



REQUEST FOR PROPOSALS - RFP# PR-23-02

PARKS AND RECREATION MASTER PLAN

RESPONSE DUE: SEPTEMBER 1, 2023, AT 3PM AKDT

Date of Issue: August 1, 2023.

Issued by:
Duncan Chisholm,
Director Parks and Recreation

Duncan Chisholm

Parks and Recreation Master Plan
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1. GENERAL INFORMATION

This Request for Proposals (RFP) defines the scope of the project, explains the procedures for selecting a firm to provide the requested services, and defines the documents required to respond to the RFP.

The complete RFP may be obtained for no charge via the City website – www.cityofcordova.net. It is the sole responsibility of the Firm to obtain any RFP updates or addenda from the City website.

1.1 Intent of the City

The City of Cordova is soliciting qualified professional consulting services in Park and Recreation Master Planning and community engagement. The Master Plan will serve as a guiding document for park system infrastructure and programming for the next 20 years.

The objectives of the Master Plan process include:

- Providing short, intermediate, and long-range management and development plans for recreation, park and facility planning.
- Establishing priorities and recommendations for existing and future park and facility development, including types of parks, size of parks, timing of development, and developer-led allocation of park lands
- Developing a systematic plan that maximizes the park, recreation, trails and natural open space opportunities for Cordova residents.
- Identify the parks/property that are subject to disposal as surplus property.
- Identify parks/property that could be developed.
- Identify appropriate staffing needs to support park maintenance operations based on the Master Plan.
- Identify appropriate staffing needs to support recreation operations based on the Master Plan.
- All work to be completed in accordance with local, state, and federal regulations.
- Knowledge of current and future trends recommended.

The Master Plan will provide an inclusive framework for: 1) orderly and consistent planning; 2) acquisition; 3) development; and 4) administration of the parks and recreation resources, programs and City of Cordova facilities.

The planning process undertaken shall develop a comprehensive vision for the City of Cordova parks system as a whole; individual parks; open space areas; trails; recreation facilities; amenities and programs. It will consider plans for infrastructure (space and facility need), services and programs that serve both a recreation and active transportation purpose. It will also include a twenty-year optimization plan with strategies, financial forecast and schedule through 2044.

1.2 Proposal

Interested Proposers are required to submit one digital (electronic) copy of their proposal. Failure to provide the proposal in the appropriate manner will result in disqualification. Hard-copy or fax proposals are not permitted and will not be accepted. One electronic copy, including attachments, shall be transmitted to the Parks and Recreation Department office and be no larger than 20mb in size. Receipt time of submittal will be considered the timestamp of the incoming email created automatically by the City's email server. Consultants are encouraged to submit their proposal with adequate time for the email to be processed by the City's email server.

Email submissions to the Director, Parks & Recreation:

parksandrec@cityofcordova.net

Subject line: REQUEST FOR PROPOSAL: Park & Recreation Master Plan

1.3 Tentative Schedule

The City anticipates the following tentative schedule will be followed to evaluate submittals and select a Consultant to negotiate a contract.

- Release of the Request for Proposals: August 1, 2023
- Deadline for Written Questions August 25, 2023, by 5:00pm
- Proposals must be received no later than September 1, 2023, at 3:00pm.
- Interviews (if required): Week of September 11, 2023
- Anticipated City Council Award and Notice to Proceed: late September/early October 2023

1.4 Rejection of Proposals

The City reserves the right, in its sole and complete discretion, to reject all proposals or cancel the request for proposals, at any time prior to the time a contract is fully executed, when it is in its best interests. The City is not liable for any costs the Proposer incurs in preparation and submission of its proposal, in participating in the RFP process or in anticipation of award of the contract.

1.5 Questions & Answers

Any questions regarding this RFP must be submitted by e-mail to the Parks & Recreation Director at dchisholm@cityofwimberley.com no later than the date indicated on the Tentative Schedule. Answers to the questions will be posted as an Addendum to the RFP.

1.6 Late Proposals and Modifications

Proposals and modifications thereof received after the stated time of closing may be returned unopened. The City is not responsible for late deliveries. Time of closing is 3pm Alaska Daylight Time (AKDT).

1.7 Contract

The successful proposer shall negotiate price with the City and execute a contract with the City in a form substantially similar to the attached Appendix "A." The term of the contract will begin once the contract is fully executed and is anticipated to end by December 31, 2024. The selected Proposer shall not start the performance of any work, nor shall the City be liable to pay the selected Proposer for any service or work performed or expenses incurred before the contract is executed.

1.8 City Representatives

Duncan Chisholm - Director, Parks & Recreation
City of Cordova
103 Council Avenue
P.O. Box 1210
Cordova, AK 99574
dchisholm@cityofcordova.net

1.9 Form of Proposal

To assist in the evaluation process, proposals shall conform to the following:

- 1) The proposal shall be limited to a maximum of 20 numbered pages (10 double-sided pages).
- 2) All pages will be counted towards the page total, except for the front cover, back cover, tab pages, resumes, references, and the cover letter. The cover letter shall be limited to a maximum of 1 double-sided page.
- 3) All pages shall be printed on 8½" x 11" size paper and shall be printed double-sided.
- 4) Electronic submittals only.

2.0 SCOPE OF WORK

The City is seeking the services of a firm, partnership, joint venture or team to provide consulting services for the preparation of the City of Cordova Parks and Recreation Master Plan.

Qualified firms must demonstrate competence and experience in all areas of expertise required by the scope of services, including but not limited to master planning, park planning and development, urban design, and operations management. Qualified firms must also demonstrate competence and expertise in communications to diverse groups and expertise in facilitating consensus from multiple public and private interests related to the project. The consultant will report to the City of Cordova Director of Parks and Recreation during the term of the contract.

Work will consist of identifying community priorities for improvements to existing recreation facilities, parks, playgrounds, or open spaces; identifying neighborhoods in which parks or playgrounds are desired or that are currently underserved by recreation assets; and establishing a master plan for recreation improvements and a capital improvement plan with preliminary timeline for implementation over the next ten years. Work may also include site specific master planning on undeveloped City parcels depending on the community's desires and identified need.

In developing the master plan, consideration shall be given to current parks maintenance staffing and budgets; outlining estimated increases in staffing to meet anticipated maintenance demand and other associated direct and indirect costs for future proposed capital improvements.

2.1 Background

The City of Cordova is a home-rule city, incorporated in 1909, of approximately 2,600 people located in Southcentral Alaska on the Prince William Sound. Surrounded by water and mountains, it is an oasis to its residents and to those who are lucky enough to visit.

The area has historically been home to the Eyak, Chugach Region People, Tlingit, and Athabaskan who are organized together as a federally recognized tribe – The Native Village of Eyak.

The city sits on Orca Inlet, in the southeastern portion of the Sound and is surrounded by the untamed wilderness of the Chugach National Forest. Cordova is also the gateway to the 700,000 acres of the Copper River Delta which is the largest contiguous wetland on the Pacific Coast of North America.

The City encompasses 61.4 square miles of land and 14.3 square miles of water and can only be reached by air or by boat.

Cordova Parks and Recreation directly manages a small system of nearly 30 acres of parkland. The Department is currently rebuilding its delivery of recreation programs after several years of non-delivery and reduced investment. The City's parkland includes 7 parks, comprising of two baseball/softball fields, one grass multiuse field, two playgrounds, 1.5 miles of trails and boardwalk, and various undeveloped open spaces. In addition, the department is due to take on maintenance of a 60-acre disc golf course which is located on State of Alaska land.

The Department also manages the Bob Korn Memorial Swimming Pool, one campground, one winter ski area (approx. 200 acres leased from the State of Alaska) and the Bidarki Recreation Center. Operation of the ski field is via a management agreement with the Sheridan Alpine Association.

The department's operating budget for the 2023 Fiscal Year includes approximately \$1,586 million of expenditures. The Department is comprised of 7 full-time staff in addition to temporary and seasonal staff as required. It should be noted that the Department also has several unfilled full-time vacancies.

These expenditures include approximately \$237,000 for Recreation Center operations, \$478,000 for Pool operations, \$421,000 for Park Maintenance operations, \$262,000 for administrative operations, \$65,000 for

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Camper Park operations and \$122,000 for Ski Field operations. Department expenses are offset by approximately \$172,000 user fee revenue and the remaining costs, about \$1.414 million, subsidized by the General Fund.

2.2 Demographics

The following data is from the U.S. Census Bureau, 2020 Census Redistricting Data.

- Employment rate: 68.3%
- Median Household Income: \$77,667
- Bachelor's Degree or higher: 30.2%
- Total Housing Units: 1,143
- Total Households: 818
- Median Age: 33.7 years
- 65 years and older: 13.8%
- Under 18 years: 23.5%

2.3 Scope Description

The scope of work represents the City's best estimate of the work needed to accomplish the objectives for this project. The City is open to alternative approaches that may deviate from this scope to better meet project objectives. The final scope of services will be the result of negotiations between the City and the successful Proposer.

The Plan will set the framework for decision-makers in the planning, maintenance, development, and/or rehabilitation of Cordova's parks, open space, and recreation facilities for a 20-year horizon.

This Scope of Services is organized into the following tasks:

- Task 1 – Assessment
- Task 2 – Community Engagement
- Task 3 – Master Plan Development
- Task 4 – Implementation Plan
- Task 5: - Prepare Deliverables

Task 1 – Assessment

Research and prepare an analysis of existing parks and facilities conditions, along with existing programming for each to include the following:

- a. Progress report on recommendations from previous plan(s).
- b. Develop a comprehensive inventory of the City's existing parks and recreation facilities that will include the following:
 - Park types and classification
 - Park location
 - Acreage
 - Inventory of facilities and amenities
 - General assessment of physical conditions and functionality
 - Maps illustrating the location and each type of park.
- c. The assessment will include a comparative analysis to communities of similar size and density and using nationally accepted standards. The analysis should consider not only the capacity of each amenity found within the system (playgrounds, ball fields, trails, natural areas, special facilities, etc.) as well as functionality, accessibility, condition, comfort and convenience. Evaluation criteria should be based on the expressed values of the community. The analysis will also include identification of best possible providers of community and recreation services and recommendations for minimizing duplication and enhancing possibilities for partnerships where appropriate.
- d. City of Cordova planning documents and policies influencing parks, recreation, and programming.

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- e. Community profile and available resources, and other applicable factors currently influencing the strengths, weaknesses, opportunities and needs of parks and recreation, and its programs.
- f. Evaluate current management and operations practices, including departmental staffing and park/facility maintenance.
- g. Provide a user fee analysis for facilities, programs and services.

Task 2 – Community Engagement & Outreach

Develop, schedule, conduct, and facilitate a local planning outreach process that promotes the involvement of all identified stakeholders, with efforts and accommodations made to include all Cordovans, tribal entities, and other stakeholders.

It is anticipated that the City will host several public workshops, design charrettes, pop-ups and/or meetings will be necessary to involve the stakeholders in the plan development process to meet the needs of the study and engage a broad cross-section of stakeholders.

The City wishes to develop a community-wide statistically valid community needs assessment survey. The survey should identify community interests, needs, issues, and satisfaction related to parks, indoor and outdoor facilities, and amenities.

Task 3 – 20-year Master Plan Development

Prepare a detailed master plan. The master plan will identify specific recommendations consistent with the City of Cordova's Comprehensive Plan 2019 and other relevant plans. The components will include, at a minimum, the following.

- a. Capital development and long-term capital improvement for recreation facilities, and parks including considerations for affordability and sustainability. Benchmark Cordova's Parks and Recreation finances against other comparable City's or agencies
- b. Recommendations for operations, staffing, maintenance, programming and funding needs.
- c. Identify areas of service shortfalls, projected impact of future trends and develop new levels of service as appropriate.
- d. Development of a ranking system to help identify the community's top priorities for renovation/development of existing parks and indoor/outdoor recreation facilities based on community input and funding levels.
- e. Develop a definitive program for development of existing park land, recreation facilities, open space, trails and parks maintenance and administration of facilities for the future.
- f. Other needed physical and/or reconfigured infrastructure and park space to support the desired master plan.

Task 4 – Implementation Plan

Prepare a detailed implementation plan that outlines a strategy to support development of the master plan. At a minimum, the implementation plan will include:

- a. A detailed list of actions to implement the master plan. The actions should include a start date, completion date, cost estimates, financing options and responsible parties.
- b. An implementation strategy that describes the organizational structure and process that will be used to ensure the master plan and supporting tasks are implemented.
- c. Identify potential partners capable of implementing specific portions of the master plan.

Task 5 – Prepare Deliverables

A final report will be prepared in the form of a Master Plan which compiles the results of the overall work effort, including key information, the study process, relevant findings, and recommendations, into summary materials that include:

- a. Executive Summary describing the project, methodology and recommendations.
- b. Description of the community planning and the process utilized to collect and analyze the data.
- c. Study conclusions and recommendations.
- d. Visual displays for public presentations.
- e. Presentations to elected officials summarizing the process and findings, including City of Cordova Parks and Recreation Commission and the City of Cordova Planning Commission for

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recommendation of adoption and Cordova City Council for final action on adoption.

2.4 Project Phasing & Estimated Budget

The City has limited resources to complete the project. The City believes that the best approach to completing the Plan by dividing it into two phases: Phase 1 – Preparing for the Plan (Tasks 1 and 2) and Phase 2 – Developing the Plan (Tasks 3, 4 & 5)

The City has budgeted up to \$35,000 for Phase 1 and 2 in FY23 ending December 31, 2023.

Additional funding for 2024 is yet to be secured, as the City's budget is adopted on an annual basis. Another \$35,000 is provisionally allocated for 2024. Therefore, the total expected budget is \$70,000 over two fiscal years. The City's fiscal year is January 1 to December 31.

The City is also seeking third-party funding to help progress the plan at a quicker pace than is currently budgeted for.

The selected Firm will perform the Work for a Contract Sum that shall be an Hourly Not-to-Exceed Fee that shall include all costs necessary to complete the Work in accordance with the Contract, including Reimbursable Expenses for the Project, Respondent's overhead, and profit.

2.5 Background Documents

The City completed a Parks and Recreation Master Plan was completed in 2000. Several attempts have been made in the intervening years to update the Plan, but these have never been completed.

A new Plan is one of several recent or active planning initiatives that the city has undertaken, including the Cordova Comprehensive Plan (2019), a Comprehensive Trails Plan (under development) and Facility Condition Assessments on various parks and recreation buildings and structures (2022).

The following documents will be made available to the successful Proposer:

- City of Cordova Parks & Recreation Master Plan 2000
- Cordova Comprehensive Plan 2019
- Facility Condition Assessments (2022/23)
- Cordova Comprehensive Trails Plan 2023 – currently in draft
- City of Cordova Operating Budget 2023.

2.6 2.6 Key issues:

The City has identified several key issues that are to be considered and addressed in the final document. These key issues include:

Aging Facilities and Amenities:

The City has multiple facilities and amenities that are in need of renovation or are approaching the end of their useful life. The selected Firm will evaluate all the City's recreation facilities and amenities and provide recommendations.

Policies, Operations & Staffing:

An analysis of all Parks and Recreation related policies and operational resources, including staffing, should be provided, along with recommendations based on current best practices and comparisons with cities and districts of similar size. New facilities and/or programs proposed in the Master Plan need to be linked with operational resources and staffing plans.

Financial Sustainability.

Provide options and analysis for increased revenue generation opportunities and options for additional funding to improve the long-term fiscal health of infrastructure.

2.7 City Responsibilities

City staff will assist the selected Proposer where possible but said Proposer should anticipate and be prepared to be completely self-reliant in accomplishing the tasks associated with this RFP. The City will provide, when available, project information and any other associated project documents, as well as base information (such as original survey, base map with existing utility data, etc., where available.)

3.0 PROPOSAL REQUIREMENTS

The formatting of the submittal shall be as set forth in Section 1.5 of this RFP. In addition to these formatting requirements, per Section 4. the following items, at a minimum, shall be included in the submittal:

The response to this RFP shall be in letter form, not more than twenty (20) numbered pages in length. The information requested below should be organized in the manner specified in order to achieve a uniform review process and obtain the maximum degree of comparability for the Proposal Review Team.

Submittal of the Request for Proposals should include the following criteria and be structured accordingly:

- 3.1** Cover Letter
- 3.2** Firm Information
 - a. Name of Firm/Discipline
 - b. Contact Information
 - c. Staff Size
- 3.3** A description of your firm's experience in completing work of this type including three (3) specific examples and project references (including reference name, phone number and email).
- 3.4** Provide an overview and description of the firm's total qualifications including any special or unique services it may provide.
- 3.5** List whether or not your agency is the sole consultant for the entire project. Include any subcontractors who will be working with your firm on this project, what their responsibilities will be, and a summary of applicable experience and qualifications.
- 3.6** A summary of your firm's understanding of the project including your firm's scope of services necessary to perform and fulfill the objectives and methods of how your firm plans to fulfill those objectives.
- 3.7** Detail meetings and community outreach with Parks and Recreation staff, Parks and Recreation Commission, City officials, stakeholder interviews and public forums.
- 3.8** Proposed schedule for the project
- 3.9** Cost of your services, in detail, including hours dedicated to each area defined within the scope of services.

4.0 FIRM SELECTION PROCEDURES

4.1 Criteria

The proposals will be reviewed by City Staff. The intent of the selection process is to review proposals submitted by at least three qualified consultants and make an award based upon qualifications as described therein, successful negotiation of a price and execution of a contract with the City. Should the proposer deemed most qualified fail to negotiate an acceptable price with the City and execute the contract, the City may move to the next most qualified proposer. A 100-point scale will be used to create the final evaluation recommendations.

4.1.1 Form and Content of Proposal (5 points)

- a) Proposal clarity, concision, professionalism, and responsiveness to the project needs.

4.1.2 Organization and Capacity of Firm (25 points)

- a) Identifies a streamlined and efficient project team with the ability to perform services within desired schedule.
- b) Staff capacity and availability to perform the work outlined in the scope of services.
- c) Ability to engage and attract public participation in meaningful ways.

4.1.3 Relevant Experience (20 points)

- a) Team member/personnel qualifications and experience with similar projects.
- b) Past record of performance.

4.1.4 Project Work Plan (25 points)

- a) The Project Work Plan should emphasize the Proposer's understanding of the Project requirements by documenting their approach/methodology as it applies to the Project's scope of work, schedule, and budget. In addition, the Proposer should identify any constraints and issues they see affecting the Project.

4.1.5 Fee Proposal (25 points)

- a) The Proposer will prepare and submit information regarding their proposed Project fee.

Total Points 100

The Proposer should have expertise in comprehensive long-range park system planning of communities of similar size and scope. Each proposal will be evaluated based on qualifications. The City has the right to refuse any and all RFP's in whole or in part and select the proposal deemed by the governing body to be in the best interest of the City. Firms that are not selected will be notified in writing.

5.0 SELECTION AND AWARD

Responsive proposals to this RFP will be reviewed by City staff appointed by the City Manager. The top-ranked respondents may be shortlisted. The City may, at its discretion, decide to interview the short-listed firms. City staff will present their rankings of the respondents to the City Manager for consideration. After reviewing the staff's recommendations, the City's financial resources, and following a 5-day protest period, the City Manager will present a recommendation to the City Council for its consideration. The goal is to award the contract to the Proposer that best meets the selection criteria set out in this RFP. Final action will be solely at the discretion of the City Council.

The successful Proposer will be invited to enter into contract negotiations with the City. Upon conclusion of successful negotiations and compliance with any pre-award obligations, the award will be made in the form of a contract and a purchase order, if appropriate, will be sent to the Consultant. If an agreement cannot be reached during the negotiation process, the City will notify the Proposer and terminate the negotiations. Negotiations may then be conducted with the next Proposer in the order of its respective ranking.

The selection will be made on the basis of qualifications and price offered in accordance with the criteria listed in this RFP. The City reserves the right to cancel this procurement effort. The City will not reimburse

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respondents for any costs of preparation or submission of proposals.

Oral Interviews

The City reserves the right to request oral interviews with the highest ranked/rated proposers. The purpose of the interviews is to allow expansion upon the written responses. The final selection will be based on the total of all staff member scores achieved on the second rating. The same criteria and point ranges will be used during the second evaluation.

6.0 GENERAL CONDITIONS

- The City of Cordova must not be liable for any pre-contractual expenses incurred.
- The City reserves the right to withdraw this RFP at any time without prior notice and to reject any and all proposals submitted without indicating any reasons. Any award of contract for services will be made to the firm best qualified and responsive in the opinion of the City.
- The selected consultant must agree to indemnify, hold harmless and defend the City, its officers, officials, employees, volunteers, agents and assigns from and against any and all liability or loss resulting City of Cordova from any suits, claims or actions brought against the City which result directly or indirectly from the wrongful or negligent actions of the consultant in the performance of the contract.
- The selected consultant will be required to comply with all existing State and Federal labor laws including those applicable to equal opportunity employment provisions.
- The City reserves the right to negotiate special requirements and service levels using the selected qualification as a basis. Compensation for additional services will be negotiable.
- All responses to this RFP become the property of the City of Cordova.
- No amendments, additions or alternates will be accepted after the submittal deadline.
- All documents, records, designs, and specifications developed by the selected consultant with regard to this project will be the property of the City.

7.0 APPENDIX

The following exhibits are incorporated in this RFP:

Appendix A: City of Cordova Standard Professional Services Agreement.

----- **End of RFP** -----