

EXHIBIT A: SCOPE OF WORK

LOWELL PARK SYSTEM MASTER PLAN UPDATE

This exhibit provides a detailed scope of work outlining the tasks that will lead to the creation of a Parks and Open Space Master Plan for the City of Lowell.

The CSC team will work under the direction of Robert Parker, CSC Program Director; Michael Howard, Assistant Program Director will manage the day-to-day activities of the CSC team. The CSC team will include Community Service Center faculty and students from both the Community and Regional Planning and Landscape Architecture programs at the University of Oregon.

TASK 1: PROJECT INITIATION AND RESEARCH

To initiate the project, we will meet with representatives from the City of Lowell and the Lowell Parks Advisory Committee. During these initial meetings, we will review the project goals and objectives, the project approach and schedule. We propose to facilitate a discussion with the Parks Advisory Committee to begin to articulate both their goals for this planning process, as well as an initial discussion about vision, issues, and opportunities for Lowell's parks system. In advance of this meeting we will prepare a memorandum to the City summarizing data collection needs for the project and a draft outline of the final plan. We will also create a project website similar to the one we created for Phoenix, OR (www.phoenixoregonparks.org/). This will serve as an important tool for disseminating information about the plan update and engaging residents in the planning process.

As a part of the project initiation, we also propose conduct 8-10 interviews with stakeholders. We will work with City staff to identify people to interview, such as Parks Advisory Committee members, City Council members, city representatives, staff from state and federal agencies, and key community members. These interviews will identify issues, opportunities, and constraints of the current parks system, and begin to envision future growth opportunities.

Product(s): Memo summarizing data needs; draft outline of the Parks Master Plan; stakeholder interview notes identifying preliminary issues and opportunities for the park system; preliminary vision statement.

TASK 2: REVIEW AND ASSESSMENT OF PREVIOUS PLANNING EFFORTS AND DEMOGRAPHICS

Drawing on information from City staff, the Parks Advisory Committee, and secondary research, the CSC team will identify existing programs and resources (funding and staff) related to parks and open space planning. The CSC will also inventory key City plans and policies that directly impact parks and open space planning (the Comprehensive Plan, operating budget, Oregon Statewide Comprehensive Outdoor Recreation Plan, etc.). The CSC will identify a preliminary list of existing programs, resources, plans, and policies, and then verify the inventory through interviews with City staff, the Parks and Recreation Committee, and other key stakeholders.

Product(s): Existing conditions memo

TASK 3: PARK FACILITY INVENTORY AND ASSESSMENT

Working with City staff, the CSC will compile an inventory of City-owned or managed park and recreational sites and facilities, including any natural or open space areas, trails, and bicycle/ pedestrian routes. Consistent with the 2007 plan, we will include other facilities within the study area including federal, state, county, and school facilities. As part of the assessment we will conduct a field visit of all the parks in the City system—preferably with the parks maintenance manager and other City staff. The inventory will include maps, photographs, and a description of all parklands owned or managed by the City. It will document the facilities and features of each park, and include a general assessment of the physical condition and functionality of facilities in each park.

Using GIS data that shows the location of City parks and open space facilities, we will develop a parks system map for inclusion in the parks plan. If necessary, we will map any facilities that are not in current City databases. Finally, the CSC will review the park classification system in the 2007 plan and make any needed updates. We will apply the classification system to calculate the current level-of-service (LOS; typically shown as developed city park acres per 1,000 population) provided to Lowell residents by City-owned facilities.

Product(s): Parks inventory and deficiencies – Chapter in Plan

TASK 4: GAP ANALYSIS/ NEEDS ASSESSMENT

The gap analysis/needs assessment provides a comprehensive view of the current and future parks, trails, and open space needs in Lowell. We will base the needs analysis on methodologies advocated by the National Recreation and Park Association (NRPA) and the Oregon Parks and Recreation Department (OPRD). Recognizing that different communities have different needs, the NRPA recommends a systems approach when determining park adequacy. This method places emphasis on locally identified needs and desires rather than pushing a blanket standard that may or may not be responsive to community growth and desires.

A systems approach takes into account the real demand for facilities on a given day and is an assessment of common needs (as opposed to a professional judgment made by an outside source or inflexible per capita “level of service standards” that do not factor in local conditions). This systems approach to park planning is detailed in Park, Recreation Open Space and Greenway Guidelines published in 1995 by the NRPA.

4.1: Community Profile: CSC will update the community profile including data about key community characteristics such as age, income, household size and type, development trends and any other factors important to City staff and the Parks Advisory Committee. We will review demographic data from the Census, the American Community Survey (ACS), sports participation data from the National Sporting Goods Association’s (NSGA) annual Sports Participation Survey for the state of Oregon, information from the Statewide Comprehensive Outdoor Recreation Plan (SCORP), and the State Trails Plan.

4.2: Household Survey: To understand community recreation patterns and facility preferences, the CSC will conduct a household survey. We propose using either utility billing lists maintained by the City, or, if the City does not have a list, registered voters.

We use the “Tailored Design Method” (developed by Dr. Don Dillman) to ensure a systematic approach to survey design and analysis. We will develop survey questions based on input from City staff and the Parks and Recreation Committee, as well as previous park needs surveys conducted by the CSC. The survey will address recreation participation patterns, park use, and preferred park system

improvements. We will tabulate and analyze survey responses and present the full results in an appendix to the plan.

4.3: Youth and Community Workshops: We propose to host four community workshops/public meetings, including one workshop with high school students or other youth groups. The intent of the community workshops is to gather input from residents at various stages of the planning process. We believe it is particularly important to engage residents who are not always vocal in planning processes, such as youth, elderly, and the Latino community.

We propose to conduct three of the community workshops in conjunction with the concept plans described in Task 5. To gain a deeper understanding of issues on the sites and in their relationship with the surrounding neighborhoods, the CSC team will solicit input from community members, including neighbors and youth, and present conceptual design alternatives (Task 5) to the community for feedback. CSC asks that City officials and Parks Advisory Committee members join us at the event to give feedback on the design alternatives.

The community workshops and events will last between one and four hours. Ideally, some will take place in parks and some will piggy-back on existing events that are likely to draw crowds (such as the farmers market, the Blackberry Festival, and events at Dexter Reservoir – Lowell State Park). During the workshops and events, CSC staff will facilitate a discussion of issues, concerns, and opportunities through a variety of interactive activities. The CSC will produce visuals such as posters and maps to aid discussion.

Task 4.4: Needs Assessment. Using data from Tasks 4.1 through 4.3, CSC will develop a detailed parks and open space needs assessment. CSC will then facilitate a meeting with the Parks and Recreation Committee to review the key issues identified through the needs assessment and identify any further opportunities, constraints, or vision elements of the should be included in the plan. The Parks and Recreation Committee will provide direction regarding proposed recommendations to address identified opportunities and constraints.

Product(s): Needs Assessment – Chapter / Appendices in Plan

TASK 5: PARK CONCEPT PLANS

CSC will prepare conceptual development plans for Rolling Rock Park and the Railroad right-of-way (ROW). CSC will facilitate meetings between the United States Army Corps of Engineers (USACE) and Oregon Parks and Recreation Department to discuss a lease agreement for Orchard Park (USACE) and discuss future improvements for Lowell State Park (OPRD). The intent is to clarify future use and management of the facilities and to determine interest in partnering with the City for desired improvements.

The concept plans will be produced at a level of detail to identify and graphically represent major site components but not at the level of detail of schematic design or design development drawings. In addition, a trail concept will be developed from Rolling Rock Park to Lowell State Park and from Rolling Rock Park to the Covered Bridge Interpretive Center. Financial capacity will be a consideration in preparing design options and the CSC will develop planning-level cost estimates for major capital improvements identified in the concept plans. The concept planning process will include the following steps:

- *Document Review.* The CSC will review any existing documents, maps, drawings, and photographs related to the project prior to site visits to each park facility with City staff and the Parks and Recreation Committee.
- *Site Analysis.* During the site visits, the CSC will document existing conditions, opportunities, and constraints. Based on information gathered through document review and the site visits, the CSC will develop preliminary programmatic elements for the sites, a vision for the projects, and construction budgets.
- *Initial Design Concepts.* The CSC will use the products of the previous steps to produce a set of design drawings to present to City officials, the Parks and Recreation Committee, and the public. Plan drawings, accompanying section and perspective drawings (as needed), and written and verbal descriptions will provide insight into the placement of design elements, site circulation, parking, and visual character envisioned in the two to three design alternatives.
- *Public Concept Review Workshops.* See Task 4.3.

The concept plans will be presented as an appendix to the Parks Master Plan. CSC will prepare concept diagrams that can be printed at large scale for sharing with the community.

Product(s): Concept plans (Appendix to Master Plan)

TASK 6: RECOMMENDATIONS

Recommendations provide specific guidelines and strategies for addressing current and future park system improvements. We propose five sub-tasks to develop a comprehensive set of recommendations for the Parks and Open Space Master Plan.

6.1: Vision, Goals, and Objectives: The CSC will work with City staff and the Parks Advisory Committee to create a vision, goals, and objectives to address issues and needs identified during Tasks 1-4. The vision and goals will create the strategic direction for the Lowell park system. Goals provide a general end toward which Lowell's organizational efforts should be directed. Goals are broad statements that typically address elements such as safety, maintenance, design, inclusivity, etc. Objectives are the specific policies that work to make the identified goals a reality. We will dedicate a portion of at least two Commission meetings to discussion the vision, goals, and objectives.

6.2: Recommendations: Working with City staff and other stakeholders, we will develop recommendations for the entire park system and each of the park and recreation facilities in the Lowell Park System (including open space and trail facilities). Specific recommendations will allow the City to leverage funding and provide a prioritized list, by park, of necessary and desirable improvements. The facility recommendations will form the basis for the Capital Improvements Plan (CIP). CSC will also review and update park design guidelines to address safety, accessibility, sustainability, maintenance, and aesthetics of a parks system. We will work with City staff and the Parks and Recreation Committee to review and amend the design guidelines for each City park classification.

6.3: Operation and Funding Analysis: Having goals, policies, and recommendations is meaningless without the financial capacity to implement them. To effectively analyze financial capacity and funding options available to the City of Lowell, we will conduct an operation and funding analysis. Based on analysis of current and past operation and funding expenditures and revenues, we will identify a range of possible local, state, federal, and private funding strategies to provide the resources necessary for park improvements, operation, and maintenance.

6.4: Land Acquisition Strategy: CSC will review and updated the land acquisition strategy. The land acquisition strategy identifies a set of guidelines the City can use to evaluate acquisitions. If useful, we will prepare a map that shows general land acquisition opportunities and include cost estimates of future land acquisition.

6.5: Capital Improvement Plan: We will utilize the specific facility recommendations created in Tasks 6.2 and 6 to prepare a detailed Parks Capital Improvements Plan (CIP). The CIP will reflect input from three sources: (1) residents of Lowell, gained through the community survey and workshops; (2) the inventory of existing parks and facilities; and (3) direction from City staff and the Parks Advisory Committee. The purpose of the CIP is to provide specific details for proposed improvements at the park level—including capital improvements proposed in the Task 5 concept plans. The CIP provides a description of each project, estimated costs, and timeline for completion.

Product(s): Vision, Goals, and Recommendations – Chapter(s) in Plan; five- and ten-year capital improvement program – Separate CIP Document

TASK 7: DRAFT AND FINAL PARKS AND OPEN SPACE MASTER PLAN

We will use information collected in Tasks 1-6 to prepare a draft update of the Lowell parks and open space master plan. The CSC will submit the draft plan for review by City staff and the Parks and Recreation Committee. The draft plan will include data, analysis, maps, and recommendations consistent with the previous tasks. We will also submit a draft capital improvements plan.

After City review, we will present the draft parks and open space master plan to local decision makers. While we are flexible on strategy, a joint City Council, Planning Commission, and Parks and Recreation Committee briefing would be an efficient way to present the draft plan.

We will address both staff comments and input from the draft parks and open space master plan presentation to create the final Parks and Open Space Master Plan. The CSC will provide an electronic copy of the final report, and electronic copies of all documents, data, maps, posters, and meeting materials produced during the project. The CSC will assist the City with adoption of the plan and will be available for one public hearing.

Product(s): Draft and Final Parks Master Plan

TASK 8: UPDATED PARKS AND RECREATION COMPREHENSIVE PLAN ELEMENT

Comprehensive plans in Oregon govern how land will be used and developed over time to meet the changing needs of a community. Comprehensive plans contain policies that help jurisdictions operationalize long-range objectives for growth and change. These policies provide jurisdictions with guidance about how they should manage land uses to achieve the community’s vision for the future.

To complement the new Parks and Open Space Master Plan, the CSC can update the Parks and Recreation element of the Lowell comprehensive land use plan to reflect the new vision for parks. Policies in the comprehensive plan should focus on guiding land use decisions that impact parks and open space. The CSC is available to assist City staff with the completing the Post-Acknowledgement Plan Amendment process required to formally amend the Comprehensive Plan.

Product(s): Updated Parks and Recreation Comprehensive Plan Element

Summary of Deliverables and Meetings

CSC proposes to provide the following deliverables:

- Draft and final update of the Lowell Parks and Open Space Master Plan, including concept plans developed as part of the update
- 5 Parks Advisory Committee meetings
- 1 youth workshop
- 3 public workshops
- Capital improvements plan (5- and 10- year)
- An updated parks and recreation comprehensive plan element

Budget and Schedule

We propose to complete the deliverables described in this proposal for a fixed fee of \$43,268 with the following billing schedule:

Completion of Tasks 1, 2, and 3:	July 31, 2018	\$2,500
Completion of Tasks 4 and 5	October 31, 2018	\$28,500
Completion of Task 6	December 31, 2018	\$6,000
Completion of Tasks 7 and 8	February 28, 2019	\$6,268
	TOTAL:	\$43,268

We propose to initiate this project in May 2018 and complete all activities by February 2019 according to the schedule shown in Figure 1.

Figure 1. Project Schedule

