



# Proposal for the City of Salinas Master Plan for Parks, Recreation Centers & Library Facilities



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In Collaboration with:  
Sierra Design-  
Ballard King & Associates  
Group 4 Architecture



Assisting local agencies and non-profits finance  
and conserve greenspaces today.

PLANNING TODAY...  
GREENING TOMORROW

## SECTION A

# Executive Summary & Lead Project Contact

*“Conservation Technix guided the City of Cornelius through adoption of a new Parks Master Plan. One of the key elements to our successful process was the comprehensive community outreach that Steve’s team provided. Their outreach focus included our Latino community, churches, schools, neighboring jurisdictions and local stakeholders. This extensive community surveying laid the foundation for a very community responsive and easily implementable Parks Master Plan..”*

*- Dick Reynolds, City of Cornelius*

# Team Overview

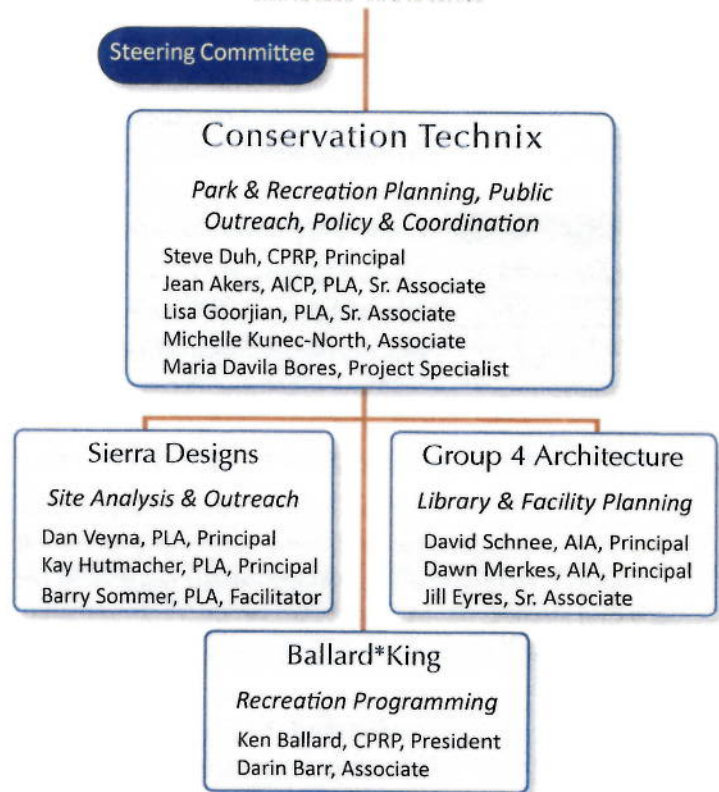
## Team Introduction

Conservation Technix is excited about the opportunity to submit our qualifications for the Salinas Parks, Recreation Centers and Library Facilities Master Plan and has organized an experienced, professional team with the knowledge, expertise and capacity to meet the timeline and challenges of this critical, community project. Our team brings the unique perspective of past roles as municipal park planners, and as such, we understand the nuances related to policy development and public involvement and the need for succinct, implementable and realistic planning documents. The project team brings significant, direct public-sector experience to this project, including park system planning, recreation and facility planning, library planning and implementation strategy.

Our team is guided by the principle that the active use and conservation of open spaces promotes the environmental, social and economic vitality of communities. We see parks and recreation as an **essential and core building block** to community livability and as a means to **promote healthy lifestyles and economic vitality**. We are committed to a lively and rich community-based planning process that encourages broad resident input.

As the prime consultant, Conservation Technix will lead the team and be responsible for overall coordination, planning and outreach. To fully meet the scope of this project, we have partnered with Sierra Designs, Ballard\*King & Associates and Group 4 Architecture, Research + Planning.

Our team will be nimble, flexible and responsive, while providing creative solutions built on recent public sector park experiences, and our team will be guided by significant principal and senior staff involvement throughout the duration of the project.



## Firm Profiles



### Conservation Technix :: Primary Consultant

Founded in March 2006, Conservation Technix assists local government and non-profit organizations in efforts to finance and conserve greenspaces through innovative solutions and dynamic strategy development and provides the following professional services:

- Comprehensive Park, Recreation and Natural Resource Planning
- Public Involvement & Facilitation



- Fiscal, Policy and Trend Analyses
- Conservation Strategy, Real Property Acquisition & Grant Writing

Conservation Technix specializes in developing comprehensive park system master plans that address park and recreation facilities, open space and trails, programs and services, maintenance, and future staffing and funding strategies. Through significant and relevant experience in public administration and management, Conservation Technix's staff have "on the ground" knowledge of plan implementation, marketing and finance strategy development, along with a keen understanding of the requisite integration of capital facility planning, budgeting and operations. Conservation Technix's approach to open space planning enables substantial public involvement and engenders guidance from policymakers to ensure an implementable plan adapted to specific community goals.

Conservation Technix is registered to conduct work in California. The firm is located in Portland and is an Oregon certified Tier-1 Emerging Small Business. All 6 professional staff have experience as public sector park planners, with over 65 years of combined experience. We are active in the National Recreation & Parks Association, Society of Outdoor Recreation Professionals, American Planning Association and International Society of Arboriculture.



Sierra Designs Inc  
113 N. Church St., #310  
Visalia, CA 93291  
Phone: 559.733.3690  
sierradesignsla.com

#### **Sierra Designs :: Site Assessments, Cost Estimating & Public Outreach Support**

Sierra Designs, Inc. is a specialist Landscape Architecture firm lead by two dynamic and talented principals, Daniel M. Veyna, ASLA, and Kay Hutmacher, ASLA. A team approach utilizes their combined and unique skills, talents and experience to compliment any design team or project. For over three decades clients have benefited from their design approach which blends creative ideas with an appreciation of realistic budget constraints and unsurpassed technical knowledge.

Sierra Designs, Inc. has assisted in the design of many public projects - providing services ranging from community outreach and workshop sessions, often bilingual, to coordination of the public design process to production of efficient and accurate construction documentation. One of the specialties of the firm is the design of park space in smaller and often disadvantaged communities. Using traditional and innovative techniques, the firm leads visioning exercises, helps the community articulate their dreams and wishes, understand the resource and technical consequences of their selections and translate their ideas into a spatially respectable designs. Sierra Designs then uses this information to create park designs responsive to the needs and desires of the community, with an eye to technical accuracy, reasonable maintenance and development budgets and creative celebration of the unique qualities of the community.

Sierra Designs is located in Visalia, CA and provides services to clients and projects throughout California and the Western US. The firm is at home in the Central Valley and is expert in the natural, built and bid environments of the area.

Sierra Designs will provide recreational design evaluation, assist with community outreach and planning services for this project. The firm has extensive experience, including a very recent Salinas project – the Natividad Creek Park Master Plan.


**BALLARD\*  
KING**  
ASSOCIATES, INC.

Ballard\*King  
2743 E. Ravenhill Circle  
Highlands Ranch, CO 80126  
Phone: 303.470.8661  
ballardking.com

### **Ballard\*King & Associates :: Recreation Program Assessment**

Ballard\*King & Associates is a recreation facility planning and operations consulting firm established in 1992. In response to the need for market-driven and reality-based planning for recreation centers and recreation facilities, B\*K provides needs assessments, market analysis, operations pro-formas and audits specific to recreation centers and recreation facilities. With over 70 combined years of facility management and planning experience in the public, non-profit, collegiate and private sector, our consulting firm has completed over 500 projects in 47 states and has working relationships with more than 80 architects coast-to-coast.

**GROUP 4**   
architecture, research + planning

Group 4 Architecture,  
Research + Planning, Inc.  
211 Linden Avenue  
South San Francisco, CA 94080  
Phone: 650.871.0709  
www.g4arch.com

### **Group 4 Architecture :: Library Master Planning & Project Support**

Group 4 Architecture, Research + Planning, Inc., is a full-service architecture and consulting firm composed of inspired and talented individuals dedicated to creating vibrant public places that cultivate dynamic communities. For over 40 years we have been providing quality services to library, public, and private clients and the communities they serve. Our distinctly interactive and inclusive process engages diverse user, staff, and stakeholder groups in shaping the future of their communities.

Exceeding our clients' expectations and creating and communicating a vision for their communities are key reasons behind the success of our projects. We pride ourselves on forming interactive relationships with clients that incorporate the voices of users as well as facility managers. Group 4's priorities of excellence in planning and design result in many long-term relationships with our clients. Our libraries have received many local and national recognition and honors for their excellence in functionality, sustainability, and design, including the Library Journal's New Landmark Library, the ASCE-SF Community Improvement Project of the Year, and the American Institute of Architects San Francisco Merit Award.

Our staff includes planners, architects, interior designers, and technical and construction support specialists. We are active in library associations including ULC, PLA, OCLC, and CLA, as well as organizations such as the American Institute of Architects and the Environmental Design Research Association. Most of our professional staff are LEED accredited.

# Team Members, Roles & Availability

## Qualifications

The team is composed of service-sector leaders. **Sierra Designs** is one of the region’s premier landscape architecture firms with deep roots in central California and recent work in Salinas. **Group 4 Architecture** is a regionally-known design and planning firm with a strong focus on library facility design and master planning. **Ballard\*King** brings national experience and has completed over 500 recreation facility projects in 48 states.

Our team has the **capacity and experience** to engage the City on every aspect of park and recreation planning; **we are a full-service team**. Our team understands your needs from your perspective, and we can work closely with the City **as an extension of staff** to enable a smooth, efficient plan development and review process. Staff resumes are provided on the following pages.

## Team Member Roles & Availability

Steve Duh, the firm’s principal, will be the project manager and point of contact with Salinas. He will keep the team cohesive and well-directed, while facilitating for creative, strong ideas. All key personnel will be available throughout the duration of this project, and the chart summarizes team personnel and their roles.

Personnel		Roles								Availability
		Park System Planning	Inventory & Assessment	Standards & LOS	Public Involvement	Needs Assessment	Capital Planning & Finance	Goals & Strategies	Library Planning	
Conservation Technix	Steve Duh, CPRP, PIC	L	s	L	L	s	s	s	s	65%
	Jean Akers, RLA, AICP	s	s	s	L	s	L	L		55%
	Lisa Goorjian, RLA	s				s	s	s		20%
	Michelle Kunec	s		s	s	L	s	s		25%
	Maria Davila Bores	s			s					10%
Sierra Designs	Dan Veyna RLA	s	L	s	L	s	L	s		35%
	Kay Hutmacher, RLA		s		s	s	L			20%
	Barry Sommer, PLA				L					5%
Ballard*King	Ken Ballard	s				L	s	s		15%
Group4 Architecture	David Schnee, AIA		s				s		L	10%
	Dawn Merkes, AIA								s	5%
	Jill Eyres, RA		L			s	s		L	15%

NOTE: "L" refers to Lead staff person; "s" refers to support.

**Credentials**

- Master of Urban and Regional Planning, Portland State University
- B.S., Environmental Science, SUNY College of Environmental Science & Forestry
- NRPA Rocky Mountain Revenue Management School
- Certified Parks & Recreation Professional

**Steve Duh, CPRP, Principal, Conservation Technix**

Steve is a Certified Park and Recreation Professional and has over 15 years experience in public sector and non-profit program management. Steve brings six years of hands-on public agency experience as program manager for Vancouver-Clark Parks and Recreation Department where he helped establish a voter-approved parks district to enable a \$40 million program of park development, established an off-leash dog area program, managed the parks capital program and led several interagency plans. Steve will lead the system planning, including policy frameworks, strategies and partnership opportunities. As project manager, he will be responsible for the timeliness and completeness of team work and providing overall quality control on the project.

**Credentials**

- Master of Science, Horticulture; Ohio State University
- Bachelor of Landscape Architecture; Temple University
- Bachelor of Agriculture; Ohio State University
- Certified Planner
- Registered Landscape Architect

**Jean Akers, PLA, AICP, Senior Associate, Conservation Technix**

Jean is a certified Planner and registered Landscape Architect with over 25 years of significant local and state park planning and design experience. With professional experiences that range from site-specific landscape design to community and regional approaches for land conservation, development and use, Jean has the ability to work across multiple scales with a diverse cross-section of stakeholders. She is very effective at leading the public participation process through her years as college instructor, project manager, planner and public speaker. Jean's efforts will be focused toward park system planning, site assessments and operations, and public engagement.

**Credentials**

- Master of Landscape Architecture, University of Oregon
- Bachelor of Landscape Architecture, University of Oregon
- Bachelor of Art - Fine Art, University of Oregon
- Registered Landscape Architect

**Lisa Goorjian, PLA, Senior Associate, Conservation Technix**

Lisa is a registered Landscape Architect with over 18 years of expertise in local and state park, acquisition, planning, development; operations and maintenance; senior level management, and excellent communication and leadership skills valuable in cultivating a positive working environment. Her work is rooted in providing excellent outdoor recreation experiences where compatible with natural and cultural resources and is guided by a belief that our public lands are fundamental and should be accessible for people of all abilities and backgrounds. Lisa's work experiences ranges from large state parks, to county and city parks and trails to small historic cemeteries. Lisa's experience will be directed toward operations and trail planning.

**Credentials**

- Master of Community & Regional Planning; University of Oregon
- B.S. Environmental Science; University of Virginia
- Bachelor of Urban & Environmental Planning; University of Virginia

**Michelle Kunec-North, Associate, Conservation Technix**

Michelle is a planner with 10 years of experience in multi-sector public facility planning, including parks, green infrastructure and transportation systems. Michelle is committed to creating healthy, active communities and has led collaborative, multi-agency partnerships to integrate health and equity in public planning and policy. Michelle's efforts will be focused toward park system planning, strategic planning and needs assessment.

**Credentials**

- Bachelors Degree in Architecture, University Autonomous of San Luis Potosi, Mexico
- Sustainable Building Certificate, Portland Community College

**Maria Davila Bores, Project Specialist, Conservation Technix**

Maria is a native Spanish speaker who is passionate about parks and recreation. She has five years of experience working closely with the public with a main focus with the Latino community. She has provided information regarding a variety of programs and initiatives, including community centers, Trails Master Plan and natural areas, among others. Maria will provide Spanish translation for outreach materials and the design of the community survey.

## Steve Duh, CPRP

PRINCIPAL



Steve is a Certified Parks & Recreation Professional and ISA-certified arborist and has over 15 years experience in public sector and non-profit program management. Steve's background includes urban and land use planning, park and open space planning, urban forestry, real property acquisitions, public involvement and facilitation, policy and budget development, financial and trend analysis, and project management. Steve's recent projects include managing the public involvement, land use planning and project management for the City of Tigard's \$17 million park bond program, along with a parks, recreation and open space plan update for the City of Covington (WA) focusing on recreation programming and facilities.

Prior to founding Conservation Technix, Steve was the senior parks planner and design section manager for the Vancouver-Clark Parks & Recreation Department. He authored and managed a study to enable the creation of a voter-approved metropolitan parks district and a \$40 million capital park construction program, oversaw capital financing programs, conducted impact fee rate and methodology revisions, developed policies and established several local partnerships. He is very familiar with capital funding programs in Washington, along with grant and philanthropic opportunities. His experience and insights on park system planning will be directed toward the level of service analysis, capital project list prioritization and service area analyses.

### REPRESENTATIVE PROJECTS

#### Las Cruces Parks & Recreation Master Plan – Las Cruces, NM

Steve Duh led the five-year update to the Las Cruces Parks and Recreation Master Plan. As New Mexico's second largest city, Las Cruces has been challenged with 31% population growth over the past decade and rapidly aging recreational infrastructure. The core issues for the master plan update involved ways to address service delivery in the newly developed residential areas of the community, strategizing for system-wide infrastructure upgrades and expanding the parkland footprint to fill crucial gaps in service. The project included a review of national recreation trends, outlined targeted management considerations for service delivery and prioritization and recommended a streamlined approach special event permitting. The implementation strategy assessed a range of potential funding mechanisms and explore the potential of performance-based budgeting and revenue retention.

- Delano Recreation Master Plan; Delano, CA
- Covington Capital Facilities Plan Update & Cost Estimating; Covington, WA
- Corvallis Park and Recreation District Feasibility Study; Corvallis, OR
- Lake Forest Park 100-Year Park Legacy Project - Financing Toolbox; Lake Forest Park, WA
- Regional Parks Assessment of The Intertwine (Portland Metro); Portland, OR
- Tigard Parks Acquisition & Improvement Bond Program Implementation; Tigard, OR
- Clark County Parks, Recreation & Open Space Plan; Clark County, WA

### EDUCATION

- Master's degree, Urban and Regional Planning; Portland State University
- Bachelor of Science, Environmental Science; SUNY College of Environmental Science & Forestry
- NRPA Rocky Mountain Revenue Management School

### PROFESSIONAL HIGHLIGHTS

- Presenter: *Green Infrastructure: From Single Site to Region*; National Association of Recreation Resource Planners Conference; Portland 2010
- Presenter: *Metropolitan Park Districts in Washington*; Joint Washington and Oregon State Parks & Recreation Association Conference; Vancouver, WA 2006
- Design Manager/Park Planner; Vancouver-Clark Parks & Recreation; Vancouver, WA, 2000-2006
- Community Outreach Coordinator & Neighborhood Planner; Portland, OR, 1996-2000



Jean Akers is a registered, professional landscape architect and a certified planner with the American Institute of Certified Planners. With professional experiences that range from small-scale, site-specific landscape design to community and regional approaches for land conservation, development and use, Jean is able to work across multiple landscape scales with a diverse cross-section of stakeholders. She is very effective at leading the public participation process through her years as a college instructor, project manager, planner and public speaker.

While working for the Vancouver-Clark Parks and Recreation Department, she designed neighborhood and community parks, prepared master plans and feasibility studies for regional parks, and developed policies and best management practices while integrating GIS into park and trail planning and asset management. Jean managed a \$19 million park acquisition program and led a community-wide planning effort to explore the future of parks and recreation in Clark County as government revenues continued to fall short of expenses and funding support for the public park and recreation system steadily diminished.

Jean has considerable experience in municipal planning activities as both a private consultant and public planner, and she taught municipal planning as an instructor for the Pennsylvania Municipal Planner's Educational Institute, where her combined planning expertise and teaching experience assisted community leaders in growth management and community planning.

## REPRESENTATIVE PROJECTS

- Coquille Parks Master Plan; Coquille, OR
- Bluffdale Parks, Trails, Recreation & Open Space Plan; Bluffdale, UT
- Vancouver Metropolitan Parks District Study; Vancouver, WA
- Fife Parks, Recreation & Open Space Plan; Fife, WA
- Wood Village Parks Master Plan; Wood Village, OR
- Clark County Parks & Open Space Plan; Clark County, WA
- Thurston County Urban Forestry Management Plan; Thurston County, WA
- Swatara State Park; Pine Grove, PA

## EDUCATION

- Master of Science - Horticulture; Ohio State University
- Bachelor of Landscape Architecture; Temple University
- Bachelor of Agriculture; Ohio State University

## PROFESSIONAL HIGHLIGHTS

- National Association of Recreation Resource Planners, 2010, presentation.
- American Planning Association Annual Meeting, 2004, presentation.
- Annual Symposium: New Directions in the American Landscape, 2002.
- Pennsylvania Parks & Recreation Society Annual Conference, 2002, presentation.
- American Society of Landscape Architects National Conference, 1998, 2001, published.
- Chief Parks Planner; Vancouver-Clark Parks & Recreation; Vancouver, WA. 2007-2011
- Professor; Conway School of Landscape Design; Conway, MA. 2002-2006

## AFFILIATIONS

- Society of Outdoor Recreation Professionals; *Vice-Chair, Board Member* (formerly NARRP)
- American Society of Landscape Architects; *Professional Landscape Architect*
- American Planning Association; *AICP*

Lisa is a registered Landscape Architect with over 10 years of significant local and state park planning and design experience. Her work is rooted in providing excellent outdoor recreation experiences where compatible with natural and cultural resources and is guided by a belief that our public lands are fundamental and should be accessible for people of all abilities and backgrounds. Lisa's work experiences ranges from large state parks, to county parks and trails to small historic cemeteries. With keen interpersonal communication skills, she successfully executes on project delivery, along with strategic planning evaluation and decision-making.

## REPRESENTATIVE PROJECTS

### **Covington Capital Facilities Plan Update & Cost Estimating – Covington, WA**

Lisa led the development of an updated capital facilities plan for the Covington Parks and Recreation Department. The project included detailed cost estimating across a range of acquisition, development and renovation projects covering parks, trails and other system amenities. The estimating was a build-up of costs by major work task and scope for each project. The resulting CFP provided a baseline for annual budgeting and an update to the city's park impact fee methodology and rate structure.

### **Bi-State Trails Plan for the Portland - Vancouver Metropolitan Area – Clark County, WA**

The 2010 Bi-State Trails Plan is the first trail planning document for metro Portland-Vancouver to fully leverage existing plans with the express purpose that one coordinated document will successfully achieve and accelerate the objectives of many district plans. Lisa co-authored with Metro staff the bi-state trail planning initiative and planning document that advocated for comprehensive trail planning efforts throughout the metro region. The plan includes a written report, as well as individual conceptual alignments for 17 trails in SW Washington.

- Big Sugar Creek State Park Chinquapin Trail & Trail Head; Pineville, MO
- 2006 Clark County Trail & Bicycle System Plan; Clark County, WA
- Johnson Shut-In's State Park Equestrian Trail Head, Campground & Trail; Lesterville, MO
- Vancouver Lake Trail Design & Permitting; Vancouver, WA
- Hawn State Park Trail and Overlook; Ste. Genevieve, MO

## EDUCATION

- Master of Landscape Architecture; University of Oregon
- Bachelor of Landscape Architecture; University of Oregon

## PROFESSIONAL HIGHLIGHTS

- Presenter: *Weaving the Tapestry of Recreation and Restoration: Trail and Park Development on the East Fork*; National Association of Recreation Resource Planners Conference; Portland, OR. 2010
- Presenter: *Low Maintenance Park Development Compatible with Natural Resources*; Joint Washington and Oregon State Parks & Recreation Association Conference; Vancouver, WA. 2006
- Trail Program Manager; Vancouver-Clark Parks & Recreation; Vancouver, WA. 2007-2010
- Park Designer; Vancouver-Clark Parks & Recreation; Vancouver, WA. 2002-2007
- Senior Park Planner; Missouri State Parks; Jefferson City, MO. 1999-2002

## AFFILIATIONS

- Society of Outdoor Recreation Professionals (formerly NARRP)
- American Society of Landscape Architects; *Registered Landscape Architect*
- American Trails Association
- Washington State Trails Association

# Michelle Kunec-North

ASSOCIATE



Michelle has eleven years of experience as a professional planner working to increase opportunities for people to lead healthy, active lives. She has developed coordinated parks, open space, trail and other public facility plans for several Northwest cities, including capital improvement programs, available land assessments, short- and long-term acquisition strategies and revenue analysis. She enjoys facilitating conversations between agency staff, stakeholders and the public to identify priorities and develop strategies that balance multiple community objectives. Michelle has also participated in local and national collaborations to integrate health in public planning and has experience in Health Impact Assessments. Michelle also speaks Spanish and has used her language skills in a variety of meeting settings.

## REPRESENTATIVE PROJECTS

### The Portland Plan

Michelle co-led development of the Portland Plan's Healthy Connected City Strategy to create complete, active and green communities. To develop this multi-agency strategy, she convened a technical advisory committee that included representatives from parks, transportation, health, environmental services, emergency management and planning agencies. The resulting policies and action plan focus on coordinated land use, parks, green infrastructure, greenway, and multi-modal transportation investment and programs to advance health and livability and promote stewardship of public resources.

### Vancouver-Clark Comprehensive Parks, Recreation & Open Space Plan

Michelle managed the development and adoption of the Vancouver-Clark Parks, Recreation & Open Space Plan - a 20-year plan for acquisition and management of a 7,000-acre park and trail system. The planning process included extensive stakeholder and public involvement, including focus groups, workshops and surveys, as well as inventory and trend analysis. Michelle oversaw capital facility plan development – including service standards, prioritization criteria, and funding strategies – for multiple jurisdictions with over \$20 million in combined annual expenditures.

- City of Delano Recreation Master Plan; Delano, CA
- City of Kirkland Parks, Recreation & Open Space Plan; Kirkland, WA
- City of Portland Infrastructure Condition & Capacity Assessment; Portland OR
- City of Seaside Parks Master Plan; Seaside, OR
- City of Maple Valley Parks, Recreation, Cultural & Human Services Plan; Maple Valley, WA

## EDUCATION

- Master of Community and Regional Planning, University of Oregon
- Bachelor of Urban and Environmental Planning, University of Virginia
- Bachelor of Science, Environmental Science, University of Virginia

## PROFESSIONAL HIGHLIGHTS

- Led Healthy Eating Active Living partnerships for the City of Portland with Multnomah County Health Department and health advocacy organizations
- Advisory committee member for projects including the Portland Bicycle Plan for 2030; Health Impact Assessment of Metro's Climate Smart Communities; Portland Climate Adaptation Plan; and Multnomah County Community Health Assessment
- Policy Analyst/Planner; Bureau of Planning and Sustainability, Portland, OR, 2008-2013
- Parks Planner; Vancouver-Clark Parks & Recreation; Vancouver, WA, 2005-2008

## AFFILIATIONS

- Northwest Trail Alliance, volunteer grant writer
- International Mountain Biking Association

## Maria Rosa Davila Bores

PROJECT SPECIALIST



Maria is a native Spanish speaker who is passionate about parks and recreation. She has four years of experience working closely with the public with a main focus in the Latino community in Washington County providing information regarding a variety of programs and initiatives, including community centers, Trails Master Plan, natural areas, travel options (walking, biking, transit, etc) and waste reduction.

Maria has a Bachelors Degree in Architecture from Mexico and is currently working at Hillsboro Parks and Recreation in the Development and Operations Department as a Project Specialist assisting and managing Parks programs and projects. She is the Chair of the Latino Engagement Committee (LEC), an internal Hillsboro committee, that has a mission to increase Latino community participation and awareness in the City's opportunities and events.

### REPRESENTATIVE PROJECTS

#### ¡Vámonos! Map Project - Metro

Maria worked for Metro helping with the design and development of the ¡Vámonos! Map. Maria was responsible for gathering community input to create a comprehensive map for the Latino community. She led a multi-faceted outreach effort that included a range of tactics from intercept surveys to attending Latino hubs, such as Centro Cultural, Adelante Mujeres and M&M swap meet center, to personally connect with the community. It was a big effort, and the final walking and biking maps for the Cities of Hillsboro, Cornelius and Forest Grove are some of a very few examples of bilingual and bi-cultural maps in the U.S.

- City of Delano Recreation Master Plan; Delano, CA

### EDUCATION

- Bachelors Degree in Architecture, University Autonomous of San Luis Potosi, Mexico
- Sustainable Building Certificate, Portland Community College

### PROFESSIONAL HIGHLIGHTS

- Experience facilitating open houses and community meetings for the Latino community
- Language skills: Spanish, French, English
- Parks Project Specialist; Hillsboro Parks & Recreation, 2012-Present
- Outreach event coordinator; Metro, 2011-2012
- Designer and Drafter; OCA - Oscar Cadena Architectural Firm, 2006-2007
- Supervisor; Instituto de Vivienda del Estado (Government Housing Program), 2005-2006
- Software skills: CAD, GIS, Adobe, Office suite

## Daniel M. Veyna, ASLA

*Sierra Designs inc. - Landscape Architecture*

*Principal Landscape Architect*

Daniel excels at bringing together successful teams to design and build exceptionally attractive and effective civic and private projects. He brings an ability to design creative, outside the box solutions, while working within realistic budget constraints by applying superior people, management, creative and technical skills to each project.



Daniel has designed, managed and worked on many of the outstanding projects in communities throughout the San Joaquin Valley, the Sierra Nevada Mountain Range and throughout California.

### ***Sample Sports & Recreation Projects:***

Bakersfield High School Stadium & Sports Fields  
Modernization  
Visalia Unified Middle School Courtyards  
Visalia Unified Modernization and ADA  
Improvements for Eleven Playgrounds  
Salinas Natividad Park Outreach & Master Plan  
Winton Park Outreach & Master Plan  
City of Delano Recreation Master Plan  
Visalia Recreation Park Pickleball Courts  
Farmersville Sports Park  
Rawhide Professional Baseball Stadium at Recreation  
Park – Visalia, Ca.  
St. Johns Riverwalk Parkway Master Plan and  
Construction Documents  
Farmersville Sports Park Outreach and Master Plan  
Weedpatch and DiGorgio Parks (Kern County)  
Outreach and Master Plan  
Mill Creek Garden Park Playground, Visalia, Ca.  
Murry Park Master Plan, Porterville, Ca.  
Mooney Grove Park Master Plan, Visalia, Ca.  
Heritage Park, Hanford  
Centennial Park, Lemoore  
Tachi Sports Fields and Baseball Fields, Tachi Native  
American Rancheria  
Mira Monte High School, Bakersfield  
Terra Del Sol High School, Bakersfield  
Foothill High School Modernization & Irrigation

### Education:

Bachelor of Science  
Landscape Architecture  
Ornamental Horticulture  
California Polytechnic  
State University SLO  
Advance Graphics Certificate  
Kansas State University

### Licenses – Current & Prior:

State of California  
Landscape Architect #2409  
Landscape Contractor  
Swimming Pool Contractor  
Horticulture Pest Applicator  
Nursery – Wholesale Grower  
Arizona Landscape Architect

### Past President:

Orange County Nursery Inc.  
Peerless Farms Inc. – Texas  
Veyna Design Studios Inc.  
Jardin Inc.

### Awards:

California ReLeaf  
Central Valley Xeriscape

### Professional:

Founding Past Chair of Central  
Valley Section of the American  
Society of Landscape Architects

### Civic – Current & Prior:

Visalia CC Rotary  
Rotarian of the Year  
Advisory Board – VETC HS

## Katherine S. (Kay) Hutmacher, ASLA

*Sierra Designs inc. - Landscape Architecture*

*Principal Landscape Architect*

The development of creative, innovative and site-responsive projects and solid client relationships has been the key to Ms. Hutmacher's professional career. She is skilled at working with private clients, community groups and allied professionals to craft a sensitive solution to the complex requirements of the site, client and user. She is committed to creating memorable spaces that complement the other project features and the community as a whole.



Kay has designed, managed and worked on many of the outstanding projects in Fresno, Visalia and other communities throughout the San Joaquin Valley and throughout California.

### *Sample Projects:*

Farmersville Park Development Project  
Sports Park Phase I and Canal Parkway (under construction)  
Farmersville Sports Park Outreach and Master Plan (2010-2012)  
Weedpatch and DiGorgio Parks Outreach and Master Plan (Kern County) (2013)  
Herndon Avenue Multi-Purpose Trail, Fresno, Ca (2013)  
Edward Ray Park, Chowchilla (2014)  
Palm Lakes Park, Fresno, Ca (ongoing, 2013)  
Santa Fe All-Purpose Trail, Visalia, Ca (2013)  
Mooney Grove 20 Year Master Plan (2013)  
Rexland Acres Park Outreach and Visioning, Bakersfield, Ca (2011)  
St. Johns Riverwalk Parkway, Visalia, Ca (2011)  
McKenzie Trail, Fresno, Ca (2009)  
Happy Trails Sensory Park, Tulare, Ca (2006)  
Centennial Park, Coalinga (2007)  
Rails to Trails Parkway, Porterville (2007)  
Old River Elementary School, Bakersfield, Ca. (2007)  
Mariposa Creek Parkway, Master Plan CD's  
City of Chowchilla Downtown Visioning Project and Chowchilla Downtown Master Plan (2008)  
Delano High School Football Stadium (2005)  
Mariposa County Recreation Master Plan and General Plan Element and Update (2001)

### Education:

Master of  
Landscape Architecture,  
Texas A & M University  
Bachelor of Science,  
Landscape Architecture  
University of California, Davis

### License:

State of California #2455  
State of Texas # 2923  
LEED-Green Associate

### Past President:

hna Landscape Architecture  
Katherine S. Hutmacher, ASLA,  
Landscape Architecture

### Awards:

Merit Award,  
National Endowment for the Arts -  
UCD Entry  
Design Competition  
ASLA Honor Award,  
Texas A & M University

### Publications:

*Sect. 520: Recreation Facilities*  
McGraw-Hill: Time-Saver Standards  
for Landscape Architects

### Professional:

Treasurer - Central Valley Section &  
Texas Chapters - American Society of  
Landscape Architects

### Civic:

Girl Scouts -  
Caprock Council and  
Central Cal South Council

## Barry Sommer, Psychologist

*Sierra Designs inc. - Landscape Architecture*

*Licensed Psychologist, Landscape Designer*



Barry Sommer is a licensed Educational Psychologist, certified school psychologist, and a Licensed Marriage and Family Therapist in private practice with the Helix Group in Visalia, California. Teaching, training, consultation and facilitation for schools, businesses, and health organizations is a special interest. His primary goal is to support personal, family, community, and organizational development and health.

Barry is a graduate from Cornell University and Queens College of the City of New York, with degrees in Human Development, Psychology, and Education. For almost thirty years, Barry served as the Director of Student and Family Services for the Pixley Union School District. He has directed the Collaborative Leadership Institute, a project of the Tulare County Office of Education designed to ensure the continuing vitality of emerging leaders, and motivating them to work together. Currently, in addition to private practice in psychology, training and consultation, Barry serves as the Director of School and Community Development for the Lindsay Unified School District.

Barry is teaching graduate courses for Columbia University and the Tulare County Impact Intern Program, and is the co-author of *You Can Choose Your Own Life*, a decision-making curriculum for middle grade students (Consulting Psychologist Press, 1994).

Barry is a frequent consultant to Sierra Designs, Inc. participating in outreach and visioning projects. He also uses his innate design talent and appreciation of landscape architecture to provide landscape design services on special projects.



**BALLARD\**KING***  
**& ASSOCIATES LTD**  
Recreation Facility Planning and Operation Consultants



## **KEN BALLARD, C.P.R.P** **President**

### *\*Professional Experience*

As a founding partner of Ballard\*King & Associates, Ken has over 35 years of experience in parks and recreation planning. Ballard\*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation agencies. In his years of work with B\*K, Ken has provided master planning consulting services to more than 30 communities across the country. Ken is well known for his vast knowledge of recreation programming, facility development and operations, as well as organizational planning and facility maintenance. His expertise has been developed over the years from a wide breadth of experiences within the parks and recreation field.

Key parks and recreation master plan projects that Ken has been directly responsible for include:

- Forest Grove, OR
- Tualatin Hills Park & Recreation District, OR
- Covington, WA
- Edmonds, WA
- Seattle, WA
- Longmont, CO
- Flagstaff, AZ
- South Lake Tahoe, CA

### *\*Education*

University of Colorado  
BS Recreation, BA History

Certified Parks & Recreation  
Professional

### *\*Professional Affiliations*

Athletic Business Conference  
Advisory Board

Colorado Parks & Recreation  
Association

National Recreation & Park  
Association

Metropolitan State College of  
Denver – Former Adjunct Faculty

*Ballard\*King and Associates is committed to comprehensive planning and operations consulting services, providing for the effective and efficient use of available resources to develop and operate sports, recreation and wellness facilities.*

2743 E. Ravenhill Circle \* Highlands Ranch, CO 80126 \* (303) 470-8661 \* [www.ballardking.com](http://www.ballardking.com) \* [BKA@ballardking.com](mailto:BKA@ballardking.com)



**DAVID SCHNEE AIA AICP LEED – PRINCIPAL**

David Schnee is a recognized leader in the planning and design of innovative, technology-oriented, sustainable, and beautiful libraries. His designs are as diverse as the clients he serves, as each project reflects and celebrates unique qualities of site, program, and community. In each he artistically combines space and light with a keen sensitivity to how people use and experience their environments.

David's approach to planning and architectural projects is highly collaborative, creative, and solution-oriented. He is also one of the top public meeting facilitators in the Bay Area, and was chosen by San Francisco to lead the public outreach process for the design of the Harvey Milk Memorial Plaza.

**EDUCATION AND REGISTRATION**

*Master of Architecture, University of California, Berkeley*  
*Master of City Planning, University of California, Berkeley*  
*Bachelor of Architecture, Cornell University*  
Registered Architect, State of California, C27893  
Certified Planner, American Institute of Certified Planners, 016198  
LEED Accredited Professional BD+C

**REPRESENTATIVE PROJECTS**

- *Chula Vista Public Library Strategic Vision / Facilities Plan*
- *Marin County Free Library Facilities Master Plan*
- *Santa Cruz Public Libraries Facilities Master Plan*
- *Alameda County Library Master Space Plan*
- *Escondido Main Library Renovation/Expansion*
- *Sacramento Public Library Facilities Master Plan*
- *Oakland Public Library (CA) Master Facilities Plan*
- *Oakland Public Library New Models of Service Plan*
- *Oakland 81st Avenue Branch Library*
- *Spokane Public Library Facilities and Future Service Study*
- *Pierce County Library System (WA) Facilities Master Plan*
- *Pikes Peak Library District (CO) Sustainable Services + Facilities Plan*
- *Johnson County Library (KS) Comprehensive Master Plan*
- *Olathe Public Library (KS) Master Plan*
- *Olathe Downtown and Indian Creek Library Programming*
- *Dayton Metro Library (OH) Capital Facilities Improvements*
- *Multnomah County Library (OR) Central Library Customer Experience Visioning*
- *San Jose Roosevelt Community + Recreation Center*
- *San Rafael Pickleweed Park Library + Community Center*
- *Larkspur Rose Garden Community Center*



**David Schnee**



**Oakland 81st Avenue Library**  
**AIA San Mateo Citation Award**  
**AS&U Outstanding Project**  
**LEED-NC Gold**



**Walnut Creek Library**  
**CoD+A Award — Institutional Category**  
**LEED-NC Gold**

**JILL EYRES RA LEED – SENIOR ASSOCIATE**

Jill Eyres has more than 15 years of experience developing space needs analyses and facilities master plans for public clients. Jill's projects are characterized by clear and compelling recommendations that are easily communicated. She is strongly data-oriented and has experience with a broad range of methods to gather planning and evaluation data, including focus groups, individual and group interviews, questionnaires, GIS mapping, and computer-based user tracking programs.

**EDUCATION AND REGISTRATION**

*Master of Architecture*, University of Illinois, Urbana-Champaign

*Bachelor of Science, Architectural Studies*, University of Illinois, Urbana-Champaign

Registered Architect, State of California, C30061

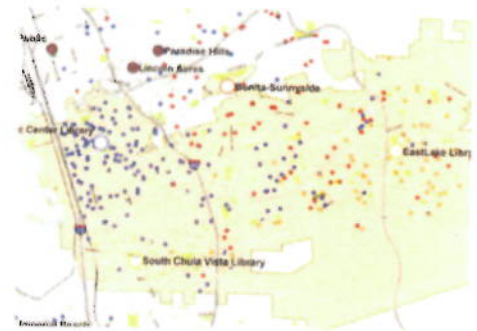
LEED Accredited Professional BD+C

**REPRESENTATIVE PROJECTS**

- *City of Alameda Park & Recreation Master Plan*
- *South San Francisco Library/Community Center Programming*
- *Chula Vista Public Library Strategic Vision / Facilities Plan*
- *Santa Cruz Public Libraries Facilities Master Plan*
- *San Rafael Public Library Needs Assessment/Master Plan*
- *Alameda County Library Master Space Plan*
- *Escondido Main Library Renovation/Expansion*
- *Napa City-County Library Facilities Master Plan*
- *Sonoma County Library Facilities Master Plan*
- *Stockton-San Joaquin County Public Library Facilities Master Plan*
- *Half Moon Bay Library Needs Assessment/Conceptual Design*
- *Spokane Public Library Facilities and Future Service Study*
- *Houston Public Library (TX) Facilities Master Plan*
- *Johnson County Library (KS) Comprehensive Master Plan*
- *Olathe Public Library (KS) Master Plan*
- *Olathe Downtown and Indian Creek Library Programming*



Jill Eyres



Chula Vista Public Library Strategic Vision / Facilities Plan



Día de los Muertos Outreach for Coachella Library



Alameda County Library Master Space Plan

GROUP 4 ARCHITECTURE KEY PERSONNEL

**DAWN MERKES AIA LEED – PRINCIPAL**

Award-winning architect Dawn Merkes is an active proponent of user-based planning for public projects. The interactive planning process she helped Group 4 develop results in partnerships and facilities that meet user needs for decades to come. Given her strong communication skills and excellent public meeting facilitation abilities, it is no surprise that Dawn excels in working with communities and people to create a vision that ultimately leads to facilities that have a significant impact on people's daily lives.

Dawn has an excellent record in managing the design process, including for high-profile projects with budget challenges. As project manager for the Walnut Creek Library, Dawn was able to align the project scope with both the City's budget and the community's expectations for design and services. For the West Sacramento Community Center, she was able to help the City balance its program and budget without sacrificing service levels to the community.

**EDUCATION AND REGISTRATION**

*Bachelor of Architecture*, Montana State University, Bozeman  
Registered Architect, State of California, C24206  
LEED Accredited Professional BD+C

**REPRESENTATIVE PROJECTS**

- *Burlingame Community Recreation Center*
- *Brookfield Recreation Center*
- *San Rafael Pickleweed Park Library + Community Center*
- *San Jose Roosevelt Community + Recreation Center*
- *West Sacramento Community Center*
- *Alameda Krusi Park Community Center*
- *San Jose Camden Health & Wellness Center*
- *Larkspur Rose Garden Community Facilities Master Plan*
- *Palo Alto Cubberley Community Facilities Feasibility Study*
- *Elk Grove Multi Sport Complex Conceptual Master Plan*
- *San Jose Public Library Branch Facilities Master Plan*
- *Daly City Libraries Master Planning*
- *Oakland Public Library Master Facilities Plan*
- *Oakland Public Library New Models of Service Plan*
- *Solano County Library Facilities Master Plan*
- *Stockton-San Joaquin County Public Library Facilities Master Plan*
- *Pierce County Library System (WA) Facilities Master Plan*
- *Palo Alto Mitchell Park Library + Community Center*
- *Walnut Creek Library*



**Dawn Merkes**



**San Jose Roosevelt  
Community + Recreation Center**  
*APWA Project of the Year*  
*CPRS Award of Excellence*  
*ED+C Excellence in Design Award*  
*Santa Clara Valley Urban Runoff Pollution  
Prevention Program Site Design Award*  
*Silicon Valley Business Times Project of the Year*  
*Storm Water Solutions Top Storm Water Project*



**San Rafael Pickleweed Park  
Library and Community Center**  
*Helen Putnam Award for  
Excellence — League of California Cities  
Citation Award — AIA San Mateo County Chapter  
IESNA Northern California Section Award of Merit*

GROUP 4 ARCHITECTURE KEY PERSONNEL



## Unique Qualifications

The goal of the Master Plan for Parks, Recreation Centers and Library Facilities is to enable a strategic planning process that creates a forward-looking document that defines a future direction for Salinas' parks, library and recreation facilities and programs. The Plan will guide what Salinas values, what it provides and how those services fit within its core objectives. At its base, the Plan is about guiding the City's future and addressing the leadership to achieve it.

The Conservation Technix team is well-qualified to assist the City through this important planning process and will bring a depth of experience to the project.

### Core Competencies & Specialized Experience

This proposal will demonstrate that our team has the capacity and experience to engage the City on every aspect of park and recreation planning; we are a full-service team. Conservation Technix has led and managed over 35 community-based planning projects in the past 6 years, and we have significant regional and national experience.

- Park, trail & recreation system planning is our **core focus and specialty**.
- Our team has the **technical know-how** to facilitate a smooth and dynamic planning process.
- As **former public-sector planners**, we are a strong partner in facilitating public and advocacy group input.
- Our team offers **significant regional experience** and familiarity with existing important recreation assets in the City, such as Natividad Park, recently master planned by Sierra Designs.
- We have the capacity to **work as an extension of staff** and collaborate across multiple City departments.
- We craft **actionable plans with clear strategy** and policy direction that can be used as a communications tool for the department.

In addition to traditional parks and recreation master plans, Conservation Technix has developed plans that incorporate other aspects of community livability into our plans. These include in-depth trails plans with design standards, healthy community and active lifestyle approaches, cultural and human service policies, funding strategies and clear implementation tools. We recognize the challenges related to financing improvements requested by the community, and we devote considerable energy to building a capital improvements plan that is both thoughtful and affordable, but also includes smaller projects to build momentum for the program and that can utilize volunteer support to grow future program supporters.

Our team offers a tremendous depth of experience with community engagement and public opinion surveys. Conservation Technix has facilitated a variety of public engagement models, ranging from large public meeting presentations, to workshop-style open houses, to intimate stakeholder conversations. Our approach will help build a plan that focuses on more than just the programs and facilities that make up the parks system – it will frame parks and recreation in light of local economic, social and personal benefits.

Our team also offers a unique method of assessing service areas and system deficiencies. We utilize a network-based **walkshed gap analysis** that can illustrate areas of the city with optimal parkland access, as well as highlight areas underserved by park and recreation facilities. Our approach to service standards is based on the local context, available landbase and the potential for opportunities to expand. We aim to offer **locally-appropriate and well-reasoned standards** built from staff and community guidance.

Lastly, our team includes **leaders in parks and recreation planning**, and we bring the unique experience as former

public park agency staff. This is important because we understand from your perspective the challenges of growing a system, making projects pencil out and having the resources to maintain them. We have prepared park district feasibility studies that look at revenue potential and operational loads. We also have prepared detailed proformas for expansive park development programs that are built on realistic capital cost estimates, known and projected revenues and known and anticipated operating expenditures for growing park and recreation systems.

With every project, we strive to be **innovative, visionary and strategic**, while crafting an actionable plan that is also practical and functional. Our plans help clients take action and build partnerships.

There are no requirements of the RFP that our team cannot meet.

## Customer Service & Quality Control

At our core, we are a planning firm that embraces and respects community-based public processes and aims to use public engagement to build community understanding for and support in client projects and programs. Our aim is to provide high quality, good value and consistent services to our clients - seeking to provide our services in a timely manner that meets client expectations and needs. We work under the following tenets:

- We encourage customer feedback - whether positive or negative. We listen to client feedback about our services and deliverables and proactively seek to redress any issues or concerns.
- Our staff can respond quickly to changing needs and circumstances of clients, and do so with tight team integration and coordination.
- Senior management is fully and visibly engaged in client communications, service delivery and quality control - allowing us to monitor customer service on a regular and consistent basis.

All of our professional staff are former public sector employees, and as such, we have a unique and special understanding for the role of residents and local stakeholders to a project of this nature and extend the highest quality customer service and respect to them. We understand that our performance can be viewed as an extension of the City, and this is why we place such importance on frequent communications with staff and for pre-planning and strategy sessions in advance of public meetings, events or other activities in the public realm.

## Project Management & Communications

Conservation Technix has developed a solid foundation of interdisciplinary expertise to provide the most reliable and responsive services possible to our clients. One key advantage is our size and efficiency. As a small, independent firm, we can quickly and directly respond to your requests and provide consistency in communications. We do not over-commit on multiple projects, and by focusing on our core expertise, we effectively manage our workload and maintain availability for new assignments.

Conservation Technix is committed to clear, consistent and timely communication with City staff and the project team. We will hold periodic project coordination meetings with staff to review and discuss work products, prepare for community outreach, refine objectives and develop plan implementation strategies. We also understand that our public sector clients value continuity, so we make a conscientious effort to maintaining the same assigned team members throughout the duration of a project. By providing the City with a consistent workforce, we enhance our relationship with you and will be able to quickly and efficiently address any issues or concerns that may arise.

# Project Experience

## Parks, Recreation & Open Space Planning

Our team is committed to utilizing our full range of experience for the Salinas Master Plan for Parks, Recreation Centers and Library Facilities. The chart below illustrates the breadth of the team’s experience across a sampling of recent projects. Having worked with numerous small and mid-sized jurisdictions, we recognize the unique needs and constraints regarding municipal park service delivery, and we offer pragmatic, forward-looking and creative solutions to support growing park and recreation departments and legacy facilities. We have a deep working knowledge of national park planning trends, along with a thorough understanding of financing options. Additionally, we have the capability to produce rendered drawings and exhibits and to work with CAD and GIS, among others.

The summaries on the following pages highlight the variety and complexity of public agency projects undertaken by team members. Additional project descriptions and references can be made available upon request.

Jurisdiction	Project	Population	SERVICES									
			System Planning	Community Outreach	Community Survey	Needs Assessment	GIS Analysis	Standards & LOS	Financing Tools & Strategies	Trail & Pathway Planning	Staffing & Operations	
Bluffdale, UT	Parks, Trails, Rec & Open Space Plan	8,400	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Cornelius, OR	Parks Master Plan, ADA Transition Plan & SDC Study	10,950	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
San Juan County, WA	Parks, Trails, and Natural Areas Plan	16,100	✓	✓	✓	✓		✓	✓	✓	✓	
Covington, WA	Parks, Recreation & Open Space Plan	18,200	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Maple Valley, WA	Parks, Recreation, Cultural & Human Services Plan	24,800	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Bremerton, WA	Parks, Recreation & Open Space Plan	36,900	✓	✓	✓	✓	✓	✓	✓			✓
Lynnwood, WA	Parks, Arts, Recreation & Conservation Plan	37,100	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Delano, CA	Recreation Master Plan	52,800	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Corvallis, OR	Recreational Trails Plan	55,000	✓	✓		✓	✓	✓	✓	✓	✓	
Stanly Co, NC	Parks & Recreation Comprehensive Plan	60,600	✓	✓	✓	✓	✓	✓	✓	✓	✓	
Santa Fe, NM	Citywide Parks & Recreation Master Plan	70,300	✓			✓	✓	✓	✓	✓	✓	✓
Medford, OR	Parks, Recreation & Leisure Services Plan	78,000	✓	✓		✓	✓	✓	✓	✓	✓	✓
Kirkland, WA	Parks, Recreation & Open Space Plan	82,000	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Las Cruces, NM	Parks & Recreation Master Plan + PIF Update	98,600	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Clark County, WA	Greater Clark Park District Feasibility Study	110,000	✓	✓	✓	✓	✓		✓	✓		
Clark County, WA	Parks, Recreation & Open Space Plan	445,000	✓	✓	✓	✓	✓	✓	✓			✓
Portland Metro, OR	Regional Park System Assessment	2,200,000	✓	✓	✓	✓	✓	✓				

## Las Cruces Parks & Recreation Master Plan & Park Impact Fee Study – Las Cruces, NM



Conservation Technix led the five-year update to the Las Cruces Parks and Recreation Master Plan. As New Mexico's second largest city, Las Cruces has been challenged with 31% population growth over the past decade and rapidly aging recreational infrastructure. The project entailed a comprehensive public participation program, which included a random sample community survey, a series of 6 community meetings, 10 stakeholder small group panel discussions and communication with multiple citizen advisory commissions. The core issues for the master plan update involved ways to address service delivery in the newly developed residential areas of the city, strategizing for system-wide infrastructure upgrades and expanding the parkland footprint to fill crucial service gaps.

The project included a review of national recreation trends, outlined targeted management considerations for service delivery and prioritization and recommended a streamlined approach special event permitting. A comparable cities analysis was completed to see how well Las Cruces is performing against peer communities in the Southwest. Through the survey data, we also conducted benchmarking of resident opinions about park and recreation services to an aggregation of recent polling research from across the country. The implementation strategy assessed a range of potential funding mechanisms and explore the potential of performance-based budgeting and revenue retention. A revised park impact fee methodology and policy framework were developed to address capital funding and the city's relationship with the development community. Contact: Mark Johnston, Parks Administrator, 575-541-2550; [mjohnston@las-cruces.org](mailto:mjohnston@las-cruces.org); \$88,275; Completed January 2012 / 16 months.

## Citywide Recreation Master Plan – Delano, CA



Conservation Technix teamed with Sierra Designs to develop Delano's first citywide Recreation Master Plan, which will become the guiding document for parks and recreation services. The project entailed the evaluation of park and recreation facilities and the development of a comprehensive community needs assessment drawing from demographics, population forecasts, recreational trends and community feedback. A rich community engagement process created the foundation in formulating the plan. Working in this diverse community, public meetings and a community survey were conducted in English and Spanish. The Plan included an overall needs assessment, discussion of deferred maintenance, implementation strategies focusing on partnerships and funding options. Contact: Sumet Batth, Recreation Manager, 661-721-3335; [sbatth@cityofdelano.org](mailto:sbatth@cityofdelano.org); \$45,430; Completed May 2016 / 14 months.

## Covington Parks Recreation & Open Space (PROS) Plan – Covington, WA



Conservation Technix managed the Parks, Recreation & Open Space (PROS) Plan for the City of Covington, which has experienced 35% growth in the past 10 years and operates a young parks department responsible for several legacy (former county-owned) parks. Covington is bisected by a major state highway route, and it includes several creek watersheds with associated remnant natural areas. A core planning challenge to the project was to strengthen the relationship between the two sides of the community, while seeking ways to utilize the natural area corridors as linkages and buffers, as well as assess and re-prioritize recreation programming for the future.

The project entailed a complete inventory of the City's parks, natural areas, trails and facilities, along with the development of an integrated trail network plan. A robust public outreach program was initiated to include several open house meetings and stakeholder discussions. A random-sample telephone survey was conducted to assess Covington residents' awareness levels, recreational needs, preferences and priorities, including specific recreation services provided by the City. A supplemental online survey was also conducted to expand community outreach. A series of small group discussions were held with local stakeholders that included sport interests, teens, recreation program users and economic development interests.

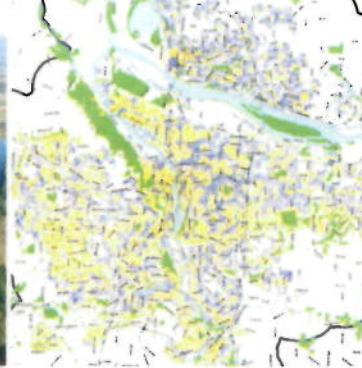
The new PROS Plan focuses on active living and healthy lifestyles as a core theme, with specific outreach to local clinics, health providers and private fitness centers as a means to improve collaboration and communication. Ballard\*King & Associates completed an assessment of recreation programs and facilities, which guided the re-framing of the City's recreation programs. The Plan analyzed the existing levels of service for various facility types, updated the City's service standards and offered a unique approach to park gap analysis through street-based walksheds. The PROS Plan established a 6-year capital plan with specific funding alternatives and included an operations and maintenance proforma to assess the on-going maintenance demands of the system. Contact: Angie Feser, Parks Planner, 253-480-2488; [afeser@covingtonwa.gov](mailto:afeser@covingtonwa.gov); \$74,500; Completed February 2016 / 10 months.

*"Conservation Technix exceeded our expectations, and I would highly recommend this firm for any work related to parks and recreation planning, policy development, community engagement, grants, project management and acquisitions. This plan update took more than a year and every benchmark deadline was made, quality deliverables were always on time and the project easily finished on budget."*

*- Angie Feser, City of Covington*



## Metro Intertwine: Portland-Vancouver Metro Regional Park Assessment – Portland, OR



Metro, Portland’s regional government and lead agency, coordinated with over 30 local agency park, trail and natural area providers to examine the aggregate land holdings of the agency affiliates, known as The Intertwine, which includes over 56,000 acres of public park and recreation land and serves over 2 million residents. Conservation Technix teamed to develop a green infrastructure-based regional park assessment for the Portland-Vancouver metropolitan area. The project examined and analyzed this system’s resources, extent, connectivity and capacity relating to people’s access to nature and special landscapes. This study utilized several analytical techniques, data sets and models to assess and evaluate the potency and impact of The Intertwine. The resulting plan established a communication strategy and messaging to resonate with Intertwine agency affiliates and laid a foundation for future advocacy and funding.

A scientific online survey was conducted to test personal motivations of why residents spend time outdoors and to determine the local values and priorities of active lifestyles. The project included a review of health and wellness indicators to estimate the total annual caloric expenditure that occurs through use of The Intertwine and also included direct conversations with the nearly 30 individual, municipal park system providers.

The distribution of and residential access to greenspaces represented the primary metric for assessing the availability and range of recreation opportunities that exist for residents of the region. Expanding upon earlier Regional Equity Atlas work conducted by the Coalition for a Livable Future, a GIS-based mapping analysis was conducted to explore the distribution of parks, trails and natural areas in relation to projected population growth and equity-based characteristics, such as income and ethnicity, to better understand the relationships between demographic characteristics and accessibility to parklands.

The intrinsic and economic values of The Intertwine were explored through a study of property valuation effects of greenspaces and through a review of ecosystem services provided by The Intertwine. Insights about the network were derived through a community survey that tested personal motivations for being outdoors, a review of health and wellness indicators, and direct conversations with the nearly 30 individual, municipal park system providers. Contact: Janet Bebb, Principal Regional Planner (former), 503-863-4063; [Janet@janetbebb.com](mailto:Janet@janetbebb.com); \$57,475; Completed April 2011 / 9 months.

*“I had the pleasure of working with Steve Duh of Conservation Technix on a large planning project for the region and The Intertwine. The project was multi-faceted, and Steve showed strong project management skills in keeping all the parts moving together. Steve is especially skilled in being calm and deliberate with decisions and subconsultant management. The project we worked on regarding regional parks, trails and natural areas had no precedent, and Steve was equally at home with managing the ecosystem services discussion as with the proximity data and Intertwine branding.”*

*- Janet Bebb, Metro*

## Lynnwood Parks, Arts, Recreation & Conservation (PARC) Plan – Lynnwood, WA



Conservation Technix led a diverse team of professionals to craft a new Parks, Arts, Recreation and Conservation (PARC) Plan for Lynnwood, a rapidly growing city north of Seattle. The Plan is a ten-year guide and strategic plan for managing and enhancing park and recreation services. It established a path forward for providing high quality, community-driven parks, trails, open spaces and recreational opportunities. The PARC Plan created a vision for an innovative, inclusive and interconnected system of parks, trails and open spaces that promotes outdoor recreation, health and environmental conservation as integral elements of a livable community. The Plan also proposed updates to service standards for parks and trails and addressed departmental goals, objectives and other management considerations.

Mapping analytics were an important feature of the PARC Plan. With the goal to better understand the local demographics, a series of equity maps were compiled to analyze and illustrate the concentration and distribution of low-income households, ethnic minority households and senior population in relation to the physical access to park and trail facilities. Also, a series of park and trail watershed maps were prepared to illustrate physical access to the park, trail and open space system against distribution, proximity and accessibility criteria recreation opportunities and define those areas of the city that have inadequate services.

The project included an in-depth assessment of the City's facilities that looked at quality and accessibility of recreational features to identify potential needs for improvement, enhancement or renovation, along with opportunities to establish or improve sustainable design, management practices and increasing health opportunities. A conditions assessment matrix was prepared, and park sites were assessed for deferred maintenance conditions and cost implications. At the end of the project, the City had a complete, confirmed asset inventory with a full valuation of existing assets and a clear approach to asset depreciation and valuation.

The project also included an inventory and appraisal of the City's public art collection to inform and guide policy considerations for arts, heritage and culture in Lynnwood. The efforts on the PARC Plan also dovetailed with the City's development of a Cultural Arts Plan, and the information from the PARC Plan provided foundational material for the other plan. This represents just one example of the close ties between the infrastructure and programming of parks and recreation and cultural arts. Contact: Sarah Olson, Deputy Director, 425-670-5503; [solson@ci.lynnwood.wa.us](mailto:solson@ci.lynnwood.wa.us); \$110,770; Completed February 2016 / 8 months.

## Legal Proceedings Disclosure

Conservation Technix has not been subject of any civil or criminal litigation, legal proceedings, arbitration, court action or investigation by County, State, and/or Federal agencies within the past three years.

# General Contract Requirements

## Conflict of Interest

Neither Conservation Technix nor its project partners have any past, on-going or potential conflicts of interest with the City of Salinas that would affect or impair the performance of work for this project.

## Proof of Insurability

Conservation Technix maintains the insurance coverages noted in the RFP for professional liability, general commercial, automobile and worker's compensation and, if selected, will furnish certificates to that effect to the City. Sample copies of insurance coverages are enclosed on the following pages.

## Concurrence with Contract Provisions

Overall, Conservation Technix concurs with the contract provisions noted in the draft sample City contract attached to the RFP. Our team would like to request a revision to the insurance coverages noted. Since the development of the Parks, Recreation Centers and Library Facilities Master Plan is a strategic plan and not a physical plan that relates to the design, development or construction of public works, we request revisions to the limits as follow:

\$1,000,000 Umbrella

On past projects, the \$1 million limit for umbrella or excess coverage has been acceptable to other jurisdictions.



**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)  
2/12/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Elliott Powell Baden and Baker Inc. 1521 S.W. Salmon Street Portland OR 97205-1783		<b>CONTACT NAME:</b> Ronni Phillips <b>PHONE (Ac. No. Ext.):</b> (503) 227-1771 <b>FAX (Ac. No.):</b> (503) 274-7644 <b>E-MAIL ADDRESS:</b> rphillips@epbb.com	
<b>INSURED</b> CONSERVATION TECHNIX INC PO BOX 12736 PORTLAND OR 97212		<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: Sentinel Insurance Co, LTD NAIC # 11000 INSURER B: SAIF Corporation 52412 INSURER C: Evanston Insurance Co INSURER D: INSURER E: INSURER F:	

**COVERAGES**      **CERTIFICATE NUMBER:** 15-16 GL Prof WC      **REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	APPL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:	X	52SBAZQ2966	7/9/2015	7/9/2016	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 Employment Practices Liability \$ 10,000
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$					EACH OCCURRENCE \$ AGGREGATE \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N/A	751035	5/1/2015	5/1/2016	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
C	Professional Liability		E0860661 Retro Date: 7/9/10	7/9/2015	7/9/2016	\$1,000,000 Each Incident Claims Made \$1,000,000 Aggregate \$2,500 Ded

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 Please see attached S90008 04-05 endorsement.

<b>CERTIFICATE HOLDER</b>	<b>CANCELLATION</b>
	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE Ronni Phillips/CB <i>Ronni J Phillips</i>



# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
02/12/2016

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<b>PRODUCER</b>  Heidi Doebel Allstate insurance 15733 SE Happy Valley Twn Ctr Dr Happy Valley OR 97086	<b>CONTACT NAME:</b> Keely Schmidt <b>PHONE (A/C, No, Ext):</b> 503-558-8065 <b>E-MAIL ADDRESS:</b> keelyschmidt@allstate.com	<b>FAX (A/C, No):</b> 503-658-8369
	(INSURER(S) AFFORDING COVERAGE)	
<b>INSURED</b>  Steve Duh 59 NE cook st Portland OR 97212	<b>INSURER A:</b>	NAIC #
	<b>INSURER B:</b>	
	<b>INSURER C:</b>	
	<b>INSURER D:</b>	
	<b>INSURER E:</b>	
	<b>INSURER F:</b>	

**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	AGG/ SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>GENERAL LIABILITY</b>  <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC					EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$
	<b>AUTOMOBILE LIABILITY</b>  <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS        NON-OWNED AUTOS					COMBINED SINGLE LIMIT (Ea accident) \$ 500,000 BODILY INJURY (Per person) \$ 250,000 BODILY INJURY (Per accident) \$ 500,000 PROPERTY DAMAGE (Per accident) \$ 30,000
	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE  DED <input type="checkbox"/> RETENTION \$					EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 2,000,000
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y/N (Mandatory In NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A				WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)						

<b>CERTIFICATE HOLDER</b>	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE



Conservation Technix, Inc. 10/1/10

# SECTION C

## Project Understanding & Methodology

*"...insightful, attentive and team oriented. Their understanding of local issues and conditions was instrumental in the production of a quality product that will benefit our community now and in to the future."*

*- Kurt Reuter, City of Fife*

# Scope of Work

## Project Understanding

This project entails the development of a citywide Parks, Recreation Centers and Library Facilities Master Plan, built upon significant community involvement, along with review and approval by the Library and Community Services Commission, Planning Commission and City Council. The Plan will provide a framework for decision-making to guide the planning, development and maintenance of Salinas' parks and facilities over 3- and 10-year time horizons. The major objectives are to:

- Engage local residents through meaningful public outreach and engage local recreation partners and providers to inform plan development;
- Update the park system inventory and conduct a conditions assessment of parks, facilities and programs to guide the development of a systemwide needs assessment;
- Assess the physical condition of current libraries and provide guidelines regarding the expansion of facilities to meet the community's needs;
- Compose germane goals, strategies and guidelines to enhance service delivery and respond to community needs relating to park and recreation facilities, programs and operations; and
- Develop a concise, adaptive and actionable plan with clear implementation strategies.

The goal of the Parks, Recreation Centers and Library Facilities Master Plan is to enable a strategic planning process that creates a forward-looking document that defines a future direction for the City's parks and recreation programs, building on the outreach and policies from other existing plans. The Plan will guide what Salinas values, what it provides and how those services fit within core objectives. At its base, the Plan is about guiding the City's future and addressing the leadership to achieve it.

Our team strongly believes that public involvement is crucial to the success of this project. Specifically, we will work with staff to define a comprehensive public participation program, and we will offer an inclusive engagement program to connect with residents, users and stakeholders to validate the goals and strategies of the plan. The public involvement program also must be practical and guide our work with the City to translate the community's vision into a plan that is both bold and implementable. Our team will embrace and incorporate staff and public input to deliver a Plan that is relevant and specific to the needs of City residents.

The following pages detail our team's approach to the scope of work requested in the RFP. While many variations toward the overall project may exist, we are confident that the scope we have outlined will serve the Salinas community well and result in a strong Plan built from an engaged public. However, our team is open and willing to discuss amendments to the scope to better align with your needs, resources and priorities for specific work tasks.

## Task 1: Project Initiation & Management

Hold a kick-off meeting with staff and Steering Committee to refine the scope and to consider the following:

- Review and discuss the overall goals, objectives and milestones for the project
- Define a public participation plan to include team and staff roles
- Identify key community stakeholders including agencies, organizations and individuals; Discuss current community interests and issues
- Discuss any concurrent planning efforts underway to assess need for integration and/or coordination of efforts

Hold periodic project coordination meetings, in-person or via phone conference, with City staff to review and discuss work products, prepare for community outreach, refine objectives and develop implementation strategies.



## Task 2: Assessment of Parks & Sports Facility Standards

### Task 2.1. Standards Review & Refinement

The project team will review and discuss the existing Parks and Sports Facility Standards with City staff. In coordination with staff and City stakeholders, we will evaluate the Standards in relation to the City's existing inventory, its financial resources and community needs, and we will prepare draft edits and revisions to the Standards. The recommended revisions to the Standards will be presented to the Library and Community Services Commission and City Council for review, recommendations and approval. The timing of this effort is intended to align with the projects associated with the North of Boronda Future Growth Area.

## Task 3: Existing Conditions & Baseline Analyses

The Conservation Technix team will build upon readily-available background information for the Master Plan by conducting an in-depth assessment of existing park facilities, recreation opportunities and City properties. The existing parks system will be evaluated to help formulate the direction of the planning effort.

### Task 3.1. Existing Plan & Policy Review

We will assemble, review and analyze all pertinent, existing print and electronic citywide planning materials, including the following:

- Salinas General Plan
- Conservation/Open Space Element
- Economic Development Element
- Downtown Vibrancy Plan
- Neighborhood Vibrancy-Urban Greening Plan
- Alisal Neighborhood Revitalization Strategy
- Bicycle Master Plan
- Impact Monterey County Report
- HUD Five Year Consolidated Plan
- Alisal Vibrancy Plan
- El Gabilan Library Assessment
- Draft FGA Specific Plans

In coordination with City staff, we will review and validate the parks, library and recreation goals of the General Plan and other policy statements.

### Task 3.2. Base Mapping & Spatial Analysis

Obtain all existing, relevant GIS datasets from the City to create and analyze an updated park system inventory, along with the capability to assess acquisition and development gaps based on service standards and community needs. We will use GIS as an aid to define and suggest approaches to service delivery, to include the following:

- Analyzing the park, trail and open space system against distribution, proximity and accessibility criteria, along with transportation, geographic and other barriers and neighborhood data
- Assessing park system levels of service and service standards for various park types, while identifying limitations to access or broader, potential community connections
- Making informed recommendations about potential candidate acquisition areas that maximize resource utility, while managing potential long-term development and operating costs
- Identifying potential links to parks, trails corridors and recreational lands to enhance connectivity and create opportunities for interagency cooperation

Our team has strong skills in GIS, and we offer a unique method of assessing service areas and system deficiencies. We utilize a network-based watershed gap analysis that can illustrate areas of the city with optimal parkland access, as well as highlight areas underserved by park and recreation facilities. Additionally, we can provide and utilize sharable, interactive maps via our use of the mySidewalk engagement platform (see Task 4.8).

### Task 3.3. Park & Facility Inventory & Assessment

Expanding upon existing City documentation, the team will tour the City's community recreation and library facilities with City staff to observe general building and site conditions, as well as service-related issues, and conduct a physical assessment of existing parks and open spaces to identify potential needs for improvement, enhancement or renovation, along with opportunities to establish or improve sustainable design and management practices. We will meet with operations staff to discuss facility needs, best management practices or challenges regarding the planned and potential growth of system assets and facilities. Recreation centers and library facilities will be assessed for general conditions, deferred maintenance/life cycle profile, and quality of customer experience, as well as for how effectively they support best practices and emerging trends in services and operations. We will explore the technical feasibility of improving each facility, including the potential to expand at their current sites, as well as opportunities to increase energy efficiency, environmental sustainability and operational effectiveness.



*We will prepare a parkland and facility summary and categorize the conditions, constraints and potential operational enhancements of the parks, trails and recreation system.*

## Task 4: Community Engagement

We propose a thorough, thoughtful and transparent public process to enliven, inform and validate the Plan. Our team recognizes that this planning effort is **more than just a study of recreation assets and needs**; it represents an opportunity for the City to connect with its residents, partners and facility users in a unique way. We see the planning **process as a communications tool** for the City to not only hear from residents, but also share information about your services and challenges. It can be a way for you to tell the story of Salinas parks and recreation and find or foster new program advocates and supporters. We will work with the City to reach out to a broad spectrum of residents and groups, while also looking for ways to expand partnerships and share information.

### Task 4.1. Outreach Strategy & Public Participation Plan

We will begin by ensuring the outreach goals defined in the RFP will yield the results the City hopes to achieve. We will utilize the project kick-off meeting to clearly identify realistic goals, measurements of success, define roles and finalize an outreach strategy. We will prepare a public participation plan to define the methods and tools connect with residents (i.e., public meetings, stakeholder sessions, etc.) and to distribute project information (i.e., fact sheet, frequently asked questions, project website, press releases, etc.).



*The Conservation Technix team includes skilled facilitators, and we are experienced in a variety of public meeting techniques.*

### Task 4.2. Community Profile, Demographics & Trends

Compile relevant community statistics to include Census figures by neighborhood and California Department of Finance projections to profile population trends and other socioeconomic conditions. Examine recent studies and statistics, such as the California Outdoor Recreation Plan, NRPA data and sports industry association data, to develop a trend assessment uniquely-focused toward the City's demographics.

### Task 4.3. Community Survey

Working closely with staff, we will design and implement a mixed sample mail- and online-based survey to identify general community sentiment and preferences, needs, demand and the general use of parks and recreation facilities and to inform and guide the direction and development of the master plan. The survey will be prepared for mail

distribution and consist of 4 pages and up to 20 questions. We propose a random sample of 3,000 residents using GIS-based information. The aim is to have at least 300 surveys completed by resident households. The mail survey will also contain a message to provide an internet address to those who want to take the survey via the internet (English and Spanish). We will compile and analyze the data and prepare summary findings as a technical memorandum to highlight key subgroup responses (age, gender, etc) and core attitudes toward parks and recreation issues.

#### Task 4.4 Project Steering Committee Discussions

Meet with the Steering Committee as a unique stakeholder at the onset of the project. The initial session will focus discussions toward visioning, challenges, opportunities and potential partnerships. Meet with the Committee up to three more times during the plan development process to provide updates and seek guidance on policies and strategies.

#### Task 4.5. Stakeholder Discussions

Early engagement will ensure citizens and stakeholders are informed of the project, they know who to talk to, what to expect and when. We will conduct a small group stakeholder discussion of up to eight participants, plus up to four individual interviews by phone, to more deeply address areas of partnerships, programming, service delivery or community needs. Potential stakeholders may include the local school districts, sport groups, recreation program users, Big Sur Land Trust and civic clubs, such as the Rotary club.



*Local stakeholders and key constituent groups will provide critical input into the project.*

#### Task 4.6. Community Engagement Training & Facilitation

Key members of our project team will provide technical assistance and facilitation training for City staff and the Steering Committee in support of their efforts with community meetings and engagement. Specifically, we propose a one day **training with staff and the Committee** to discuss, review and practice a range of engagement tactics and tools for use during public forums. We will also assist in the development of participative activities and workshop structures. In addition, we propose to support staff and the Committee with attendance to up to two community meetings to assist and guide **local facilitators during the meetings**. We will synthesize the information gained from the community outreach to inform and add context to the needs assessment components of the Plan.

#### Task 4.7. Internal Department Staff Meeting

Meet with Parks & Community Services Department leadership and key staff as a unique stakeholder to the process during the preparation of the Plan. Discussions will focus toward challenges, opportunities and unmet demands. Staff discussions will also confirm community concerns and issues noted from the survey and other community feedback.

#### Task 4.8. mySidewalk Web-based Community Engagement (Optional)

In a time of social media and online information sharing, our team will utilize the mySidewalk platform for an integrated, on-going online community discussion. The tool allows for seamless integration with more traditional public meeting engagement, and it enables residents to submit ideas, feedback and respond to questions about key issues or topics. This tool is designed to enhance community engagement and solicit feedback from residents who may not attend meetings. We will establish a mySidewalk page, integrate the tool into the overall public involvement plan and provide a summary of mySidewalk results. The site also will be linked to the City webpage and social media sites.

## Task 4.9. Public Information & Communications

Coordinate with the City to prepare and circulate informational materials (English and Spanish) to inform the public about the project and research findings. Prepare project webpage content for the City's website to promote meetings, allow access to project materials and give transparency to the process, as well as include meeting notices, meeting minutes, presentation graphics and draft and final reports. Prepare content for distribution via the City's social media platforms. It is assumed that the City will manage its social media platforms and content posting.

## Task 5: Community Needs Assessment

### Task 5.1. Park Level of Service Assessment

We will utilize GIS, community survey and national data to assess Salinas' existing and future levels of service. In coordination with staff, we will review current park system classifications in terms of hierarchy, appropriateness and function, and we will discuss the potential for locally-relevant revisions to classifications to fit with local recreation needs, staff direction and an estimate of financial implications.

### Task 5.2. Gap Analysis

Conduct a park system gap analysis utilizing GIS modeling and findings from the inventory assessment. Summarize findings and statistics and specifically address potential park, trail, program and maintenance improvements to meet the service demands requested by the community and stakeholders.

- Assess park service area needs and identify future demand for parks, amenities and recreation facilities.
- Evaluate service standards and re-align them as appropriate to meet the community's vision and existing and planned park system assets.
- Evaluate the existing and potential trail system for connections within Salinas and to surrounding recreational resources.



*Our team is well suited to actively listening to residents and users, while crafting innovative planning solutions sensitive to local needs and the system's capacity.*

### Task 5.3. Recreation Programming Assessment

The project team will complete a comprehensive analysis of how Salinas Parks and Community Services currently provides recreation programs and services, as well as the role of other providers in the market. This will include a gap analysis where possible deficiencies or shortcomings are identified as well as program strengths being recognized. This will be accomplished through a combination of site visits and interviews with key programming staff as well as a review of existing program data and information. This assessment will then be coordinated with the public input findings, industry best practices, and recreation programming trends analysis, to develop a program plan for Salinas that will map areas of focus, methods of delivery and required resources for future recreation programming. An implementation plan that is specific to recreation programming will then be developed with input from Salinas Parks and Community Services Department staff and the rest of the project team. Specific tasks include the following:

- Inventory and review of existing city programs and services
- Evaluate the current cost recovery levels for city programs
- Determine overall program strengths and weaknesses
- Identify existing core program areas
- Determine the current role of other providers and organizations in the area

- Review public input information gathered during the planning process as it relates to programs and services
- Propose recommendations for future recreation services by the city.
- Determine future core, secondary and support program classifications
- Develop cost recovery goals and expectations for programs and services
- Establish an action plan for implementing programming recommendations

### Task 5.4. Library Facilities & Related Services Assessment

The project team will review City-provided information including demographics, population projections, service and facility use statistics, and information about library facilities maintenance history. We will review relevant guidelines and standards for facilities, including classifications, typologies and metrics commonly used in library facilities planning. We will work with the City to identify “peer” communities and comparable agencies that can provide additional context for library services and facilities planning for Salinas. We can also help the City interpret City-developed geographic maps of library users in order to reveal potential areas of the city with reduced access to library services. We will prepare a summary of Salinas’ current library facilities within this context and develop a statement of space needs for library facilities.

We will identify and help the City evaluate strategies for improving community access to services, such as joint-use facilities with service/strategic partners. We will develop a framework and criteria for evaluating whether individual facilities should be renovated, expanded, replaced or relocated. We will evaluate improvement options for each facility with the City and confirm the preferred options that will be recommended in the plan.

We will work with the City to build a cost model for capital improvements, including construction costs per square foot for different levels of renovation (e.g., minor, moderate, major), expansion and replacement. The cost model will also include allowances for other project costs, such as FF&E, shelving, graphics/signage, technology infrastructure, AMH and public art as well as design/engineering fees, contingencies and escalation. This cost model will help inform the City’s evaluation and prioritization of facility improvement strategies, as well as form the basis for budgets for recommended capital projects.

## Task 6: Preliminary Plan Development

### Task 6.1. Preliminary Draft Parks, Recreation Centers & Library Facilities Master Plan

The draft Plan will outline a framework for the improvement and growth of City recreation facilities, programs, parks and library services to the specific needs of the community. This framework will help clarify funding, program objectives and development goals, and it will set a long-range vision for the Department and provide clear action items and strategies for implementation.

The draft Plan will include a compilation of all the analysis and recommendations from the planning process to date and will include chapters detailing the public process, system inventory, community needs, goals and implementation actions and strategies. The Plan will incorporate the following:

- Articulate clear goals and discrete policies for park, trail, open space and recreation facility service delivery
- Recommend levels of service adjustments; Assess and recommend enhancements for programs, events and facilities
- Identify opportunities for cooperative arrangements with civic



*With extensive work in park system planning, our planning and analytical models exceed the customary “as the crow flies” assessments to consider reality-based networks and barriers to park access, along with treatment for private and quasi-public spaces.*

groups, private development community, businesses and initiatives with nearby municipalities, as well as opportunities for joint-use agreements for facilities

- Explore programmatic and policy linkages to the health care industry to promote active lifestyles, and to the local business and development community for the provision of recreation amenities via partnerships
- Identify opportunities for volunteer activity, neighborhood / citizen participation in the City's recreation offerings and opportunities for regional and interagency cooperation

We will provide an electronic copy and three print copies of the preliminary Plan for review by staff.

The following represents a sample outline for the Plan.

Executive Summary

Introduction

Purpose of Plan

Planning Area

Process Overview

Planning Framework

Guiding Documents

Community Involvement (Steering Committee, Open houses, survey, public comments, stakeholder meetings)

Vision / Mission / Goals

Emerging Outdoor Recreation Trends

Parks, Recreation Facilities and Trails

Classifications & Standards

Existing Inventory

Level of Service

Need Assessments

Library Facilities & Services

Recommendations

Goals and Objectives

Partnerships & Collaborations

Implementation

Project Priorities

Funding Strategies

Operations & Maintenance

Appendices

Capital Facilities Plan

Inventory Mapping: Parks and Trails

Survey summary

Public meeting presentation materials & notes

Implementation & Funding Tools



## Task 6.2. Capital Facilities Plan

We will develop a 6-year Capital Facilities Plan that identifies in priority order and sequences the actions necessary to implement Plan recommendations. Generate initial cost projection for all proposed park and recreation components, renovation and redevelopment, potential land acquisition and potential new development. Prepare a strategy and priorities for phased implementation of proposed recommendations. Examine the cost of the capital improvements plan with existing or potential funding and grant options.

## Task 6.3. Administrative Draft Plan

Incorporate critical input and recommendations received from staff into an Administrative Draft for distribution to and review by the Library & Community Services Commission, City Council and general public.

## Task 7: Plan Review & Approval

### Task 7.1. Library & Community Services Commission Review

Conduct up to two study sessions with the Commission for their review and comment. The sessions will focus on the draft Plan and highlight the key considerations about services, policies, program strategies and capital priorities. Comments and direction will be incorporated into the Plan and provided to staff for circulation to City Council.

### Task 7.1. Planning Commission Review (Optional)

Conduct a study session with the Commission for their review and incorporate comments into the Plan.

### Task 7.3. City Council Review & Hearing

To facilitate formal adoption of the Plan, attend up to two work sessions or hearings with City Council and present the plan with staff to review the key findings, financing measures, policy recommendations and implementation strategies.

### Task 7.4. Plan Revisions & Final Documentation

Incorporate final comments to finalize both the parks plan. Coordinate with staff regarding the final approval by City Council. Produce and publish the Plan in color and in booklet format, delivered in both hard copy (3 copies each) and electronic format. A CD of all deliverables (e.g., data files, maps, GIS layers, project records, etc.) will be provided in digital formats at project completion.

## SECTION D

### References

*"I had the pleasure of working with Steve Duh, Conservation Technix, on a large planning project for the region and The Intertwine. The project was multi-faceted and Steve showed strong project management skills in keeping all the parts moving together. Steve is especially skilled in being calm and deliberate with decisions and sub-consultant management. The project we worked on regarding regional parks, trails and natural areas, had no precedent and Steve was equally at home with managing the ecosystem services discussion as with the proximity data and Intertwine branding."*

*- Janet Bebb, Metro (Portland's Regional Government)*



# References

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## Kirkland Parks, Recreation & Open Space Plan

(Conservation Technix)

Michael Cogle, Deputy Director  
425-587-3310  
mcogle@kirklandwa.gov  
505 Market St., Suite A  
Kirkland, WA 98033  
4/2013 - 7/2014

Conservation Technix prepared a new Parks, Recreation & Open Space Plan for the City of Kirkland, which had recently increased its population by over 60% via a large, voter-approved annexation. The primary planning challenge was to assess and provide direction toward equitable and affordable service standards between the more established parts of the city and the new annexation area. The Plan provided goals and implementation strategies directed toward parkland acquisition and development, waterfront access, trail connectivity, natural area management and partnership maintenance. Key staff: Steve Duh, Jean Akers, Michelle Kunec.

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## Covington Parks, Recreation & Open Space Plan

(Conservation Technix + Ballard\*King)

Angie Feser, Parks Planner  
253-480-2488  
afeser@covingtonwa.gov  
16720 SE 171st St  
Covington, WA 98042  
4/2015 - 3/2016

Conservation Technix was retained to fully update Covington's PROS Plan that the firm also led in 2009. The plan update focused on trail connectivity, recreation program delivery and streamlined goal setting. Ballard\*King assisted the team with a programming assessment, and the public process included surveys, meetings, stakeholder discussions and online engagement. Key staff: Steve Duh, Jean Akers, Michelle Kunec, Lisa Goorjian.

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## Clark County Comprehensive Parks & Recreation Master Plan

(Conservation Technix)

Bill Bjerke, Parks Manager  
360-397-2285  
Bill.Bjerke@clark.wa.gov  
4700 NE 78th St.  
Vancouver, WA 98665  
2/2015 - 12/2015

Initially started as a staff support and technical assistance project, Conservation Technix quickly ramped up and led the preparation of a new countywide parks system plan. Efforts included preparing a web-based survey, conducting service standard reviews and re-assessing goals and policies. The Plan is unique in that it guides the future for large regional parks, an urban park system near Vancouver and a regional trails network. Key staff: Steve Duh and Jean Akers.

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## Natividad Creek Park Outreach for Salinas

(Sierra Designs, Inc.)

Paul Zykofsky, Associate Director  
Local Government Commission  
pzykofsky@lgc.org  
(916) 448-1198 x317  
980 9th Street, Suite 1700  
Sacramento, CA 95814  
11/2015 - 2/2016

In the summer of 2015, Sierra Designs was contacted by the Local Government Commission and was asked to collaborate in two outreach and master plan projects in California - one was the Natividad Creek Park in Salinas. The outreach and design effort were supported by the California Endowment, the City of Salinas and East Salinas Building Healthy Communities. After substantial pre-meeting reviews of the large and diverse park by the design team, the team and public met on a rainy Saturday to tour the park, discuss opportunities and challenges of the park, and collect opinions and ideas from members of the public, elected officials and individuals involved with specific parts of the park. After walking the park, individuals formed teams and shared their ideas - putting them down on large aerial photos. After discussing the various ideas, each person was asked to prioritize the diverse ideas. Sierra Designs created a site master plan that synthesized the individual plans, adding technical expertise to the good ideas generated at the meeting and reflecting the priorities of the community. The Local Government Commission compiled the process and the product into a final report. Key staff: Dan Veyna and Kay Hutmacher.



Farmersville Park Development Projects

(Sierra Designs, Inc.)

John Jansons, City Manager  
559.747.0458  
jjansons@cityoffarmersville-ca.gov  
909 W Visalia Road  
Farmersville, CA 93223

The City of Farmersville had 26 acres of vacant land to be used for recreational development. A site master plan was developed after substantial outreach to the community. Sierra Designs has been at the forefront of this project since its inception. They led 6 bilingual outreach sessions, supported grant applications with designs and budgets, and have been the Designer of Record for all the current construction work. Portions of the park have been submitted for grant funding and construction is proceeding with the southerly 15 acres of parkland, and rehabilitation of the current Veterans Park (western portion of project) is proceeding with grant funding. Sierra Designs is also coordinating community involvement in planting and construction of site amenities. Key staff: Dan Veyna and Kay Hutmacher.

Multi-phase project with outreach starting in 2009 and park construction completion in fall 2016

Mooney Grove 20 Year Master Plan

(Sierra Designs, Inc.)

Neil Pilegard, Parks Manager  
Tulare County  
(559) 624-7227  
npilegar@co.tulare.ca.us  
5953 South Mooney Boulevard  
Visalia, California 93277

Sierra Designs was selected as part of a team to evaluate the facilities and use patterns of Mooney Grove Park, a 100 year old recreational resource for Tulare County, and to envision a 20-year plan for its development. Sierra Designs led the site master planning for 104 acres of the park. Their scope included several community visioning meetings, meetings with county staff and other stakeholders, and development of the plan. Sierra Designs also took the lead in writing the text and providing illustrations for the final document. Development of the plan and supporting text focused on not only the past and future of the park, but also the very real maintenance and funding challenges to implementing the plan. Key staff: Dan Veyna and Kay Hutmacher.

Washington D.C. Parks & Recreation Master Plan

(Ballard\*King)

Jesus Aguirre, Superintendent  
206-684-8022  
Jesus.aguirre@seattle.gov  
100 Dexter Ave. N  
Seattle, WA 98109  
3/2013 - 1/2015

Ballard\*King & Associates, working with other team members, focused its efforts on recreation programs and services assessment and development, as well as recreation center classification and future development requirements. B\*K Key Personnel: Ken Ballard, Jeff King, and Darin Barr. The primary contact for this project is now the superintendent for Seattle Parks and Recreation.

Ft. Lauderdale Parks & Recreation Master Plan

(Ballard\*King)

Barbra Barber, Supervisor  
954-828-8945  
bbarber@fortlauderdale.gov  
1350 W. Broward Blvd.  
Ft. Lauderdale, FL 33312  
9/2015 - 5/2016

Ballard\*King & Associates, working with other team members, was responsible for developing a trends analysis that looked at recreation programs and services, facilities, as well as maintenance, funding and organization/management. B\*K also developed a recreation program plan for the department that identified areas of emphasis for the future. B\*K Key Personnel: Ken Ballard.

Gilbert Parks & Recreation Master Plan

(Ballard\*King)

Rob Giles, Recreation Manager  
480-503-6200  
Rob.giles@gilbertaz.gov  
90 E. Civic Center Dr.  
Gilbert, AZ 85296  
2/2012 - 5/2013

Ballard\*King & Associates, in association with other team members, completed an assessment of existing recreation programs and services for the town with recommendations for future priorities. There was also an estimate of the operational budget requirements for new facilities and services as well the development of an action plan for implementing the findings of the master plan. B\*K Key Personnel: Ken Ballard and Darin Barr.

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### Palo Alto Library System Planning

(Group 4 Architecture)

Monique Le Conge Ziesenhenne,  
Library Director  
(650) 329-2403  
monique.leconge@cityofpaloalto.org  
270 Forest Avenue  
Palo Alto, CA 94301  
9/2006 - 2/2016

Group 4 was commissioned by the City of Palo Alto to prepare a space needs study for the Mitchell Park Library and planning for the City's system of five library branches. Group 4 looked broadly at community library needs, and prepared a needs assessment, program and schematic design for three facilities. With the re-opening of the renovated and expanded Children's Library in September 2007 and upgrades at College Terrace underway, the next phases of implementation included addressing the needs at the Mitchell Park, Main, and Downtown libraries. The new system plan proposed moving Technical Services out of the Downtown Library in order to free up much-needed space for people in that small, but busy, branch. Group 4's work provided the foundation for a successful \$72 million capital bond measure to fund construction of three projects.

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### Chula Vista Public Library Strategic Vision / Facilities Plan

(Group 4 Architecture)

Betty Waznis, Director  
(619) 691-5170  
bwaznis@chulavista.lib.ca.us  
365 F Street  
Chula Vista, CA 91910  
1/2011 - 5/2011

CVPL currently operates three libraries to serve its population, which has grown rapidly in recent years. Funding constraints have delayed indefinitely the construction of new planned facilities, while the deficit of library space relative to the City's established threshold standards continues to grow. The Library has also experienced significant operating budget reductions, resulting in staff cuts of more than 75% in the past five years. Group 4 was commissioned to help the City identify ways to improve the library service delivery to the community, in both the near- and long-term, within the City's financial means. Group 4's analysis revealed that Chula Vista is a highly mobile community whose residents are accustomed to choosing – and traveling to – libraries based on services and other characteristics besides proximity to their home. The strategic facilities plan confirms the target size for total library square footage set by previous master plans, but recommends the development of a single new “destination library” rather than multiple new branches in order to maximize services and optimize staffing. Link: <http://bit.ly/CVPLSFP>

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### Olathe Public Library Master Plan

(Group 4 Architecture)

Emily Baker, Director  
(913) 971-6880  
ebaker@olatheks.org  
201 E. Park Street  
Olathe, KS 66061  
5/2012 - 12/2012

In the 2000s, the City of Olathe, Kansas, was ranked by the US Census Bureau as one of the top 25 fastest-growing communities in the country. Although Olathe has more than a century of tradition of high-quality library service, the Olathe Public Library's facilities could not keep pace with the rapid increase in population. In 2008, OPL commissioned a facilities master plan that, based on a traditional library system model, recommended adding two new facilities, quadrupling the amount of library space, and doubling the amount of library staff. However, the plan was quickly shelved because – like many libraries across the country – OPL was experiencing severe budget cuts that compromised its ability to operate even its current facilities, let alone build and staff new libraries. In 2012, OPL and the City of Olathe jointly commissioned Group 4 to develop a new master plan to meet the community's current and projected needs within available resources. Using a data-driven process, Group 4 developed recommendations that build on the successes of OPL's current system model by expanding its existing facilities into “destination libraries” that can serve the entire community within OPL's current operating budget. The process built strong support for the recommendations by the City and OPL. Olathe has since allocated funding and is moving forward with programming and design for both locations. Link: [bit.ly/OPLKSMP](http://bit.ly/OPLKSMP)



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## SECTION E

# Proposed Project Schedule

*"After Tigard voters passed the 2010 Parks and Open Space Bond Measure, Public Works advertised for a consultant that could help our staff produce the multiple park bond projects that were quickly lining up. After a competitive RFP and interviews, Conservation Technix was selected, and Steve Duh was quickly working and scheduling projects.*

*Steve Duh worked as the project manager and was responsible for moving multiple projects from the "wish list" through project charters, planning, and permitting, to the active project list, and through to completion. Without Conservation Technix, Tigard could not have produced the volume of work that was accomplished in three short years. Steve's experience and knowledge were invaluable in helping ensure that quality projects were completed in a timely manner."*

*- Steve Martin, City of Tigard*

# Proposed Project Schedule

Our team estimates approximately twelve months from project initiation to the compilation of the draft Plan, as described in the project scope outlined above. Our team has the capacity and availability to meet the City’s anticipated project milestones.

## Major Tasks & Deliverables

## Duration

### **Project Management**

*Project Initiation Meeting*

*October*

*Periodic Project Meetings & Coordination (bi-weekly as necessary)*

*On-going*

### **Standards Review**

*Standards Review & Refinement*

*October - November*

### **Existing Conditions & Information Gathering**

*Review Existing Plans*

*October - November*

*Site Assessments & Inventory*

*October - December*

*Draft Mapping Products*

*November - March*

### **Community Engagement Process**

*Public Involvement Plan*

*October*

*Demographic & Trend Data Summary*

*October - November*

*Committee sessions*

*Nov., Jan., Mar., May*

*Community Survey, incl. design, administration & reporting*

*January - March*

*Meetings Training & Facilitation*

*January*

*Small Group Stakeholder Session, plus interviews*

*November - December*

*Internal Department Staff Meeting*

*December*

*Public Information Collateral & Interactive Communications, incl. mySidewalk*

*On-going*

### **Needs Assessment**

*Gap Assessment & Benchmarking*

*December - March*

*Parks, Library and Recreation Assessments*

*November - April*

### **Draft Plan Development**

*Preliminary Plan & Capital Facilities Plan*

*April - May*

*Revised draft Plan*

*June*

### **Plan Review & Approval**

*2 Sessions with Commission, incl. coordination & prep*

*July, September*

*City Council sessions*

*September, October*

*Final Plan*

*October*



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# SECTION F

## Identifications of Potential Problems

*"As an experienced acquisition program manager, Steve Duh of Conservation Technix provided Vancouver-Clark Parks and Recreation with a customized overview of the land acquisition processes specific to our needs. The time saving reference resources and document templates provided the advantage needed to hit the ground running under critical deadlines, resulting in multiple successful property acquisitions to expand our park system."*

*- Monica Tubberville, City of Vancouver*



## Identification of Potential Problems

The development of a complex comprehensive plan for parks, recreation centers and library facilities may encounter challenges affecting the project scope, fee or timeline. While it is our goal to minimize and reduce delays or problems during the planning process, some conditions may be unforeseen. For example, City staff and the Steering Committee may request additional consultant team support for planned community outreach or may request additional meetings to address public comments that arise during the process. Also, depending upon the discovery that occurs during site visits and facility inventories, the potential exists for the need for supplemental architectural reviews for certain buildings or the City might request additional information about site opportunities that result in the need for studies or drawings that are not currently scoped.

While these challenges may become present, our team is deeply experienced with the preparation of citywide master plans, and we have successfully shepherded City staff and committees through complex public and administrative review processes.



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# SECTION G

## Cost Proposal

*"The process increased the level of support community wide and helped us make a case for an Urban Forestry Management Fee primarily because we could tell our decision makers exactly what we would be spending it on – the highest priorities as identified by the plan. Your writing style and the way you organized the information really worked for us – the end product is something that we use & is an example for other cities"*

*- Becky Merja, City of Corvallis*

# Cost Proposal

To complete the scope of work identified in the Scope of Work section of this submittal, we propose a total not-to-exceed cost of \$234,986, including all costs and excluding the optional tasks. Staff rates and an fee summary by firm and task are noted below.

We will work with the City to prepare a revised scope and budget, consistent with the available resources, if needed. As noted in the Project Scope, we identified optional items. The pricing for Task 4.8 (mySidewalk) is \$1,880, and the pricing for Task 7.3 (Planning Commission) is \$3,540.

Additionally, all of the past projects completed by Conservation Technix have been completed on-time and on-budget, with the exception of client-requested scope amendments that have extended timeframes or increased cost.

## Staff Rates

Firm	Staff	Billing Rate
Conservation Technix	Principal	\$ 135
	Senior Associate	\$ 120
	Associate	\$ 105
	Project Specialist	\$ 85
Sierra Designs	Principal	\$ 125
	Landscape Architect	\$ 100
	Landscape Designer	\$ 85
	Facilitator	\$ 150
Ballard*King	Principal	\$ 135
	Associate	\$ 85
Group 4 Architecture	Principal	\$ 195
	Senior Associate	\$ 175
	Architect II	\$ 140
	Architect I	\$ 130
	Technician II	\$ 110

## Fee Summary

TASK	Fee Subtotal	Percent of Total Fee	Conservation Technix	Sierra Designs	Group 4
Task 1: Project Initiation & Management	\$ 4,895	2%	\$ 3,420	\$ 1,475	\$ -
Task 2: Parks & Sports Facility Standards	\$ 6,145	3%	\$ 5,220	\$ 250	\$ -
Task 3: Existing Conditions & Baseline Analyses	\$ 84,680	36%	\$ 15,060	\$ 53,030	\$ 16,590
Task 4: Public Engagement	\$ 35,800	15%	\$ 24,410	\$ 9,885	\$ -
Task 5: Recommendations & Analyses	\$ 39,745	17%	\$ 6,870	\$ 500	\$ 15,150
Task 6: Master Plan Development	\$ 23,770	10%	\$ 13,720	\$ 10,050	\$ -
Task 7: Plan Review & Approval	\$ 13,010	6%	\$ 5,700	\$ 2,450	\$ -
Direct Costs	\$ 22,261	9%	\$ 8,500	\$ 7,636	\$ 1,625
Overhead	\$ 4,680	2%	\$ 4,680		
<b>GRAND TOTAL</b>	<b>\$ 234,986</b>				

Salinas Parks, Recreation Centers & Library Facilities Master Plan - Fee Schedule

Tasks	Labor (Total Hours)	Labor (Total Fee)	Percent of Total Fee	Conservation Technix					Sierra Designs					Group 4 Architecture					Ballard/King
				S. Duh P/C, PM, Lead Planner	J. Abers Park Planner, AICP/PDA	L. Georjian Park Planner, PLA	M. Runtz Park Planner	M. Davala Project Specialist	D. Vonta Landscape Architect	C. Himmeler Landscape Architect	Landscape Architect	Landscape Designer	# Sommer Facilitator	D. Scherer Principal	D. Moxley Principal	J. Eyles Sr. Associate	Architect	Technician	
<b>Task 1: Project Initiation &amp; Management</b>																			
1.1. Project Initiation Meeting	17	\$2,015	1%	4															
1.2. Project management & Coordination Meetings	22	\$2,880	1%	16	6														
<b>Task 2: Parks &amp; Sports Facility Standards</b>																			
2.1. Standards Review & Refinement	51	\$6,145	3%	6	20	8	10												5
<b>Task 3: Existing Conditions &amp; Baseline Analyses</b>																			
3.1. Review of Existing Plans & Studies	88	\$10,040	4%	10	16	12	20												
3.2. Base Mapping & Spatial Analysis	54	\$6,270	3%	16	4	4	30												
3.4. Inventory & Assessment	622	\$68,370	29%	4	8	4													
<b>Task 4: Public Engagement</b>																			
4.1. Public Participation Plan	6	\$750	0%	2	4														
4.2. Demographics & Profile	35	\$3,945	2%	2	6		14												8
4.3. Community Survey	40	\$4,300	2%	6	8		26												
4.4. Steering Committee Discussions (4)	32	\$3,460	2%	16	8		8												
4.5. Stakeholder Discussions	45	\$5,225	2%	16	12		17												
4.6. Community Engagement Training	98	\$11,220	5%	8	24		20												
4.7. Internal Department Staff Meeting	16	\$2,040	1%	8	6	2													
4.8. MyDeerwalk Web-based Engagement (Optional)	0	\$0	0%																
4.9. Public Information & Communications	32	\$3,440	1%	6			20												
<b>Task 5: Recommendations &amp; Analyses</b>																			
5.1. Park Levels of Service Assessment & Benchmarking	18	\$2,050	1%	4			12												
5.2. Gap Analysis	38	\$4,110	2%	14		4	18												
5.3. Recreation Assessment	137	\$17,495	7%	2															
5.4. Library Facilities & Services Assessment	102	\$15,690	7%	4															
<b>Task 6: Master Plan Development</b>																			
6.1. Preliminary Draft PRC/LF Master Plan	80	\$9,050	4%	8	20	10	36	4											
6.2. Capital Facilities Plan	122	\$13,020	5%	2	4	4													
6.3. Administrative Draft Plan	32	\$3,690	2%	4	8	6	14												
<b>Task 7: Plan Review &amp; Approval</b>																			
7.1. Parks & Recreation Commission Review (2)	47	\$6,015	3%	8	6														
7.2. Planning Commission Review (1 - Optional)	0	\$0	0%																
7.3. City Council Review (2)	33	\$4,155	2%	8	4														
7.4. Plan Revisions & Final Documentation	24	\$2,840	1%	4	6	2	8												
<b>Total Hours</b>	<b>1791</b>			<b>178</b>	<b>170</b>	<b>56</b>	<b>202</b>	<b>24</b>	<b>585</b>	<b>505</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>	<b>510</b>
<b>Hourly Rate</b>				<b>\$24,030</b>	<b>\$20,400</b>	<b>\$6,750</b>	<b>\$17,210</b>	<b>\$2,540</b>	<b>\$17,500</b>	<b>\$500</b>	<b>\$44,800</b>	<b>\$17,340</b>	<b>\$2,700</b>	<b>\$3,120</b>	<b>\$13,300</b>	<b>\$3,360</b>	<b>\$5,720</b>	<b>\$22,440</b>	<b>\$2,125</b>
<b>TOTAL LABOR COST</b>		<b>\$208,045</b>																	
<b>Direct Costs</b>																			
Travel - mileage, plus travel reimburseables		\$16,261																	
Printing - Displays, Draft & Final Plans, Reports & Memos		\$2,300																	
Mail Survey - Printing, Postage		\$3,200																	
Prime Consultant Mark-up of Subconsultants (3.5%)		\$4,680																	
<b>TOTAL DIRECT COST</b>		<b>\$26,941</b>																	
<b>GRAND TOTAL, LABOR &amp; DIRECT COSTS</b>		<b>\$234,986</b>																	

<b>TOTAL LABOR COST</b>	\$208,045
<b>Direct Costs</b>	
Travel - mileage, plus travel reimburseables	\$16,261
Printing - Displays, Draft & Final Plans, Reports & Memos	\$2,300
Mail Survey - Printing, Postage	\$3,200
Prime Consultant Mark-up of Subconsultants (3.5%)	\$4,680
<b>TOTAL DIRECT COST</b>	<b>\$26,941</b>
<b>GRAND TOTAL, LABOR &amp; DIRECT COSTS</b>	<b>\$234,986</b>

*"I find that Steve and his staff develop a comprehensive plan that is easy to read and follow. We have also appreciated the open dialog with Conservation Technix in order to create a plan that represents our community's needs and level of services based from citizen's input. The plan is not developed based off of national standards, but what is real and achievable."*

*- Brian Sjothun, City of Medford*

*"Conservation Technix exceeded our expectations and I would highly recommend this firm for any work related to parks and recreation planning, policy development, community engagement, grants, project management and acquisitions. This plan update took more than a year and every benchmark deadline was made, quality deliverables were always on time and the project easily finished on budget. I never had to worry about any deliverable or part of the process as Steve was always mindful of our schedule and was great about helping me on track for a very successful project!"*

*- Angie Feser, City of Covington*

*"We couldn't have asked for a more helpful, knowledgeable, and committed partner on this project. Conservation Technix's impressive professionalism and attention to detail marked every single page of the Comprehensive Parks Plan we received. I was grateful that Conservation Technix had the foresight to think beyond where our community had been and help us anticipate what was to come."*

*- Marie Bouvier, City of Ridgefield Parks Board Chairperson*



CONSERVATION  
TECHNIX

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Portland, OR 97212  
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