



CITY OF LODI COUNCIL COMMUNICATION

AGENDA TITLE: Adopt Resolution Authorizing the City Manager to Execute a Professional Services Agreement for Parks, Recreation and Cultural Services Department Strategic Plan with PROS Consulting, Inc., of Indianapolis, IN (\$86,820)

MEETING DATE: April 16, 2014

PREPARED BY: Parks, Recreation and Cultural Services Director

RECOMMENDED ACTION: Adopt resolution authorizing the City Manager to execute a Professional Services Agreement for Parks, Recreation and Cultural Services Department Strategic Plan with PROS Consulting, Inc., of Indianapolis, Indiana in the amount of \$86,820.

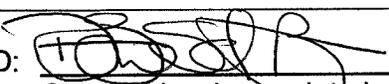
BACKGROUND INFORMATION: The Parks, Recreation and Cultural Services Department (PRCS) receives approximately \$3.2 million in taxpayer funds each year for operations and has a responsibility to use those funds in a cost-effective manner that best meets the community's needs.

The most-recent study of Lodi's parks and recreation needs was completed more than 20 years ago and is sorely outdated. Much has changed the past two decades, from recreation and demographic trends to the number and types of facilities and financial challenges. Hiring a consultant to prepare a strategic plan – and for PRCS to carry out its recommendations – is the best way to ensure the department operates in a relevant and financially sustainable fashion.

Staff and the Recreation Commission have spent eight months preparing for this step. At the invitation of staff, a consultant from a California planning firm outlined the methods and benefits of a strategic plan at the Commission's August 12, 2013, meeting. On September 3, 2013, the Recreation Commission discussed the concept of a strategic plan for Lodi PRCS, and on November 5, 2013, the Commission unanimously approved a Request for Qualifications for firms' response and named two members (Jeff Palmquist and Larry Long) to serve with three staff members and an at-large community member (Art Hand, former head of facilities for Lodi Unified School District) to serve as a screening panel.

The Department released the Request for Qualifications on November 11, 2013, and contacted a number of firms and reached out to the California Parks and Recreation Society to encourage responses. Seven firms submitted proposals by the December 11, 2013, deadline and the screening panel agreed on three finalists. The panel interviewed the three by telephone on January 30, 2014, and members unanimously agreed that PROS Consulting was best-suited to prepare a strategic plan for the Department. On March 12, Neelay Bhatt, Vice President of PROS Consulting, and Principal Consultant Mike Shellito visited Lodi to meet with panel members. Following the meeting, the panel members again confirmed their strong preference for PROS Consulting. On April 1, the Recreation Commission voted unanimously (4-0) to recommend PROS Consulting develop the PRCS strategic plan.

PROS Consulting, based in Indianapolis, was formed in 1995 to uniquely serve the park, recreation and tourism services industry. It has completed more than 900 projects in more than 47 states, including more than 100 strategic plans, and its planning team has more than 100 combined years as former parks and recreation managers.

APPROVED: 
Steve Schwabauer, Interim City Manager

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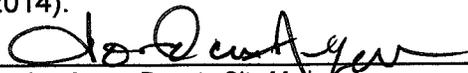
PROS Consulting has worked extensively with California parks and recreation agencies on various strategic and master plans and has excellent references. Within California, their clients include agencies in San Francisco, Los Angeles, Carlsbad, Roseville, Riverside, Fair Oaks, Cordova, Orangevale, Sonoma County, San Jose and others. Each of the five parks and recreational professionals contacted by City staff (within and outside California) held PROS Consulting in the highest regard. One said his staff continues to refer to a 2-year-old strategic plan on a daily basis.

The attached Scope of Services outlines six tasks that include a broad public outreach element. PRCS staff is planning on having a presence at the Lodi Street Faire and the downtown farmers market this year as part of the outreach effort for the Strategic Plan and other programs.

The City Council appropriated \$100,000 in the FY 2013/14 budget for this task.

FISCAL IMPACT: \$86,840 from the park development account to ensure the approximate \$3.2 million in General Fund support each year is spent in support of programs and services in a manner that reflects the community's values.

FUNDING AVAILABLE: Parks impact fee account No. 1217 (balance \$390,129.49 as of March 31, 2014).


Jordan Ayers, Deputy City Manager


Jeff Hood
Parks, Recreation and Cultural Services Director

JH:tl

cc: City Attorney

Attachment: Agreement

AGREEMENT FOR PROFESSIONAL SERVICES

ARTICLE 1 PARTIES AND PURPOSE

Section 1.1 Parties

THIS AGREEMENT is entered into on _____, 20____, by and between the CITY OF LODI, a municipal corporation (hereinafter "CITY"), and PROS Consulting Inc., LLC (hereinafter "CONTRACTOR").

Section 1.2 Purpose

CITY selected the CONTRACTOR to provide the services required in accordance with attached Scope of Services, Exhibit A, attached and incorporated by this reference.

CITY wishes to enter into an agreement with CONTRACTOR for development of a Strategic Action Plan for the Parks, Recreation and Cultural Services Department (hereinafter "Project") as set forth in the Scope of Services attached here as Exhibit A. CONTRACTOR acknowledges that it is qualified to provide such services to CITY.

ARTICLE 2 SCOPE OF SERVICES

Section 2.1 Scope of Services

CONTRACTOR, for the benefit and at the direction of CITY, shall perform the Scope of Services as set forth in Exhibit A.

Section 2.2 Time For Commencement and Completion of Work

CONTRACTOR shall commence work pursuant to this Agreement, upon receipt of a written notice to proceed from CITY or on the date set forth in Section 2.6, whichever occurs first, and shall perform all services diligently and complete work under this Agreement based on a mutually agreed upon timeline or as otherwise designated in the Scope of Services.

CONTRACTOR shall submit to CITY such reports, diagrams, drawings and other work products as may be designated in the Scope of Services.

CONTRACTOR shall not be responsible for delays caused by the failure of CITY staff to provide required data or review documents within the appropriate time frames. The review time by CITY and any other agencies involved in the project shall not be counted against CONTRACTOR's contract performance period. Also, any delays due to

weather, vandalism, acts of God, etc., shall not be counted. CONTRACTOR shall remain in contact with reviewing agencies and make all efforts to review and return all comments.

Section 2.3 Meetings

CONTRACTOR shall attend meetings as may be set forth in the Scope of Services.

Section 2.4 Staffing

CONTRACTOR acknowledges that CITY has relied on CONTRACTOR's capabilities and on the qualifications of CONTRACTOR's principals and staff as identified in its proposal to CITY. The Scope of Services shall be performed by CONTRACTOR, unless agreed to otherwise by CITY in writing. CITY shall be notified by CONTRACTOR of any change of Project Manager and CITY is granted the right of approval of all original, additional and replacement personnel at CITY's sole discretion and shall be notified by CONTRACTOR of any changes of CONTRACTOR's project staff prior to any change.

CONTRACTOR represents it is prepared to and can perform all services within the Scope of Services (Exhibit A) and is prepared to and can perform all services specified therein. CONTRACTOR represents that it has, or will have at the time this Agreement is executed, all licenses, permits, qualifications, insurance and approvals of whatsoever nature are legally required for CONTRACTOR to practice its profession, and that CONTRACTOR shall, at its own cost and expense, keep in effect during the life of this Agreement all such licenses, permits, qualifications, insurance and approvals, and shall indemnify, defend and hold harmless CITY against any costs associated with such licenses, permits, qualifications, insurance and approvals which may be imposed against CITY under this Agreement.

Section 2.5 Subcontracts

Unless prior written approval of CITY is obtained, CONTRACTOR shall not enter into any subcontract with any other party for purposes of providing any work or services covered by this Agreement.

Section 2.6 Term

The term of this Agreement commences on April 21, 2014 and terminates upon the completion of the Scope of Services or on April 20, 2015, whichever occurs first.

ARTICLE 3
COMPENSATION

Section 3.1 Compensation

CONTRACTOR's compensation for all work under this Agreement shall conform to the provisions of the Fee Proposal, attached hereto as Exhibit B and incorporated by this reference.

CONTRACTOR shall not undertake any work beyond the scope of this Agreement unless such additional work is approved in advance and in writing by CITY.

Section 3.2 Method of Payment

CONTRACTOR shall submit invoices for completed work on a monthly basis, or as otherwise agreed, providing, without limitation, details as to amount of hours, individual performing said work, hourly rate, and indicating to what aspect of the Scope of Services said work is attributable. CONTRACTOR's compensation for all work under this Agreement shall not exceed the amount of the Fee Proposal.

Section 3.3 Costs

The Fee Proposal shall include all reimbursable costs required for the performance of the Scope of Services. Payment of additional reimbursable costs considered to be over and above those inherent in the original Scope of Services shall be approved in advanced and in writing, by CITY.

Section 3.4 Auditing

CITY reserves the right to periodically audit all charges made by CONTRACTOR to CITY for services under this Agreement. Upon request, CONTRACTOR agrees to furnish CITY, or a designated representative, with necessary information and assistance needed to conduct such an audit.

CONTRACTOR agrees that CITY or its delegate will have the right to review, obtain and copy all records pertaining to performance of this Agreement. CONTRACTOR agrees to provide CITY or its delegate with any relevant information requested and shall permit CITY or its delegate access to its premises, upon reasonable notice, during normal business hours for the purpose of interviewing employees and inspecting and copying such books, records, accounts, and other material that may be relevant to a matter under investigation for the purpose of determining compliance with this requirement. CONTRACTOR further agrees to maintain such records for a period of three (3) years after final payment under this Agreement.

ARTICLE 4
MISCELLANEOUS PROVISIONS

Section 4.1 Nondiscrimination

In performing services under this Agreement, CONTRACTOR shall not discriminate in the employment of its employees or in the engagement of any sub CONTRACTOR on the basis of race, color, religion, sex, sexual orientation, marital status, national origin, ancestry, age, or any other criteria prohibited by law.

Section 4.2 ADA Compliance

In performing services under this Agreement, CONTRACTOR shall comply with the Americans with Disabilities Act (ADA) of 1990, and all amendments thereto, as well as all applicable regulations and guidelines issued pursuant to the ADA.

Section 4.3 Indemnification and Responsibility for Damage

CONTRACTOR to the fullest extent permitted by law, shall indemnify and hold harmless CITY, its elected and appointed officials, directors, officers, employees and volunteers from and against any claims, damages, losses, and expenses (including reasonable attorney's fees and costs), arising out of performance of the services to be performed under this Agreement, provided that any such claim, damage, loss, or expense is caused by the negligent acts, errors or omissions of CONTRACTOR, any subcontractor employed directly by CONTRACTOR, anyone directly or indirectly employed by any of them, or anyone for whose acts they may be liable, except those injuries or damages arising out of the active negligence, sole negligence, or sole willful misconduct of the City of Lodi, its elected and appointed officials, directors, officers, employees and volunteers. CITY may, at its election, conduct the defense or participate in the defense of any claim related in any way to this indemnification. If CITY chooses at its own election to conduct its own defense, participate in its own defense, or obtain independent legal counsel in defense of any claim related to this indemnification, CONTRACTOR shall pay all of the costs related thereto, including without limitation reasonable attorney fees and costs. The defense and indemnification obligations required by this Agreement are undertaken in addition to, and shall not in any way be limited by the insurance obligations set forth herein.

Section 4.4 No Personal Liability

Neither the City Council, nor any other officer or authorized assistant or agent or City employee shall be personally responsible for any liability arising under this Agreement.

Section 4.5 Responsibility of CITY

CITY shall not be held responsible for the care or protection of any material or parts of the work described in the Scope of Services prior to final acceptance by CITY, except as expressly provided herein.

Section 4.6 Insurance Requirements for CONTRACTOR

CONTRACTOR shall take out and maintain during the life of this Agreement, insurance coverage as set forth in Exhibit C attached hereto and incorporated by this reference.

Section 4.7 Successors and Assigns

CITY and CONTRACTOR each bind themselves, their partners, successors, assigns, and legal representatives to this Agreement without the written consent of the others. CONTRACTOR shall not assign or transfer any interest in this Agreement without the prior written consent of CITY. Consent to any such transfer shall be at the sole discretion of CITY.

Section 4.8 Notices

Any notice required to be given by the terms of this Agreement shall be in writing signed by an authorized representative of the sender and shall be deemed to have been given when the same is personally served or upon receipt by express or overnight delivery, postage prepaid, or three (3) days from the time of mailing if sent by first class or certified mail, postage prepaid, addressed to the respective parties as follows:

To CITY: City of Lodi
 221 West Pine Street
 P.O. Box 3006
 Lodi, CA 95241-1910
 Attn: Jeff Hood

To CONTRACTOR: Leon Younger
 PROS Consulting Inc., LLC
 201 South Capitol Ave., Suite 505
 Indianapolis, IN 46225

Section 4.9 Cooperation of CITY

CITY shall cooperate fully and in a timely manner in providing relevant information it has at its disposal relevant to the Scope of Services.

Section 4.10 CONTRACTOR is Not an Employee of CITY

CONTRACTOR agrees that in undertaking the duties to be performed under this Agreement, it shall act as an independent contractor for and on behalf of CITY and not an employee of CITY. CITY shall not direct the work and means for accomplishment of

the services and work to be performed hereunder. CITY, however, retains the right to require that work performed by CONTRACTOR meet specific standards without regard to the manner and means of accomplishment thereof.

Section 4.11 Termination

CITY may terminate this Agreement, with or without cause, by giving CONTRACTOR at least ten (10) days written notice. Where phases are anticipated within the Scope of Services, at which an intermediate decision is required concerning whether to proceed further, CITY may terminate at the conclusion of any such phase. Upon termination, CONTRACTOR shall be entitled to payment as set forth in the attached Exhibit B to the extent that the work has been performed. Upon termination, CONTRACTOR shall immediately suspend all work on the Project and deliver any documents or work in progress to CITY. However, CITY shall assume no liability for costs, expenses or lost profits resulting from services not completed or for contracts entered into by CONTRACTOR with third parties in reliance upon this Agreement.

Section 4.12 Confidentiality

CONTRACTOR agrees to maintain confidentiality of all work and work products produced under this Agreement, except to the extent otherwise required by law or permitted in writing by CITY. CITY agrees to maintain confidentiality of any documents owned by CONTRACTOR and clearly marked by CONTRACTOR as "Confidential" or "Proprietary", except to the extent otherwise required by law or permitted in writing by CONTRACTOR. CONTRACTOR acknowledges that CITY is subject to the California Public Records Act.

Section 4.13 Applicable Law, Jurisdiction, Severability, and Attorney's Fees

This Agreement shall be governed by the laws of the State of California. Jurisdiction of litigation arising from this Agreement shall be venued with the San Joaquin County Superior Court. If any part of this Agreement is found to conflict with applicable laws, such part shall be inoperative, null, and void insofar as it is in conflict with said laws, but the remainder of this Agreement shall be in force and effect. In the event any dispute between the parties arises under or regarding this Agreement, the prevailing party in any litigation of the dispute shall be entitled to reasonable attorney's fees from the party who does not prevail as determined by the San Joaquin County Superior Court.

Section 4.14 City Business License Requirement

CONTRACTOR acknowledges that Lodi Municipal Code Section 3.01.020 requires CONTRACTOR to have a city business license and CONTRACTOR agrees to secure such license and pay the appropriate fees prior to performing any work hereunder.

Section 4.15 Captions

The captions of the sections and subsections of this Agreement are for convenience only and shall not be deemed to be relevant in resolving any question or interpretation or intent hereunder.

Section 4.16 Integration and Modification

This Agreement represents the entire understanding of CITY and CONTRACTOR as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters covered hereunder. This Agreement may not be modified or altered except in writing, signed by both parties.

Section 4.17 Contract Terms Prevail

All exhibits and this Agreement are intended to be construed as a single document. Should any inconsistency occur between the specific terms of this Agreement and the attached exhibits, the terms of this Agreement shall prevail.

Section 4.18 Severability

The invalidity in whole or in part of any provision of this Agreement shall not void or affect the validity of any other provision of this Agreement.

Section 4.19 Ownership of Documents

All documents, photographs, reports, analyses, audits, computer media, or other material documents or data, and working papers, whether or not in final form, which have been obtained or prepared under this Agreement, shall be deemed the property of CITY. Upon CITY's request, CONTRACTOR shall allow CITY to inspect all such documents during CONTRACTOR's regular business hours. Upon termination or completion of services under this Agreement, all information collected, work product and documents shall be delivered by CONTRACTOR to CITY within ten (10) calendar days.

CITY agrees to indemnify, defend and hold CONTRACTOR harmless from any liability resulting from CITY's use of such documents for any purpose other than the purpose for which they were intended.

Section 4.20 Authority

The undersigned hereby represent and warrant that they are authorized by the parties to execute this Agreement.

Section 4.21 Federal Transit Funding Conditions

If the box at left is checked, the Federal Transit Funding conditions attached as Exhibit D apply to this Agreement. In the event of a conflict between the terms of this Agreement or any of its other exhibits, and the Federal Transit Funding Conditions, the Federal Transit Funding Conditions will control.

IN WITNESS WHEREOF, CITY and CONTRACTOR have executed this Agreement as of the date first above written.

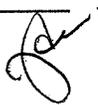
CITY OF LODI, a municipal corporation

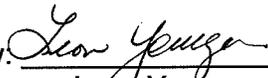
ATTEST:

RANDI JOHL-OLSON
City Clerk

STEPHEN SCHWABAUER
Interim City Manager

APPROVED AS TO FORM:
JANICE D. MAGDICH, Interim City Attorney

By: _____


By: 
Name: Leon Younger
Title: President, PROS Consulting Inc.,

- LLC
Attachments:
Exhibit A – Scope of Services
Exhibit B – Fee Proposal
Exhibit C – Insurance Requirements
Exhibit D – Federal Transit Funding Conditions (if applicable)

Funding Source: 1217044.1820
(Business Unit & Account No.)

Doc ID:

CA:Rev.03.2014

Scope of Services

Strategic Action Plan for the Parks, Recreation and Cultural Services Department

Work Plan

Task 1 - Project Kick-off/Project Management

A. Kick-off Meeting/Project Management – A kick-off meeting should be attended by key City staff members and PROS Consulting Team members to confirm project goals, objectives, and expectations that will help guide actions and decisions of the PROS Consulting Team. Detailed steps of this task include:

- Confirmation – The project goals, objectives, scope, and schedule will be confirmed.
- Outcome Expectations – Discuss expectations of the project along with a presentation on different management models.
- Communications – Confirmation of lines of communication, points of contact, level of involvement by City leaders and staff, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to.
- Progress Status Reports – The Consulting Team will develop status reports to the City on a monthly basis. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project.
- Prepare database of stakeholders – The Consulting Team will work with the City who will gather contact information to be used in the key leadership interview portion of the study.

More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project. It is recommended that status reports be created on a monthly basis and distributed to all Department employees as a way of keeping them informed and involved throughout the process – cultivating an environment for buy-in.

- B. Data Collection** – The PROS Consulting Team will prepare a data request to collect available operational and financial information to analyze the current situation and characteristics of the Parks, Recreation and Cultural Services Department. These include but are not limited to the City's General Plan, budget reports, operational reports, previous operational studies, program efforts, capital expenditure focus, site master planning efforts, natural area plans and any other relevant information.
- C. SWOT Analysis** – The PROS Consulting Team members will perform on-site review with Department staff to evaluate operational and financial opportunities and constraints. A tour of the City's facilities, parks, and programs will be performed to identify opportunities to increase revenue generation and reduce operational inefficiencies. The PROS Consulting Team will work with the Department staff to develop a SWOT analysis highlighting existing Strengths, Weaknesses, Opportunities and Threats faced by the Department as it seeks to expand and grow its offerings in the years to come.



D. **Crowd-Sourcing Project Website** - The Consultant Team will create a customized project website that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community.

This could be combined with input through Social Media and could also host videos through a dedicated YouTube Channel and utilize the City’s website. E.g. www.plan4pdhp.com

It has proven to be a very effective tool in engaging the community on an on-going basis as well as maximize outreach to an audience that may not traditionally show up at public meetings or choose to respond to a Phone or Mail survey.



Task 2 - Community Input

The Consulting Team will utilize a robust public input process to solicit community input on how the City of Lodi’s Parks, Recreation and Cultural Services Department meet the needs of residents into the future. This task is an integral part of the *Strategic Action Plan* process. The PROS Consulting Team will prepare a community outreach agenda to include the number and types of meetings which will be held. Also, a statistically-valid City-wide needs assessment survey will be conducted to identify community needs and issues related to parks, facilities and services. Specific tasks include:

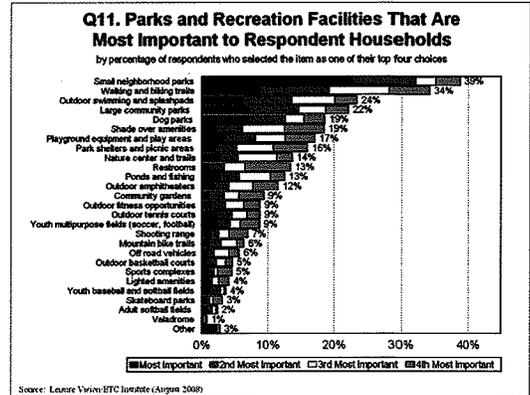
A. **Key Leadership/Focus Group Public Engagement** – The Consulting Team will conduct at a minimum of ten (10) key leadership interviews (use of phone or other online tool may be used for these if appropriate) and ten to ten (10) focus group meetings. We will utilize Department staff to identify target focus groups and key leaders—possible focus groups could include teens, young adults, urban or mixed-use area residents, and/or particular ethnic groups. The goal is to identify their vision and values and how they translate into future programs and development needs.

B. **Public Forums / Workshops** – Public forums will serve to present information and gather feedback from citizens at large. It will be important to get maximum media exposure to inform citizens of the purpose and importance of the meetings and clearly note time and locations.



We propose to conduct a total of four (4) public forums: two (2) initial public forums to introduce the project and project goals, gain input for the community’s vision and core values for the Parks, Recreation and Cultural Services Department and two (2) follow-up meetings conducted during the final briefings component of the plan. The purpose for these meetings will be to ensure opportunities for the general public to discuss their options and perceptions surrounding the Department. The forums will also afford the opportunity to discuss priorities of the community relating to the Parks, Recreation and Cultural Services Department.

C. Statistically-Valid Survey – ETC Institute will perform a random, scientifically valid community-wide household to quantify knowledge, need, unmet need, priorities and support for parks, recreation and cultural services. The Consulting Team will administer a statistically valid random sampling Needs Assessment Survey of household surveys in the City of Lodi. The survey will be administered by phone or by a combination of a mail/phone survey and can have a minimum sample size of 350 completed surveys at a 95% level of confidence and a confidence interval of +/- 5.2%.



Prior to the survey being administered, the PROS Consulting Team would meet with City of Lodi staff to review and finalize the agreed upon survey instrument.

- D. Caught-In-The-Act Surveys** - The PROS team will conduct caught-in-the-act surveys (Intercept surveys) of users in the process of using parks, facilities and during special events to obtain additional and random community input. We will also be conducting interviews while we are conducting the Site assessments for parks, trails, historic sites and facilities. This provides valuable insight and community feedback as people are ‘caught in the act’ of participating in a program or event or using a park, trail or facility.
- E. Online Survey** – PROS will also conduct an informal online survey to complement the data obtained from the statistically-valid survey. An online survey will be crafted and administered through www.surveymonkey.com. This survey will be promoted through the City’s website and promotional mediums to maximize outreach and response rates. It will focus on how users feel about the services provided, needs and importance, issues that need to be addressed and recommendations for change they would like to see the Department provide.
- F. Synthesize Community Values Model** – The Community Values Model will be synthesized and organized by the PROS Consulting Team to form the framework for the Strategy Matrix. The Consulting Team will document its findings and key issues to be addressed in the study. This report will be in form of a PowerPoint presentation in a work session with key Department staff to gain consensus. Also, a findings report of all public input will be provided to the City.

Task 3 - Community Profile

A. Demographic & Trends Analysis – PROS will utilize the City of Lodi’s projections and supplement with census tract demographic data obtained from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends; for comparison purposes data will also be obtained from the U.S. Census Bureau. This analysis will provide an understanding of the demographic environment for the following reasons:

- To understand the market areas served by the City and distinguish customer groups.
- To determine changes occurring in the region and assist in making proactive decisions to accommodate those shifts.

The City’s demographic analysis will be based on US 2010 Census information, 2012 estimates, and five-year (2017) and 10-year (2022) year projections. The following demographic characteristics will be included: Population Density, Age Distribution, Households, Gender, Ethnicity, and Household Income.



Parks, Recreation & Cultural Services Department

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team utilizes the Sporting Goods Manufacturers Association information, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

B. Benchmark Analysis – A benchmark analysis will compare the City of Lodi to five (5) other relevant peer agencies. The Consultant Team will work with the Department to identify the 15 key metrics to be surveyed and analyzed, as well as the benchmarked communities.

System	2010 Population	Total Number of Parks	Total Parks Acres	Total Acres Maintained	Total Park Acres Per 1,000	Acres Undeveloped Park Land	Total Maintained Acres Per 1,000	% Acres Maintained to Total Park Acres
Provo, UT	112,488	92	2,197	802	19.53	1,370	7.13	37%
Missoula, MT	66,788	61	4,234	357	63.40	3,878	5.34	8%
Tempe, AZ	161,719	56	1,865	1,815	11.53	50	11.23	97%
Boulder, CO	97,385	60	1,810	1,047	18.59	763	10.75	58%
Flagstaff, AZ	65,870	27	710	143	10.78	566	2.18	20%
Sandy, UT	87,461	39	373	351	4.26	52	4.01	94%

Task 4 - Park and Program Plan

A. Program Services Assessment – Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the department aligns itself with community needs (utilizing the statistically-valid survey and other community input). The goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings. The Consulting Team will provide insight into recreation program trends from agencies all around the country. The process includes analysis of the following programming aspects:

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Facility Gaps
- Best Practices from similar and comparable agencies
- Similar provider analysis/duplication of services
- Review of program development process
- Service systems and agency support needed to deliver excellent service
- Program Innovation Cycle
- Standards and Performance Measures

Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus staff efforts in core program areas and create excellence in those programs deemed most important by program participants.

B. Park Classifications, Level of Service Standards– As part of the *Strategic Action Plan*, the PROS Consulting Team will work with the Department to review and confirm, modify or add to existing park classifications, and preferred level of service standards for all park sites, trails, open space amenities and indoor and outdoor facilities.

Scope of Services

Strategic Action Plan for the Parks, Recreation and Cultural Services Department

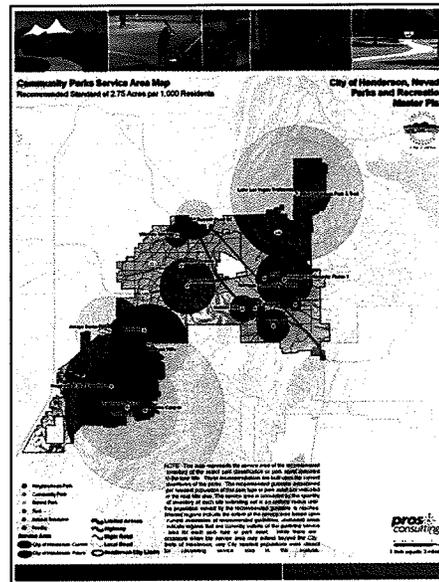
These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as the PROS Consulting Team's national experience and comparison with peer/survey agencies, adapted based on the needs and expectations of the community.

PARKS:	2009 Inventory - Developed Facilities					Total Combined Inventory	Current Service Level based on population	Recommended Service Levels Revised for Local Service Area	2009 Facility Standards		2014 Facility Standards		
	Jacksonville	Schools	Other Provider's	Military	Meet Standard/ Need Exists				Additional Facilities / Amenities Needed	Meet Standard/ Need Exists	Additional Facilities / Amenities Needed		
Neighborhood Park	34.63	-	6.01	-	40.64	0.49 acres per	1,000	1.00 acres per	1,000	Need Exists	42 Acre(s)	Need Exists	42 Acre(s)
Community Park	73.23	-	-	-	73.23	0.89 acres per	1,000	2.00 acres per	1,000	Need Exists	92 Acre(s)	Need Exists	92 Acre(s)
Regional Park	183.24	-	1.20	-	184.44	2.23 acres per	1,000	4.00 acres per	1,000	Need Exists	146 Acre(s)	Need Exists	146 Acre(s)
Open Space / Natural Areas	8.46	-	-	-	8.46	0.10 acres per	1,000	0.75 acres per	1,000	Need Exists	53 Acre(s)	Need Exists	53 Acre(s)
Total Park Acres	299.56	-	7.22	-	306.78	3.71 acres per	1,000	7.75 acres per	1,000	Need Exists	333 Acre(s)	Need Exists	333 Acre(s)
Special Use Areas	-	245.57	-	-	245.57	2.97 acres per	1,000	n/a acres per	1,000	-	-	-	-
OUTDOOR AMENITIES:													
Playground Area	18.00	6.67	1.00	5.34	31.01	1.00 structure per	2,663	1.00 structure per	3,000	Meets Standard	- Structures(s)	Meets Standard	- Structures(s)
Basketball Court; Outdoor	10.00	2.67	-	3.67	16.34	1.00 structure per	5,055	1.00 structure per	7,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Tennis Court; Outdoor	14.00	6.67	-	5.34	26.01	1.00 structure per	3,175	1.00 structure per	4,000	Meets Standard	- Court(s)	Meets Standard	- Court(s)
Diamond Field; Mounded - Small (60ft or under)	4.00	-	-	2.00	6.00	1.00 field per	13,761	1.00 field per	10,000	Need Exists	2 Field(s)	Need Exists	2 Field(s)
Diamond Field; Mounded - Large (75ft and larger)	-	2.00	-	0.67	2.67	1.00 field per	30,953	1.00 field per	20,000	Need Exists	1 Field(s)	Need Exists	1 Field(s)
Diamond Field; Non-Mounded - Small	3.00	4.00	-	2.00	9.00	1.00 field per	9,173	1.00 field per	15,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Diamond Field; Non-Mounded - Large	8.00	-	-	1.33	9.33	1.00 field per	8,847	1.00 field per	20,000	Meets Standard	- Field(s)	Meets Standard	- Field(s)
Trails (Hard and Soft Surface Trails)	16.20	-	-	-	16.20	0.20 miles per	1,000	0.45 miles per	1,000	Need Exists	21 Mile(s)	Need Exists	21 Mile(s)
Soccer / Football / Multipurpose Field	8.00	4.67	1.00	5.34	19.01	1.00 field per	4,345	1.00 field per	4,000	Need Exists	2 Field(s)	Need Exists	2 Field(s)
Shelter; Large (100+ people)	8.00	-	-	4.00	12.00	1.00 structure per	6,881	1.00 structure per	10,000	Meets Standard	- Structures(s)	Meets Standard	- Structures(s)
Shelter; Medium (50-99 people)	3.00	0.67	-	4.67	8.34	1.00 structure per	9,907	1.00 structure per	10,000	Meets Standard	- Structures(s)	Meets Standard	- Structures(s)
Shelter; Small (up to 50 people)	5.00	-	-	13.34	18.34	1.00 structure per	4,503	1.00 structure per	7,500	Meets Standard	- Structures(s)	Meets Standard	- Structures(s)
Skateboard Park	1.00	-	-	-	1.00	1.00 site per	82,582	1.00 site per	40,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Outdoor Pool	-	-	-	1.50	1.50	1.00 site per	55,055	1.00 site per	40,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Splash Pad / Spray Grounds	-	-	-	-	-	1.00 site per	n/a	1.00 site per	30,000	Need Exists	3 Site(s)	Need Exists	3 Site(s)
Dog Parks	-	-	-	-	-	1.00 site per	n/a	1.00 site per	75,000	Need Exists	3 Site(s)	Need Exists	3 Site(s)
Disk Golf Course	1.00	-	-	-	1.00	1.00 site per	82,582	1.00 site per	40,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Nature Center	-	-	-	-	-	1.00 site per	n/a	1.00 site per	100,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Indoor Aquatic Recreation Space	-	-	-	-	-	1.00 SF per	n/a	0.50 SF per	Person	Need Exists	41,291 Square Feet	Need Exists	41,254 Square Feet
Recreation Center	38,964.00	-	-	207,441.67	246,405.67	0.47 SF per	person	1.50 SF per	Person	Meets Standard	- Square Feet	Meets Standard	- Square Feet
Estimated Population: 2009											82,582		
Projected Population: 2014											82,508		



C. Geographical Analysis through Mapping – The PROS Consulting Team will work with the Department to determine appropriate GIS mapping. The Consulting Team can utilize GIS to perform a geographical mapping to identify service area analysis for specific facilities and programs. This includes mapping by classification and major amenities by facility standards as applied to population density and geographic areas. A service area is defined as a circular area around a park or amenity whose radius encompasses the population associated with the appropriate facility standard for each park classification and amenity. Using the facility standards and service areas provided by Consulting Team for each park and major facility type (amenity), a series of maps by each park classification and major amenities will be prepared. Major parks and facilities to be mapped could include:

- Neighborhood Parks
- Community Parks
- Soccer Fields
- Football Fields
- Baseball Fields
- Softball Fields
- Basketball Courts
- Tennis Courts
- Trails
- Playgrounds
- Picnic Pavilions
- Aquatics/Pools
- Recreation/Community Centers



This mapping identifies gaps and overlaps in service area. It is assumed that the Department will provide base GIS information including inventory and general location of park sites and amenities. The Consulting Team will provide maps in digital format (ARCGIS and Adobe Acrobat PDF format) and hard copy.

D. Prioritization of Demands and Needs – Using its proprietary rankings model, the Consulting Team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, park and facility assessment, recreation services assessment and the service area mapping to create a quantified facility and program priority ranking.

This will provide a defensible and data-driven list of prioritized facility, infrastructure, amenities, and program needs for Lodi. This priority listing will be compared against gaps or surplus in recreation services, parks, facilities and amenities. The Team will conduct a work session with staff to review the findings and make revisions as necessary.

Malibu	
Facility/Amenity Priority Rankings	Overall Ranking
Walking, biking trails and greenways	1
Small Neighborhood Parks	2
Indoor Swimming Pools	3
Off-leash dog parks	4
Multi-generational Community Center	5
Community Gardens	6
Outdoor Swimming Pools	7
Adventure Facility (rock wall, ropes course, etc.)	8
Outdoor Tennis Courts	9
Visual / Performing Arts Facility	
Large Community Parks	
Small Family Picnic Areas and Shelters	
Amphitheater	
Nature Center	
Skateboard Parks	
Teen Center	
Youth Soccer Fields	
Playground Equipment	
Outdoor Basketball Courts	
Multi-purpose Fields (Lacrosse, etc.)	20
Youth baseball and softball fields	21
Disc Golf Course	22
Year-round synthetic fields	23
Large Group Picnic Areas and Shelters (50+)	24
Equestrian Trails	25
Adult Baseball and Softball Fields	26
Youth Football Fields	27
Adult Soccer Fields	28

Task 5 - Business Plan

- A. Malcolm Baldrige Organizational Staff Survey** – As part of the *Strategic Action Plan*, the PROS Consulting Team will evaluate the culture of the organization to determine organizational readiness and willingness to move forward on key recommendations that could come from the *Strategic Action Plan*. The PROS Consulting Team will organize and develop a staff and workforce engagement survey modeled after the Malcolm Baldrige Quality (MBQ) Assessment Survey rating the perceptions of employees regarding leading issues in the workplace.

This survey assessment will be developed based on the survey instrument of the Baldrige National Quality Program, a program of the National Institute of Standards and Technology, which is a component of the U.S. Department of Commerce. The questions of the survey are designed to assess the nature and degree of employee engagement in performing the functions and meeting the vision of the organization.

- B. Operational and Staffing Plan** – The PROS Consulting Team will establish operational and staffing standards for the full operations of the Park and Recreation system. This will include maintenance standards, staffing levels needed for programs, technology requirements, customer service requirements and administration based on established and agreed upon outcomes.

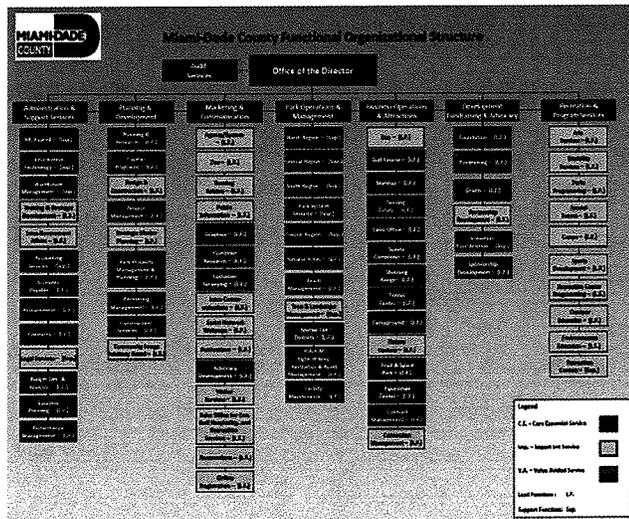
The PROS Consulting Team will evaluate governance of parks and functions in the overall structure with recommendations on how to operate in the most effective functional and efficient manner. The PROS Consulting Team will conduct a work session with key management staff on what they consider to be core essential services, important services, and value-added services based on observations, individual interviews, focus group interviews and operating practices. The focus will be on whom the services are provided to, for what purpose, for what benefit, and for what cost. The outcomes of these work sessions will be:

- All services and functions of the agency are classified as (a) Core, (b) important, or (c) Value Added based on definitions and criteria agreed upon with the Project Team.
- Appropriate performance measures for each classification of service will be determined and applied to all functions and services.
- The PROS Consulting Team will compile the results of the work session into a summary of services and functions by classification. Additionally, broad performance standards for each service and function that align with their classification will be developed. An example of how these performance standards as cost recovery expectations can be applied is illustrated in the table below.



Service Category	Description	Cost-Recovery Expectations
Core	Services the agency <u>must</u> provide to meet its mission, and statutory and/or regulatory obligations; maintains valuable assets and infrastructure investments; essential to protect visitor safety; preserves the integrity of natural and cultural resources; reasonably expected and supported (or demanded) by visitors	Largely supported by taxes with little or no cost-recovery
Important	Services the agency <u>should</u> provide or are important to effectively serve visitors; may expand or enhance provision of core services; broadly supported and utilized by visitors, although support may be conditional upon the perceived benefit, quality, and pricing of the services	Supported by a balance of taxes & earned revenues
Value Added	Services the agency <u>may</u> provide when they are fiscally sustainable through visitor support; add value above and beyond what is required or expected of the agency's core functions; are easy opportunities to integrate alternative providers and operators into providing services at one or more sites	Heavily or fully supported by earned revenues

C. Functional Organizational Structure – Using a business-oriented approach with integration of industry best management practices, the PROS Consulting Team will assess the feasibility of the realignment of organization structure to create more efficiency. The PROS Consulting Team will help enhance the organizational infrastructure through a more efficient design where appropriate that is functionally based.



D. Financial Review – The PROS Consulting Team will perform analysis to document the financial situation of the Parks, Recreation and Cultural Services Department. The financial analysis will look at the budget, pricing policy, user fees, current and other revenue generating opportunities, grant opportunities, and the revenue forecast. This analysis will identify the financial situation of the Department with three primary goals:

- Understand the financial dynamics to further advance the understanding of operations gained through the work described above
- Review funding and accounting practices with an objective of accurate financial fund tracking and the ability of the Department to have more useful financial information for strategic decision-making
- Seek opportunities to improve the financial sustainability of the Department for the future including evaluating expenditures and increasing current and new sources of revenue

The PROS Consulting Team will review current financial policies. This review will include comparison of current policies with national standards of best practice agencies. The PROS Consulting Team will

recommend cost recovery goals, policies and adjustments to current policies where enhancements may be needed or gaps are identified.

E. Funding Strategies – Funding strategies will be developed based in part of our review and analysis of the department, as well as the national experience brought by the PROS Consulting Team. The PROS Consulting Team has identified numerous (160) funding methods that can be applied. These strategies could include:

- Fees and charges
- Endowments/grants/Non-profits
- Sponsorships
- Partnerships
- Dedicated funding sources.

The PROS Consulting Team will present findings and recommendations through a Financial Workshop for the Department staff

Task 6 -Strategic Action Plan Development

The *Strategic Action Plan* will be framed and prepared through a series of workshops with the Department staff. The overall vision and mission statements will be affirmed or modified, and direction for the Department will be established along with individual action strategies that were identified from all the research work completed. Key recommendations and tactics that support each action strategy to its fullest outcome will be outlined in a strategy matrix with priorities, timelines, measurement, and teams within the Department or external partners to focus on the next 10 years. Specific tasks include:

A. Develop Vision, Mission and Core Value Statements – The PROS Consulting team will organize recommendations for the Department into a strategy matrix framework; the supporting vision and mission statements will be affirmed or developed with the Department staff in a one day work session. In addition, core businesses will be confirmed. Following this effort, goals/objectives and policies will be established and prioritized. Also defined will be those activities and experiences that do not further the mission, vision and values of the Department.

B. Strategic Implementation Plan – The PROS Consulting Team will prepare an Implementation Plan that outlines key outcomes to be achieved and benchmark goals for each operational area within the Parks, Recreation and Cultural Services Department. The Implementation Plan will be used to evaluate operational impacts associated with implementation including funding requirements. It is important to assess how ready the organization is to change and adopt significant policies to implement the plan. The PROS Consulting Team will develop a proposed organization plan that includes operational standards, organizational structure and staffing, implementation of administrative functions, maintenance management functions, team/consensus building opportunities, financial strategies including revenue generation and grant opportunities, policies and procedures, recommendations, marketing strategy, technology plan and partnering and volunteer strategy.

Riverside County Regional Park and Open Space District Balanced Scorecard			
	Strategies	Objectives	Measures (KPIs, Goals, Targets)
Customer	To Achieve Our Vision, We Must Satisfy Our Customers		
Financial	To Succeed We Must Have Financial Sustainability		
Internal	To Satisfy Our Customers We Must Commit to Excellent Support Processes		
Learning and Growth	To Become Sustainable We Will Change and Improve on Employee Growth and Work Culture		



Parks, Recreation & Cultural Services Department

- C. **Draft Plan Preparation** – The PROS Consulting Team will prepare a draft *Strategic Action Plan* with strategies taking into account all analysis performed and consider the fiscal and operational impacts to the Department. The recommendations and prioritization of needs will be reviewed and discussed with the City Council and City staff.
- D. **Plan Briefings/Hearings** – It is expected that the PROS Consulting Team will make one (1) presentation to the Lodi City Council. In addition, the two (2) follow-up public forums will be performed to educate the public on the outcomes of the *Strategic Action Plan*. Outreach for community participation will be performed through the same process as performed for the initial meetings.
- E. **Final Plan Preparation** – The final *Strategic Action Plan* will be prepared and 10 copies of the *Strategic Action Plan* Report delivered to the City along with 3 sets of associated appendices (technical reports organized in 3” binders). The final report will be professionally edited and formatted. Electronic copies of the plan will also be provided to the Department.

Strategic Action Plan
 Gold, CA
 Proposed Fees
 1-MAR-14

	PROS Consulting					Total
	Leon Younger	Neesey Bhatt	Michael Suetz / Jeffrey Bransford	Mike Shellas		
Task 1: Project Kickoff/Project Management	\$ 175	\$ 145	\$ 125	\$ 175		
A. Kickoff Meeting/Project Management	8	8			\$ 2,500	
B. Data Collection and Review	8	2			\$ 2,500	
C. SWOT Analysis	8	8			\$ 7,480	
D. Crowd-Sourcing Project Website	16	42	32	0	90	
Subtotal Hours	40	60	64	0		
Expenses					\$ 12,880	
Subtotal Dollars	\$ 2,800	\$ 6,090	\$ 4,000	\$ -	\$ 12,890	
Task 2: Community Input						
A. Key Leadership/Focus Group Public Engagement	16	16			\$ 5,120	
B. Public Forums/Workshops	12	16			\$ 4,420	
C. Statistically Valid Needs Analysis Survey			8		\$ 11,850	
D. Caught-in-the-Act Surveys			8		\$ 1,000	
E. Online Survey	4	4			\$ 1,280	
F. Synthesize Community Values Model	32	36	16		\$ 2,850	
Subtotal Hours	64	78	32		\$ 163	
Expenses					\$ 27,120	
Subtotal Dollars	\$ 6,800	\$ 6,420	\$ 2,000	\$ -	\$ 37,120	
Task 3: Community Profile						
A. Demographic and Trends Analysis			12		\$ 1,500	
B. Benchmark Analysis			20		\$ 2,500	
Subtotal Hours	0	0	32	0	\$ 4,000	
Expenses					\$ 4,000	
Subtotal Dollars	\$ -	\$ -	\$ 4,000	\$ -	\$ 4,000	
Task 4: Data and Program Plan						
A. Program Services Assessment			32		\$ 4,640	
B. Park Classification and Level of Service Standards	4		10		\$ 1,950	
C. Geographical Analysis through Mapping			32		\$ 4,000	
D. Prioritization of Demands and Needs	4	16	42		\$ 2,320	
Subtotal Hours	8	16	84		\$ 94	
Expenses					\$ 1,200	
Subtotal Dollars	\$ 700	\$ 8,160	\$ 5,250	\$ -	\$ 14,110	
Task 5: Business Plan						
A. Webcam Bridge Organizational Staff Survey			16		\$ 2,320	
B. Operational and Staffing Plan			8		\$ 4,200	
C. Functional Organizational Structure	8	8		24	\$ 2,560	
D. Financial Review			32		\$ 4,000	
E. Funding and Revenue Strategies	12	28	32	24	\$ 1,280	
Subtotal Hours	12	36	80	24	\$ 96	
Expenses					\$ -	
Subtotal Dollars	\$ 2,100	\$ 4,060	\$ 4,000	\$ 4,200	\$ 14,360	
Task 6: Strategic Action Plan Development						
A. Develop Vision, Mission and Core Value Statements	6	6			\$ 1,920	
B. Strategic Implementation Plan	8	8			\$ 2,560	
C. Draft Plan Preparation	8	12	12		\$ 3,240	
D. Plan Briefings/Hearings	8	8			\$ 2,560	
E. Final Plan Preparation	30	42	24	0	\$ 4,060	
Subtotal Hours	60	76	48	0	\$ 96	
Expenses					\$ -	
Subtotal Dollars	\$ 5,250	\$ 6,090	\$ 3,000	\$ -	\$ 14,340	
TOTAL HOURS	94	178	178	24	79	
TOTAL EXPENSES	\$ 1,200	\$ 2,400	\$ -	\$ -	\$ 50	
TOTAL FEES	\$ 16,450	\$ 28,420	\$ 22,250	\$ 4,200	\$ 11,850	
TOTAL DOLLARS	\$ 17,650	\$ 30,820	\$ 22,250	\$ -4,200	\$ 11,900	
					\$ 86,820	

RESOLUTION NO. 2014-55

A RESOLUTION OF THE LODI CITY COUNCIL
AUTHORIZING THE CITY MANAGER TO EXECUTE
A PROFESSIONAL SERVICES AGREEMENT FOR
PARKS, RECREATION AND CULTURAL SERVICES
DEPARTMENT STRATEGIC PLAN WITH PROS
CONSULTING, INC., OF INDIANAPOLIS, IN

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WHEREAS, the most-recent study of Lodi's parks and recreation needs was completed more than 20 years ago; and

WHEREAS, staff and the Recreation Commission has spent the past eight months in the process of obtaining a firm with the culmination of this effort being releasing the Request for Qualification on November 11, 2013; and

WHEREAS, the selection committee, consisting of two Recreation Commission members, three staff members, and an at-large community member, unanimously selected PROS Consulting, Inc. on January 30, 2014; and

WHEREAS, PROS Consulting, Inc. has worked extensively with California parks and recreation agencies on various strategic and master plans and has excellent references; and

WHEREAS, the cost for the strategic plan is \$86,820 and City Council has appropriated \$100,000 in the Fiscal Year 2013/14 budget for this task.

NOW, THEREFORE, BE IT RESOLVED that the Lodi City Council does hereby authorize the City Manager to execute a Professional Services Agreement for Parks, Recreation and Cultural Services Department strategic plan with PROS Consulting, Inc., of Indianapolis, IN, in an amount not to exceed \$86,820.

Dated: April 16, 2014

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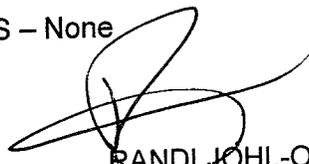
I hereby certify that Resolution No. 2014-55 was passed and adopted by the Lodi City Council in a regular meeting held April 16, 2014, by the following vote:

AYES: COUNCIL MEMBERS – Hansen, Johnson, Mounce, Nakanishi, and Mayor Katzakian

NOES: COUNCIL MEMBERS – None

ABSENT: COUNCIL MEMBERS – None

ABSTAIN: COUNCIL MEMBERS – None



RANDI JOHL-OLSON
City Clerk