SvR will meet with the Steering Team at key points in the process to solicit feedback on technical work products and seek guidance on the plan development, including aligning projects with existing City efforts. MIG|SvR may also meet with the Technical Team and other topic-specific groups. This scope of work allows for additional in-person meetings in the Project Management and Administration tasks within each phase, as specified under those tasks.

- MIG responsibility: Meeting materials and facilitation
- MIG deliverable(s) to City: Meeting summaries
- City responsibility: Scheduling and logistics support

#### **1.2 Background Information Review**

MIG|SvR will review key background information provided by the City. This documentation will include relevant site, city-wide and regional plans, City budget and capital improvement plan, recreation program guides, and other documents related to the planning effort. Information from this background review will be incorporated into other project deliverables over the course of the project. In task 1.11, MIG|SvR will prepare a request for information identifying the desired background information for the project.

- MIG responsibility: Information request, coordination with staff
- MIG deliverable(s) to City: Ongoing
- City responsibility: Data and background materials

### **1.3 Communication and Staff/Public Engagement Plan**

MIG|SvR will prepare a draft Communication and Staff/Public Engagement Plan, identifying target audiences including underserved communities, defining how public engagement techniques will be deployed for each target audience, clarifying roles and responsibilities for both consultant and City, developing a schedule of events and meetings where staff/the public will be engaged. The plan will account for the busy summer season and holidays. Following review by the City, MIG|SvR will finalize the Communication and Public Engagement Plan and begin developing engagement activities and materials.

- MIG responsibility: Develop document and coordination edits with City
- MIG deliverable(s) to City: Draft and Final Document
- City responsibility: Review and editing

### **1.4 Base Map/Inventory Review and Analysis**

MIG|SvR will review electronic and hard copy park, recreation facility, open space and trail inventory data provided by the City, working with the City's Geographic Information System (GIS) contact. We will work with the City to prepare a base map of Shoreline's system based on the available GIS data, and ensure that the base map will work for all subsequent analysis deliverables. Beginning in February, City will update the inventory in GIS for the PROS Update and for implementing CityWorks. Coordination between MIG and staff will be needed to coordinate inventory, deciding what asset types will be assessed by City or MIG|SvR and developing the rating system employed by both staff and MIG|SvR.

- MIG responsibility: GIS and inventory updates, draft and final maps
- MIG deliverable(s) to City: Draft and final maps, updated inventory
- City responsibility: Provide GIS and inventory data and review draft maps and inventory

### **1.5 Site Tour**

MIG|SvR will participate in six hours of site touring following the project initiation meeting (Task 1.1) to familiarize the project team with the specifics of Shoreline's parks, recreation facilities and open spaces. This tour should include City staff members with on-the-ground knowledge of the best and the worst of the park and recreation system and are able to share current or future concerns/issues. Observations of park and facility condition from this tour will be used to help focus the condition assessments conducted in task 1.6.

- MIG responsibility: listen and ask questions of City staff as we tour the sites, document/take photographs
- MIG deliverable(s) to City: N/A
- City responsibility: develop tour "itinerary" highlighting representative sites and critical issues for the community

### **1.6 Condition Assessments and Summary Report**

Expanding upon existing City of Shoreline documentation, MIG|SvR, with NAC Architecture, will conduct a physical assessment of existing major outdoor assets including restrooms, play equipment, shelters, hard courts and grass/dirt play fields. The assessment will identify potential

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Exhibit A: Scope of Work

needs for improvement, enhancement or renovation, along with opportunities to establish or improve sustainable design, management practices and increasing health opportunities. The assessment will be based on the approved system inventory (Task 1.4), existing documentation (Task 1.2), and will align with the City's ongoing adoption of asset management tools using the CityWorks software system. As part of this task, MIG|SvR will meet with operations staff to discuss facility design, needs, operations and maintenance. At the end of this effort, the City will have a confirmed asset inventory with condition evaluations and recommendations of up to 10 asset classes. The asset in the field will be rated using a scoring system agreed to by the City and that aligns with the CityWorks asset management system in February 2016. MIG|SvR will provide a summary report documenting conditions of existing parks and recreation facilities and will provide a final draft based on comments from the City.

- MIG responsibility: Physical assessment, documentation, staff coordination
- MIG deliverable(s) to City: Draft and Final Summary Report
- City responsibility: Evaluation review and document edits

### **1.7 Public Engagement Toolkit**

MIG|SvR will prepare a package of materials for use at intercept activities, stakeholder interviews and community meetings to be organized and staffed by City of Shoreline personnel. The toolkit will ensure a consistent message and common design theme throughout the duration of the project. MIG|SvR will develop and provide pdf files for up to three display boards, along with talking points and feedback forms to support staff extending the public input process. Using the pdf format, the City to print on demand and will provide an online data entry portal for City staff to input results. Once each engagement activity is complete and all data is entered, MIG will analyze the results and provide summaries to the City.

- MIG responsibility: Coordination and review with City, toolkit development
- MIG deliverable(s) to City: Public Engagement Toolkit, outreach summaries
- City responsibility: Review materials, print materials as needed

### **1.8 Stakeholder Interviews**

The MIG|SvR Team will facilitate one day of stakeholder interviews, up to five meetings of 1-1.5 hours each, or in conjunction with a scheduled stakeholder meeting. The topics and invitees will be identified within the final Communication and Public Engagement Plan. The City will initiate outreach, provide meeting rooms and logistics support. MIG|SvR will provide a summary of the discussions that identifies issues and ideas raised by the participants and increase the diversity of responses.

- MIG responsibility: Conduct interviews, develop interview summary
- MIG deliverable(s) to City: Draft and Final Interview Summary
- City responsibility: Stakeholder outreach and invitations

### **1.9 Training of and Staffing of Intercepts at Events**

MIG|SvR will conduct one 1-hour training session with key City staff to teach staff how to use the Engagement Toolkit to employ intercepts at different events/locations to broaden the feedback of users. In Phase 2, Diving Deep, MIG will spend up to four hours at major city events, such as Celebrate Shoreline to conduct intercepts to engage a broad cross-section of residents and users and alert them to opportunities to provide additional feedback in the upcoming online questionnaire on the City's behalf.

- MIG responsibility: Conduct training session, staff two intercept events
- MIG deliverable(s) to City: Outreach summary
- City responsibility: Organize training and hold additional events as needed

### **1.10 Public Information Update**

MIG|SvR will prepare a public information update for each phase of the project that describes the process, interesting facts and findings in a series of short paragraphs that can be easily utilized in a wide range of existing City communications (including social media, newsletters and website updates). The Phase 1 update will include a description of the process, key dates and preliminary facts and figures about the park system from the background analysis.

- MIG responsibility: Develop update
- MIG deliverable(s) to City: Public information update
- City responsibility: Post update to outlets as suggested in Public Engagement Plan

### **1.11 Project Management and Administration**

This task will ensure a consistent basis for project management and follow-up. As part of this task, MIG|SvR will prepare a request for information identifying the desired background information for the project. MIG|SvR will coordinate with the City on project activities and progress in biweekly phone calls including up to 2 in-person meetings as needed, resolve issues that may arise regarding schedule and deliverables, and recommend direction for completing project tasks. Project Management and Coordination for this phase is based on a 4-month duration and includes bi-weekly project team conference calls. A project management protocol will be developed that will define MIG and City roles and responsibilities including coordination of document review and editing.

- MIG responsibility: Provide project management for duration of Phase 1. Participate in a discussion to create a 1-2 page Project Management Protocol document.
- MIG deliverable(s) to City: Attend two (1-2- hour) in-person meetings to update the City at a Staff, the PRCS/Tree Board and/or City Council meeting as determined by the City and provide written updates or progress reports as needed.
- City responsibility: Coordinate and convene meetings, Participate in and create the Project Management Protocol document.

## **Phase 2: Diving Deep (April – December 2016) Fee: \$121,426**

During Phase 2, the MIG|SvR Team will explore the broader challenges and opportunities facing Shoreline's parks, recreation and open space system based on input from the community. This phase will result in the market analysis and recreation demand study, as well as direction on the aquatic/community center and station area planning.

### **2.1 Online Questionnaire**

The MIG|SvR Team will develop an accessible online survey with input from the City to gather feedback from residents of Shoreline. This online survey will be designed to give all interested parties a voice in the planning process, and will collect community input about community desires, initial priorities and important park and recreation activities. The MIG|SvR Team will design and program the online survey, and analyze the results, including a brief memo summarizing key findings. The City will post the link to the City website and distribute it as widely as possible using existing communications networks and newsletters. The City will provide input on what subject matter will be included in the survey.

- MIG responsibility: Develop questions and administer questionnaire implement
- MIG deliverable(s) to City: Draft and final questions, questionnaire hosting
- City responsibility: Collaborate on question development, review and approve online questionnaire

### **2.2 Focus Groups**

The MIG|SvR Team will facilitate discussions with hard to reach populations, under-represented, and underserved groups to determine needs and barriers to meeting these perceived needs. Topics and invitation lists will be determined in the Communication and Public Engagement Plan. MIG|SvR will hold up to five 1-1.5 hour focus group meetings. MIG|SvR will provide an agenda prior to the meeting. Following the meetings, MIG|SvR will prepare a single summary memo documenting key findings.

- MIG responsibility: Provide meeting materials, conduct meetings
- MIG deliverable(s) to City: Meeting summary
- City responsibility: Logistical support

### **2.3 Public Workshops**

MIG|SvR will design and facilitate three topic-specific community workshops at times and locations convenient to the target populations. One will address the Station Area Parks and Open Space Plan (Task 2.8), the second will focus on the Aquatics/Community Center Feasibility Study (Task 2.7) and the last will focus on cultural services to assist in developing the cultural services needs analysis and the update to the Public Art Plan. During each event, the Team will present findings from the community survey, stakeholder interviews, focus groups, questionnaire, Market Analysis (Task 2.5) and Recreation Demand Study (Task 2.6). In addition to focusing on three specific topics, these events will provide options for the community to allow for greater participation. Following the events, the Team will also provide a single online version of the workshops using materials from these events to hear from a greater number of

residents and park users. MIG|SvR will provide a summary of the set of workshops and online feedback, identifying the specific ideas and overlapping themes raised by participants.

- MIG responsibility: Workshop invitations and announcements, materials and facilitation
- MIG deliverable(s) to City: Draft and final materials, workshop summary
- City responsibility: Meeting logistics and coordination

#### **2.4 Market Analysis**

The MIG|SvR Team will evaluate demographic data, recreation spending and recreation participation trends that affect the current and future market. The analysis will help identify the demand for different types of programming and the spending level in Shoreline relative to the greater Seattle area and the State of Washington. Along with information for broader recreation programming and services, findings from this document will provide insight and detailed understanding of future direction for the aquatic/community center. The Market Analysis will be provided to the City in pdf format for distribution and include a draft and final document.

- MIG responsibility: Conduct analysis
- MIG deliverable(s) to City: Draft and final Market Analysis
- City responsibility: Review and edit document

#### **2.5 Draft and Final Recreation Demand Study**

The Recreation Demand Study will provide a specific needs assessment for recreation programs and services in Shoreline. It will incorporate user feedback garnered through the City's separate statistically valid survey, the online questionnaire and other outreach methods. It will incorporate market information from the Market Analysis, and analyze best practices and areas of latent demand. This task includes comparison of up to three comparable cities recreational programs to be approved by the City. The result will be a stand-alone report designed to guide Shoreline's recreation services, feed into the Aquatic/Community Center Feasibility Study and provide recommendations for the PROS Plan document. This task includes a draft and final document.

- MIG responsibility: Conduct study
- MIG deliverable(s) to City: Draft and Final Recreation Demand Study
- City responsibility: Provide review and edits of study

#### **2.6 Draft and Final Aquatic/Community Center Feasibility Study Report**

For this task, the MIG|SvR Team will conduct a detailed study of the future aquatic/community center. The Team will base the study on a set of site evaluation criteria which will include a range of considerations related to size, location, availability, proximities, adjacencies, topography and infrastructure. Team members will visit and evaluate potential new sites and review the site analysis with the City to determine the preferred site or sites. The resulting report will describe recommendations for the preferred site or sites and summarize program areas and options based on findings from Phase 2. Based on review and discussion with the City,

the Team will then develop a final program for the preferred concept and cost estimate. The report will also detail the operational plan and one year operational budget for the preferred concept. This task will include a draft and final report.

- MIG responsibility: Conduct study
- MIG deliverable(s) to City: Draft and Final Report
- City responsibility: Provide review and edits of study

## **2.7 Draft and Final Light Rail Station Areas Park and Open Space Plan Report**

This task will result in a plan for park and open space improvements for Shoreline's future light rail station areas. The MIG|SvR Team will review the City's survey and project questionnaire to assess community needs and determine future park/open space, recreation and cultural needs for the two new light rail station subareas based on anticipated land use and transportation changes. Beginning with a review of existing documentation (EISs, planning studies, etc) for both the 145th and 185th light rail subareas, and findings from the Recreation Demand Study, the Team will discuss the potential for future park/open space, recreation and cultural facilities based on input from the public, including the focused discussion during the public workshops (Task 2.4). The Team will review and analyze existing nearby park sites within the two subareas to determine opportunities for these sites to better serve current and future park and recreation users, and make recommendations for new park/open space site locations, connections and improvements. During Task 2.3, the City/project team may choose to focus on getting input from residents concerned about the future of these station subareas. This study will also explore and identify connections between the subareas via parks and recreation facilities. Following this thorough review, the Team will complete the City's light rail station subareas parks and open space plan report, providing a draft and final document.

- MIG responsibility: Conduct planning and analysis, coordinate with City for potential public feedback and communication
- MIG deliverable(s) to City: Draft and Final Report
- City responsibility: Support public review logistics, review and edit of draft report

## **2.8 Public Open House**

Working with City Staff, MIG|SvR will coordinate and conduct a public open house to present the draft list of prioritized potential projects and improvements and present draft products from Tasks 2.6, 2.7, 2.8 et al. The workshop will be structured to ensure clear understanding of the issues and opportunities, the options available and their impacts, and preferred visions and strategies. This final open house can also feature interactive polling technology which can also be extended through a companion online workshop, similar to the online workshop offered in Task 2.4. MIG|SvR will provide agendas, public comment sheets, and produce a summary memo of the results of the workshop.

- MIG responsibility: Meeting announcements, materials and facilitation
- MIG deliverable(s) to City: Meeting announcements, materials and summary memo
- City responsibility: Coordinate meeting logistics

## 2.9 Public Information Update

The Phase 2 update will include outcomes from the community input process and a summary of important findings from the asset assessment/inventory, market analysis and studies.

- MIG responsibility: Develop update
- MIG deliverable(s) to City: Public information update
- City responsibility: Post update to outlets as suggested in Public Engagement Plan

## 2.10 Project Management and Administration

Project Management and Coordination for this phase is based on an 8-month duration and includes bi-weekly project team conference calls including up to six in-person meetings.

- MIG responsibility: Provide project management for duration of Phase 1
- MIG deliverable(s) to City: Attend six (1-2- hour) in-person meetings to update Staff, the PRCS/Tree Board or City Council as determined by the City and written updates or progress reports as needed.
- City responsibility: Coordinate and convene meetings

## Phase 3: Bringing it All Together (October 2016 – July 2017) Fee: \$24,491

In Phase 3, the MIG|SvR Team will support City staff to refine and document outcomes from Phase 2 into a functional, actionable and visionary plan for Shoreline’s parks, open space and recreation system.

### 3.1 Prioritized Capital Project List and Cost Estimates

MIG|SvR will build a prioritized 20-year capital projects (CIP) list, divided into short, mid and long-term projects with order of magnitude cost estimates, and a planning model of the cost for operating the sites and facilities recommended in the draft PROS Plan. The assumptions for costs will be derived from any recent Shoreline projects and the MIG|SvR team experience. The model will be a working document that can be updated with new cost assumptions during and following the planning process. For review the document will be provided in Excel and pdf formats.

- MIG responsibility: develop a draft and final capital projects list and operating cost model for O+M.
- MIG deliverable(s) to City: draft and final capital projects list, operating cost model for O+M.
- City responsibility: review draft CIP list and operating cost model

### 3.2 Draft PROS Plan Document Chapters

In Phase 3, MIG|SvR will draft specific written chapters of the PROS plan document that relate to earlier deliverables, working in collaboration with the City who will be the primary author of the Administrative Draft PROS Plan document. Specific chapters MIG will draft include:

- MIG responsibility: develop and or compile and format deliverables listed below as chapters to include in the draft PROS plan document



- MIG deliverable(s) to City: demographics profile, demand and needs analysis, PROS plan implementation (20-year CIP)
- City responsibility: format and include text in the draft PROS plan document

### **3.3 Public Draft Plan Support**

MIG|SvR will work with staff to support necessary revisions to the Administrative Draft Plan based on project team comments (received at the meeting and in written form), a full plan will be released to the public and provided to City Council for comment and consideration for adoption. This draft is intended to support the community discussion of the plan through the adoption process. Rather than creating multiple versions as comments are received, the City will track comments and corrections in a separate memo, allowing City Council to consider the comments together and City Staff to recommend changes to incorporate in the final plan and which to address in other ways.

- MIG responsibility: support for the Administrative Draft Plan
- MIG deliverable(s) to City: written/verbal comments to the City on the Administrative Draft Plan
- City responsibility: Administrative Draft Plan, tracking memorandum (memo template provided by MIG) with compiled comments from various stakeholders/public.

### **3.4 Adoption Support**

MIG|SvR will provide a PowerPoint presentation to accompany the Public Review Draft Plan that can be presented by City staff as needed during the review and adoption process. MIG|SvR will also be available to respond to questions and comments as the plan moves forward. This task includes coordination for the City's SEPA review and compliance prior to Council adoption and RCO compliance following adoption.

- MIG responsibility: Provide Draft Plan adoption support as needed
- MIG deliverable(s) to City: PowerPoint presentation
- City responsibility: Coordinate presentation and Q/A as needed

### **3.5 Final Plan Support**

Following adoption of the plan, MIG|SvR will support City staff to complete one round of final edits based on feedback received during the adoption process (as approved by City Council) and deliver the final version of Shoreline's plan to the City in pdf files suitable for printing and for publishing online and the original InDesign files.

- MIG responsibility: Provide final document edits in coordination with City
- MIG deliverable(s) to City: Final Plan chapters in coordination with City
- City responsibility: Coordinate plan edits and review needs

### **3.6 Project Management and Administration**

Project Management and Administration for this phase is based on a 7-month duration and includes bi-weekly project team conference calls including up to two in-person meetings. This task includes the packaging and delivery of project files and other close-out activities.

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- MIG responsibility: Provide project management for duration of Phase 1
- MIG deliverable(s) to City: Attend two (1-2- hour) in-person meetings to update Staff, the PRCS/Tree Board or City Council as determined by the City and written updates or progress reports as needed
- City responsibility: Coordinate and convene meetings

\*Note about deadlines and draft review: Unless otherwise specified in this scope or by other prearrangement, all materials due to the City will be delivered by the end of the day they are due, if not sooner. All draft review materials will be sent to the City electronically (eg. Word or pdf file) for one consolidated set of City comments using track changes or similar. The City is responsible for resolving any conflicting comments or changes prior to submitting edits.