



To: Members of Public Services Committee
From: Dana L. McDaniel, City Manager
Date: February 9, 2022
Initiated By: Robert E. Ranc, Jr., Deputy City Manager/Chief Operating Officer
Matt Earman, Director of Parks and Recreation
Re: Parks and Recreation Master Plan Update

Background

At its October 13, 2021 meeting, the Public Services Committee (PSC) provided a recommendation to the full Council that the City proceed with updating its Parks and Recreation Master Plan (Plan). The scope of the update was discussed at length with the Community Services Advisory Commission (CSAC), and the PSC concurred with CSAC's recommendations with reference to the scope that should be included in the update of the Plan. The staff memo from the October 13, 2021 PSC meeting which outlines the proposed scope of the update is attached to this memo for reference. Council subsequently approved the update of the Plan as part of the City's 2022 Operating Budget, with a budget of \$175,000. Per Councilmember Amy Kramb's request, staff is providing an update regarding the status of this project.

Summary

On December 30, 2021, City staff posted a request for proposal (RFP) seeking qualified firms to assist the City with updating the Plan. The RFP outlined the scope of the project and defined the factors by which staff would evaluate proposals. A copy of the RFP is attached to this memo for reference. The RFP closed on January 25, 2022, and three firms provided proposals:

- Brandstetter Carroll, Inc.
- Mackin Engineers & Consultants
- Pros Consulting

A staff committee thoroughly evaluated each proposal and has scheduled a meeting for February 14 to further discuss the project with the leading firm. Due to the importance of this project, it is vital the City engage with the correct firm. Staff feels it is important to meet with the consulting team that will be directly involved with the City on this project and ensure there is a correct understanding of the City's expectations and an appropriate level of professional comfort between City staff and the consulting team.

Assuming a positive outcome from the February 14 meeting, staff plans to move quickly into contract with the selected firm. Each of the responding firms proposed a 10-month project schedule, which is consistent with staff's expectations. Kicking off the Plan update in March 2022 will ensure the project is completed in the first quarter of 2023, which will align well with the City's Capital Improvement Program budget schedule in the event there are capital needs that should be budgeted immediately following the completion of the Plan update.

Recommendation

This update is for information only. It is staff's goal to enter into contract with the selected firm in February 2022 and provide a detailed update to the Public Services Committee with more details regarding the specific timeline and milestones at the March 2 committee meeting.



Memo

To: Public Services Committee of Council

From: Dana L. McDaniel, City Manager

Date: October 5, 2021

Initiated By: Matt Earman, Director of Parks and Recreation

Re: CSAC Recommendation – Parks and Recreation Master Plan Update

Background

The City's current Parks and Recreation Master Plan (Plan) was adopted by City Council in 2010 and was designed to ensure that the City continue to provide quality parks and recreation services for the next decade. At the March 8, 2021 City Council meeting, staff updated Council members regarding the implementation status of the Plan and sought direction on how City Council would like to proceed in updating the Plan going forward. As a result of the discussion, City Council referred the item to the Public Services Committee (PSC) and Community Services Advisory Commission for further review and discussion. At the March 29 PSC meeting, Committee members suggested that the Community Services Advisory Commission (CSAC) is the more appropriate body to first assess the current state of the Plan and requested the Commission provide a recommendation to the Committee based on their findings.

CSAC held three consecutive meetings earlier this year to review the implementation progress of the current plan. The purpose of this review was to provide better context as to how the Plan was implemented over the past ten years. Additionally, CSAC considered the relevancy of the Plan respective to the action steps that have been completed versus what new action steps that might be needed to accommodate the needs of the City going forward

Based on the Commission's review of the Plan, public input CSAC received, and staff's assessment for an updated Plan, the following areas were determined necessary for a comprehensive review of the City's parks and recreation needs:

- **Public Forums** – multiple community-wide input sessions to exchange ideas and discuss issues via open dialogue.
- **Community Surveys** – compile a series of survey questions to multiple targeted audiences, and/or the City as a whole to gain better understanding of the City's needs and priorities.
- **Stakeholder Interviews** – conduct multiple interviews with the various organizations, businesses and community groups that have an interest in the City's future Plan.
- **Focus Groups** – conduct a variety of meetings with guided discussion with demographically diverse groups.
- **Demographic Analysis** – analyze most recent census data to identify shifts in the

City's overall population.

- **Trends Analysis** – analyze latest trends in the industry to identify short term and potential long-term needs of the City.
- **Benchmark Analysis** – compare the City's services and amenities to other like-communities and national benchmarks.
- **Natural Resources Assessments** – assess the condition and amount of natural resources to ensure appropriate management practices and preservation efforts are in place.
- **Historical and Cultural Assessments** – assess and inventory key historical and cultural elements.
- **Potential Land Acquisition** – based on the City's existing needs and potential future needs, identify the types of land that will be needed and inventory possible land acquisitions to fulfill those needs.
- **Facilities and Amenities Assessments** – assess existing conditions and relevance of facilities and amenities available to the public and provide recommendations for each.
- **Program Assessments** – review and assess the overall program offerings to the community to ensure all demographics, interests and opportunities are being served.
- **Equity Mapping** – conduct an assessment of the availability and proximity to parks and offerings are reasonably equitable throughout the City.
- **Diversity, Equity and Inclusion Assessment** – assess the City's accommodations, opportunities and offerings serving the entire community to ensure they are diverse, equitable and inclusive for all.
- **Climate Change Assessment** – assess adverse effects that have been endured related to climate change, and identify mitigation efforts to offset issues.
- **Community Needs Assessments** – based on the findings of analyses and assessments, specifically identify the overall community needs and priorities. This should include recommendations for specific improvements with associated cost estimates.

The scope of such a comprehensive Master Plan update is typically conducted by professional third party consultants specializing in meeting facilitation, assessments and analyses, recommendations, and necessary guidance to deliver quality community master planning. A project of this scope requires an investment of funds of approximately \$175,000 for a community this size as well as a significant investment of staff time from multiple City

departments. The final product generally includes detailed findings of “where we’ve been, where we are, and where we are going.” This will also include a detailed description of what has been accomplished from the current Plan, which will satisfy the CSAC’s desire to document these items. It will also include a strategic plan with action steps to measure the success of achieving the updated Plan’s desired outcomes going forward.

During the three recent CSAC meetings, there was much discussion regarding the changes the City has endured since the adoption of the Plan in 2010. Over the past ten years, since the current Plan was adopted, it is CSAC’s opinion that the City-wide, regional and, global changes that have occurred have been significant and will influence the City’s service levels going forward. Furthermore, at the August 10, 2021 City Council meeting, the desire for a comprehensive assessment was requested to determine the overall parks and recreational needs of the City and to develop a strategic plan that establishes appropriate actions steps going forward.

Recommendation

CSAC recommends a comprehensive update to the current Plan, to include the items noted above. In order to accomplish this, it will require an extensive and strategic approach to collect and re-analyze the overall components that are necessary to assure the needs of the community are being met and to understand any shortfalls or gaps of service delivery. This update is also intended to incorporate the items under consideration for the Dublin 2035 Framework that is currently being developed.

For additional consideration, the website links below are examples of parks and recreation master plans from other communities that have undertaken plan updates that represent the scope of what is recommended. Staff intends these plans to provide an overview of the type of work product that should be expected as the outcome of a comprehensive parks and recreation master plan update. Staff is not advocating for any of the specific recommendations made in the plans provided below.

If there are any questions, please feel free to reach out to Matt Earman or the City Manager directly.

[Plano, Texas](#)

[Carmel Clay, Indiana](#)

[Durango, Colorado](#)

[Frisco, Texas](#)

[Sioux Falls, North Dakota](#)



REQUEST FOR PROPOSAL

City of Dublin, Ohio
Parks and Recreation Department

Parks and Recreation Master Plan Update

Executive Summary

The City of Dublin (City) invites qualified parks and recreation planning firms to submit a response (Proposal) to this Request for Proposals (RFP) for managing, facilitating, and preparing an update to the City of Dublin's Parks and Recreation Master Plan (Plan). This Plan will provide an update to the City's 2009 Parks and Recreation Master Plan. For reference, the City's 2009 Parks and Recreation Master Plan can be found at the following link, <https://dublinohiousa.gov/parks-open-space/parks-and-recreation-master-plan/>.

The updated Plan will set the framework for decision-makers in the planning, maintenance, development, and/or rehabilitation of Dublin's parks, open space, recreation facilities, and programming for a five-year horizon. The Plan will provide a systematic and prioritized approach to implementation of parks and recreation projects, including the following (not listed in priority):

- Establish a Plan Vision, Goals, & Objectives
- Evaluation of Existing Conditions
- Outreach to the Community
- Assess the Needs of the Community
- Recommendations Based on Findings
- Develop an Implementation Plan

Dublin is a city of more than 47,000 residents located just northwest of Columbus, Ohio. It offers residents and corporate citizens responsive services, attractive housing, superior public education, direct regional highway access, abundant park space and recreational opportunities, thoughtful and strategic planning, innovative ideas and technology, and a dynamic community life. Dublin is consistently ranked one of the safest cities in the nation and in 2015 was named one of America's Top 20 Creative Class Cities. It is home to more than 20 corporate

headquarters, an entrepreneurial center, 4,300+ businesses, world-class events and the urban, walkable Bridge Street District.

The Dublin Parks and Recreation Department (Department) is nationally accredited through the Commission for Accreditation of Parks and Recreation Agencies, and the development and evolution of the Dublin Parks and Recreation System has involved a combination of sound planning, thoughtful policy and development directives, and significant community involvement. It is important to recognize that during the past 30 years, the City of Dublin has been both proactive and responsive as a steward of natural resources as well as an industry leader in providing award winning projects, recreation facilities, community events, and programs.

For more information and details regarding the City of Dublin and its Parks and Recreation system, please refer to the City's website at www.dublinohiousa.gov.

1. Description of Requested Services

The following general description of the scope of services is intended as a guide to illustrate minimum project requirements. Respondents are encouraged to provide additional detail showing how they will best meet and expand upon (if necessary) the minimum scope of services to produce a superior Plan.

- **Public Forums** – Conduct community-wide input sessions to exchange ideas and discuss issues via open dialogue.
- **Community Surveys** – Compile a series of survey questions to multiple targeted audiences, and/or the City as a whole, to gain an understanding of the City's needs and priorities.
- **Stakeholder Interviews** – Complete multiple interviews with the various organizations, businesses, and community groups that have an interest in the City's future Plan.
- **Focus Groups** – Facilitate a variety of meetings with guided discussion with demographically diverse groups.
- **Review of 2009 Parks and Recreation Master Plan** – This should include a detailed description of what has been accomplished from the 2009 Parks and Recreation Master Plan.
- **Demographic Analysis** – Analyze most recent census data to identify trends in the City's overall population.
- **Trends Analysis** – Analyze latest trends in the industry to identify short-term and potential long-term needs of the City.
- **Benchmark Analysis** – Compare the City's services and amenities to other similar communities and national benchmarks.

- **Natural Resources Assessments** – Assess the condition and type of natural resources to ensure appropriate management practices and preservation efforts are in place.
- **Historical and Cultural Assessments** – Assess and inventory key historical and cultural elements throughout the City.
- **Potential Land Acquisition** – Identify any necessary additional parkland based on the City’s existing needs and potential future needs, and inventory possible land acquisitions to fulfill those needs.
- **Facilities and Amenities Assessments** – Assess existing conditions and relevance of parks and recreation facilities and amenities available to the public.
- **Program Assessments** – Review and assess the overall recreational program offerings to the community to ensure all demographics, interests, and opportunities are being served.
- **Equity Mapping** – Conduct a geographic assessment of the availability of parks and recreation facilities throughout the City to ensure parks and recreation offerings are reasonably equitable throughout the City.
- **Diversity, Equity and Inclusion Assessment** – Assess if the City’s accommodations, opportunities, and offerings are serving the entire community to ensure they are diverse, equitable, and inclusive for all.
- **Climate Change Assessment** – Assess adverse impacts to the City’s natural resources and parks related to climate change and identify potential mitigation efforts.
- **Community Needs Assessments** – Identify the overall needs of the community based on the research outlined above.
- **Implementation Plan** - Establish a detailed, prioritized implementation program for achieving the plan’s vision, and provide estimated costs to implement the Plan (capital, operating, acquisition, etc.)

2. Meetings & Presentations

The project will require, at minimum, a variety of meetings as suggested below. Respondents should include the recommended type/number of meetings with their responses and be prepared to work with City staff to establish a final plan for the appropriate number of meetings if selected.

- Kick-off meeting with City staff
- Project management/update meetings
- Stakeholder focus group discussions
- Public workshops
- Outreach/ pop up events

- Focus group meetings
- Community Services Advisory Commission meetings
- Planning Commission meeting
- City Council committee meetings
- City Council meetings

The City of Dublin will provide the following at meetings and presentations:

- Project Manager
- Representation from other city staff (as needed)
- Access to all available plans, data, maps, forecasts, etc.
- Assistance with logistics and execution of all community/public meetings

3. Deliverables

The anticipated work product should include the following, at minimum:

- A timeline with milestones for the completion of the Plan
- Periodic status reports to the City
- Public input questionnaires – administered online and through other community outreach efforts.
- Public workshop meeting materials
- Technical memorandums, which summarize existing conditions and needs assessment results.
- Two (2) preliminary drafts of the final document for City review in Microsoft Word format, incorporating “tracked” revisions of necessary changes after each review
- 30 bound copies and one (1) electronic copy in Adobe PDF format of the approved Final Plan

4. Proposal Requirements

Proposals shall have a 30-page limit (not including front and back cover, table of contents or sealed fee proposal). Double-sided copies are encouraged. Each respondent should adhere to the following order and content for proposal sections. Each section should be labeled for ease of reference:

- **Transmittal Letter**
 - The transmittal letter should state the respondent's interest in the project and provide primary contact information including the name of the organization, person primarily responsible for the project, phone number, email address, and physical address.
- **Experience and Qualifications**
 - This section will discuss in detail the respondent's qualifications, experience, and ability in managing municipal master planning projects. Proposals should include:

- Description of respondent's organization
 - Identification and description of sub-consultant(s) (if any)
 - Project team member resumes. Clearly identify the team's project manager and include resumes of team members and resume for each sub-consultant (if any)
 - Organizational chart illustrating the management structure of the entire project team.
 - Similar projects. Include the name, location, completion date, and project description of a minimum of three (3) similar master plan projects completed in the last 10 years. In each example, provide the name(s) of team members involved who will be assigned to this project and client contact references (including name, title, phone number, and email address). The City of Dublin reserves the right to contact any of the organizations or individuals listed.
- **Approach and Methodology**
 - Using the general description of requested services outlined above, describe the respondent's approach to parks and recreation master plan projects, the form or character of the final product, and suggested methodologies for anticipated issues and tasks to be completed. This should include anticipated interaction and involvement with City staff, appointed and elected officials, and approach to community outreach. The City is open to any creative suggestions to the requested work outlined in the RFP that will improve the project.
- **Project Schedule**
 - Describe the sequential work tasks necessary to execute the requested work, including a detailed, itemized description of each task. Provide a project schedule detailing sequential work tasks and anticipated milestones and meetings, with the estimated length of time for completion of the master plan process. Time estimates should be expressed in number of days/weeks without reference to a specific starting date. The schedule should identify when draft and final work products will be submitted to City staff.
- **Fee Proposal**
 - Submit the proposed compensation summary in a spreadsheet format to include breakdowns of the phases and the costs for each phase. The consultant is free to format tasks/milestones under each phase as deemed appropriate based on experience and understanding of the project. Also include the hourly rates (for the lead firm and all sub-consultants), and any other applicable fees or expenses. The City may elect to contract for all or only some of the phases of work.

5. Selection Process

A City selection team will review and evaluate the proposals. Proposals will be evaluated using the following criteria and ranked accordingly:

- Experience and Qualifications (40 points)
- Approach and Methodology (30 points)
- Project Schedule (15 points)
- Fee Proposal (15 points)

The selection team may elect to interview firms short-listed but reserves the right to award a contract based upon the selection team's review and ranking of proposals. The City reserves the right to award a contract or reject any or all proposals at the City's sole discretion.

6. Deadline, Questions, and Communications

Proposals should be submitted via three (3) hard copies OR one (1) digital copy in PDF format to the following address no later than 2:00 PM EST on January 25, 2022. Respondents should submit their proposal to:

**Matt Earman, Director
City of Dublin Parks and Recreation Department
6555 Shier Rings Road
Dublin, OH 43016**

Or

mearman@dublin.oh.us

- **Deadline**
 - Proposals delivered after the time and date set for receipt of proposals shall not be accepted and will be returned unopened to the Respondent. It is the Respondent's responsibility to ensure timely delivery of their proposal. Telephone or facsimile proposals will not be accepted.
- **Questions and Communication**
 - Please direct all questions or request for clarification of this RFP via email only to Matt Earman, Dublin Parks and Recreation Director at mearman@dublin.oh.us. Each question and request will be responded to promptly. Any resulting addendums will be posted on the City's website.