

MEMORANDUM

TO: Vienna Town Council

FROM: David Samba, PE, PTP, PTOE, RSP1

DATE: October 13, 2023

SUBJECT: RFP23-42 Park System Master Plan
RESPONSE TO COMMENTS & DETAILED SCOPE OF WORK

Introduction

This response to comments and detailed *draft* scope of work has been prepared to satisfy Vienna Town Council's request for more information on the proposed activities, timelines, and deliverables associated with Kimley-Horn's submitted proposal to Request for Proposal (RFP) 23-42 Park System Master Plan. It is noted that the specific language within RFP 23-42 states the following:

“Following the firm’s selection process, a meeting will be held with the successful firm to negotiate the final scope of work and a contract for services. Therefore, the Town reserves the right to revise the final scope of work.”

As such, the scope of work prepared herein is considered draft until such a time that the Town issues a contract and confirms a final scope of work as a part of a meeting. Kimley-Horn recommends that the scope of work be finalized pending the kick-off meeting (at which time the project schedule will also be discussed and finalized).

The detailed draft scope of work contained herein corresponds to the scope of work that was prepared by Town staff and included in RFP 23-42, Kimley-Horn's submitted response to proposal, and Kimley-Horn's publicly submitted fee of \$236,230. **Kimley-Horn has reorganized certain elements of the scope to create a more logical flow of tasks and activities.**

Response to Questions

Councilman Anderson

Per my comments at the October 2nd meeting, I am particularly interested in how you will fulfill the financial and budgetary asks listed in the RFP.

Can you provide more detail on how you intend to fulfill the following requested items in the town's RFP for this project?

E. Resource and Data Collection (p.15)

- Review available funding and financing strategies that are options for funding future improvements.
 - See detailed scope.
 - We are going to review historic parks department capital, operating, revenue, and maintenance expenses and revenues based on the Town's projected and actual amounts (this is contingent on the information being available in a usable format and will include close coordination with staff from finance and parks and recreation)
 - Over the same time period we are going to review the funding strategies that the town has used to fund above expenses (i.e. general fund, grants, etc) and benchmark parks spending as a percentage of overall town spending.
 - We are going to benchmark town funding, revenue generation, and financing strategies against up to three regional agencies and using the NRPA database (for national benchmarking)

G. Implementation (p.16)

- Evaluation of the feasibility, cost-effectiveness/return on investment of suggested strategies and recommendations.
 - Generally: For recommendation that have revenue generation/cost recovery potential we will create a model that demonstrates the initial capital and annual costs against the revenue generated. This will be annualized from the implementation year of the recommendation to the end of the plan horizon (10 years).
- Develop an action plan that includes strategies, priorities and an analysis of budget support and funding mechanisms for the short-, mid- and long-term for the park system, green space, trails and recreation programs and services. The action plan

should prioritize strategies by their level of impact on social, health and environmental outcomes.

o See Detailed Scope Task 9

o Example:

Figure J1: City of Norwalk Recreation and Parks System Strategic Plan Goals and Objectives

GF#	Goals	Objectives	Timeframe	Role of R&P Dept	Actions Types	Potential Funding Sources	Partnerships
1 Provide high-quality parks and facilities by meeting changing recreation needs and addressing existing or new maintenance needs							
1.1	Establish priority list of park improvements based on socio-economic and condition data to inform implementation		Short-Term	Owner	Policy Development	Operations	Recreation, Parks & Cultural Affairs
1.2	Partner with Norwalk Police Dept. to review and enhance security and surveillance best practices for parks.		Short-Term	Owner & Partner	Policy Development	Operations	Police Department
1.3	Develop template for standard restroom options and implement based upon priority park improvements.		Short-Term	Owner	Capital Projects	Capital Budget	Pilot projects with temporary stations
1.4	Continue to engage the public in the planning and design of new parks or improvements to existing parks and recreation facilities.		On-Going	Owner	Public Input	Capital Budget	Public
1.5	Identify and partner with volunteer groups to encourage maintenance of existing parks and facilities.		On-Going	Owner	Policy Development	Grants & Operations	Community Groups, Norwalk Land Trust, NRWA, Tree Alliance, Gardeners, Mayors Youth Program
1.6	Improve athletic field and sport court maintenance by developing standards and identification of additional funding for implementation of best practices.		Short-Term	Owner	Capital Projects	Capital Budget	Norwalk Public Schools, PTAs, Volunteers
1.7	Explore additional opportunities to provide athletic fields and sport court lighting to increase capacity of existing facilities and upgrade lighting fixtures to new, more efficient LED options with anti-light pollution technology.		Short-Term	Owner	Acquisitions & Capital Projects	Capital Budget & Grants	Parent Groups, Sports Leagues
1.8	Creating shared parking to reduce impervious surface, increase park space, and support business and local resources.		Medium-Term	Owner & Partner	Policy Development & Capital Projects, Joint Use Agreements	Operations & Capital Budget	TMP, P&Z, Redevelopment Authority, Parking Authority

J. Development of Final Plans, Supporting Materials and Presentation (p. 17)

- Provide a 5-year financial forecast plan, ADA plan, parking and path assessments, land acquisition opportunities, community development and impact fees.

Your response should address the following:

- How you will work the Town’s Finance and Parks and Recreation staffs, starting with current developed park assets and develop a budget for ongoing operations at their current level, going 5 to 10 years out. Please confirm that this budgetary analysis will break out operating expenses for staff and other operating costs, capital maintenance, as well as projected revenues from user fees.
 - o See response to your first comment. But yes, confirmed that we will work with both Finance and Parks staff to pull and understand historic budgets, differences between projected and actuals, and any current projection they may have.
- For every undeveloped potential park asset owned by the town, how you will develop a budget for the number of optional development alternatives as specified in the RFP. The budget should break out initial capital costs, as well as operating expenses for staff and other operating costs, capital maintenance, as well as projected revenues from user fees.
 - o Clarification: We will only develop opinions of probable costs for facilities where we have parks recommendations. Some “potential parks” may not have any recommended improvements within the 10-year timeframe. Additionally, the only property that has a specific number of “optional development alternatives” is the

Robinson Property. For all other properties (current parks and potential new parks) we will develop planning-level order of magnitude opinions of probable cost for the agreed upon recommendations that fulfill needs or gaps throughout the project. This will be based on the following logic:

- Land Acquisition (based on costs/acre confirmed with Town Staff)
- Park/Facility Development based on comparable facilities (using a combination of current and projected costs as benchmarked with past town spending, regional entity spending, and NRPA spending trends)
- Operations (including staffing), maintenance, revenue estimates for proposed system based on comparable facilities (using a combination of current and project costs as benchmarked with past town spending, regional entity spending, and NRPA spending trends)

○ Example:

Figure 16: Short-Term (1-3 Years) Project Prioritization Rankings

Priority #	Location/Project	Cost	Score
Indoor Recreation Space			
1	98 S. Main Street Community Center renovation	\$11,385,000	22
Ludlow Park			
2	Update park sign; provide ADA curb ramps into park; enhance landscaping; additional benches, trash receptacles and bike racks; resurface tennis courts and replace one court with two (2) pickleball courts; add small 15x15 shelter and new drinking fountain.	\$185,000	21
Woods Pond			
3	Update park signage; add paved ADA parking spaces and ADA route to lake overlook; provide benches, trash receptacles, and bike racks; add paved trail along Rocks Rd. (1,000 LF)	\$110,000	21
Shady Beach			
4	Install bike racks; additional tree canopy	\$30,000	19
Taylor Farm			
5	Update park signage; provide medium 20x20 shelter; expand existing parking by 8-10 spaces; add 2 ADA parking spaces with ADA route into park.	\$120,000	18
Irving C. Freese Park			
6	Remaining master plan improvements: landscaping, drainage, amphitheater, lighting, tree removal, tree planting, paved pathways, site furnishings, drinking fountain, and utilities.	\$1,609,463	18
Bouton Street Park			
7	Drainage improvements around playgrounds; update park sign; enhance landscaping; add crosswalks and traffic calming signage along Oak ST, Windsor PL, and Bouton ST	\$100,000	17
Andrews Field			
8	Relocate Norwalk HS athletic field; improve drainage and grading; ADA access route into park; park entry sign	\$1,165,000	17
Honey Hill Park			
9	Update park signage; develop unpaved hiking trail loop with benches and interpretative signage; provide ADA parking spaces and ADA route to spectator seating areas; provide bike racks and trash receptacles	\$106,000	17

Figure 17: Medium-Term (4-6 Years) Project Prioritization Rankings

Priority #	Location/Project	Cost	Score
Veterans Park			
1	Master Plan projects: fountain, marina, landscaping, public art, streetscape, harbor/police marine unit, pavilions	\$5,438,685	23
New Waterfront Access Points			
2	5th Street street-end waterfront access, passive space	\$100,000	20
3	Develop parking spaces and kayak launch at Lowndes Ave street-end waterfront access point	\$100,000	20
Springwood Park			
4	Replat property to park area; add vehicle entry from Ingalls Ave; add 10-12 space parking lot; development small playground; add benches, trash receptacles and bike racks; resurface basketball courts; remove old field lighting; update/add park entry signage in multiple points; add sidewalk access from Ingalls Ave.	\$490,000	20
Shady Beach			
5	Install playground with EWF surface (2-5 age and 5-12 age); additional tree canopy planted; update park signage	\$310,000	19
Meadow Street Park			
6	Replace perimeter chainlink fence with black aluminum and remove gates; enhance landscape; add 2-3 fitness stations, stabilize hillside with plantings; add artwork on retaining walls; add crosswalk; replace area lighting	\$207,500	17

Figure 18: Long-Term (7-10 Years) Project Prioritization Rankings

Priority #	Location/Project	Cost	Score
Greenways			
1	Contribution to greenway development: Priority greenway segments as determined by LRTP Update;	\$6,000,000	27
Veterans Park			
2	Resiliency projects: coastal restoration; kayak launch, walking trail, plantings; master plan development for long-term coastal restoration	\$5,000,000	23
Future Mini Parks			
3	Two (2) mini parks; one in vicinity of Winfield St east of East St.; and one in vicinity of Grumman Ave south of Merritt Pkwy; 15% contingency	\$2,484,000	19
Calf Pasture Park			
4	Provide event lawn with stage electrical hook-ups; food truck court; provide additional bike racks and bike repair station	\$335,000	19
Mill Pond Park			
5	Update park signage	\$15,000	18
Witch Lane Park			
6	Install playground with EWF surface (2-5 age and 5-12 age); install two pickleball courts, small 15x15 shelter, drinking fountain; crosswalks at Witch Lane and Rowayton Ave.	\$382,500	17
Skatepark			
7	New skate park at Taylor Farms	\$2,300,000	17

- How will your analysis of capital costs for existing and new capital improvements interact with our current Capital Improvement Plan, including the number of years your analysis will encompass.
 - Per the RFP this is a 10-year plan. We will generally propose to think of the plan as having short (year 1 to 5), mid (year 6-8) and long (year 9 and 10) term recommendations. Recommended improvement and the associated costs/revenues may be identified for any year between 1 and 10 and would be entered in the CIP in the appropriate Fiscal year. We will work with Finance and Parks staff to understand the Town's minimum requirements for CIP inclusion for projects. We need clarification from staff and Council if plan adoption and CIP inclusion will be treated as a single step.

It would be helpful if you could provide the financial and budgetary experience and education of the individuals doing the budgeting work, and some examples of this type of analysis completed in other projects.

- Project Team resumes including education, certifications, and competencies were included in the original proposal. The project team collectively has delivered hundreds of parks master plans of varying scales. Each plan included a financial analysis to some extent. As an additional qualification, our team includes at least 3 team members who sat in public roles as parks and recreation directors and/or senior project managers that were in charge of budget development and CIP processes. Lastly, Project Manager David Samba is one of Kimley-Horn's firmwide benefit cost analysis specialist with a decade of experience putting together technical analyses that meet the rigorous requirements of federal grant funding applications.

Councilman Springsteen

- Can the timeline to do this proposed study be reduced from the proposed timeline of 16 months to 12 months?

The timeline will be finalized as part of the kick-off meeting. Generally, yes, the timeline could be shortened however there will need to be a specific review of task durations (review time for staff, how long surveys are open, time and availability of Council for conference sessions and meetings, giving enough time to each phase of the project so the community does not feel the process was "rushed"). Our recommendation is still to consider this a 16-month effort at the outset so as to set realistic expectations.

- Can the study rack out realistic costs of some of the ideas that will be presented. I know during the exercise done for the Church Annex; a number of residents want a pool. There are major capital costs involved in this and then ongoing operating costs. These need to be spelled out in any study. Also how are these to be paid for?

Yes, this is part of the study. We are providing planning level opinions of costs for capital, operating, maintenance expense for any recommendation we make that falls within the 10-year timeframe. We will also compare costs against the annual budget and make recommendations to either increase the budget or to seek alternate funding streams (which will be discussed in the plan)

- How will your recommendations interact with the current TOV capital plan?
 - Per the RFP this is a 10-year plan. We will generally propose to think of the plan as having short (year 1 to 5), mid (year 6-8) and long (year 9 and 10) term recommendations. Recommended improvement and the associated costs/revenues may be identified for any year between 1 and 10 and would be entered in the CIP in the appropriate Fiscal year. We will work with Finance and Parks staff to understand the Town's minimum requirements for CIP inclusion for projects. We need clarification from staff and Council if plan adoption and CIP inclusion will be treated as a single step.
- Will you be able to show how do you suggest funding the recommendations you will make and what are the projected costs?
 - Yes, this is part of the study. We are providing planning level opinions of costs for capital, operating, maintenance expense for any recommendation we make that falls within the 10-year timeframe. We will also compare costs against the annual budget and make recommendations to either increase the budget or to seek alternate funding streams (which will be discussed in the plan)
- Will you give some immediate and up to 10-year timeline of the uses and costs of your recommendations by park/property?
 - Yes. We will generally propose to think of the plan as having short (year 1 to 5), mid (year 6-8) and long (year 9 and 10) term recommendations. Recommended improvement and the associated costs/revenues may be identified for any year between 1 and 10. Recommendations will be by park/property however some properties may not have park recommendations with the 10-year timeframe.
- How will you handle the Beulah Road property that the TOV is currently using for leaf storage and has no other in-town options?
 - This property will be inventoried, evaluated, and assessed with all other properties that were identified in the RFP. If there is a town need or a gap that this property could fulfill as a park facilities, the team will make a recommendation. The recommendation will come with the caveat of the opportunities and challenges (and cost implications) associate with changing the existing condition and use. Council and staff will have the opportunity to weigh in on recommendations multiple times throughout the plan and certainly before any recommendations are finalized.
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Councilman Brill

- The Town of Vienna has 12 parks and 159 acres of parkland. How many of these parks can be used realistically for recreational activities? What kind of recreational activities could occur at the parcels at 124 Courthouse Rd. (0.7 acre), Salisbury Spring Place (0.3 acre), and property yard (1.9 acres)?
 - This is a question that would be answered as part of the plan development. Specifically the two surveys, community engagement, community

benchmarking, and benchmarking with NRPA trends would help answer this questions.

- Given your extensive experience, what is your vision and overall goals for a model park system for the next 25-30 years? How does Vienna compare with a model park system? What are our glaring gaps, if any?
 - This is a question that would be answered as part of the plan development. Additionally, while the team will offer expertise, context, national perspective throughout the plan, we do not yet want to influence the “vision” of the system at the outset before we invite the community, council, and staff into the process.

- What are the recommended recreational needs, from your experience, for residents in the following age groups (0-20), (20-35), (35-50), (50-65), and (65 & up)? How does Vienna do in providing those suggested recreational needs at the present time?
 - This is a question that would be answered as part of the plan development. Specifically the two surveys, community engagement, community benchmarking, and benchmarking with NRPA trends would help answer this questions.
 - An example of current growing recreation activities is as follows:

Table E6: General Growth Recreation and Leisure Activity Trends

Focus Areas	Growth Programs
Sports	Youth lacrosse, adult soccer, adult cricket, youth/adult rugby, pickleball, youth camps/clinics, individual sports (fencing), adventure/non-traditional (BMX, mountain biking, disc golf, ultimate frisbee), youth sports specific training
Fitness/Wellness	Functional training classes, personal/small group training, yoga, nutrition, healthy lifestyle education, drop-in pay as you go classes, more Saturday class, introduction of some Sunday classes
Cultural	Music production for youth, digital media, programs oriented toward specific ethnic groups
Youth	Before/After school programs at recreation centers (specifically summer camps), non-school day events, extended break events/programs.
Education	Camps
Outdoor	Eco-tourism, environmental education
Seniors	Fitness/Wellness, Baby Boomer focused activities
Aquatics	Therapy, triathlon training
General Interests	Personal finance
Special Events	Family-oriented community-wide events; outdoor dining, farmer’s markets, movie nights, Halloween/Christmas walks

Figure E8: Sport & Fitness Industry Association Non-Participant Top Interests by Age Group (2022)

	6-12	13-17	18-24	25-34
1	Fishing	Fishing	Working out with weights	Fishing
2	Camping	Swimming for Fitness	Running/Jogging	Camping
3	Soccer	Basketball	Working out using machines	Working out with weights
4	Running/Jogging	Running/Jogging	Cardio Fitness	Running/Jogging
5	Swimming for Fitness	Martial Arts	Yoga	Cardio Fitness
6	Hunting	Working out with weights	Basketball	Yoga
7	Sledding	Camping	Hiking	Hiking
8	Shooting	Cardio Fitness	Shooting	Working out using machines
9	Baseball	Soccer	Camping	Basketball
10	7 on 7 Football	Hunting	Volleyball	Shooting

	35-44	45-54	55-64	65+
1	Fishing	Fishing	Fishing	Fishing
2	Camping	Camping	Shooting	Camping
3	Working out with weights	Cardio Fitness	Camping	Cardio Fitness
4	Cardio Fitness	Working out using machines	Working out with weights	Swimming for Fitness
5	Working out using machines	Working out with weights	Swimming for Fitness	Working out using machines
6	Yoga	Hiking	Hunting	Working out with weights
7	Running/Jogging	Shooting	Working out using machines	Shooting
8	Swimming for Fitness	Swimming for Fitness	Hiking	Yoga
9	Shooting	Yoga	Cardio Fitness	Hunting
10	Hiking	Hunting	Running/Jogging	Hiking

Councilwoman Patel

I would like tangible numbers on costs for different scenarios and definitive widespread outreach programs, not small attendance initiatives like community events in the community center. Specifically, I want to hear back from thousands of residents not just a few hundred. This information should be included in the proposed budget, with no increase in cost to the town.

- o We will have opinions of probable cost for each recommendation. The only property that has “scenarios” as defined in the RFP is the Robinson property.
- o With respect to engagement, we will develop a public engagement plan that is inclusive and creates a participatory environment for all who choose to be a part of the plan.
- o We have included a detailed engagement framework as part of Task 5, but it only becomes finalized with concurrence from staff and council.
- o Our engagement format is varied (in person, digital, surveys, meeting in a box, etc.) which provides the best opportunity for wider engagement.
- o Looking at surveying alone our techniques have broadly been effective. For context:
 - 2018 National Citizen Survey: ~ 690 respondents
 - Parking Survey: ~ 750 respondents
 - **Kimley-Horn efforts on Annex survey: 1300+ respondents**

- We also note that based on the town's population, a statistically valid survey with 95 % confidence and 5% error require only approximately ~360 respondents.
- During the project we will track the number of total and unique engagements with our surveys, meetings, pop-ups, website visit, and other metrics to gauge community intersect and awareness.
- Example:



Figure F1: Public Engagement Participation

- Public engagement will be combined with all other needs assessment techniques to understand needs (i.e. we are not basing our recommendations only on the results of meetings or the survey)
- Example:

Figure G1: Needs Assessment Summary

		Needs Assessment Techniques											
		Guiding Documents	Demographic Analysis	Park Evaluations	Focus Groups	Stakeholder Interviews	Program Assessment	Statistical Survey (Attention)	Statistical Survey (barriers)	Statistical Survey (Personal Experiences)	Online Survey (barriers)	Online Survey (Needs/Importance)	Level of Service Analysis
Facilities	Walking Paths / Sidewalks	●	●	●	●	●		●	●	●	●	●	
	Smaller Neighborhood Parks	●	●	●	●	●		●	●	●	●	●	●
	Natural Parks and Preserves	●	●	●	●	●			●	●	●	●	●
	Trails / Multi-Use Paths	●	●	●	●	●			●	●	●	●	●
	Restrooms (Public)	●	●	●	●	●		●	●	●	●	○	○
	Beaches (Public)	●	●	●	●	●		●	●		●	●	●
	Larger Community Parks	●	●	●	●	●		●	●	●	●	●	○
	Outdoor Pools	●	●	●	●	●				●		●	○
	Multipurpose Fields	●	●	●	●	●		○		○		○	●
	Community/Recreation Centers	●	●	●	●	●				●		○	●
Programs and Activities	Water-Related Activities (Swimming, Fishing)	●	●		●	●				●		●	
	Aquatics	○	●		●	●	●					●	
	Nature Enjoyment	●	●		●	●				●		●	
	Special Events / Festivals	●	●		●	●				●		●	
	Senior Adult Activities	●	●		●	●	●			●		●	
	Fitness and Wellness	○	●		●	●				●		●	
	Performing Arts	●	●		●	●				●		●	
	Teen (6-12th Grades) Activities	●	●		●	●	●			○		●	
	Special Populations	●	●		●	●	●					○	
	Family Events (Movie Nights, etc.)	●	○		●	●				●		●	

Detailed Scope of Work

1. *Task 1 Project Management*

- 1.1. Kimley-Horn will manage the project, the work of its staff, and the work of its subconsultant partners (Kimmel Bogrette and Ballard King) for the duration of the project. Kimley-Horn anticipates that the project will have a duration of up to 12 to 16 months.
 - 1.2. Kimley-Horn will prepare a project workplan that identifies the dates and durations of major tasks, meetings, review timelines, anticipated deliverables, and staff responsibilities. Kimley-Horn anticipates finalizing the initial workplan following the kick-off meeting and updating the workplan up to two times throughout the duration of the project based on feedback or requested changes received from Town staff.
 - 1.3. Kimley-Horn will make an online file sharing site available for use by Town Staff and Kimley-Horn Team members throughout the duration of the project.
 - 1.4. Kimley-Horn will prepare and submit monthly invoices and progress reports.
 - 1.5. Kimley-Horn will hold biweekly virtual meetings with Town Staff, as needed, throughout the course of the project to provide updates on project status, to confirm and collaborate on upcoming deliverables and meetings, and to receive feedback and guidance from staff. Kimley-Horn anticipates up to 32 such 30-minute meetings with attendance of 2 to 4 Kimley-Horn team members depending on the topics to be discussed.
- *Deliverables:*
 - Project Workplan
 - Monthly Invoices and progress reports
 - Online file sharing site
 - Biweekly virtual meetings (30 minutes, up to 32 meetings)

2. *Task 2 Kick-Off Meetings*

- 2.1. Kimley-Horn will hold a hybrid kick-off meeting with Town staff. It is anticipated that up to two Kimley-Horn team members will participate in person and up to four additional Kimley-Horn team members will participate virtually.
- 2.2. Prior to the kick-off meeting, Kimley-Horn will prepare a brief up to 10 to 15 slide presentation to provide an overview of the proposed parks master plan process and workplan; an overview of the Town's recreation and parks system attributes; needs,

priorities, obstacles, opportunities, and implementation goals; preliminary public engagement goals and objectives; review final document format requirements and samples.

- Town staff will be responsible for meeting logistics such as facility arrangements and meeting invites.
- 2.3. Prior to the kick-off meeting, Kimley-Horn will prepare a preliminary request for information (RFI) as relevant to the anticipated work tasks. Kimley-Horn will submit the RFI to Town staff prior to the kick-off meeting. The RFI will consist of any readily available base mapping, topography, utility mapping, previous studies/studies in progress, user/needs assessments, fiscal information, recreational programming, development standards and guidelines, and staffing and organizational structure.
- 2.4. During the kick-off meeting, the Kimley-Horn Team and Town staff will mutually discuss and confirm the final scope of work, roles and responsibilities, workplan/schedule, and content and format of deliverables. Kimley-Horn will request a status update on the Town's progress on RFI action items.
- 2.5. Kimley-Horn will prepare a high-level meeting summary with identified action items following the meeting and submit to Town staff for concurrence. Following concurrence from Town staff based on one round of reconciled comments, Kimley-Horn will submit the meeting summary as final.
- 2.6. Following the kick-off meeting with Town Staff, Kimley-Horn will hold a kick-off meeting with Town staff and Town Council at a Town Council Conference Session. Kimley-Horn will provide an overview of the proposed parks master plan process and workplan and walk through the final scope of work, timelines, and deliverables. It is anticipated that up to two Kimley-Horn team members will participate in person and up to four additional Kimley-Horn team members will participate virtually.
- 2.7. Kimley-Horn will prepare a high-level meeting summary with identified action items following the meeting and submit to Town staff for concurrence. Following concurrence from Town staff based on one round of reconciled comments, Kimley-Horn will submit the meeting summary as final.
- *Deliverables:*
 - Kick-Off Meetings (hybrid, anticipated 90-minutes)
 - Kick-Off Meeting Presentation (Microsoft PowerPoint)
 - Request for Information
 - Finalized Scope of Work and Project Workplan
 - High-Level meeting summaries and action items

3. Task 3 - Review Relevant Town Reports & Documents

3.1. As part of RFI in Task 2, Kimley-Horn will request and review relevant documents reports and studies. RFP 23-42 identified 8 specific reports/studies for review:

- 2019 Town of Vienna Strategic Plan
- 2015 Town of Vienna Comprehensive Plan (As amended February 2020, Chapters 3, 6, and 7)
- Town Code (Chapters 20, 25, and 27.5)
- 2018 National Citizen Survey
- 2022 Capital Budget
- 2021 Annual Comprehensive Financial Report (ACFR) and audited Financial Statements
- Town of Vienna Fiscal Year 2022-23 Adopted Budget
- 2022 Bond Funding Credit Presentation

3.2. Kimley-Horn will request and review the eight identified documents plus up to four additional documents not yet identified for a total of up to 12 documents. As part of each review, Kimley-Horn will prepare a high-level summary of the document and its relevance to the Parks Master Plan process.

3.3. Kimley-Horn will summarize how each document will be used to inform subsequent tasks (community engagement, financial analysis, market study, etc.). The purpose of this summary is to build from prior and current efforts and to identify the community's profile through an overview of unique qualities and trends specific to the Town of Vienna that may have an impact on the implementation of plan.

3.4. Kimley-Horn will request and review additional information related to overall Town and parks and recreation strategies: specific revenues, cost-recovery, grant funding amounts and allocation, operations costs, maintenance costs, capital programming costs, current funding strategies, and other relevant information.

3.5. Kimley-Horn will prepare and submit a summary memorandum. Kimley-Horn will provide a draft memorandum to Town staff. Upon receipt of one round of complete and reconciled comments from Town staff, Kimley-Horn will revise as final.

- *Deliverables:*
 - *Town documents/strategies review summary*

4. Task 4 – Existing Conditions Assessment

- 4.1. Kimley-Horn will prepare a digital GIS base file compatible with the Town’s existing GIS system for the project study area (the study area is typically determined by expanding the Town’s boundary by 1-mile in each direction). The GIS base map will identify existing parks, trails, green space, and facilities and include attribute to describe current typology, amenities, functionality, accessibility, condition, and other features, as relevant.
- 4.2. Kimley-Horn will also prepare a regional GIS base map that places the Town’s parks and recreation assets in context of complementary parks and recreation facilities from other service providers (i.e. Nova Parks, Fairfax County, and select private providers).
 - 4.2.1. For both maps, Kimley-Horn will leverage publicly available GIS shapefile data from the Town of Vienna, Fairfax County, the Virginia Department of Conservation & Recreation, NovaParks, and other sources.
- 4.3. Kimley-Horn will evaluate and summarize the current US Census data and projected population trends in the Town including the size, character, ages, gender, ethnicity, income level, and education level. Kimley-Horn will use the most recent data publicly available at the time of the analysis from the 2020 US Census data, the current American Communities Survey, and the National Citizen Survey.
- 4.4. Kimley-Horn will conduct a park inventory and performance evaluation using a combination of consultant and Town Staff
 - 4.4.1. Kimley-Horn will develop a plan to inventory¹ and analyze the 12 existing Town Parks, the nine (9) Town-owned properties not currently identified for park/recreational use, the four (4) Town owned cemeteries, Caffi and Waters field (a town maintained but not owned property), the Vienna Community Center, and three (3) other historic sites that the parks and recreation department manages. It is anticipated that Kimley-Horn will inventory up to half of the properties and Town Staff will be responsible for inventorying the remaining properties.
 - 4.4.2. Kimley-Horn will prepare inventory sheets, observation and photography guidance, and hold one virtual training meeting for Town staff. Data will be

¹ This evaluation is not intended to be an engineering review of the viability, integrity, or structural condition of existing facilities.

collected through a combined means of aerial and street-view surveys, in-field observations, and review of data provided by the Town.

4.5. Kimley-Horn will compile a summary evaluation that includes the following key criteria (or amended criteria as determined as part of the kick-off meetings):

- Design and Construction consists of observations of the quality of materials, use of standards and incorporation of current codes or requirements, and the durability of a space.
- Effectiveness: consists of the observation of users or evidence of users of a space, range of offerings, balance of activities and contextual consistency.
- Condition: consists of observations of the quality of upkeep of a space, evidence of pride of users and maintenance, and presence of deferred improvements.
- Comfort and Image consists of observation of a space's first impression, comfort of users, visual attractiveness, and perception of safety.
- Access and Linkages consists of observation of universal accessibility barriers, multimodal connectivity, dominance of the space by a transportation use other than pedestrian and bicycles and ease of access from surrounding areas.
- Sustainability: consists of observations focus on social interactions and connections to surrounding neighborhoods, environmental considerations and promotion that result in net positive contributions, and economic viability and contributions.

4.6. Kimley-Horn will prepare a recreational inventory and assessment of programs and services offered by the Parks and Recreation Department. Kimley-Horn's summary outline existing program and service menu and identify strengths, challenges, and opportunities for future program direction. The intended outcome for the recreation assessment will be to inform the strategic vision for the recreation program delivery process, identify any program gaps, and provide recommendations for strengthening program and service offerings. Kimley-Horn will analyze the following information as part of the evaluation of program and services:

- Demographic summary
- Age segment analysis
- Program inventory, including those for special populations.
- Core program identification
- Market study and applicable trends data
- Alignment of core programs to demographics and community needs.
- Up to five-year review of program registration and revenues (based on availability of data provided by Town staff)
- Town Program evaluation processes (if available)
- Outcomes analysis: impact, execution, community, leverage, and competition

- Program performance matrix
- Similar provider analysis
- Identification of gaps in service and program offerings

4.7. Kimley-Horn will leverage an existing biweekly meeting to solicit Parks and Recreation staff's perspective and feedback on issues, challenges, strengths, and weaknesses of current programs and services.

4.8. Kimley-Horn will prepare and submit an existing conditions analysis that summarizes Tasks 2, 3, and 4. Kimley-Horn will provide a draft report to Town staff and allow for a review duration as specified in the current work plan (likely up to two weeks). Upon receipt of one round of complete and reconciled comments from Town staff, Kimley-Horn will hold a review meeting (in place of a regularly scheduled biweekly meeting) to discuss key findings and to receive comments. Following the review meeting and concurrence on a plan to resolve staff comments, Kimley-Horn will revise and resubmit a final existing conditions report. The final existing conditions report will be incorporated into the final overall plan as a part of subsequent tasks.

- **Deliverables:**
 - GIS Basemapping
 - Demographics Analysis
 - Park Evaluation Summary
 - Recreation / Programming Summary
 - Existing Conditions Analysis

5. Public Engagement

Kimley-Horn will curate a public engagement process that identifies active and passive engagement opportunities for the Town of Vienna community, external stakeholders, relevant Town Staff, and Town Council. Kimley-Horn assumes Town staff will be responsible for noticing all meetings through Town communication channels, identifying and securing meeting space, and coordinating audio/visual meeting room logistics. In coordination with the Town, efforts will be made to reach diverse segments of the community including underserved populations, cultural groups, youth, elderly, and disabled park users and non-users to obtain input for the Master Plan.

While a public engagement plan will be finalized as part of the kick-off meeting, Kimley-Horn envisions the follow potential scope strategy.

- 5.1. Kimley-Horn will prepare a draft public engagement plan that defines the engagement phases, public meeting formats, communication and messaging milestones, digital media marketing plan. The public engagement plan will also define specific roles for Town staff in executing elements of the Plan.
- 5.2. Kimley-Horn will present a draft public engagement plan as part of the kick-off meeting. Following concurrence from Town staff based on one round of reconciled comments, Kimley-Horn will submit the public engagement plan as final.
- 5.3. Kimley-Horn will participate in up to 10 2-by-2 meetings with Vienna Town Council. Kimley-Horn envisions meeting Town Council in this format twice during the project. The initial set of meetings occurring project launch and second set occurring as part of long-range visioning in later phases of the plan development. For each meeting, Kimley-Horn will prepare an agenda, a brief PowerPoint slide deck as-needed, other relevant meeting materials. The purpose of the first set of 2-by-2's meetings is to gain early understanding of vision, goals, objectives, and potential limitations regarding project outcomes based on opinions of individual Town Councilmembers. Kimley-Horn will prepare a high-level, up to 2-page meeting summary of each set of 2-by-2 meetings and submit to Town staff for concurrence. Following concurrence from Town staff based on one round of reconciled comments, Kimley-Horn will submit the meeting summary as final.
- 5.4. Kimley-Horn will prepare for 2 community engagement events. The specific format of each event (i.e. public meeting, townhall, workshop, open house) will be determined as part of the public engagement plan. For each meeting, Kimley-Horn will prepare presentation material, boards, handouts, and activities as required. It is anticipated that up to four Kimley-Horn team member will attend and facilitate each event. It is anticipated that each engagement event will be up to 6 hours inclusive of set-up and breakdown. It is further assumed that up to four Town staff will be available to support meeting facilitation. Kimley-Horn will prepare a high-level, up to 2-page meeting summary of each community engagement event and submit to Town staff for concurrence. Following concurrence from Town staff based on one round of reconciled comments, Kimley-Horn will submit as final.
- 5.5. Kimley-Horn will prepare materials for table/displays/activations at up to three Town special events (to be identified by Town staff). It is anticipated that up to two Kimley-Horn team member will staff the events and that Consultant staffing will be provided for up to four hours per event. It is anticipated that Town staff may manage the table/displays/activations for additional hours. Kimley-Horn will prepare a high-level, up to 2-page meeting summary of special event and submit to Town staff for concurrence. Following concurrence from Town staff based on one round of reconciled comments, Kimley-Horn will submit as final.

- 5.6. Kimley-Horn will hold up to three stakeholder meetings with various stakeholders as identified by Town staff. For each meeting, Kimley-Horn will prepare an agenda, a brief PowerPoint slide deck as-needed, other relevant meeting materials. It is anticipated that stakeholder meetings will be up to 90 minutes in length and up to two Kimley-Horn team members will participate. Kimley-Horn will prepare a high-level, up to 2-page meeting summary of each stakeholder meeting and submit to Town staff for concurrence. Following concurrence from Town staff based on one round of reconciled comments, Kimley-Horn will submit as final.
- 5.7. Kimley-Horn will deliver up to three presentations to Town Council during regularly scheduled Town Council meetings or conference session as determined by staff (kick-off, early Robinson property questions, and plan recommendations). For each meeting, Kimley-Horn will prepare a brief PowerPoint slide deck and other relevant meeting materials. It is anticipated that up to three Kimley-Horn team members will participate.
- 5.8. Kimley-Horn will prepare a “meeting-in-a-box” to allow Town staff, stakeholders, community groups to independently to gather and participate in plan ideation at times and location convenient to them. Kimley-Horn will prepare electronic material and provide to Town staff for printing and distribution. Kimley-Horn will include “meeting-in-a-box” responses as part of the overall community comments.
- 5.9. Kimley-Horn will provide material and copy for the project website and for Town social media outlets. For the purposes of this scoping it is assumed that the project website and social media posts will be managed by Town of Vienna Staff.
- 5.10. Kimley-Horn will work collaboratively with Town staff to develop a statistically valid -survey. The survey will focus on quality of life, parks and facility needs, usage and priorities of residents. Kimley-Horn will detail the methodology of the survey and work with the Town in the development of the questions. A draft survey will be provided to the Town for review the survey and will not exceed five pages in length. Techniques used for administration of survey will include random mailings (with options to return and printed or digital survey) and telephone calls. Kimley-Horn will prepare a final survey report with key findings, cross tabulations, maps and question results.
- 5.11. Kimley-Horn will work collaboratively with Town staff to develop a Town-wide online survey and online comment map via the project website. The survey and map will be open through the existing conditions phase of the project for a period of up to three months. Though not statistically valid itself, the online survey and map results will help identify and verify trends within the Town for residents and other users of services, usage of parks, importance, barriers to use or participation, communications, funding, priorities, and demographics.

- **Deliverables:**
 - Public Engagement Plan
 - Public engagement notes/summaries/presentations
 - “Meeting in a box” material.
 - Statistically valid survey raw and summarized results report
 - Online survey and comment map raw and summarized results

6. Community Needs Assessment

- 6.1. Kimley-Horn will work with Town staff to verify existing park access standards in coordination with current NRPA standards. Existing Level of Service (LOS) analysis will include acreage and facility level of service results. In alignment with the Town desire to explore alternative LOS standards, Kimley-Horn will conduct a GIS-based access service area analysis for each existing park classification (i.e. neighborhood park, community park, etc.), and/or recreation amenity such as access to basketball court, playground, etc. (based on available GIS inventory data) to identify existing gaps in service. Kimley-Horn will identify a watershed for each park to document gaps in existing access.
- 6.2. Using demographic projections analyzed earlier, Kimley-Horn will prepare projected park acreage and facilities needs for 5 and 10-year increments based on target level of service goals using population projections provided by the Town (if available) or based on population growth trend from US Census data.
- 6.3. Kimley-Horn will benchmark / compare the Town’s recreation and park resources of the Town with up to three (3) municipal departments in the region with regard to number of parks per capita, acreage per capita, open spaces, revenues to expenditures, overall budgets and staffing levels, and Level of Service standards.
- 6.4. Combined with results from Task 4 and Task 5, Kimley-Horn will use the LOS analysis to prepare a Community Needs Assessment report that demonstrates gaps and needs for recreation facilities based on community expressed priorities and benchmarking.
- 6.5. Kimley-Horn will provide a draft report to Town staff and allow for a review duration as specified in the current work plan (likely up to two weeks). Upon receipt of one round of complete and reconciled comments from Town staff, Kimley-Horn will hold a review meeting (in place of a regularly scheduled biweekly meeting) to discuss key findings and to receive comments. Following the review meeting and concurrence on a plan to resolve staff comments, Kimley-Horn will revise and

resubmit the report as final. The final Community Needs Assessment report will be incorporated into the final overall plan as a part of subsequent tasks.

- **Deliverables:**
 - Level of Service Analysis Maps and Summaries
 - Level of Service Benchmarks
 - Community Needs Assessment report

7. Long Range Vision

7.1. Kimley-Horn will participate 2-by-2 meetings with Vienna Town Council as earlier described in Task 5.3 and in a one-day community engagement event as generally described in Task to work with staff, the community, council, and other stakeholders to develop a long-range vision for the Town's parks, recreation, and open space system. A preliminary agenda for the workshops may consist of includes:

- Presentation of the Existing Conditions and Needs Assessment findings.
- Discussion of alternative “responses” to needs and priorities, including alternative roles for the Town as provider, partner and/or facilitator.
- Development of year 1 to 5, year 6 to 8, and years 9 to 10 goals and objectives
- Recommendations of key “sub-systems” for further planning and development, including guiding principles and potential planning criteria
- Alignment with other Town initiatives connectivity goals and projects
- Review and discuss LOS gaps and standards and alternatives for parks and facilities.
- Potential partnership and alternative funding opportunities
- Park, recreation facilities, and greenway improvement recommendations

7.2. Kimley-Horn will prepare a summary set of notes of key principles, concepts, and ideas developed during the workshop for review and future refinement.

7.3. Kimley-Horn will create a series of prototypical park typologies that suggest design, programming, and operational guidelines for facilities and activity spaces to meet future needs and priorities of the community.

7.4. Kimley-Horn will develop a conceptual recreation and parks vision plan per the outcomes of the meeting that reinforce town-wide themes identified during the Needs Assessment and prior meetings.

7.5. Kimley-Horn will prepare an “order-of-magnitude” opinion of probable construction costs to implement each improvement identified as part of Task 7.4, including:

- Land Acquisition (based on costs/acre confirmed with City Staff)
- Park/Facility Development (based on comparable facilities)
- Operations (including staffing) and Maintenance estimates for proposed system.

7.6. Kimley-Horn will prepare an “order-of-magnitude” revenue generation and cost recovery associated with improvement identified as part of Task 7.4.

7.7. Kimley-Horn will compile Task 7 effort as conceptual vision plan with graphics as single interim document for submittal. Kimley-Horn will provide a draft vision plan to Town staff and allow for a review duration as specified in the current work plan (likely up to two weeks). Upon receipt of one round of complete and reconciled comments from Town staff, Kimley-Horn will hold a review meeting (in place of a regularly scheduled biweekly meeting) to receive comments. Following the review meeting and concurrence on a plan to resolve staff comments, Kimley-Horn will revise to be incorporated into the final overall plan as a part of subsequent tasks.

- **Deliverables:**

- Community meeting notes/summaries
- Conceptual Recreation and Parks Vision Plan
- Estimate of Probable Costs and Revenues

8. Robinson Property Evaluation and Concept Design

Focused with the end goal in mind, an achievable and realistic roadmap that meets the needs and priorities of the community for recreation and parks provisions. An actionable implementation framework will be developed with specific actions that capture the community’s input and generates enthusiasm.

8.1. Kimley-Horn will conduct a specific evaluation of the .075-acre Robinson Property, in the context of the overall Vision and Goals of this plan.

8.2. Kimley-Horn will describe and assess the nature of the property, including proximity to neighbors and the size and shape of the parcel.

8.3. Kimley-Horn will use the findings of early tasks to identify three (3) potential options for the use of this property, for discussion with staff and council as part of a Town Council conference session. Kimley-Horn will present each option and provide commentary on how it aligns with identified community needs; expressed long-range vision and goals; capital, operating, maintenance funding implications, and overall “fit” within the context of the surrounding neighborhood. It is noted that the

Town's RFP and scope were silent as to whether these should be short term or long-term options. As such Kimley-Horn will use early meeting and touchpoint with Council and staff to gain clarification.

8.4. Upon concurrence from Staff and Council on the preferred direction, Kimley-Horn will prepare concept level designs, planning -level cost estimate (capital, operating, and maintenance), with recommendations for potential funding mechanisms and implementation timeline for up to two options on the property.

8.5. Kimley-Horn will integrate the Robinson Property evaluation into the final report.

- **Deliverables:**

- Site Evaluation Report
- Preliminary concept presentations
- Preferred Concept designs and high-level summary of Probable Costs (capital, operating, maintenance), staffing implications, and revenues.

9. Implementation

Focused with the end goal in mind, an achievable and realistic roadmap that meets the needs and priorities of the community for recreation and parks provisions. A framework will be developed with specific actions that capture the community's input and generates enthusiasm.

9.1. Kimley-Horn will develop a 10-Year System Plan and Action Plan that will consist of strategies for improvements to the parks system, open spaces, trails, and recreation/sports facilities. The plans shall consist of:

- Documentation of plan goals, objectives, and policy statements
- Identification of Park typologies and standards
- Key findings of demographic and needs and priorities assessments.
- An order of magnitude estimates of overall implementation and O&M costs for full vision.
- Funding, prioritization, and phasing strategies:
 - budget and funding priorities and timeframes (including revenue generation, cost recovery, and return on investment information)
 - A prioritized list of capital projects (parks and facilities) based on established goals, performance evaluations, community input and trends for the parks and recreation into a 10-Year Capital Improvement Program (CIP) including suggested timelines (in alignment with the Town's criteria for inclusion in the CIP)

- Identification of short-term (1-5 years); mid-term (6-8 years) and long-term (9-10 years) recommendations and priorities
- Identification of potential funding alternative tied to project type and funding sources requirements.
- Identification of future potential expansion opportunities for existing parks
- Level of Service (LOS) recommendations, including acreage, facilities and access standards and definitions
- Recommendations for operations, staffing maintenance, and technology.
- Recommendations for programming and special events based upon needs assessment findings.
- Development of policies for public, private, and non-profit partnerships opportunities
- Identification of park land for possible acquisition of new park sites (target areas), open spaces, sports facility, and civic space to meet future needs for potential acquisition or partnership strategies, guidelines for ideal park sites, and development of criteria for site future site acquisition considerations.
- Rezoning recommendations for specific parcels (as needed)
- Matrix formatted Action Plan that defines:
 - Vision (beyond plan timeframe)
 - Goals (within plan timeframe)
 - Strategies
 - Specific Action
 - Budget (committed and uncommitted)
 - Funding Mechanisms
 - Target Dates and Responsible parties

9.2. Kimley-Horn will compile the interim documents prepared from earlier scope tasks into a final Parks System Master Plan report.

9.3. Kimley-Horn will provide a draft master plan and corresponding materials for Town review and comment. Upon receipt of written comments, Kimley-Horn will review and meeting with Town staff to discuss comments. Kimley-Horn will then prepare a final draft version of the master plan and corresponding materials for use in public review.

9.4. Additionally, the draft master plan will be posted online for period of 30 days for public review and comment. Kimley-Horn will note written comments made by the public with recommendations for action items for Town Staff review and approval.

9.5. Kimley-Horn will work with Town Staff to engage residents via the project website through a series of draft Master Plan postings with the report documents and project

priorities. Kimley-Horn will also record a 15-20-minute presentation video for posting on YouTube and the project's website. The video will highlight elements of the planning process, key findings and recommendations.

- 9.6. Kimley-Horn will facilitate one (1) set of presentations to the Town Council as part of a conference session in coordination with Town staff. The purpose of the presentation is to review key elements of the Master Plan. Submittals will include a PowerPoint presentation.
- 9.7. -Horn will facilitate one (1) presentation to the Town's Council as part of a plan adoption agenda item.
- 9.8. Kimley-Horn will prepare content in PDF format for posting to the Town's website. Three (3) printed and bound copies of the final report will be provided to the Town along with final digital PDFs. Kimley-Horn will provide access to project files in their native format include MXD, InDesign, GIS, CADD, MS Word, and PDF files of the report, meeting notes, and graphic files.
- 9.9. Following the public online review, Kimley-Horn will complete one (1) round of edits to the Master Plan document and presentation and provide the Town with a digital copy of final materials.