

## **EXHIBIT 'D'** **SCOPE OF SERVICES**

### **City of Broken Arrow Parks and Recreation Master Plan Update**

#### **PHASE ONE**

#### **1.00 PROJECT INITIATION AND PROJECT MANAGEMENT**

##### **CLIENT – CONSULTANT INTERACTION**

Interaction between Halff Associates, (HA) and the Parks, Recreation and Open Space (PARC) staff, will take place either by means of face-to-face meetings or by means of conference call meetings. The number of these meetings is defined per individual task. For efficiency, meetings, reviews and public events will be scheduled to coincide with tasks associated with the City's Comprehensive Planning effort.

Document chapters will be drafted as each phase of the effort is completed, and will be submitted for review and comment. Phase deliverables are noted at the end of the scope for each phase.

##### **1.01 PROJECT INITIATION MEETING**

Halff Associates (HA) staff will arrange a meeting in Broken Arrow with appropriate City staff as designated by the City. Key Planning Team members from HA and participating firms will attend. This meeting will accomplish several pre-planning objectives:

- A. **Orientation.** The City of Broken Arrow and the primary HA team will become familiar with the project team structure and organization and arrive at a complete understanding of the roles and responsibilities of all project participants.
- B. **Review of Key Parks Issues.** Key issues to be addressed during the course of the work will be reviewed with staff and team members. PARC staff will identify up to five (5) other communities that serve as comparable communities for benchmarking purposes.
- C. **Schedule.** Review contract schedule and establish key milestone dates associated with the Parks Master Plan Update process.
- D. **Information exchange.** Discuss documentation needs and receive information as available. HA will provide a list of required information in advance of this meeting.
- E. **Potential 2018 Bond projects.** PARC will provide information on all park/trail related projects that are under consideration for inclusion in the 2018 Bond Projects.
- F. **Identify planning areas within the city.** Planning areas for use in the master planning effort will be based on available demographic information and previous citywide planning efforts, and if appropriate will also consider planning areas established by the Comprehensive Planning effort. These areas will be agreed upon by the City and HA.

**Deliverables** - HA will prepare meeting agenda, initial exhibits to aid discussion, a list of needed informational items and data, and meeting notes.

**Total number of meetings:** One (1) meeting

**Items Provided by City of Broken Arrow** – City shall recommend staff to attend, place of meeting, and provide data as required to begin planning process.

## **1.02 PARK AND RECREATION FACILITY TOUR (AS PART OF KICKOFF)**

Following the kick-off meeting, HA, together with PARD staff will spend a half day touring City parks and facilities that are representative of the system to gain a thorough understanding of issues identified by PARD staff.

**Deliverables** – HA shall apply information and understanding gained in follow-up tasks.

**Total number of meetings:** Half day (1/2) day tour of city parks.

**Items Provided by City of Broken Arrow** – The City shall arrange for a vehicle and serve as guide for the duration of the city tour. Prior to the tour, the City shall complete the inventory template (see Task 4.01) as provided by HA.

## **1.03 INITIAL PARKS PLAN DISCUSSION WITH OTHER DEPARTMENTS (concurrent with other initial meetings)**

A. HA will conduct a joint meeting with key personnel of City departments that may impact or be impacted by the Parks Master Plan and from whom support for the implementation of the Parks Master Plan may be required. These may include:

- City Manager’s Office
- Planning & Development Services;
- Economic Development;
- Convention and Visitors Bureau;
- Athletics;
- Engineering Services; and
- Public Works.

**Deliverables** – Lead presentation and discussion, provide summary of key findings.

**Total number of meetings** – One (1) meeting

**Items Provided by City of Broken Arrow** – The City shall organize time and location for the meeting and issue meeting invites to key departments.

## **1.04 PROJECT MANAGEMENT**

The HA Project Manager will coordinate internal team members; maintain the project schedule; and be available for phone or email discussions to address client needs. HA will provide monthly project update memos (including schedule revisions, status of deliverables, and outstanding needs) via e-mail to the client.

**Deliverables** – Monthly project update memos delivered via e-mail.

**Total number of meetings:** None.

**Items Provided by City of Broken Arrow** – Review of project update memos.

## **2.00 PRE-PLANNING**

### **2.01 PREPARATION OF BASE MAPPING**

- A. HA shall use base mapping prepared as part of the Comprehensive Plan Update, but will adjust mapping characteristics as appropriate for a parks master plan. GIS data, digital aerial photographs, and/or PDF illustrations previously obtained from the City will be used as the base information for the regional, citywide and neighborhood level maps which shall include:
- **Regional level** – Including all areas in the City Fence Line area, as well as relationship to surrounding cities.
  - **City-wide level** – Including study limits established by prior park master plans and other pertinent sub-areas as provided by the City of Broken Arrow in digital format, and as determined in Task 1.01.
- B. All mapping that is distributed in an illustrative format will be in PDF graphic file formats.
- C. Specific information (as provided by the city) that HA will incorporate into the base mapping includes:
- Key public park facilities;
  - Developed and undeveloped park land;
  - Major natural features and drainage corridors;
  - Schools (by classification and type) and school districts;
  - Key entertainment and civic districts;
  - Relevant parks or recreation facilities within one (1) mile of Broken Arrow in adjacent cities (as readily available);
  - Key regional destinations as applicable; and
  - Any other pertinent, available GIS data.

**Deliverables** – HA shall prepare base drawings for regional, city-wide, and neighborhood/sector maps with information readily available. Except as stated herein, HA is not responsible for digitizing, increasing the accuracy and precision, or otherwise improving data received from the City.

**Number of meetings:** None.

**Items Provided by City of Broken Arrow** – Provide additional mapping resources and digital files needed for the parks planning effort that have not already been provided.

### **2.02 REVIEW RELEVANT STUDIES THAT MAY INFLUENCE THE PARKS MASTER PLAN**

For background and information purposes, HA shall review other past or ongoing efforts that may influence the city's Parks Master Plan. This will include, but is not limited to:

- Previous Parks Master Plan;
- Prior Comprehensive Plan;
- INCOG GO Plan (Trail/Bike Master Plan);
- Floodplain Management Plan and/or Ordinance;

- Individual Park Development Master Plans as provided by City staff;
- Specific master plans previously prepared for key areas;
- Previous Facility Plans/Feasibility Studies;
- Regional plans; and
- Other specific studies.

**Deliverables** – HA shall review past studies and reports, as provided by the City.

**Number of meetings:** None.

**Items Provided by City of Broken Arrow** – City shall provide one electronic copy and/or hard copy of all relevant reports and documents.

### 2.03 DEMOGRAPHIC REVIEW & COMMUNITY PROFILE

HA will incorporate demographic data as provided by the City and as developed as part of the Comprehensive Planning process. This profile will serve as the basis for future phases of the project.

The community profile shall include:

- Current population;
- Future growth forecasts and build-out projections as provided by the City;
- Typical population profile, including sex, age, ethnicity, and income and education.

**Deliverables** – HA shall review the Comprehensive Plan’s community profile, and adjust if needed. Halff will submit Chapters 1 and 2 – “Parks Master Plan Introduction and Community Profile” in draft format for review and comment.

**Number of meetings:** None required.

**Items provided by City of Broken Arrow** – PARD to initiate and facilitate conference call meeting with Planning Department. The City shall provide additional population information (in digital form if available) if required and not previously provided.

## 3.00 STAKEHOLDER AND PUBLIC ENGAGEMENT

### 3.01 PARKS MASTER PLAN STEERING COMMITTEE MEETING

The Parks Master Plan Steering Committee is intended to guide the outcome of this project, provide intermediary reviews of concepts and broad recommendations, and help ensure the plan aligns with the goals of the community. Composition of the Parks Master Plan steering committee will be determined by the City of Broken Arrow. Meetings will be scheduled to be concurrent with Comprehensive Plan meetings and activities. This task includes three (3) meetings with the Steering Committee, as follows:

- **Kick-Off Meeting (1).** Initially, HA will meet with the Committee to introduce the team, describe the master planning process, and conduct parks visioning work session.
- **Recommendations Review Meeting (1) (see Task 4.06 in Phase Two).** HA will

meet with the Committee to present findings, recommendations, cost estimates, and other information. The Committee will be asked to provide input on priorities and goals.

- **Final Review Meeting (1) (see Task 6.01 in Phase Two).** HA will present the Final Draft of the Master Plan to the committee and receive comments.

**Deliverables** – HA shall prepare presentation materials for meetings and summarize meeting comments.

**Total number of meetings** – Three (3) meetings over the duration of the effort.

**Items Provided by City of Broken Arrow** – The City shall assemble the Committee, invite Committee members to meetings, and promote/encourage attendance. City staff is also expected to attend meetings.

### 3.02 STAKEHOLDER MEETINGS WITH KEY ENTITIES

During a one (1) -day event, HA will meet with key community representatives, present the process of the Master Plan, and facilitate parks stakeholder sessions. HA will conduct a maximum of three (3) focus group meetings (up to 2.0 hours in duration per each) with a combination of key stakeholder groups or organizations collectively for public input.

- A. HA will prepare a questionnaire to guide the park stakeholder meetings.
- B. HA will meet with key community representatives who are familiar with recreational facilities in Broken Arrow.
- C. Key stakeholders may include:
  - \* Key community leaders or recreation providers as recommended by City Staff;
  - \* Economic Development Board;
  - \* Senior Center Advisory Committee;
  - \* Arts/Historic/Culture/Beautification Committees;
  - \* Chamber of Commerce;
  - \* Convention and Visitors Bureau;
  - \* Realtors Association;
  - \* Cultural Resource Organizations (Hispanic & Asian communities);
  - \* Sports Organizations;
  - \* Business Owners and Developers;
  - \* Home Owner Associations; and
  - \* Youth City Council.
  - \* Others as recommended by PARD and City staff.
- D. The three (3) focus group meetings will take place consecutively over a one (1) day period, including one evening meeting if necessary.

**Deliverables** – HA shall prepare a summary of findings and comments made during meetings.

**Total number of meetings:** Three (3) meetings conducted consecutively over a one-day period.

**Items Provided by City of Broken Arrow** – The City shall make recommendations for the parks related stakeholders’ representatives and persons to be included in the meetings; set up meetings and issue invitations; and attend meetings as desired or appropriate.

### **3.03 ESTABLISH DRAFT PLAN GOALS AND OBJECTIVES**

- A. HA shall compile a preliminary list of key parks and recreation long term goals and objectives for the Parks system, to serve as a framework for modification by staff and the citizens of Broken Arrow.
- B. These goals may be based on previous Parks policy statements, PARD mission statements and goals, Council statements, and input from stakeholder meetings.
- C. HA will review the goals and objective with City staff and modify as appropriate per comments received.

**Deliverables** – HA shall prepare a preliminary written list of goals and objectives for staff review and discussion with HA during a conference call.

**Number of meetings:** One (1) conference call meeting

**Items provided by City of Broken Arrow** – The City shall provide previous Council, Parks Board, PEDC, and PARD goals and objectives, policy statements, etc. The City shall review and comment on revised version of goals and objectives.

### **3.04 CITYWIDE PUBLIC MEETING**

During the stakeholder meeting described above, HA will conduct one (1) open public meeting to educate the public about the parks planning process, and to solicit input regarding park needs in the City. HA will prepare exhibits and presentation for the public meeting, and will prepare a written summary of key items discussed during meetings. To attract attendance, this meeting will be combined with the second Comprehensive Plan public meeting.

**Deliverables** – HA shall prepare presentations and exhibits for the meeting. HA will also compile and summarize the input from each meeting.

**Total number of meetings:** One (1) meeting.

**Items Provided by City of Broken Arrow** – The City shall establish location and time for the meeting; issue invitations and publicize meetings; and attend meetings as appropriate.

### **3.05 CITYWIDE PARK ISSUES OPINION SURVEY**

- A. HA will prepare parks related questions to be integrated into opinion surveys used as part of the Comprehensive Plan. Draft questions will be reviewed with PARD during a teleconference. These will be incorporated into the survey tools used for the Comprehensive Plan process. These will supplement information already generated by other citywide opinion surveys conducted separately by the City.
- B. HA will analyze park-related responses and prepare a summary of key responses in report format.
- C. HA will review the parks related results of the survey during one (1) meeting with staff.

**Deliverables** – HA shall prepare documentation for community-wide park related questions and summarize survey results.

**Number of meetings:** Two (2) total as follows: One (1) conference call meeting with PARD staff to discuss the survey questions; one (1) conference call with PARD staff to discuss park related survey results.

**Items Provided by City of Broken Arrow** – The City shall assist in the development of the survey questionnaire.

## PHASE TWO

### 4.00 PARKS & OPEN SPACE ASSESSMENT AND RECOMMENDATIONS

#### 4.01 ASSESSMENT OF EXISTING PARKS & OPEN SPACE FACILITIES

A. **Illustrate parks and open spaces on a citywide basis by type.** Per data provided by the City (Section 2 above) HA will illustrate the general geographic location of all city owned park and open space facilities in Broken Arrow. HA will incorporate inventory information previously compiled by the City. Facilities to be shown include:

- Existing city owned parks, recreation facilities, open spaces, and trails;
- Existing city owned recreation/civic facilities;
- School-related facilities as relevant;
- Private or quasi-private recreation facilities as relevant; and
- City owned properties as relevant.

B. **Tabular summary of facilities.** An accurate inventory of all park and open space facilities in Broken Arrow is essential; it will be used as the prime reference for all calculations, assessments and projections as it relates to facilities. This inventory includes both acreage and number of facilities per park category. The City will provide detailed inventory information in tabular format based in an Excel table template provided by HA. Per the data provided in tabular format by the City, HA will prepare a table per park type (i.e. neighborhood parks, community parks, etc.) that summaries the number of facilities in each park.

**Deliverables** – HA shall, with information provided by the City, prepare a map that illustrates the general geographic location of facilities in the city. HA shall develop an inventory template in table format for the City to complete the acreage and number of facilities in each park, classified by park type. HA will use this table as reference during the planning process.

**Number of meetings:** One (1) conference call to discuss the inventory template and the completed form as provided by the City.

**Items provided by City of Broken Arrow** – The City shall provide a copy of site plans and any relevant park specific master plans for each existing park in the city (as available). The City shall provide data for each existing park, including address, size, current classification, and inventory of existing facilities in each existing park. The City shall complete the inventory template as prepared by HA. The City shall provide a summary of known information on regional park facilities and other major area recreational attractions, including location, size, types of facilities, and annual or event attendance (known or estimated).

#### 4.02 EVALUATE LEVEL OF SERVICE FOR PARKS AND OPEN SPACE

Review previously adopted Broken Arrow Park and Open Space standards and recommend



adjustments or new standards as appropriate:

- A. Calculate Current Level of Service (CLOS) for park acreage by category and for amenities and facilities on a per-capita basis.
- B. Assess spatial distribution of parks.
- C. Review Broken Arrow's previous levels of service and former targets or standards.
- D. Compare standards with five (5) cities identified as the benchmark cities (see Task 2.04), which will include geographic and demographic similarities with Broken Arrow and assuming data is readily-available. Cities used for benchmarking purposes for the Comprehensive Plan will be used for park comparison purposes.
- E. Develop Target Levels of Service (TLOS) for park land, access to parks, amenities, and facilities for current and future populations.
- F. Prepare comparison of recommended spatial facilities to actual number of facilities, and develop tables that illustrate deficiencies in each category.

**Deliverables** – HA shall draft park facility standards in table and written format.

**Number of meetings:** One (1) conference call to discuss park acreage and facility standards.

**Items Provided by City of Broken Arrow** – The City shall provide previous park facility standards; and review and comment on proposed Target Levels of Service.

#### 4.03 **PARKS & OPEN SPACE NEEDS ASSESSMENT**

- A. HA will prepare a written summary of needs, to include areas of significant deficiencies, in terms of land area and specific types of facilities. HA will compare recommended standards to actual conditions to determine deficiencies.
- B. An analysis of the existing parks and open space system will be conducted; this analysis will have five major components, combined to create a collective needs assessment.
  - Needs based on recommended **Standards and Level of Service**
  - Needs based on **Community Input**
  - Needs based on **Vision, Goals & Objectives**
  - Needs based on **Review of Existing System**
  - Needs/Opportunities based on **Natural and Manmade Resources**

**Deliverables** – HA shall prepare Chapter 3, Needs Assessment in draft format for review and comment. HA shall prepare a map illustrating key needs.

**Number of meetings:** One teleconference (1) meeting with staff to discuss summary.

**Items Provided by City of Broken Arrow** – The City shall review needs assessment and comment as appropriate.

#### 4.04 **PARKS & OPEN SPACE RECOMMENDATIONS & STRATEGIES**

Based on the current needs and deficits, and anticipated growth in the City of Broken Arrow, HA shall consider and provide recommendations to address the specific needs and goals identified during this phase of the Master Plan. These recommendations and strategies will generally be categorized as follows:

- Land Acquisition;
- Park & Facility Development;



- Recreational Facility Cost Recovery;
- Park Improvements; and
- Policy Related Recommendations.

**Deliverables** – HA will compile a summary of recommendations in text, table and plan format into Chapter 4, Recommendations, and submit the draft chapter to City staff for review and comment. Include a map denoting land acquisition and park development recommendations.

**Number of meetings:** One (1) staff meeting and one (1) conference call to discuss recommendations.

**Items Provided by City of Broken Arrow** – The City shall review draft recommendations and comment as appropriate.

#### **4.05 STEERING COMMITTEE MEETING**

Conduct a recommendations review meeting with the Steering Committee during one day. Meeting date and time will coincide with other ongoing Comprehensive Plan efforts.

**Deliverables** – HA shall prepare materials for meeting and summarize meeting comments.

**Total number of meetings** – One (1) meeting.

**Items Provided by City of Broken Arrow** – The City shall assemble Committee, invite members to the meeting, attend meeting and promote/encourage attendance.

#### **4.06 PARKS MASTER PLAN REVIEW - CITYWIDE PUBLIC MEETING**

HA will conduct one (1) open public meeting to review the draft parks master plan recommendations and possible implementation strategies. HA will prepare exhibits and presentation for the public meeting, and will prepare a summary of key items discussed. HA will prepare an email blast/flyer for use by Staff in promoting the meeting. The public meeting will be scheduled to coincide with other Comprehensive Plan process meetings.

**Deliverables** – HA shall prepare presentations and exhibits for the meeting. HA will also compile and summarize the input from the meeting.

**Total number of meetings:** One (1) meeting.

**Items Provided by City of Broken Arrow** – The City shall establish location and time for the meeting; issue invitations, formal public notifications and publicize meetings; and attend meetings as appropriate.

### **5.00 IMPLEMENTATION STRATEGY**

#### **5.01 COST PROJECTIONS**

HA shall:

- Prepare order of magnitude cost estimates for key components of the Parks Master Plan. These will be broad based cost ranges intended as a starting point or placeholder for future detailed concept development (not part of this scope);
- Use an average dollar amount per acre for land acquisition; and
- Include cost ranges for proposed improvements, and identify general assumptions

included in each estimate. Estimates will not be line-itemed, but will build in contingencies that are appropriate for high level concept type estimates prior to any formal concepting or design.

**Deliverables:** HA will incorporate the results of the cost estimates in the Action Plan.

**Number of meetings:** One (1) conference call meeting.

**Items Provided by City of Broken Arrow:** Review estimates and comment as appropriate.

## 5.02 IMPLEMENTATION AND ACTION PLAN

A. HA shall prepare an **Implementation Plan** for the Parks Master Plan discussing the components that are recommended. This plan will include five key elements:

1. **Short range improvements** to meet immediate needs.
2. **Long range or ‘reach’ improvements** to meet population growth, enhance the parks system, and meet the needs of City administrative staff.
3. **Prioritization of improvements**, to fund critical projects first, with less critical components being incorporated as funding allows.
4. **Funding strategies** to provide predictable funding resources for the proposed improvements.

B. HA shall prepare an **Action Plan Schedule** for the recommended plan components.

- \* Develop a 5-year incremental funding level analysis to implement the Master Plan. (Action and Expenditure Plan).
- \* Use a 5-year short-range time frame, and a 10-year long-range time frame.

**Deliverables:** HA shall compile prioritization of recommended improvements, actions in table format, and an implementation plan in written format into Chapter 5, Implementation Plan, and submit the chapter in draft format for review and comment.

**Number of meetings:** One (1) meeting.

**Items Provided by City of Broken Arrow:** The City shall provide current and past citywide and Park and Department budgets (for past three years); provide records of past grants and other non-city funding sources; and review Implementation and Action Plan.

## 6.00 REPORT PREPARATION & FINAL PLAN ADOPTION

### 6.01 REPORT REVIEW AND APPROVAL

A. HA shall compile the chapters prepared in each of the tasks above into a Final overall document and submit the draft to PARD for review and comment. HA will assist in reviewing the report with City staff, the Steering Committee, Planning Commission, and City Council. Elements in this task will include:

- \* Preparation of Report and Submittal of electronic (PDF format) draft to PARD staff for review.
- \* One to two (1 to 2) teleconference work sessions with PARD staff to review the draft document.
- \* Revisions based on comments received, and preparation of a revised draft report in

- electronic (PDF) format.
- \* Briefings (conducted over a consecutive one to two-day span):
    - \* One (1) briefing presentation and work session with City staff.
    - \* Briefing presentation and work session (1) with the Parks Steering Committee.
    - \* One (1) briefing with the Planning Commission.
    - \* One (1) briefing presentation/work session with City Council.
  - \* Revisions based on comments received, and preparation of a final report in electronic (PDF) format.
  - \* One City Council (1) meeting for adoption of final master plan by City Council.

**Deliverables:** Report final deliverable shall be in an Adobe format (InDesign/Illustrator) that can be edited by the City. HA shall prepare electronic (PDF format) draft reports. Total number of hard copies includes a maximum of 20 final reports.

**Number of meetings:** Halff will attend a total of six (6) meetings during the approval process (4 in person, up to two teleconferences).

**Items Provided by City of Broken Arrow:** The City shall review draft reports, schedule and set up meetings and agenda items for review and approval of master plan, and distribute electronic copies of the report to staff, the Steering Committee, and City Council.

## 6.02 MASTER PLAN PUBLISHING

HA shall produce a color digital (PDF format) original of the Master Plan Report for use in immediate printing as part of this contract, as well as future printing and digital publication by the City of Broken Arrow. HA shall prepare a maximum of twenty (20) color copies of the final Master Plan (up to 150 pages).

**Deliverables:** Halff shall provide a high and mid-level digital original of the final Master Plan Report (PDF format) on CD and print a maximum of twenty (20) color copies.

**Number of meetings:** None.

**Items Provided by City of Broken Arrow:** None.

*End of Base Scope of Services*