



MEMO

Date: May 17, 2013

To: Board of Finance

From: Jesse Bridges, Director, Department of Parks & Recreation

Re: Parks Master Plan Development

I. BACKGROUND

The purpose of this project is to develop the first, comprehensive Parks Master Plan for the City of Burlington's parks, recreation programming, waterfront, open space, trails, and facilities. The goal of the project is to develop a community-supported plan that provides holistic guidance for the future development and redevelopment of parks-managed amenities & programs.

The Parks Master Plan will guide policy development, prioritize demands and opportunities, and generate a strategic action plan to be updated every three years. It will aim to support expansion opportunities for ground-breaking amenities and be rooted in innovative strategies including all-inclusive public engagement, cross-boundary/collaborative approaches, and shared geo-referenced data collection. In addition, the project will seek to incorporate energy efficiency strategies, accessibility, environmental remediation opportunities and invasive species control measures.

For the purpose of identifying regional shared opportunities, the Parks Master Plan will also consider existing amenities, commitments, and needs of Burlington's neighboring communities, partners and stakeholders.

II. PROCESS

An RFQ for Professional Parks Planning Services for the Burlington Parks System Master Plan was issued in December of 2012. Qualifications were reviewed by a selection committee comprised of representation from City staff (DPR, P&Z, CEDO), Parks & Recreation Commission, City Council/PACC, Winooski Valley Park District and community.

Five consultant teams were invited to submit full proposals in February of 2013 and participate in finalist interview, conducted on March 27, 2013. Participating teams included: Heller + Heller/Sasaki Associates, Peter J. Smith, AECOM, Greenplay, LLC, and PROS Consulting, LLC.

In a unanimous decision, the selection committee identified the team of Heller + Heller/Sasaki Associates to serve as the Parks Master Plan consultant team.

III. SCOPE

The project scope is described in the accompanying RFQ/RFP and summarized as follows:

- Activity 1 – Kick-off, Existing Conditions
- Activity 2 – Existing Plans & Regional Review
- Activity 3 – Public Engagement
- Activity 4 – Supply/Demand + Demographics + Trends

- Activity 5 – Vision, Design Guidelines + Implementation
- Activity 6 – Final Report

IV. COSTS

The estimate for this scope of work is not to exceed **\$119,000**. Additional services related to operational assessment, signage and wayfinding, and integration with the concurrent Bike Path Rehabilitation project may be considered at a later date.

V. FUNDING STRATEGY

The proposed funding strategy is as follows:

Fiscal Year	Revenue	Fund
FY13	\$71,000	Penny for Parks
FY13	\$49,000	Park Impact Fees
FY14	\$20,000	Penny for Parks (additional scope)
Total	\$140,000	

VI. SCHEDULE

The anticipated schedule is outlined below:

- 5/23/13 Board of Finance presentation/approval
- June 2013 City Council Approval
- June 2013 Contract signing & public engagement kick-off
- Jan 2014 Draft Report
- Feb 2014 Final Report

DEPARTMENT RECOMMENDATION

The Departments of Parks & Recreation recommends BOF approval of the project, funding strategy, and expenditures as outlined in this Memo.



REQUEST FOR QUALIFICATIONS (RFQ)

Date: December 19, 2012
To: Open Invitation to Professional Planning Consultants
From: Department of Parks & Recreation, Planning Division
Re: Professional Parks Planning Services for the Burlington Parks System Master Plan

I. GENERAL INFORMATION & SCHEDULE

This Request for Qualifications is part one of a two-part process, and invites responses from qualified, experienced professional parks planning consultants to assist the City of Burlington Department of Parks & Recreation in the creation of a Parks Master Plan for the Burlington Parks System. Questions concerning this RFQ must be made via email per the schedule outlined below. Responses to all submitted questions will be posted at: <http://www.enjoyburlington.com/Projects/ParksMasterPlan.cfm>.

Issue date: Wednesday, December 19, 2012 at 12:00 PM
Questions due: Wednesday, January 16, 2012, by 12:00 PM
Proposals due: Wednesday, January 23, 2013 by 12:00 PM

Inquiries/submissions to: Jen Francis, Parks Planner
Department of Parks and Recreation
645 Pine Street, Suite B, Burlington, VT 05401
jsfrancis@burlingtonvt.gov
(802) 865-7248

II. PROJECT DESCRIPTION

The purpose of the project is to develop a comprehensive Parks Master Plan for the City of Burlington parks, recreation programming, waterfront, open space, trails, and facilities. Burlington's population is approximately 42,000 residents within a 15.48 square mile municipal boundary. City-owned parks properties total approximately 550 acres, with jointly-owned & managed properties increasing this total to 880 acres. The comprehensive master plan will consider all of the amenities managed by the Department, including but not limited to:

- 37 parks
- Approximately 20 miles of formal and informal trails
- 177 acres of conservation areas consisting of 4 urban wilds
- 3 public beaches
- 11 community garden sites/460 plots (5.98 acres)
- 3 cemeteries (58 acres/8,122 lots)
- 2 off-leash dog areas
- 1 skate park
- Care of 12,000 trees along city streets and in city parks
- Green belts, islands, right-of-way areas & landscapes around city facilities (216 miles/219 acres)

- Jointly-owned & managed open space properties (community gardens, tree nursery)
- City-owned parks facilities (sole manager of 198,196 SF): Community Boathouse, Paquette Ice Arena, Miller Community & Recreation Center, Memorial Auditorium, North Beach Cottage, various seasonal structures & rental facilities

Additional amenities managed by the Parks Department will require consideration within the Parks Master Plan, but will be formally developed through other initiatives include:

- The Burlington Waterfront: harbor, 75 seasonal & transient moorings, 184 slips, launch ramps, fishing pier, boardwalk, adjacent parkland
- Waterfront North Redevelopment
- Moran Revisioned
- The Urban Reserve (a 45-acre undeveloped parcel south of North Beach and north of the Waterfront Dog Park)
- 7.5 mile Burlington Bike Path
- City-owned public facilities (O&M support of an additional 171,960 SF): City Hall, Fletcher Free Library, BCA Firehouse Gallery, Police Station, Department of Public Works

The goal of the project is to develop a community-supported plan that provides guidance for future development and redevelopment of the City's parks, recreation programming, waterfront, open space, trails and facilities. The Parks Master Plan will guide policy development, prioritize demands and opportunities, and generate a strategic action plan to be updated every three years. It will support expansion opportunities for ground-breaking amenities including an accessible playground, the first in the state, and be rooted in innovative strategies including all-inclusive public engagement, cross-boundary/collaborative approaches, and shared geo-referenced data collection. In addition, the project will seek to incorporate energy efficiency strategies, environmental remediation opportunities and invasive species control measures.

For the purpose of identifying shared opportunities, the Parks Master Plan will also consider existing amenities, commitments, and needs of Burlington's neighboring communities, partners and stakeholders. These include, but are not limited to the Town of Colchester, Winooski, City of South Burlington, the Winooski Valley Park District, Burlington School District, Burlington Electric Department, and Local Motion, among the other user groups that enjoy Burlington's parks and recreation system.

The Parks Master Plan will become an element of the current City of Burlington comprehensive plan and will require approval from city boards, commissions and City Council. For information on the City of Burlington's Parks and Recreation Department, please visit: www.enjoyburlington.com.

Existing supporting documents include:

- 2002 Harbor Management Plan
- 2004 Open Space Protection Plan
- 2005 Island Line Sign & Amenities Plan
- 2012 Burlington Bike Path Feasibility Study
- 2012 Plan BTv: Downtown & Waterfront Master Plan
- 2012 Imagine City Hall Park Master Plan
- FY13 Penny for Parks Implementation Plan
- FY13 Capital Improvement Plan

Additional supporting initiatives/documents currently in process/draft:

- 2013 Open Space Protection Plan Update
- FY14 Penny for Parks Implementation Plan
- Burlington Partnership for a Healthy Community

III. PROJECT SCOPE, SCHEDULE & COST

Project Scope

The selected consultant will provide the City with professional services to realize the successful creation of a vibrant and innovative Parks Master Plan. This includes, but is not limited to, the following elements:

- Develop inventories and assessment of existing amenities*
- Prepare comprehensive maps
- Analyze forecasted needs & implementation strategies
- Manage public engagement processes
- Perform independent, statistically valid surveys
- Analyze demographic trends
- Define level of service analysis for existing & future facilities
- Analyze programs & services
- Prioritize demands & identify opportunities
- Coordinate all sub-contractors
- Guide policy development
- Develop strategic action plan
- Deliver final plans & supporting materials

**Any geographic data collected must be ArcGIS –compatible.*

The project will require significant public involvement to develop, articulate and visualize future scenarios for the parks master plan, and develop a consensus around priorities and objectives. A wide range of community/participation methods may be utilized in addition to traditional public meetings. These include use of the web, social media, television and radio, participatory workshops and charrettes and road show presentations to local groups.

Schedule

The City anticipates the selection of the consultant early in 2013 and the completion of all related parks master planning work within one year from the kick-off meeting date, once determined.

IV. PROCESS OVERVIEW, SUBMITTAL CONTENTS & REQUIREMENTS

Process Overview

This process begins with the receipt of qualification submittals in response to the RFQ outlined herein. Applicants will receive a confirmation email once their submittal is received. Qualifications will be evaluated and invitations will be made to 3-6 of the top-ranked consultants to prepare a full proposal in the form of a Request for Proposals (RFP) followed by participation in an interview process. Consultants not selected in the initial RFQ will be notified via email of the RFP selection outcome. An evaluation team comprised of representation from City staff, the Parks & Recreation Commission, City Council, and

community leaders will be engaged throughout the duration of the RFQ/RFP evaluation and interview process. Once the RFP/interview process is complete, the City will identify its top choice and enter into a contract agreement.

Submittal Contents

Qualified consultants must demonstrate a history of successful parks master planning experience that incorporates innovative and sustainable strategies. Proposals will be evaluated based on the expertise of the consultant team and the overall experience of the team with emphasis on parks, recreation, waterfront, open space, trail and facilities.

Submittals should be limited to 14 pages (including Attachment A) and contain:

- A. **Cover Letter**
- B. **Attachment A (provided in this RFQ):** Signed by a representative of the lead consultant team attesting that all terms, conditions and procedures outlined in this RFQ are understood and have been followed.
- C. **Project Understanding Statement:** A statement describing the applicant's understanding of the project and the special skills and innovative thinking that the team would bring to the table
- D. **Project Approach:** A narrative of the consultant's approach to completing the master plan
- E. **Proposed Project Team Members:** A description of the applicant's organizational composition, disciplines, and the primary role of each individual/firm on the team. Organizational charts may be included, if appropriate. Clearly indicate the applicant's designated team leader for the project as well as the specific individuals who will be assigned to the work and their respective expertise in such work.
- F. **Specific Project Experience:** Descriptions detailing completed, similar or relevant project experience that the applicant has executed. Include graphic representation. Links to similar or relevant projects are encouraged.
- G. **List of References:** Provide a minimum of four client references with which the applicant has provided similar planning/design services within the last five years. Include the name and telephone number of the contact person and a description of the role and services provided to that contact.
- H. **Preliminary Cost Proposal:** Consider the total cost of services to complete the scope of work as described.
- I. **Additional Information:** Provide other information relevant to indicate the applicant's abilities to successfully complete a parks master plan of this nature.

Requirements

Additional requirements are as follows:

- Proposers are solely responsible for ensuring that proposals arrive on time.
- Each consultant MUST provide their submittal electronically as a PDF.
- Additional detail beyond the contents described above WILL NOT be considered.
- Faxed proposals WILL NOT be accepted.
- Late replies WILL NOT be considered.

V. EVALUATION CRITERIA & ANTICIPATED SCHEDULE

Evaluation Criteria

Submittals will be evaluated by City staff using the following criteria as a measure of the applicant's

ability to successfully complete the project scope of work. Consultants will be scored up to a maximum of 100 points based on the following:

1. **Experience & Qualifications** relevant to key personnel and/or sub-contractors (10 pts)
2. **Project Understanding/Knowledge of Area** depth or relevant technical experience (10 pts)
3. **Demonstration of Innovative Approaches** levels of utilization and solutions (10 pts)
4. **Depth of Skills** related to parks master planning and public engagement (10 pts)
5. **Level of Understanding** of the project, goals, issues, and local need (10 pts)
6. **Level of Experience** with municipalities of similar size, structure and complexity (10 pts)
7. **Demonstration of Public Engagement Experience** effective, productive, innovative (10 pts)
8. **Ability to Meet the Schedule** required to complete the plan and deliverables (10 pts)
9. **Ability to Meet Budget/Value** (10 pts)
10. **Quality, Clarity & Completeness of Submittal Package** (10 pts)

Anticipated Schedule

The City reserves the right to amend dates. While the timeline may be subject to change, all participating parties will be notified. The anticipated schedule is as follows:

- December 19, 2012 RFQ issue
- January 16, 2012 RFQ questions due (via email)
- January 23, 2013 RFQ closing
- Week of January 28, 2013 RFQ review
- Week of January 28, 2013 Invitation to selected consultants to submit full RFP/RFP issue
- Week of February 28, 2013 RFP closing
- Week of February 25, 2013 RFP Review
- Week of February 25, 2013 Invitation to selected consultants to participate in interviews
- Weeks of March 4 & 11, 2013 In-person interviews with finalists
- Week of March 11, 2013 Announcement of project award
- Week of March 18, 2013 Project kick-off

VI. TERMS & CONDITIONS

Communications

It is extremely important that all respondents are given clear and consistent information. Therefore, all respondents are required to submit any questions related to this project or RFQ process via email.

Responses to all submitted questions will be posted on the Parks & Recreation website at:

<http://www.enjoyburlington.com/Projects/ParksMasterPlan.cfm>. Questions concerning this RFQ must be received via email per the schedule outlined on page 1. Inquiries received after this date will not be considered or answered.

Respondents should not communicate with any City department or employee during the submission process except as described above. In addition, no communications should be initiated by a respondent to any City Official or persons involved in evaluating or considering the statement of qualifications.

Communication with any parties for any purpose other than those expressly described herein may cause an individual firm, or team to be disqualified from participating.

General Compliance with Laws

The Consultant shall comply with all applicable Federal, State and local laws, including but not limited to the Burlington Livable Wage Ordinance.

Other terms

Costs for preparing the Statement of Qualifications in response to this request are solely the responsibility of the respondent. The City of Burlington reserves the right to accept or reject any or all Statement(s) of Qualifications, with or without cause, and to waive immaterial defects and minor irregularities in responses. All decisions related to this solicitation by the City will be final. The City reserves the right to request clarification of information submitted and to request additional information of one or more respondents. All materials submitted in response to this RFQ will become the property of the City upon delivery. This solicitation in no way obligates the City of Burlington to award a contract.

Equal Opportunity: the selection of consultant shall be made without regard to race, color, sex, age, religion, national origin, or political affiliation. The City of Burlington is an Equal Opportunity Employer and encourages proposals from qualified minority and woman-owned businesses.

It will be necessary for responding parties to comply fully with the terms and conditions outlined in this document if they are to be considered. A letter attesting that the respondent has read, understands, and followed all procedures is a part of this RFQ must be included as part of the final submittal (see Attachment A).

ATTACHMENT A

Understanding of RFQ Procedure, Terms and Conditions

This page to be returned with qualifications submission

I acknowledge that I have read and understand all procedures and requirements of the above reference RFQ and have complied fully with the general terms and conditions outlined in the RFQ.

Consultant Team: _____

Representative's Printed Name: _____

Representative's Signature: _____

Date: _____



REQUEST FOR PROPOSALS (RFP)

Date: February 25, 2013
To: Invited Professional Planning Consultants
From: Department of Parks & Recreation, Planning Division
Re: Professional Parks Planning Services for the Burlington Parks System Master Plan

I. GENERAL INFORMATION

This Request for Proposals is part two of an RFQ/RFP process, and invites responses from our top short-listed firms to prepare a detailed Scope of Work and Budget to assist the City of Burlington Department of Parks & Recreation in the creation of a Parks Master Plan for the Burlington Parks System. Questions concerning this RFP must be made via email per the schedule outlined below. Responses to all submitted questions will be posted at: <http://www.enjoyburlington.com/Projects/ParksMasterPlan.cfm>.

Issue date: Monday, February 25, 2013 at 12:00 PM
Questions due: Monday, March 11, 2013 by 12:00 PM
Proposals due: Monday, March 18, 2013 by 12:00 PM

Inquiries/submissions to: Jen Francis, Parks Planner
Department of Parks and Recreation
645 Pine Street, Suite B, Burlington, VT 05401
jsfrancis@burlingtonvt.gov
(802) 865-7248

II. PROCESS OVERVIEW

This process began with the receipt of ten (10) statements of qualification in response to the December 19, 2012 RFQ. Following review of the submittals, a short-list of the top consulting teams has been identified by the Selection Review Team. With the issue of this RFP, these top teams are invited to submit formal proposals that further detail the scope of work and budget *AND* participate in the finalist interview process. After reviewing these RFP submittals and interviews with the consultant teams, the Selection Review Team will identify its top choice and enter into negotiations resulting in a final contract agreement.

III. PROJECT DESCRIPTION

The purpose of the project is to develop a comprehensive Parks Master Plan for the City of Burlington parks, recreation programming, waterfront, open space, trails, and facilities. The goal of the project is to develop a community-supported plan that provides guidance for future development and redevelopment of the City's parks, recreation programming, waterfront, open space, trails and facilities. The Parks Master Plan will guide policy development, prioritize demands and opportunities, and generate a strategic action plan to be updated every three years. It will support expansion opportunities for ground-breaking amenities and be rooted in innovative strategies including all-inclusive public

engagement, cross-boundary/collaborative approaches, and shared geo-referenced data collection. In addition, the project will seek to incorporate energy efficiency strategies, accessibility, environmental remediation opportunities and invasive species control measures. For the purpose of identifying regional shared opportunities, the Parks Master Plan will also consider existing amenities, commitments, and needs of Burlington's neighboring communities, partners and stakeholders.

The Parks Master Plan will become an element of the current City of Burlington comprehensive plan and will require approval from city boards, commissions and City Council. For additional information on the City of Burlington's Parks and Recreation Department, please visit: www.enjoyburlington.com.

IV. SCOPE OF WORK

Please carefully read the following information that details the City's expectations in relation to the Parks Master Plan scope of work. The selected consultant will provide the City with professional services to realize the successful creation of a vibrant and innovative Parks Master Plan. The consultant will be responsible for coordinating work with all sub-contractors. The list and order of activities outlined below may be amended and finalized with the consultant. The scope of work includes, but is not limited to, the following elements:

Activity 1 – Project Kick-off, Existing Conditions Inventory & Analysis

Information and analysis collected in Activity 1 will be used to inform participants about existing conditions, needs, limitations and opportunities. It is important that the individual results from Activity 1 are well integrated and communicated in the next phases. Please explain how your team will synthesize these results into a common format for presentation and sharing with the public.

Activity 2 – Existing Plan & Regional Context Review

Existing plans and regional initiatives will inform developing concepts and alternatives related to the improvement and sustainability of Burlington parks, recreation and operations. Existing supporting documents include:

- 2002 Harbor Management Plan
- 2004 Open Space Protection Plan
- 2005 Island Line Sign & Amenities Plan
- 2012 Burlington Bike Path Feasibility Study
- 2013 Plan BTV: Downtown & Waterfront Master Plan
- 2012 Imagine City Hall Park Master Plan
- 2012 ECOS Plan
- 2013 Plan BTV: Open Space Protection Plan Update
- FY13/FY14 Penny for Parks Implementation Plan
- FY13/FY14 Capital Improvement Plan
- Local Motion's Burlington Partnership for a Healthy Community

Activity 3 – Public Engagement

The kick-off to the public and participatory phase of this planning effort will re-evaluate, and re-affirm as appropriate, the community vision for the Burlington Parks System. Particular emphasis should be placed on utilizing a diverse array of outreach methods, expanding the overall number of participants and age range of participants, facilitating participation by under-represented populations (seniors, children, ethnic groups, New Americans, low to moderate income communities, etc.).

Please explain in detail how your team will organize and integrate the public outreach and engagement process. Note that the City would like to take advantage of the upcoming summer season and outdoor access to support public engagement (May – August). Specific public outreach and engagement guidelines include (adapted from the *Downtown and Waterfront Plan Public Outreach and Engagement Strategy*):

1. The public should engage and guide decisions about actions that affect their lives.
2. Public participation includes the promise that the public's contribution will be considered in the decision-making process.
3. The public participation process:
 - Communicates the interests and considers the needs of all participants;
 - Seeks out and facilitates involvement of those potentially affected by the planning effort;
 - Provides participants with the information they need to participate in a meaningful way;
 - Communicates to participants how their input influenced the decisions.

Activity 4 – Development of Supply/Demand & Demographics/Trend Analysis

Evaluate the nature in which Burlington's existing parks, facilities and recreation programming meet user demands and expectations.

- Analyze demographics & trends
- Analyze parks, programs, services & related finances
- Review the organizational structure for the management of parks & recreation amenities

Activity 5 – Development of Vision, Design Guidelines & Implementation Strategy

From acquired data collection, public engagement, and trend analysis define the community vision and implementation strategy for the future of Burlington Parks & Recreation.

- Prioritize demands and identify parks & recreation opportunities
- Establish level of service guidelines
- Develop policy recommendations
- Provide a strategic action plan

Activity 6 – Final Report, Completion of Parks Master Plan

The final deliverable will be a comprehensive graphic record of the process and a guiding document for the future. Please provide detail on your team's graphic capabilities and a description of how these tools will be integrated into the Parks Master Plan process and final deliverables. In addition, detail how the strategic action plan will provide a template that may be updated every three years.

- Present draft document to Department staff, Parks & Recreation Commission and key stakeholders
- Provide framework for draft review & incorporate revisions
- Deliver final plans & supporting materials
 - Inclusive of innovative GIS, modeling and/or illustration tools
- Guide the integration of the master plan with the Department mission & marketing strategy
- Present the final deliverable to Department staff, Parks & Recreation Commission & City Council

V. RFP SUBMITTAL

Responses to this RFP must be not more than 20 pages in length (10 double-sided or 20 single-sided pages) and include the following:

1.) Technical Proposal consisting of:

- a. A description of the approach to be taken toward completion of the project, an explanation of any variances to the proposed scope of work as outlined in the RFP, and any insights into the project gained as a result of developing the proposal;
- b. A scope of work that includes steps to be taken, including any products or deliverables resulting from each task;
- c. A summary of estimated labor hours by task that clearly identifies the project team members and the number of hours performed by each team member by task;
- d. A proposed schedule that indicated project milestones and overall time for completion;
- e. Any other information deemed necessary to address the requests of this RFP.

2.) Cost Proposal consisting of:

- a. A composite schedule by task of direct labor hours;
- b. An itemized schedule of all expenses, including both labor and direct expenses. If the use of sub-consultants is proposed, a separate schedule of hours and expenses must be provided for each sub-consultant)
- c. A maximum budget amount of \$120,000 inclusive of all fees and expenses.

Please note: Information regarding Project Understanding, Project Approach, Proposed Project Team Members, Specific Project Experience, and List of References has already been provided to the City as part of the Qualifications package. There is no need to include this information again, unless the team has changed or if you wish to provide additional information.

Responses to this RFP must be received per the schedule outlined on Page 1 to be considered. Proposals must be submitted in a digital format (PDF), either via email or mailed CD. Applicants will receive a confirmation email once their proposal is received. Please ensure that the document is easily printable in an 8.5x11 format.

Additional requirements are as follows:

- Proposers are solely responsible for ensuring that proposals arrive on time.
- Each consultant **MUST** provide their submittal electronically as a PDF.
- Faxed proposals **WILL NOT** be accepted.
- Late replies **WILL NOT** be considered.

VI. EVALUATION CRITERIA & SELECTION PROCESS

Evaluation Criteria

Submittals will be evaluated by a Consultant Review Team using the following criteria as a measure of the applicant's ability to successfully complete the project scope of work. Consultants will be scored up to a maximum of 100 points based on the following:

1. **Quality and Creativity** of the proposed scope of work (25 pts)
2. **Demonstration of Ability** to organize & lead effective, productive public meeting and in-house project meetings, while using innovative participation techniques/tool (25 pts)
3. **Depth of Interdisciplinary Skills** related to parks, recreation and operations analysis, economic feasibility and public engagement (20 pts)
4. **Level of Understanding** of the project goals, and sensitivity to Burlington's distinct character, issues and needs (20 pts)
5. **Value/"Best Bang for the Buck"** of the most experienced people doing the most work for the least cost resulting in the best product (10 pts)

VII. ANTICIPATED SCHEDULE

Please provide a detailed project schedule, including events, task/phases and completion date, keeping in mind that the City anticipates the completion of all related parks master planning work within one year from the kick-off meeting date.

The City anticipates the final selection of the consultant in April of 2013. The City reserves the right to amend dates. While this timeline may be subject to change, all participating parties will be notified.

- Week of March 18 – Review of RFP submittals
- Wednesday, March 27 – Finalist interviews
 - Interviews will be conducted in-person
 - Interview times will be scheduled on a first come, first serve basis. Email jsfrancis@burlingtonvt.gov to reserve interview time.
 - Available timeslots:
 - 8:30-9:30 a.m.
 - 9:45-10:45 a.m.
 - 11:00 a.m. - 12:00 p.m.
 - 1:00-2:00 p.m.
 - 2:15-3:15 p.m.
 - Location: Burlington, Vermont (exact location to be confirmed)
- Week of April 1 – Selection of project team/announcement of project award
- Week of April 8 – Contract negotiations
- Week of April 22 – Project kick-off

VIII. TERMS & CONDITIONS

Communications

It is extremely important that all respondents are given clear and consistent information. Therefore, all respondents are required to submit any questions related to this project or RFP process via email.

Responses to all submitted questions will be posted on the Parks & Recreation website at:

<http://www.enjoyburlington.com/Projects/ParksMasterPlan.cfm>. Questions concerning this RFP must be received via email per the schedule outlined on page 1. Inquiries received after this date will not be considered or answered.

Respondents should not communicate with any City department or employee during the submission process except as described above. In addition, no communications should be initiated by a respondent to any City Official or persons involved in evaluating or considering the statement of qualifications.

Communication with any parties for any purpose other than those expressly described herein may cause an individual firm, or team to be disqualified from participating.

Other terms

Costs for preparing the Statement of Qualifications in response to this request are solely the responsibility of the respondent. The City of Burlington reserves the right to accept or reject any or all proposals, with or without cause, and to waive immaterial defects and minor irregularities in responses. All decisions related to this solicitation by the City will be final.

The City reserves the right to request clarification of information submitted and to request additional information of one or more respondents. All materials submitted in response to this RFP will become the property of the City upon delivery. This solicitation in no way obligates the City of Burlington to award a contract.

General Compliance with Laws: the Consultant shall comply with all applicable Federal, State and local laws, including but not limited to the Burlington Livable Wage Ordinance.

Equal Opportunity: the selection of consultant shall be made without regard to race, color, sex, age, religion, national origin, or political affiliation. The City of Burlington is an Equal Opportunity Employer and encourages proposals from qualified minority and woman-owned businesses.

It will be necessary for responding parties to comply fully with the terms and conditions outlined in this document if they are to be considered. A letter attesting that the respondent has read, understands, and followed all procedures is a part of this RFP must be included as part of the final submittal (see Attachment A).

ATTACHMENT A

Understanding of RFP Procedure, Terms and Conditions

This page to be returned with qualifications submission

I acknowledge that I have read and understand all procedures and requirements of the above reference RFP and have complied fully with the general terms and conditions outlined in the RFP.

Consultant Team: _____

Representative's Printed Name: _____

Representative's Signature: _____

Date: _____

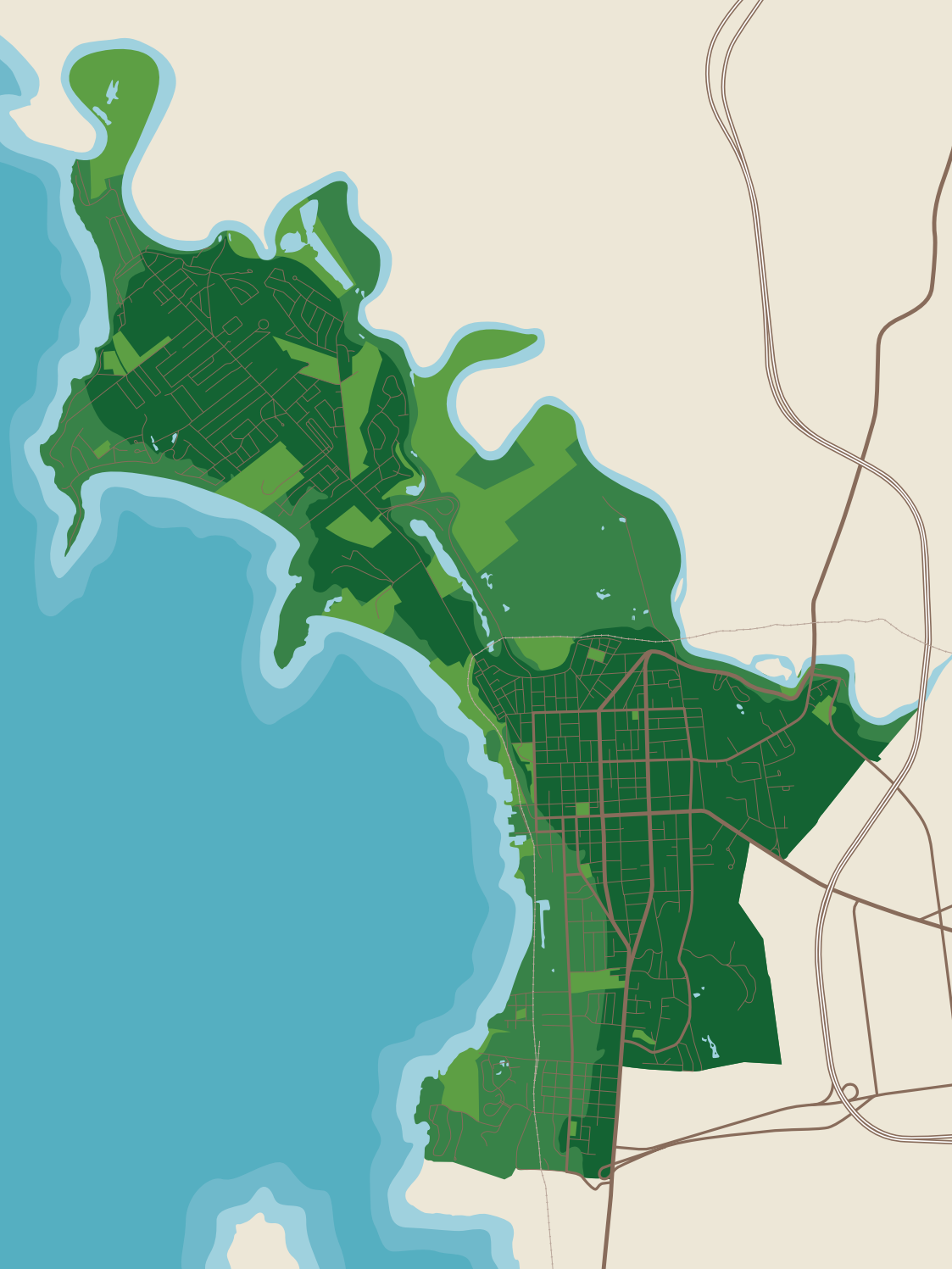


THE BURLINGTON VERMONT PARKS SYSTEM MASTER PLAN

The Team of **Heller and Heller Consulting, Inc., Sasaki Associates, Inc. and Leisure Vision** greatly appreciates the opportunity to provide you with our response to your RFP for the Burlington Parks System Master Plan. We thank you for including us in the second round of the process. The attached information includes our Technical Proposal and Cost Proposal according to the guidelines you outlined.

The Technical Proposal outlines the six Activities represented in the RFP. We have provided specificity to the tasks outlined in our original submission in response to the RFQ. Our intent is to provide you with information that shows the quality and creativity of our approach, our abilities and interdisciplinary skills, our level of understanding of your system from our hours of research and on-site visit, and providing you with the best value. We feel as though we provide you with the most value-added approach to the process and remain very excited about the opportunity to work with you.

If you need any additional information, please contact Barbara Heller at Barbara@hellerheller.com or 224.456-6934.





APPROACH

UNDERSTANDING

ENGAGEMENT

FUTURE

VISION



THE BURLINGTON VERMONT PARKS SYSTEM MASTER PLAN

This interactive proposal contains an introductory approach that summarizes key issues for the master plan, a detailed scope of work, and technical information.

CONTENTS OF THE PROPOSAL

Approach	3
Scope of Work:	
» Understanding: RFP Activities 1 and 2	8
» Engagement: RFP Activity 3	10
» Future: RFP Activity 4	12
» Vision: RFP Activities 5 and 6	15
Technical Information: Schedule, Cost Proposal, Attachment A	17

HOW TO NAVIGATE THE PROPOSAL



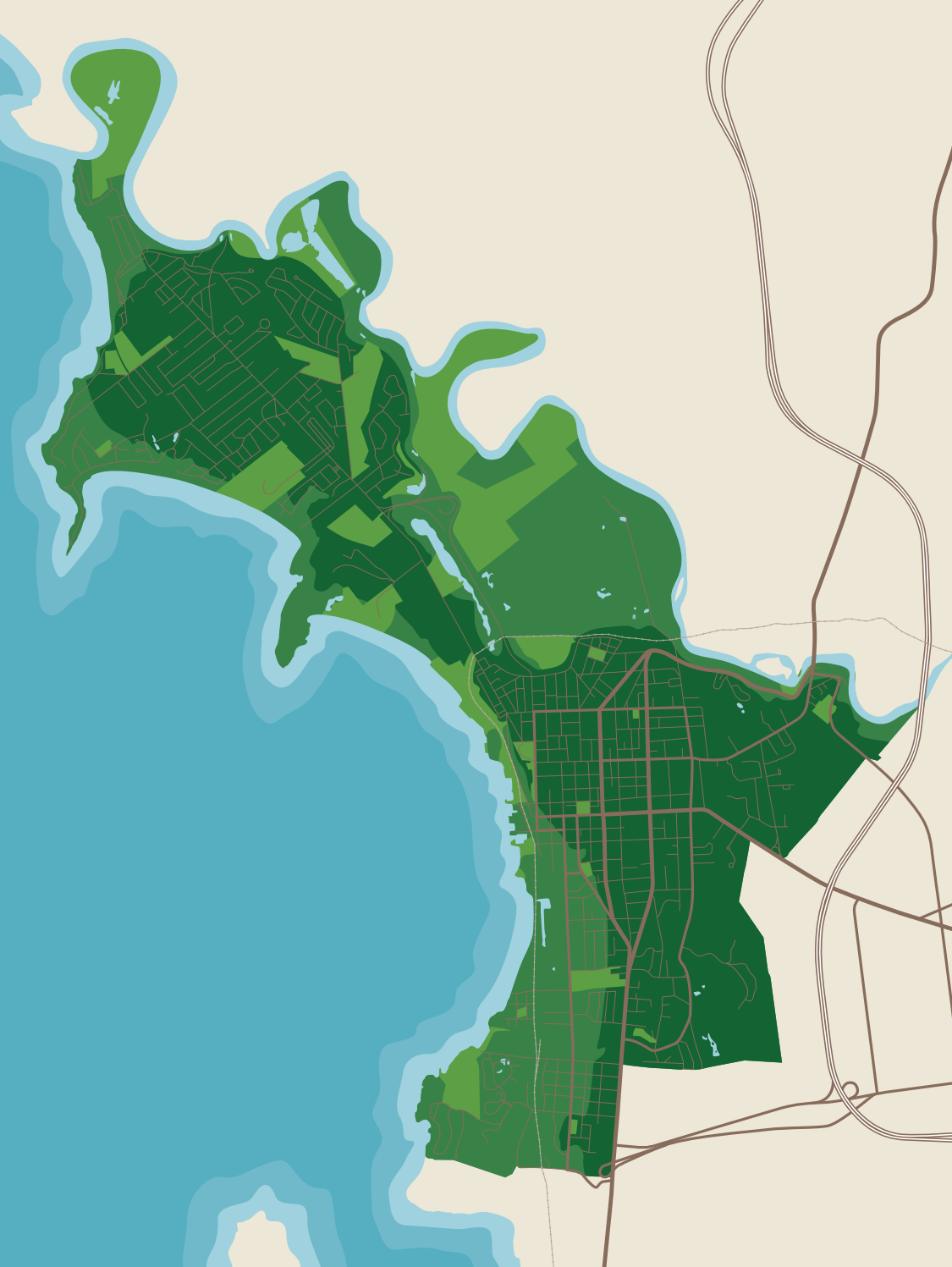
CLICK ON A TAB

to jump to the beginning of each section



CLICK NEXT OR PREVIOUS

to advance or move back 1 page within a section





APPROACH

ELEVATING AMENITIES

The quality, quantity, and diversity of a park system's amenities are central to its ability to successfully meet the needs of the community. Many master plans focus on building a sum of many parts; we look at the overall system to recommend improvements that will best position the Department for the future.

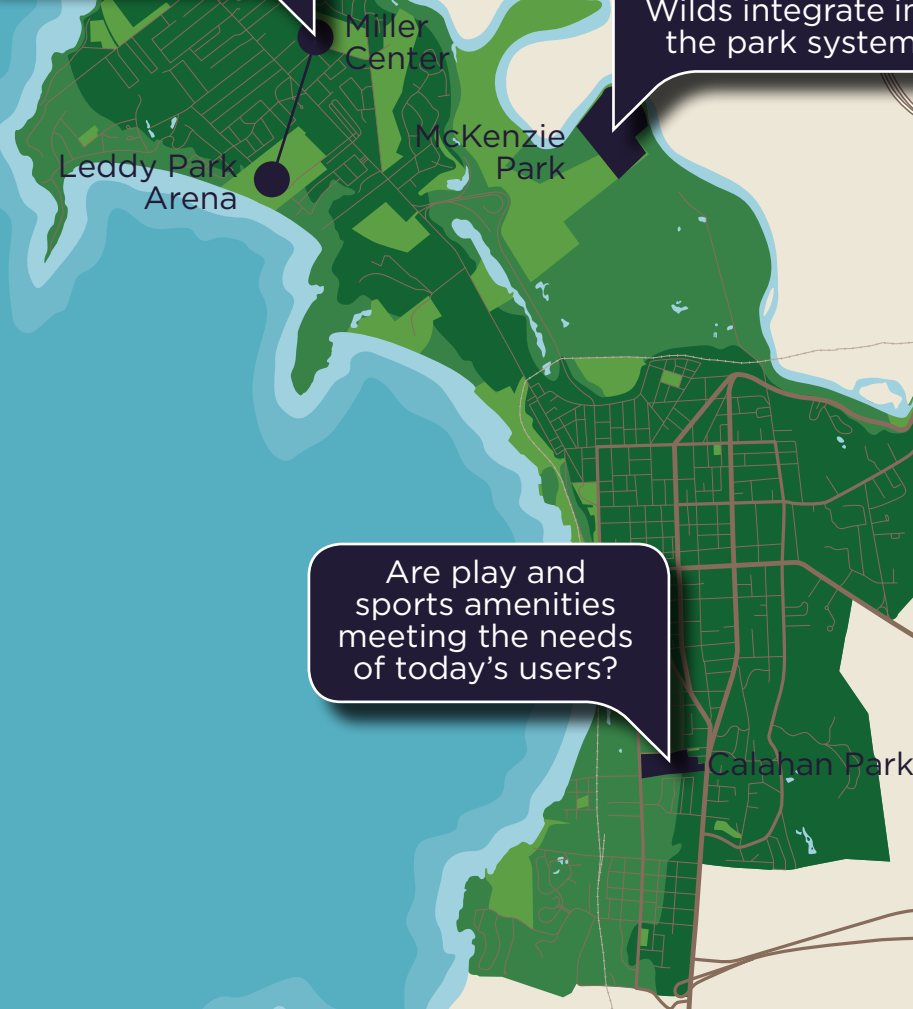
Burlington's diverse park amenities include features such as play equipment, sports facilities, public art and even an ADA accessible treehouse! These and other site furnishings influence the types activities each park supports and, in turn, the number of people served by each park. A successful park system distributes amenities strategically to ensure that they are within a reasonable distance of their primary users.

The Plan will analyze the current quantity and distribution of park amenities. Recommendations for additional amenities will be based on national standards, but tailored to Burlington through incorporation of demographic analysis and community feedback. The Plan will also assess the quality and condition of existing park amenities. Recommendations will include upgrades to broken or outdated equipment.

How can recreation centers better meet the needs of the year-round users?

How do (& should) Burlington's Urban Wilds integrate into the park system?

Are play and sports amenities meeting the needs of today's users?





SUSTAINABILITY

Parks are a city's green infrastructure, playing a vital role in the environmental, social and economic sustainability of its community. The environmental benefits of a well-managed park system include storm-water infiltration, wildlife habitat, and stemming the urban heat island effect. The benefits for the community include opportunities for exercise and recreation, and public spaces for gathering, celebrating and voicing their opinions. Lastly, parks contribute to a city's economy by elevating property values and helping to attract and retain a young and active workforce.

Burlington is a city defined by hydrological systems, and parks play a key role in these systems. To the west, the shore of Lake Champlain is the backdrop of downtown and home to some of the busiest parks in the City. To the east, the Winooski River floodplain consists of several large urban wilds that provide wildlife habitat, recreation opportunities and flood protection. Even small parks in the interior of the city offer potential for collecting and infiltrating storm-water.





APPROACH

UNDERSTANDING

ENGAGEMENT

FUTURE

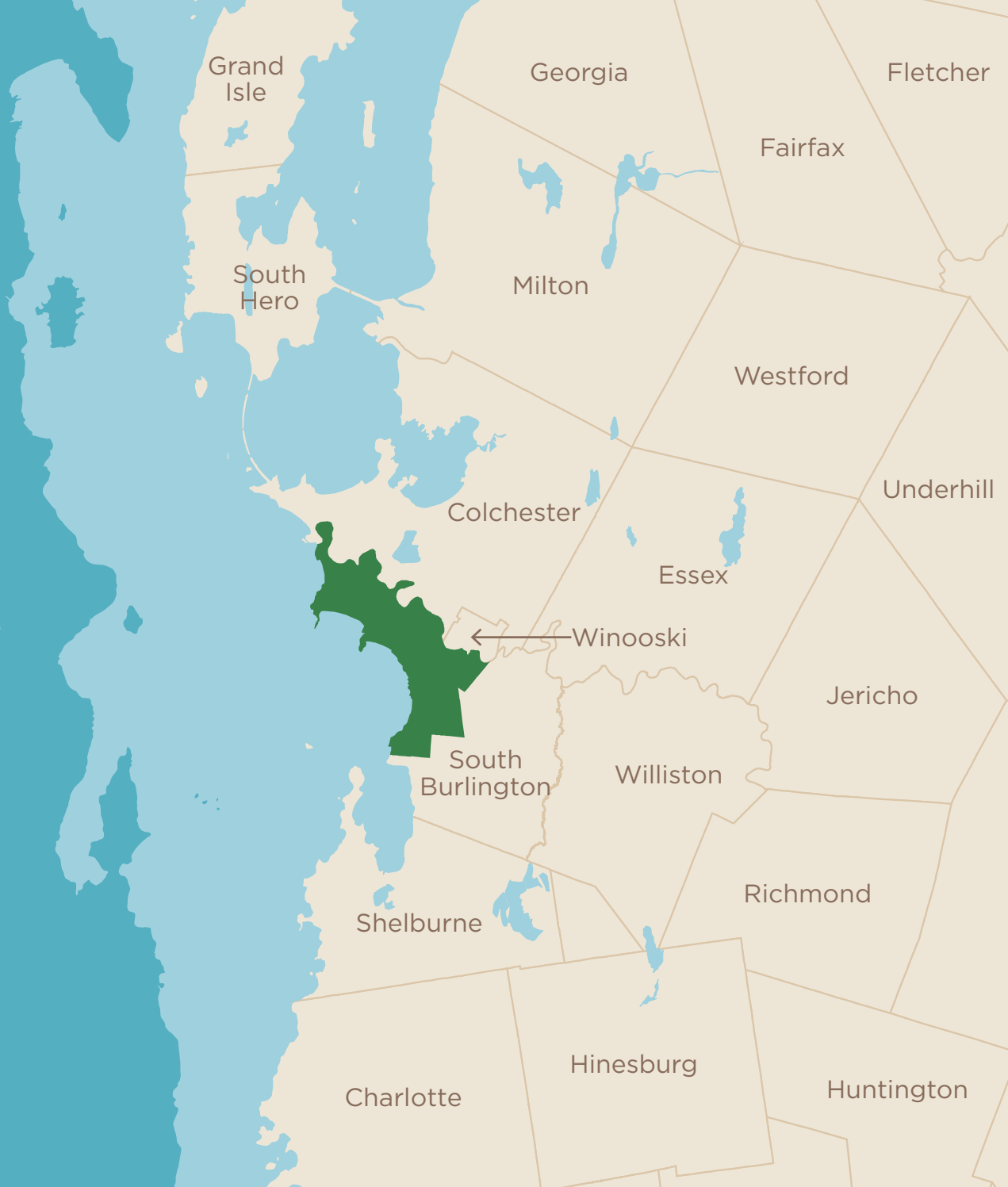
VISION



REGIONAL CONNECTIVITY

Burlington's parks are a regional amenity, contributing to the quality of life for residents in the surrounding communities. Our team appreciates that the RFQ and RFP call for outreach and coordination with surrounding communities. As part of the broader area's natural resources, Burlington's parks play an important role in regional ecology and overall environmental health. It is wise for the plan to consider them within this regional system. Similarly, streets and other connections also have regional implications and must be understood not just within city limits, but also in relationship to regional trails and overall connectivity.

The planning process will reach out to regional agencies and other potential stakeholders to identify opportunities for connections and collaboration around shared needs. This will create the potential for operational efficiencies and to increase access to services.






VISIBILITY

Parks offer many benefits for city residents and visitors, but in order to maximize them, the community must have broad awareness of the services. Clear and consistent signage greatly increases the visibility of a park system, making it more user-friendly. In today's digital culture, easily accessible and legible online information is equally important. There is a great opportunity in this planning effort to assess and improve the visibility of Burlington's parks and facilities.

Much like the park systems they oversee, Parks Departments are most effective when they are accessible and transparent. Residents benefit when they have a clear understanding of the structure of the department and the services it provides. This transparency also encourages and streamlines volunteerism, which can greatly ease the burden felt by departments during recent years.

We are excited to bring our experience and fresh eyes to Burlington's Parks Department in this planning process. We will help the department identify strategies for increasing its transparency and customer satisfaction.

A stylized map of Burlington, Vermont, with green areas representing parks and blue areas representing water. Three callout boxes are overlaid on the map, each containing a question about park visibility. The first callout is in the upper left, the second is in the center right, and the third is in the lower right.

Is park signage and wayfinding clear and consistent throughout the city?



Are park maps easily accessible online?

Is Burlington's Parks department accessible and clearly defined?



SCOPE OF WORK

UNDERSTANDING BURLINGTON'S PARKS

Activity 1: Project Kick-Off, Existing Conditions Inventory and Analysis

Activity 2: Existing Plans and Regional Context Review

The Existing Conditions Inventory and Analysis and Existing Plans and Regional Context Review will be completed concurrently, so that they inform each other. The Existing Conditions Inventory and Analysis will include a review of the system's parks, facilities, and programs. This is an iterative process and the first step includes development of an initial assessment of the system's inventory, followed by a more detailed analysis. Instead of one specific task, our experience suggests completing the Existing Conditions in two successive stages. The results of the initial assessment will be refined after completion of the first stage of public input and the household survey. This allows the public input perspective to be considered before any type of analysis is provided, and reflects how important it is to know how the existing system works for users. The results of the assessment will be provided in a listing of park sites and facilities with scores quantifying their relative condition that will include evaluation of:

- Park access, linkage, connectivity
- Comfort, conditions, accessibility and image
- Sociability
- Uses, activities, events



UNDERSTANDING BURLINGTON'S PARKS

The Team will want to ensure staff participation in this process as it is our experience that staff will have a good perspective of maintenance challenges, use of sustainable practices, accessibility issues, and work methods. The process will start with a staff interview session to identify specific areas of issues, concerns, and work methods. Staff will be asked to accompany the Team on the site and facility tour.

This Activity will also include a brief overview of recreation programs and services detailing:

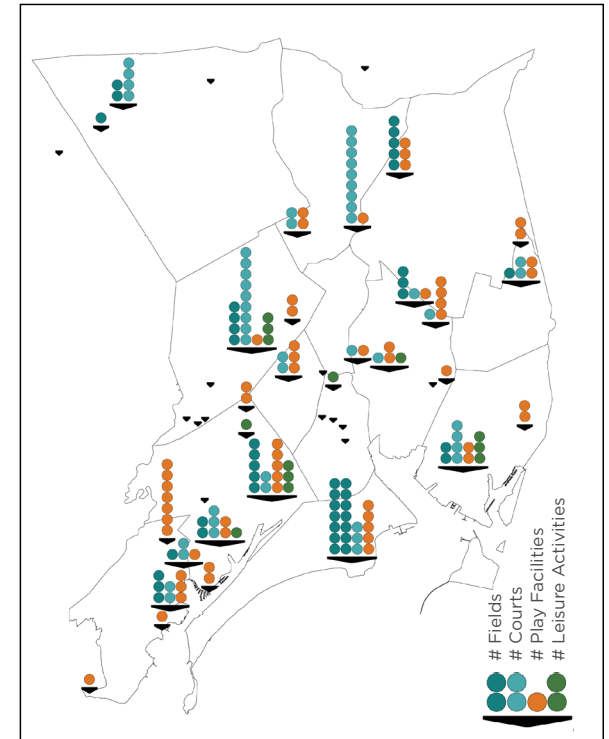
- Lifecycle program analysis
- Age segment distribution
- Program inventory
- Partner review
- Marketing approaches, including website
- Financial and program registration review
- Program locations
- Accessibility

A more robust program assessment can only be completed after the survey results and public input processes are completed. The survey will measure household need, unmet need, and what programs are most important. These results will be needed to position the Department's future recreation program

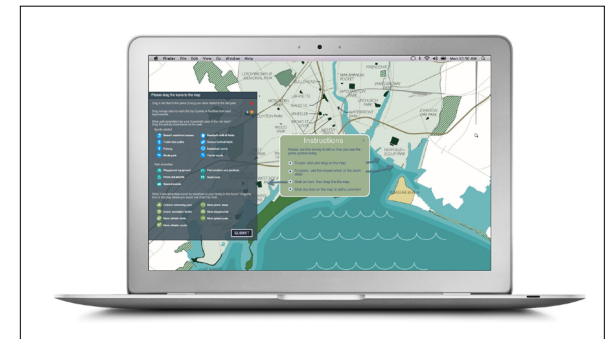
offerings. The steps for the Recreation Assessment include a staff workshop to review processes, review of Website, program guide, social media practices, and distribution of a program assessment for staff completion. Subsequently, an analysis of programs and services will be completed, incorporating the results of the public input process and survey results.

The RFP requested information about how these results will be provided into a common format for sharing with the public. This will include a summary of individual park and facility assessments and scores. This will also include a narrative outlining the elements of recreation programs.

Within Activity 2, the Team will review the existing plans outlined in the RFP, and any other relevant documents. The Team will synthesize findings –both graphically and in narrative form–from the various reports outlined in the RFP and will outline elements to connect to the Master Plan. Additionally, the Team will provide a data sheet to Burlington for additional information such as operating and capital budgets, existing policies, organizational structure, any results of organizational performance such as program evaluations, etc. The development of policies is important to the Department, so the Team will thoroughly review what currently exists and will recommend additional needed policies.



The Existing Conditions Analysis will include an inventory of Burlington's park amenities, activities, and connections. These will be delivered in ArcGIS-compatible datasets, and mapped in a visually compelling way, such as in the Bridgeport, CT, sample above.



Community feedback will be a critical element of the Existing Conditions Inventory and Analysis, and will be used to inform the survey development and needs assessment.



LEARNING FROM THE COMMUNITY

Activity 3: Public Engagement

The Team recognizes the importance of community input. Within our proposal, the Team identified two public engagement components: a statistically valid household survey and a series of public engagement initiatives. Of all the elements of the Master Plan tasks, the survey process requires the longest time to complete. Therefore, the initial steps of the survey process will begin at the start of this task.

The process for survey design and distribution will begin with a discussion about the sequential steps involved and will include the provision of examples from other communities who have completed a Leisure Vision survey, general logistics, and timeline. The content of the survey will not be developed until the community input process is underway, as the design will be dependent upon general themes and comments generated from the qualitative input sessions.

In addition, it may be useful to have a steering committee of organizations representing diverse interests in the community to be involved in checkpoints throughout the process to ensure community representation in the Plan. This can include agencies that represent various ethnic groups, civic organizations, faith based agencies, the business community, and others. Some organizations have



Summer in Burlington

1. 5/11/2013 - Kids Day
2. 5/26/2013 - VT City Marathon
3. 5/31/2013 - Discover Jazz Festival
4. 6/22/2013 - Food and Wine Festival
5. 6/24/2013 - Art Installation Camp
6. 7/19/2013 - VT Brewer's Festival
7. 8/8/2013 - Shakespeare in the Park
8. ALL SUMMER - Farmer's Market
9. ALL SUMMER - Summervale





LEARNING FROM THE COMMUNITY

found it very useful to keep this group in place after the completion of the Plan to work with the Department in successfully deploying the Plan and keeping it connected to the community.

We will create a robust, inclusive, and fun public engagement process that utilizes a variety of approaches to reach the broadest audience. Our RFQ submittal outlined a variety of approaches; more specifically, the Team proposes to:

- Create a graphic, customized online tool that allows residents to map their neighborhoods and favorite parks. Work with the city webmaster to provide Plan process updates on the city website.
- Work with the Neighborhood Planning Assemblies in developing Community Charettes, interactive public forums to solicit broad public input. The strategy will take advantage of the summer season by getting youth involved either through our visits to summer camps to interview the youth participants or attendance at Kids Day in May. We will also build on the existing summer calendar of events, and work with events organizers to integrate outreach for the plan into events, where possible. [Images to the right show a recent summer series of outreach events that we staged during a planning process in Pittsburgh.]
- Facilitate diverse group discussions including:
 - » Agencies involved in regional recreation services, such as Colchester, Winooski, and

South Burlington. Reviewing recreation services on a regional basis creates better service and efficiencies in service delivery.

- » System users, including seniors and youth.
- » Social service agencies such as Family Connection Center of Chittenden County and the Vermont Refugee Resettlement Program to gain an understanding of needs for financially challenged and immigrant individuals and families.
- » Key leaders in agencies such as Burlington Fletcher Free Library, City Arts, Local Motion, Burlington Planning Department, School District, City of Burlington City Council and Parks and Recreation Commission members.
- » Staff focus group to ensure employee participation, mentioned in the Team's response to the RFQ.

An important additional attribute of successful community input is to develop methods to quantify the order of priorities for the public. As an example, the Team will use a process to track the number of people who are interested in developing more athletic fields as compared to those who want another skate park. While not statistically valid, it helps gain a sense of what's most important, as well as assist with the design of the survey.



In a recent waterfront planning process for Pittsburgh, PA, our summer engagement series ran from June to July, 2012. It kicked off with a Trivia Night about the project area, hosted by a local cafe.



Following a July public forum, in August the summer series continued with a Bike Tour of the riverfront so participants could experience and begin to re-imagine the 6.1 mile rail corridor that would soon become a multi-purpose path.



In September, the summer engagement series concluded with participation of the project in PARKing Day, a national event that transforms parking spaces into temporary parks. The installation raised awareness about the project's future plans for open space and connectivity improvements.



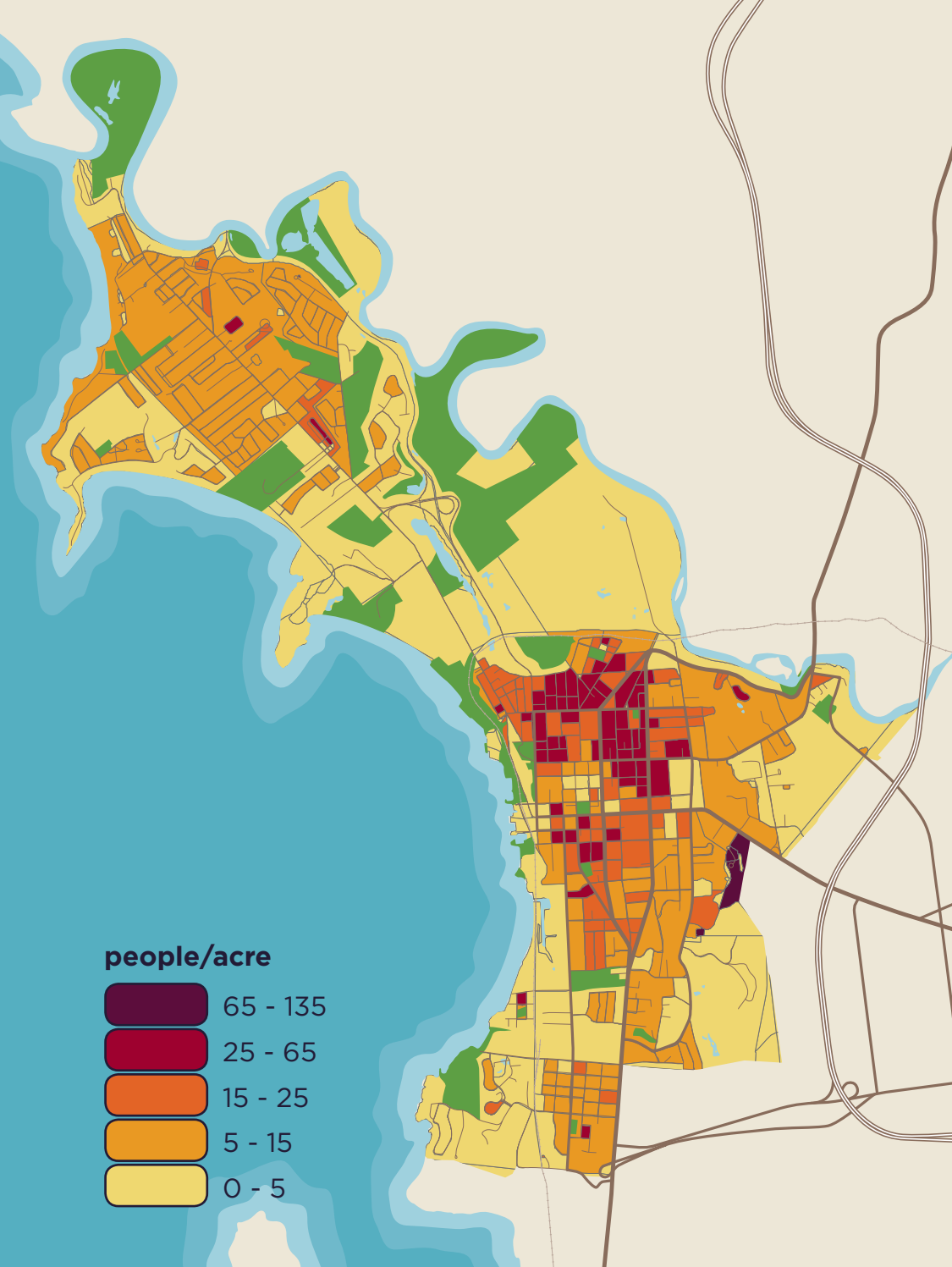
LOOKING TOWARD THE FUTURE

Activity 4: Development of Supply/Demand and Demographics and Trend Analysis

Demographics and Trends: This task requests an evaluation of how the existing inventory of parks, facilities, and programs meets user demands and expectations. This Activity will be accomplished by taking the previous work completed as part of the Existing Conditions Study, identifying how well needs are met, and projecting future needs of residents.

The analysis of demographics and trends was detailed within the RFQ process. The Team will develop an analysis of the gaps in services as they relate to demographic and trend components. This will also provide information in positioning the agency for the future. This is a high level skill as it involves projecting customer requirements that do not currently exist. Survey information and public input will not fully generate future requirements as people have difficulty expressing future requirements of service. As a result, the ability to provide robust information in this area requires the Consulting Team to be aware of industry trends. Our team has global and national reputations for innovative approaches to systems.

Financial: The financial evaluation will include a three year review of operating and capital budgets,



LOOKING TOWARD THE FUTURE

identifying trends in revenues and expenses, how resources are allocated, and cost recovery performance of major facilities and programs. This includes reviewing the performance of the Ice Arena, and Miller Community and Recreation Center. The capital budget will be reviewed in relationship to the development of capital needs through the Master Plan process.

The Department's \$5 million budget is supported by fees and charges in the amount of \$3.85 million, which is 77% of the budget. According to the National Recreation and Park Association's (NRPA) data, this is much healthier than the approximate 25-30% average percentage of non-tax revenue support of municipalities around the nation. The financial review will include building upon this existing strength.

This task will also include a review of the Fees and Charges Policy, developed during June 2012. This policy was an initial effort toward formulizing pricing practices. Future goals are to establish cost recovery goals and classification of costs. The Team will review the Policy and Fee Schedule and will assist in recommendations for future policy changes. The team will use the Heller and Heller pricing template for the establishment of fees for new programs or changes in existing fees.

Parks and Facilities: The Existing Conditions and Inventory will form the basis of this task. Using this information, an overall system analysis will be performed, including park classifications and facility

standards. The Department manages 550 acres; with leased lands the acreage increases to 880 acres. This equates to almost 20 acres per thousand population, which is double what the national standard used to suggest. The system includes 177 acres of conservation areas, which is also significant.

Although the City's total park acreage is sufficient, the distribution of parks shows a deficit of neighborhood parks (using a general standard of 2 acres per thousand population, exclusive of pocket parks). Total neighborhood park acreage is 43 acres. According to the standard, the acreage should be 85 acres. Conversely, there is a surplus of community parks (acreage of about 25 acres), based on a standard of 7.5 acres per thousand population. The neighborhood park acreage is critical in the City's ability to provide walkable park experiences for under-served populations, including lower income families and individuals. As PlanBTV points out, a key metric of successful walkability in Burlington will be the proximate availability of desirable destinations - destinations such as neighborhood parks.

Community needs vary; therefore, there are limitations to using standards. The NRPA PRORAGIS data base will allow us to refine the process and better tailor projections to Burlington's attributes. But, another important element will be the public input task and a review of survey results. The survey can be designed to develop a list of priorities for park land, facilities, and amenities. Prioritization of resources then follows and translates into capital priorities.



Our team includes planners as well as designers with experience building successful parks that are loved and well-used by the communities, such as the Port of Los Angeles community park above.



Burlington is fortunate to have a strong identity around its waterfronts. Our team has a breadth of experience planning and designing waterfront landscapes, such as the Indianapolis riverfront above, and will bring an understanding of how to make them truly accessible to the community.



Ultimately, it is not just the amount of park acreage or amenities that matters, but the quality of experience and offerings that one finds in each park. Our assessment of future needs will consider ways to elevate the quality of existing park amenities.



LOOKING TOWARD THE FUTURE

Based on our previous tour of the system, the Team will be interested in identifying park locations and types of parks, equitable access to parks, infrastructure requirements, wayfinding, and branding of the system. In our visit to Burlington's parks and facilities we noticed infrastructure needs throughout the system, including playgrounds and indoor facility needs.

Indoor multi-purpose space exists primarily at the Miller Community and Recreation Center which is located in the northern part of the City. Again, we will want to look at accessibility for general recreation programs throughout the entire City. The outcome of this task area will result in a system view of the individual components of parks and facilities.

Mapping: This includes mapping parks by classification and major amenities by facility standards as well as a system wide map. Using the facility standards for each park and major facility type (amenity), a series of maps by each classification and major amenities will be prepared. This mapping spatially identifies gaps and overlaps in service area. It is assumed that the Department will provide base GIS information including inventory and general location of park sites and amenities. The Team will provide maps in digital format (ARCGIS compatible) and hard copy.

Recreation: This task will build upon the Recreation Programs and Services Inventory completed during Activity 1. Additionally, the public input sessions will significantly drive decisions for positioning recreation programs for the future and for anticipated indoor

space needs. Survey results will be used to develop an overall priority list of program needs and unmet needs. The Heller and Heller Consulting Program Assessment template will be used to determine the basis for program improvements.

Recreation staff will be involved in providing information for the template, including previous years' registration and financial information, marketing approaches, use of social media, how technology is used to improve services, and ensuring alignment of program offerings with community need. This task will also include discussion about existing recreation space, partnering with other organizations in the region, and future opportunities for programming. Issues relating to accessibility will be discussed as well. This task will result in actionable strategies for strengthening the recreation program delivery system.

Organization and Leadership Structure: The organizational structural review will begin with a meeting with Department leadership and input from key staff members for perspectives of what works well and what needs improvement in the way the organization is structured. This will also include discussion about the overall leadership system. This is important as the ability to effectively implement the Plan depends upon leadership's ability to align the organization with the recommended strategies of the Plan. This task includes reviewing:

- Current structure
- Communication systems

- Work flow
- Management of processes
- Leadership system and practices

The Consulting Team will use organizational structure guidelines developed by Heller and Heller and the Malcolm Baldrige National Quality Criteria in assessing the structure and leadership system and will result in recommendations to strengthen the Department's operations. The leadership system will review employee engagement and accountability, deployment of mission and vision, and a review of organizational performance.

Deliverables:

- Demographics and Trend Report
- Park Classifications and Facility Standards
- Comprehensive ARCGIS compatible maps, including system wide, parks and facility amenities
- Recreation Program and Services Assessment
- Financial Review Assessment
- Recreation Program and Services Assessment
- Organization Structure and Leadership System Review Narrative





A PLAN FOR VISION + IMPLEMENTATION

Activity 5: Development of Vision, Design Guidelines and Implementation Strategy

Activity 6: Final Report, Completion of Plan

The Consulting Team will brainstorm ideas with Burlington leaders about overall findings and recommendations of the technical reports developed in previous activities. The outcome of this process will be development of an aspirational vision comprised of overall system themes, the key areas needed for full development of park and recreation services. This vision provides the “story” of the system and how its legacy can be preserved while adapting to changing customer preferences, requirements, trends, and demographics. This discussion begins with a conversation about mission and vision to ensure these statements “fit” the future direction of the Department.

The Team will identify capital needs for the system based on the results of the public input, the level of service standards, and all of the previous assessments. This will include reviewing existing capital plans, including the Penny for Parks program.

The most difficult task of the Master Plan is successfully deploying the Plan. It is our team’s intent to provide the Department with robust implementation guidelines.



A PLAN FOR VISION + IMPLEMENTATION

We feel as though our team is uniquely qualified to provide a roadmap for successful execution. Through our experiences, we recognize implementation is a difficult task for many agencies. We want to provide staff with the cultural framework needed to execute the Plan.

The strategic recommendations within the Plan will be designated as short, mid or long term and will include a measurement system to track progress. Guidelines for implementation will be provided including a reporting system, a series of performance indicators, assignment of responsibilities for the Plan, engagement of staff, information sharing with stakeholders and residents, and discussion of creating a resident committee to assist with Plan deployment. Some elements of successful implementation include:

- Assigning implementation of the Plan to a Champion
- Connection of the Plan's deployment to a staff Executive Committee
- Development of structural configurations, or methods of creating organizational culture to support the Plan
- Visual management of the Plan's progress
- Institutionalizing the Plan using techniques from Office Kaizen/Lean/Toyota Production System

- Connecting the financial assessment with ideas for funding projects identified in the Plan
- Methods of successful communication of the Plan to the public

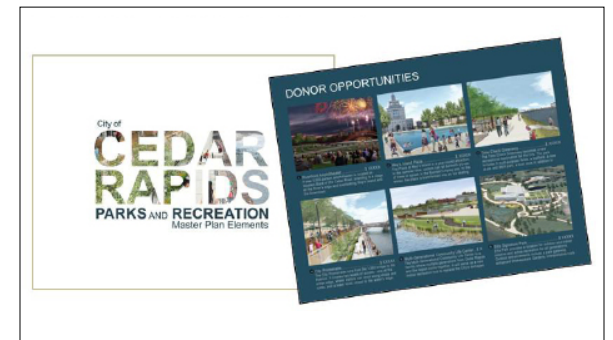
The RFP requested information about updating the Plan every three years. The Team encourages the staff to consider an annual review of the strategic recommendations to assess changes in priorities. The Team will discuss the elements of the Plan that should be studied on a three year basis, such as capital items, demographic changes, financial trends, etc. The statistically valid household survey can be repeated in about five years' time, which is a typical timeframe agencies repeat the process.

Activity 5 Deliverables: Session notes, finalized mission and vision, strategic recommendations, capital development priorities and cost estimates, implementation guidelines

Activity 6 Deliverables: The Team will provide 15 hard copies and an electronic version of a graphically laid out executive summary style plan. The executive summary plan will be useful for the Department and user-friendly for the public. It is intended to help the public visualize the ideas in the plan in order to generate excitement and support for implementation. Additional technical information will be compiled in a technical appendix.



We believe that a clear graphic identity for the plan can help it build excitement in the community, support the vision and set the stage for implementation. We will create a graphically laid out document, such as the Bridgeport, CT Parks Master Plan above.



To us, implementation of the plan is the ultimate success. However, we understand that resources are limited. In the past, we have used the plan to frame donor opportunities for the parks, and assisted the community in understanding funding opportunities.



Plan implementation can be a lengthy process. To build on the momentum that this planning process will generate, we will look for “quick wins,” small projects or changes that can be done quickly and demonstrate progress.



UNDERSTANDING

ENGAGEMENT

FUTURE

VISION

[illegible]



COST PROPOSAL

LABOR HOURS BY TASK

PAGE 1 OF 2

Activity 1 + 2 Kick-off,
Conditions Inventory

Activity 3 Public Engagement

		HELLER + HELLER		SASAKI		LEISURE VISION	
		<i>HELLER</i>	<i>KROGER</i>	<i>FORD</i>	<i>HENSOLD</i>	<i>HUTTON</i>	<i>VINE</i>
- TASK -	- ASSOCIATE - - RATE -	\$195	\$100	\$250	\$150	\$100	\$185
A. Kick-Off Meeting		4	—	8	8	8	—
B. Existing Conditions		10	—	—	12	24	—
C. Existing Plan/Data Review		8	—	—	11	4	—
	DIRECT LABOR HOURS	22	—	8	31	36	—
	LABOR FEE	\$4,290	—	\$2,000	\$4,650	\$3,600	—
	TOTAL EXPENSES	\$970	—	\$490	\$300	\$300	—
	TOTAL / FIRM	— \$5,260 —		— \$11,340 —		—	
A. Input Sessions		26	16	8	20	16	—
B. Household Survey		2	—	—	4	—	67
	DIRECT LABOR HOURS	28	16	8	24	16	67
	LABOR FEE	\$5,460	\$1,600	\$2,000	\$3,600	\$1,600	\$12,395
	TOTAL EXPENSES	\$970	\$750	\$490	\$800	\$250	—
	TOTAL / FIRM	— \$8,780 —		— \$8,740 —		\$12,395	

LABOR HOURS BY TASK		HELLER + HELLER		SASAKI		ETC INSTITUTE		
PAGE 2 OF 2		- ASSOCIATE -	HELLER	KROGER	FORD	HENSOLD	HUTTON	VINE
- TASK -		- RATE -	\$195	\$100	\$250	\$150	\$100	\$185
A. Demographic + Trends Report			2	24	—	4	—	—
B. Financial Review			14	—	—	—	—	—
C. Parks + Facilities Assessment			—	—	8	12	40	—
D. Mapping			—	—	8	12	60	—
E. Recreation Assessment			8	55	—	2	—	—
F. Organizational + Leadership Assessment			15	—	—	2	—	—
	DIRECT LABOR HOURS		39	79	16	32	100	—
	LABOR FEE		\$7,605	\$7,900	\$4,000	\$4,800	\$10,000	—
	TOTAL EXPENSES		\$1,190	\$750	\$490	\$300	\$300	—
	TOTAL / FIRM		— \$17,445 —		— \$19,890 —			—
A. Vision Workshop			12	—	4	8	20	—
B. Capital Development			8	—	—	8	—	—
C. Implementation Guidelines			8	—	4	8	20	—
D. Draft Report			25	15	2	16	20	—
E. Final Report			8	—	2	8	20	—
	DIRECT LABOR HOURS		61	15	12	48	80	—
	LABOR FEE		\$11,895	\$1,500	\$3,000	\$7,200	\$8,000	—
	TOTAL EXPENSES		\$3,105	—	\$150	\$150	\$150	—
	TOTAL / FIRM		— \$16,500 —		— \$18,650 —			—
	> TOTAL LABOR		\$40,250		\$54,450			\$12,395
	> TOTAL TRAVEL		\$6,970		\$3,420			—
	> TOTAL OTHER		\$765		\$750			—
> TOTAL FEE		\$119,000						



ATTACHMENT A

ATTACHMENT A

Understanding of RFP Procedure, Terms and Conditions

This page to be returned with qualifications submission

I acknowledge that I have read and understand all procedures and requirements of the above reference RFP and have complied fully with the general terms and conditions outlined in the RFP.


Consultant Team:

Heller + Heller Consulting + Sasaki

Representative's Printed Name:

Barbara Heller

Representative's Signature:



Date:

3/11/13



THE BURLINGTON VERMONT PARKS SYSTEM MASTER PLAN

Thank you for giving us the opportunity to submit additional information in this proposal. We are truly excited by the opportunities that the plan holds for the City of Burlington and its parks and recreation system. Additional information about the firms on our team: Heller and Heller, Sasaki Associates, and Leisure Vision, as well as about specific team members' experience, and past project work can be found in our previous qualifications submittal.

We look forward to discussing our submission and the plan in more detail at the interview next week.

PRIME CONTACT INFORMATION

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