

DEPARTMENT
OF
PURCHASING & CONTRACTING



OFFICE
OF
DIRECTOR

\$249,600.00

Completed by 2-16-08

DeKalb County Government
Room 202 Maloof Center, 1300 Commerce Drive, Decatur, Georgia 30030

September 11, 2006

Via Facsimile (404-870-6590) and First Class Mail

Mr. Joseph Brown, Chief Executive Officer
EDAW, Inc.
817 W. Peachtree St., Suite 770
Atlanta, GA 30308

Dear Mr. Brown:

This letter is to advise you that Invitation to Bid 06-500014 (Professional Consulting Services to Develop a Countywide Comprehensive Parks and Recreation Master Plan) will be considered by the DeKalb County Board of Commissioners at their meeting on September 12, 2006 at 9:00 a.m. The meeting will be held in the Maloof Auditorium, 1300 Commerce Drive Annex, Decatur, GA.

Since you have been recommended for award, you should attend this meeting. The Board may elect to ask questions regarding your firm's experience and minority/women/small business/DeKalb County firms subcontracting opportunities.

Thank you for your interest in doing business with DeKalb County.

Sincerely,

Doyle Shaw, Director
Purchasing and Contracting

DS:amb

c: Marilyn Drew, Director, Parks and Recreation
Kelvin L. Walton, Assistant Director, Purchasing and Contracting
Invitation No. 06-500014



DEKALB COUNTY

Vernon Jones
Chief Executive Officer

November 17, 2006

EDAW, Inc.
817 West Peachtree Street, NW
Suite 770
Atlanta, Georgia 30308

Attention: Ellen Heath, Vice President/Principal

Dear Ms. Heath,

NOTICE TO PROCEED, DeKalb County Contract No. 06-900466
Comprehensive Master Plan for Parks and Recreation

You are hereby authorized to proceed on the Comprehensive Master Plan for Parks and Recreation. Work under this contract shall commence within ten (10) calendar days after receipt of this Notice to Proceed, as evidenced by official receipt of certified mail or acknowledgement of personal delivery, and shall be fully completed no later than nine (9) months following commencement date in accordance with the terms of the contract.

Please coordinate these services with Gary Dalton, General Manager Parks Operations, Parks and Recreation, telephone number (404) 501-9468.

Attached is a hand-signed copy of Contract No. 06-900466.

Yours for a Better DeKalb,

Vernon Jones
Chief Executive Officer

VJ:njh

Attachment

c: Richard Stogner, Executive Assistant
Marilyn Boyd Drew, Director, Parks and Recreation
John Drake, Assistant Director, Parks and Recreation
Gary Dalton, General Manager Parks Operations, Parks and Recreation
Doyle Shaw, Director, Purchasing and Contracting

Horner, Cathryn G.

From: Horner, Cathryn G.
Sent: Friday, June 15, 2007 10:29 AM
To: 'Ellen Heath'
Subject: Amendment 1 to DCCN 06-900466 for Parks and Rec Master Plan

Hi, Ms. Heath,

Per the voicemail I left, attached is the amendment to extend the term of the subject contract. Parks and Rec initiated the 1 year, 3 month term in order to provide sufficient time to process all invoices through our financial system after completion of services.

Please print 3 copies of the attached document; execute and seal each copy; and return all three originals to my attention at:

The Maloof Center, Room 303
1300 Commerce Drive
Decatur, GA 30033

If you have any questions, please do not hesitate to call.

Regards,

Cathryn Horner

Contract Administrator
DeKalb County, Georgia
Department of Purchasing & Contracting
P 404-371-6334
F 404-371-6327
cghorner@co.dekalb.ga.us
P&C Website: <http://www.co.dekalb.ga.us/purchasing/index.htm>



DCCN 06-900466
Amendment No. 1...

STATE OF GEORGIA
COUNTY OF DEKALB

DeKalb County
Contract No. 06-900466

AMENDMENT NO. 1
TO
CONTRACT NO. 06-900466

THIS AMENDMENT is made, by and between DeKalb County, a political subdivision of the State of Georgia (hereinafter referred to as the "County"); and EDAW, Inc., a corporation organized and existing under the laws of the State of Delaware, with offices in Fulton County, Georgia (hereinafter referred to as "Consultant").

WITNESSETH:

WHEREAS, County and Consultant have previously entered into a certain Contract dated November 17, 2006, (DeKalb County Contract No. 06-900466), (hereinafter referred to as the "Agreement" or "Contract") for the Provision of Professional Consulting Services to Develop a Countywide Comprehensive Parks and Recreation Master Plan in DeKalb County, Georgia; and

WHEREAS, County and Consultant mutually desire to extend the term of the Agreement; and

WHEREAS, the County and the Consultant desire to amend that said Agreement, and

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged and in consideration of the mutual promises and undertakings contained herein, the parties hereto do hereby agree and consent to the following:

I. The Agreement is hereby amended as follows:

A. **ARTICLE I. AGREEMENT TIME.** Delete Article I. Agreement Time.

Insert Article I. Agreement Time, as follows:

The services to be performed under this Agreement shall commence on November 17, 2006. The initial term of this Agreement shall be twelve (12) consecutive months. This Agreement shall terminate

absolutely and without further obligation on the part of the County on December 31, 2006 and on December 31st of each succeeding and renewed year, as required by O.C.G.A. § 36-60-13, as amended, unless terminated earlier in accordance with the termination provisions of this Agreement. This twelve-month Agreement may be automatically renewed on an annual basis for one (1) additional three-month term, for a total lifetime Agreement term of one (1) year and three (3) months, upon the same terms and conditions, as provided for in this Agreement, unless previously terminated. This Agreement will terminate on February 16, 2008.

The County's governing authority may unilaterally terminate this Agreement on or before November 1st of each year in which the Agreement is in force. If this Agreement is terminated pursuant to this paragraph, Contractor will be exclusively limited to receiving only the compensation for work satisfactorily performed up to and including the effective date of termination, as determined by the County.

B. ARTICLE II. PAYMENT. Delete Article II, Paragraph 1 in its entirety.

Insert Article II, Paragraph 1 as follows:

The total monetary obligation of the County for the calendar year of execution shall not exceed Two Hundred Forty Nine Thousand Six Hundred and No/100ths Dollars (\$249,600.00). If the Agreement is renewed, the total monetary obligation of the County for the renewal period commencing on November 17, 2007 and ending on February 16, 2008 shall not exceed the Contract Price minus the sum of the total amounts paid in the Initial Term. The sum of the total amounts paid for the Initial Term of the Contract and the Renewal Term shall not exceed Two Hundred Forty Nine Thousand Six Hundred and No/100ths Dollars (\$249,600.00).

Payments on account of said fee for basic services shall be made in accordance with Attachment A, *Cost Proposal Form*, which is attached hereto and made a part hereof. Attachment A consists of four (4) pages. Upon completion of each of the milestones listed in Attachment A,

Consultant shall submit an invoice in the appropriate amount to Accounting Services and the County Representative.

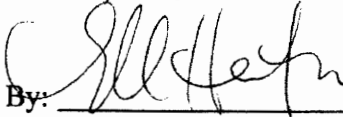
II. NO ADDITIONAL MODIFICATION. Except as expressly modified and amended hereby, all terms and conditions of the Agreement shall remain in full force and effect.

[Signatures continue on following page]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed in three counterparts, each to be considered an original by their authorized representative, on this ____ day of _____, 2007.

EDAW, INC.

DEKALB COUNTY, GEORGIA

By:  (SEAL)
Signature

_____ by **Dir.**(SEAL)
VERNON JONES
Chief Executive Officer
DeKalb County, Georgia

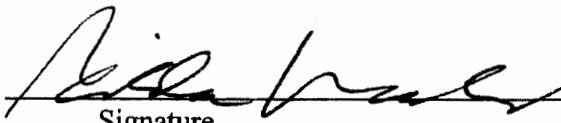
Ellen Heath
Name (Typed or Printed)

Vice President/Principal
Title

20-3444203
Federal Tax I.D. Number

ATTEST:

ATTEST:


Signature

MICHAEL J. BELL
Ex-Officio Clerk of the
Chief Executive Officer and
Board of Commissioners of
DeKalb County, Georgia

~~Robert Bell~~ Gilda Maler
Name (Typed or Printed)

Secretary
Title

APPROVED AS TO SUBSTANCE:

APPROVED AS TO FORM:


County Department Director

County Attorney Signature

County Attorney Name (Typed or Printed)

DeKalb County
Contract No. 06-900466

AGREEMENT FOR PROFESSIONAL SERVICES

DEKALB COUNTY, GEORGIA

THIS AGREEMENT by and between DEKALB COUNTY, a political subdivision of the State of Georgia (hereinafter referred to as the "County"), and EDAW, Inc., a corporation organized and existing under the laws of the State of Delaware, with offices in Fulton County, Georgia (hereinafter referred to as "Consultant"), shall constitute the terms and conditions under which the Consultant shall provide Professional Consulting Services to Develop a Countywide Comprehensive Parks and Recreation Master Plan to be used by the County at various locations in DEKALB COUNTY, GEORGIA.

WITNESSETH: That for and in consideration of the mutual covenants and agreements herein set forth, the County and the Consultant hereby agree as follows:

ARTICLE I. AGREEMENT TIME

The services to be performed under this Agreement shall commence within ten (10) calendar days after receipt of written notice to proceed and continue through Project Completion. Project Completion shall occur no later than nine (9) months following Commencement Date.

ARTICLE II. PAYMENT

DeKalb County shall pay the following amount to the Consultant for basic services performed: Two Hundred Forty Nine Thousand Six Hundred and No/100ths Dollars (\$249,600.00).

Payments on account of said fee for basic services shall be made in accordance with Attachment A, *Cost Proposal Form*, which is attached hereto and made a part hereof. Attachment A consists of four (4) pages. Upon completion of each of the milestones listed in Attachment A, Consultant shall submit an invoice in the appropriate amount to Accounting Services and the County Representative.

All original invoices must be submitted to:

DeKalb County, Georgia
Accounting Services
Annex Building
1300 Commerce Drive
Decatur, Georgia 30030

A copy of invoice(s) must be submitted to

DeKalb County, Georgia
DeKalb County Parks and Recreation
1300 Commerce Drive, Suite 200
Decatur, Georgia 30030

Payment is to be made no later than thirty (30) days after date of undisputed invoice.

In case of termination of the Agreement before completion of the work, the Consultant will be paid only for the work satisfactorily completed as of the date of termination as determined by the County.

ARTICLE III. SCOPE OF WORK

The Consultant agrees to provide all professional Consultant services in accordance with the County's Request for Proposals (RFP) No.06-500014 for Professional Services for Environmental Site Assessments for Land Acquisition, attached hereto as Appendix I and incorporated herein by

reference, and the Consultant's response thereto, incorporated in its entirety by reference, excerpts of which are attached hereto as Appendix II, and as further specified herein.

ARTICLE IV. GENERAL CONDITIONS

- A. **Accuracy of Work.** The Consultant shall be responsible for the accuracy of the work and any error and/or omission made by the Consultant in any phase of the work under this Agreement.
- B. **Additional Work.** If the Consultant is asked by the County to perform work beyond the scope of this Agreement for which payment is desired, he shall notify the County in writing, state that the work is considered outside the basic scope of work of this Agreement, give a proposed cost for the additional work, and obtain the approval in writing from the County prior to performing the additional work for which he is to be paid. The County shall in no way be held liable for any work performed under this section which has not first been approved in writing by the County.
- C. **Ownership of Documents.** All documents, including drawings, estimates, specifications, and data are and remain the property of the County. The Consultant agrees that the County may reuse any and all plans, specifications, drawings, estimates, or any other data or documents described herein in its sole discretion without first obtaining permission of the Consultant and without any payment of any monies to the Consultant therefor. However, any reuse of the documents by the County on a different site shall be at its risk and the Consultant shall have no liability where such documents are reused.

All information and/or knowledge gained from the performance of work in association with this project shall be treated as confidential and privileged

communications. The Consultant shall take all necessary steps to insure that neither he or she nor any member of Consultant's staff divulges any information gained from the performance of its work.

- D. **Successors and Assigns.** The County and the Consultant each binds itself and its partners, successors, executors, administrators, and assigns to the other party of this Agreement and to the partners, successors, executors, administrators, and assigns of such other party, in respect to all covenants of this Agreement. Except as above, neither the County nor the Consultant shall assign, sublet, or transfer his interest in this Agreement without the written consent of the other. Nothing herein shall be construed as creating any personal liability on the part of any officers or agent of the County, nor shall it be construed as giving any rights or benefits hereunder to anyone other than the parties to this Agreement.
- E. **Reviews and Acceptance.** Work performed by the Consultant shall be subject to review and acceptance in stages as required by the County. Acceptance shall not relieve the Consultant of its professional obligation to correct, at his own expense, any errors in the work.
- F. **Termination of Agreement.** The County may **unilaterally** terminate this Agreement, in whole or in part, for the County's convenience, or because of failure of the Consultant to fulfill the obligations of this Agreement **in any respect**. The County shall terminate by delivering to the Consultant, with at least thirty (30) days notice, a Notice of Termination specifying the nature, extent, and effective date of termination. If terminated by the County, the written notice shall be sent to the Consultant, addressed as follows:

EDAW, Inc.
Attention: Vice President/Principal
817 West Peachtree Street, N.W.
Suite 770
Atlanta, Georgia 30308

All notices sent to the above address shall be binding upon the Consultant unless said address is changed by the Consultant in writing to the County. If this Agreement is so terminated, the Consultant shall be paid as provided hereinbefore.

G. **Indemnification Agreement.** As between the County and the Consultant as the other party, the Consultant shall assume responsibility and liability for any damage, loss, or injury, including death, of any kind or nature whatever to person or property, including employees and property of the County, caused by or resulting from any error, or omission of the Consultant, or the negligent act of the Consultant or its subcontractors or any of their officers, agents, servants, or employees, arising from the performance of the work under this Agreement. The Consultant shall defend, indemnify, and hold harmless the County and all of its officers, agents, servants, or employees from and against any and all claims, loss, damage, charge, or expense to which they or any of them may be put or subjected by reason of any such damage, loss, or injury. The Consultant expressly agrees to defend against any claims brought or actions filed against the County, where such claim or action involves, in whole or in part, the subject of the indemnity contained herein, whether such claims or actions are rightfully or wrongfully brought or filed.

H. **Insurance.** The Consultant shall furnish the following along with the Agreement documents sent to the County for execution:

1. Certificates of Insurance in companies doing business in Georgia and

acceptable to the County covering:

- (a) Statutory Workers' Compensation Insurance, or proof that Consultant is not required to provide such coverage under State law.
 - (b) Professional Liability Insurance on the Consultant's services in this Agreement with limit of \$1,000,000;
 - (c) Comprehensive General Liability Insurance covering all operations with combined single limit of \$1,000,000;
 - (d) Comprehensive Automobile Liability Insurance with form coverage for all owned, non-owned and hired vehicles with combined single limit of \$500,000.
 - (e) Umbrella or Excess Insurance is acceptable to meet the minimum limits whenever there is an insurer licensed to do business in Georgia which is providing at least the first \$100,000 of primary coverage.
2. Certificates of Insurance must be executed in accordance with the following provisions:
- (a) Certificates to contain policy number, policy limits, and policy expiration date of all policies issued in accordance with this Agreement;
 - (b) Certificates to contain the location and operations to which the insurance applies;
 - (c) Certificates to contain Consultant's protective coverage for any subcontractor's operations;

- (d) Certificates to contain Consultant's contractual liability insurance coverage;
- (e) Certificates for Consultant's general liability coverage shall name Dekalb County, Georgia as an additional insured.
- (f) Certificates are to be issued to:

**DeKalb County, Georgia
Director of Purchasing & Contracting
The Maloof Center
1300 Commerce Drive
Decatur, Georgia 30030**

- 3. The Consultant shall be wholly responsible for securing certificates of insurance coverage as set forth above from all subcontractors who are engaged in this work.
 - 4. The Consultant agrees to carry statutory Workers' Compensation Insurance and to have all subcontractors likewise carry statutory Workers' Compensation Insurance.
- I. **Georgia Laws Govern.** This Agreement shall be governed by and construed and enforced in accordance with the laws of Georgia.
 - J. **Venue.** This Agreement shall be deemed to have been made and performed in DeKalb County, Georgia. For the purposes of venue, all suits or causes of action arising out of this Agreement shall be brought in the courts of DeKalb County, Georgia.

K. **Modification.** This Agreement may be modified or amended by the County to adjust the scope of work or project description upon seven (7) days written notice.

All notices sent to the Consultant's address shall be binding upon the Consultant unless said address is changed by the Consultant in writing to the County. The written notice shall be sent to the Consultant addressed as follows:

EDAW, Inc.
Attention: Vice President/Principal
817 West Peachtree Street, N.W.
Suite 770
Atlanta, Georgia 30308

L. **County Representative.** The County may designate a representative through whom the Consultant will contact the County. In the event of such designation, said representative shall be consulted and his written recommendation obtained before any request for extra work is presented to the DeKalb County Board of Commissioners. Payments to the Consultant shall be made only upon itemized bill submitted to and approved by said representative.

M. **Consultant's Status.** The relationship between the County and the Consultant shall be that of owner and independent contractor. Other than the consideration set forth herein, the Consultant shall not be entitled to any employee benefits including, but not limited to, insurance, paid annual leave, sick leave, worker's compensation, free parking or retirement benefits.

N. **Georgia Open Records Act.** Without regard to any designation made by the person or entity entering this Agreement, DeKalb County considers all information submitted in response to this Agreement to be a public record that will be disclosed upon request pursuant to the Open Records Act O.C.G.A. § 50-18-70 et seq., after

contacting the person or entity making the submission, unless a court order is presented with the Agreement.

However, O.C.G.A. §50-18-72(a)(6)(A) exempts certain records from disclosure to the public. The section provides that: “Real estate appraisals, engineering or feasibility estimates, or other records made for or by the state or a local agency relative to the acquisition of real property until such time as the property has been acquired or the proposed transaction has been terminated or abandoned”.

- O. **Notice.** All notices required by this Agreement shall be in writing and sent by regular mail, certified mail, overnight courier, personal delivery, or facsimile (if confirmed by regular mail, certified mail, overnight courier, or personal delivery) to the addresses indicated below, or such other address as either may indicate by at least ten (10) days prior written notice to the other party. Notices to Consultant will be sent to the attention of Consultant’s General Counsel (or whomever the Consultant designates to receive notices). Notice will be effective on the date shown on the delivery receipt or facsimile confirmation or, if sent by regular mail or where there is no written evidence of delivery, on actual receipt or refusal receipt.

CONTRACTOR

EDAW, Inc.
Attn: Vice President, Principal
817 West Peachtree Street, N.W.
Suite 770
Atlanta, Georgia 30308

COUNTY

DeKalb County, Georgia
Attn: Director, Purchasing & Contracting
The Maloof Center, Room 202
1300 Commerce Drive
Decatur, Georgia 30030

- P. **Sole Agreement.** This Agreement constitutes the sole agreement between the parties. No representations oral or written not incorporated herein shall be binding on the parties. No amendment or modifications of this Agreement shall be enforceable unless approved by action of the Board of Commissioners of DeKalb County.
- Q. **Controlling Provisions.** In the event of a conflict between the County's RFP No. 06-500014 and the Consultant's response thereto, the provisions of the County's RFP shall govern. The provisions of this Agreement shall control over any conflicting provisions contained in the Consultant's response.

[SIGNATURES CONTINUE ON NEXT PAGE]

ATTACHMENT A

PROFESSIONAL CONSULTING SERVICES TO DEVELOP A COUNTYWIDE
COMPREHENSIVE PARKS AND RECREATION MASTER PLAN
IN DEKALB COUNTY, GEORGIA

COST PROPOSAL FORM

COVER PAGE

(consisting of 3 pages)

Responder: Please complete the attached pages and return with this cover page. Attach additional pages if necessary.

Please provide the following information:

Name of Firm: EDAW, INC

Address: 817 W. Peachtree St., #770, Atlanta, GA 30308

Contact Person Submitting Proposal: Ellen Heath, AICP

Title of Contact Person: Vice President/Principal

Telephone Number: 404.870.5339

Fax Number: 404.870.6590

E-mail Address: heathe@edaw.com



Signature of Contact Person

Vice President/Principal

Title of Contact Person

ATTACHMENT A

**PROFESSIONAL CONSULTING SERVICES TO DEVELOP A COUNTYWIDE
COMPREHENSIVE PARKS AND RECREATION MASTER PLAN
IN DEKALB COUNTY, GEORGIA**

COST PROPOSAL FORM

- A. Responder: State a Firm Fixed Lump Sum Cost for the Project. Include all labor, materials, overhead, profit, equipment, copying, deliveries, and all things necessary to Provide Professional Consulting Services to Develop a Countywide Comprehensive Parks and Recreation Master Plan in DeKalb County, Georgia, in accordance with the Statement of Work in this RFP.**

\$ 249,600
(Firm Fixed Lump Sum)

- B. Responder: State Payment milestones complementing the critical path schedule in Section III.A.2 and indicate costs of each milestone. Include all labor, materials, overhead, profit, equipment, copying, deliveries, and all things necessary to Provide Professional Consulting Services to Develop a Countywide Comprehensive Parks and Recreation Master Plan in DeKalb County, Georgia, in accordance with the Statement of Work in this RFP. The total of all milestone payments shall be equal to the firm fixed lump sum cost proposal. Responder shall provide the number of weeks after receipt of Notice to Proceed (NTP) each milestone shall be completed.**

Description of Milestone	Cost	Due (in weeks after NTP)
Please see attached.		

- C. Responder: Identify below any additional components which Responder believes should be a part of the Statement of Work (comprehensive plan) of this RFP and include description of component. Identify separate costs of each component.**

COST PROPOSAL FORM

Description of Milestone	Cost	Due (in weeks after NTP)
Project Initiation and Establishment of the Master Plan Direction	\$6,000	2 weeks
Public Involvement/Communications Plan	\$43,500	
• <i>Kick off meeting</i>		1 week
• <i>Development of a short presentation</i>		3 weeks
• <i>Focus group meetings</i>		16 weeks
• <i>Public meeting to discuss project goals</i>		4 weeks
• <i>Public meeting to present draft recommendations</i>		21 weeks
Data Collection	\$7,200	4 weeks
Inventory of Existing Parks, Recreation, Open Space Areas and Facilities	\$14,900	5 weeks
Inventory of Other Leisure and Recreation Providers	\$9,600	5 weeks
Fee-based Programs Review	\$11,500	6 weeks
Establish Needs	\$59,000	
• <i>Analysis of Inventory Data</i>		9 weeks
• <i>Needs comparison with other counties</i>		10 weeks
• <i>Survey of DeKalb County residents</i>		8 weeks
Establishment of Park Standards	\$11,000	15 weeks
Review of Security Issues	\$10,800	12 weeks
Development of Action Plan		
• <i>Draft Master Plan</i>	\$40,200	22 weeks
• <i>Final Master Plan</i>	\$35,900	26 weeks
Total	\$249,600	

Request for Proposals

06-500014

Professional Consulting Services to Develop a Countywide Comprehensive Parks and Recreation Master Plan

for

Parks and Recreation



DeKalb County, Georgia

Bid/Proposal Due Date & Time: May 11, 2006 at 5:00 p.m. EST
Location: Department of Purchasing and Contracting
The Maloof Center
1300 Commerce Drive, Room 202
Decatur, GA 30030
Contract Administrator: Cathryn Horner
cghorner@co.dekalb.ga.us

**DEPARTMENT
OF
PURCHASING & CONTRACTING**



**OFFICE
OF
DIRECTOR**

**DeKalb County Government
Room 202, The Maloof Center, 1300 Commerce Drive, Decatur, GA 30030**

April 13, 2006

REQUEST FOR PROPOSALS (RFP) No. 06-500014

FOR

**PROFESSIONAL CONSULTING SERVICES TO DEVELOP A COUNTYWIDE
COMPREHENSIVE PARKS AND RECREATION MASTER PLAN**

DEKALB COUNTY, GEORGIA

DeKalb County Government requests qualified professional consultants with experience and expertise in the development of parks and recreation areas to submit proposals for consulting services to develop a Countywide Comprehensive Master Plan for the DeKalb County Department of Parks and Recreation.

The services to be provided shall include, but are not limited to, furnishing all things necessary to assess the current services, organizational structure, and administration of the County Parks and Recreation Department and develop a comprehensive master plan to be implemented by the County over a ten (10) year period.

I. INTRODUCTION

DeKalb County is located in the Atlanta metropolitan area and with a population rapidly approaching 700,000, DeKalb is the second most densely populated county in Georgia. While the population is no longer expanding in the increments of the 1970s, 1980s, and 1990s, it is becoming increasingly more ethnically and culturally diverse.

The Atlanta Regional Commission forecasts the influx of a million new residents to the Atlanta Region by 2030. This will present a complex and dynamic challenge to DeKalb County Department

of Parks and Recreation as it strives to provide services. DeKalb County total area comprises 268.3 square miles. DeKalb is the only county government in metropolitan Atlanta to have a Chief Executive Officer in addition to the Board of Commissioners. The Reorganization Act of 1985 provides that the Board, comprised of one Commissioner for each of the county's five Districts and two Super Districts, sets policy and appropriates funding for the county operations, and that the CEO, an elected official, administers the day-to-day operations of the county government. DeKalb County is a mature county, and it is approximately 87 percent developed. The density rate of DeKalb County is 4.03 persons per acre. It is by far the highest density rate in the Atlanta Region and the State of Georgia.

The continued urbanization and scarcity of available land in the County presents both challenges and opportunities for local parks and recreational services. The DeKalb County Department of Parks and Recreation has an operating budget of approximately 18 million dollars, 327 employees, and is divided into four collaborative divisions: Park Services, Park Planning and Development, Administration, and Recreational Services. The DeKalb County Park System consists of 107 parks; approximately 5,100 acres of parkland and open space; 125 playgrounds; 11 recreational facilities; 112 ball fields; and a host of other amenities.

It is expected that the Comprehensive Master Plan will set the direction of the Department by identifying the standards, policies, and resources required to achieve the county's goals for its Parks and Recreation Department. Furthermore, the Comprehensive Master Plan shall include planning for operations, programs, facilities, open space and park land needs, as well as an assessment of services, organizational structure and administration.

II. STATEMENT OF WORK

The Master Plan will include the development of a shared vision of the Parks and Recreation Department in DeKalb County. The Plan will establish the structure and focus of the department, and provide for an improved delivery of recreational and leisure services to the citizens of DeKalb County.

Unless specifically stated otherwise, consultant shall provide all things necessary to accomplish all requirements and provide all deliverables as stated in this Request for Proposals (RFP). This shall include but is not limited to personnel, research, equipment, materials, and mailings to key stakeholders (stakeholders to be determined by the County at a later date). Consultant shall also be responsible for all personnel, copies, equipments, materials, and all things necessary to conduct all workshops and public meetings.

A. THE MASTER PLAN CONTENTS SHALL INCLUDE, BUT IS NOT LIMITED TO THE FOLLOWING:

1. Develop a master plan which covers a period of ten (10) years.
2. Complete comprehensive data collection including, but not limited to, assessments, evaluations and analyses of:

- a. Demographics
- b. Market
- c. National Recreation and Parks (NRPA) Standards
- d. DeKalb County Comprehensive Plan planning information
- e. DeKalb County Comprehensive Transportation Plan
- f. DeKalb County Parks and Recreation's Resource Enhancement and Preservation Program
- g. DeKalb County Park and Recreation Standard Handbook Design
- h. Atlanta Regional Commission(ARC) policies, standards and recommendations
- i. DeKalb County Development Code
- j. 2000 DeKalb County Parks And Recreation Strategic Plan
- k. DeKalb County Neighborhood Parks and Active Research Study
- l. Status of Health in DeKalb Report
- m. Current County policies, goals, and regulations related to park and open spaces
- n. Compliance with the American Disability Act and Consumer Product Safety Commission guidelines.

All data shall be gathered, analyzed and presented to the County as a whole, as well as the Atlanta Regional Commission Planning Districts and County commission districts. After completion of each assessment, the consultant must prepare a preliminary report of findings for the subject area.

3. Assess the demand for park and recreational services in DeKalb County and recommend instruments and/or methods of obtaining ongoing information indicating how well needs and goals are being addressed, where and what adjustments are needed. Obtain demand-based information and conduct needs assessment derived from citizen input. Determine what we have, where it's located, who is served, how well, at what cost, trends, and opportunities. Assess all departmental and recreational programs and make recommendations for a more efficient delivery of services. Initial public meetings should be designed to involve citizens in the planning process. Propose a park system concept that will best allow for the satisfaction of the public's expressed needs and the realization of new goals and objectives. Capture and articulate the community's vision for the DeKalb County Parks and Recreation Department system through interviews, workshops and public meetings.
4. Assess the current inventory of park areas and facilities. Make specific recommendations for county-wide needs and opportunities in the following categories: land acquisition, transportation, connectivity, open space, park development, recreational facilities, park trails, and green corridors. Prepare guidelines and other criteria to implement, prioritize and finance needs. Identify natural resources and other resource-based opportunities for inclusion into the park system.

5. Provide an action plan to establish a definitive direction for the Parks and Recreation Department. This action plan will also include, but not limited to, a review of the current organizational structure and administrative policies and recommendations for future organizational structure and administrative policies with detailed summary of expenditure analysis of the recommendations, implementation strategies, and a prioritization of needs.
6. Establish park standards to include a park classification system and park development guidelines. Recommend facility, maintenance, risk management, staffing, and recreational program standards. Compare DeKalb County Department of Parks and Recreation resources to national standards and the National Recreation and Parks Association (NRPA) certification program for recreation, park, and open space. Recommend appropriate park amenities based on classification system. Assess and rank all current parks and facilities, i.e., "good," "bad," and "fair."
7. Identify all providers of leisure and recreation activities in DeKalb County, including all "faith-based," private and nonprofit organizations. Map their location. Determine the impact, if any, these organizations have on DeKalb County Department of Parks and Recreation overall service delivery system.
8. Review all fee-based programs, including rentals. Recommend a philosophy and policy for charging fees and its impact on each program. Identify and recommend non-tax revenue producing opportunities.
9. Review security of facilities and impact of vandalism or other criminal activity within the park system. Establish standards and recommend policies and strategies to enhance park and recreational security.
10. Work closely with designated staff as necessary on tasks related to the Comprehensive Master Planning process. Present the draft plan to the general public, county staff, and the Parks and Recreation Advisory Board for review and discussion.

B. REQUIREMENTS, DELIVERABLES, AND FINAL PRODUCTS

Consultant shall compile and analyze information from various sources for use in the development of recommendations and address action issues to create a comprehensive ten year Parks and Recreation Master Plan. Draft recommendations shall be submitted to the County within six (6) months from issuance of Notice to Proceed.

1. Obtain input from:
 - a. County policymakers
 - b. Departmental staff

- c. Staff and directors of other County departments
 - d. Stakeholder organizations (youth associations, adult sports groups, and advisory boards)
 - e. Parks and Recreation Advisory Board (appointed by DeKalb County Board of Commissioners) and Partners for DeKalb County Parks, Inc. (our non-profit support group)
 - f. Service provision partners (DeKalb Board of Education, DeKalb County Cities, and other leisure service providers that serve DeKalb County residents)
 - g. Business groups
 - h. Civic organizations
 - i. Public by Commission Districts
 - j. Citizen committees
2. Develop recommendations based on input gathered to:
- a. Establish a model department structure including, but not limited to:
 - Services to be provided
 - Leadership statement (mission, philosophies, goals, policies, ten year forecasts)
 - Departmental structure
 - Program service delivery
 - Park and Maintenance Standards
 - System (define by type or class, program, location, or issues where services/facilities should be provided)
 - Operations and management
 - Maintenance
 - Marketing and Public Relations
 - Resources
 - Fees and Charges
 - Capital Improvement Plan
 - Non-tax revenue sources
 - Sponsorships/Partnerships
 - b. Address Action Issues
 - Cost of operations and maintenance
 - Service delivery focus
 - Recreation Program Evaluation
 - Appropriate allocation of resources
 - Prioritized Capital Improvement Plan

3. Deliverables and Final Products
- a. Consultant shall submit drafts, working documents, and graphics (10 hard copies of each and one electronic copy in Microsoft Word or appropriate graphics software on diskette(s)) of:
 - Demographic, Market, and Demand Analysis (including supporting materials and summary report)
 - Audits and Evaluations (including supporting materials and summary report)
 - Standards Document
 - Master Plan
 - Drafts of presentation materials for meetings and workshops
 - b. Upon County's written approval of draft documents, Consultant shall make final submittals of:
 - Demographic, Market, and Demand Analysis
 - Audits and Evaluations
 - Standards Document
 - Fifty (50) bound copies of the approved Master Plan including copies of presentation materials
 - 250 copies of an executive summary of the approved Master Plan (copies do not require binding but must be stapled or firmly secured by other means)
 - Electronic version of all final reports and supporting documents in Microsoft Word or appropriate graphics software on diskette(s)
 - Two (2) sets of presentation graphics of all color graphs, charts, tables, and maps mounted on boards and of suitable size for use in public and internal meetings

III. PROPOSAL FORMAT

Consultants are required to submit their proposals in the following format:

A. **Technical Proposal (NOTE: DO NOT INCLUDE ANY COSTS OF ANY KIND IN THIS SECTION.)**

1. Technical Approach – Consultants are required to describe the procedures and methods that will achieve the required outcome of this project in accordance with Section II, Statement of Work (SOW) of this RFP. Technical Proposal shall be written in a format consistent with that of the SOW. Consultants must submit a complete response and the submitted information must be concise and relevant.

The tasks to be completed and the outcome/product of each task should be identified.

Describe Quality Control Procedures and Measures including the name and title of the individual responsible for oversight.

Provide and describe sample projects. Include descriptions of how the sample projects will be organized, and how personnel will be assigned to accomplish tasks to meet deadlines.

2. Project Management – Describe how the project will be organized and managed.

Include anticipated use of sub-consultants.

Describe the resources necessary to accomplish the purpose of the project.

Describe your current workload and your ability to comply with potentially tight schedules for commencement and completion of services or work as required by the Statement of Work in this RFP.

Consultant shall provide a proposed project schedule including all necessary tasks and milestones for each of the items in the SOW. This information shall also be provided on a Gantt Chart with a critical path indicated. As stated in Section II.B of the SOW, draft recommendations are to be submitted to the County within six (6) months of the issuance of the Notice to Proceed.

3. Personnel – Identify the individuals, including outside personnel, who will be part of the project team and their anticipated roles. Provide qualifications, experience, and previous roles of the Project Manager and all team members.
4. Organizational Qualifications – Describe your experience, capabilities, and other qualifications for this project. Include your organizations qualifications and experience.

Referencing specific projects similar in size and scope to this project, describe your recent experience that demonstrates adequate resources and technical expertise necessary to perform all tasks required in the Statement of Work of this RFP.

Using Attachment D, Reference Form and Reference Check Release Statement, provide three (3) references of clients for whom projects completed by Consultant are of a similar in size and scope as that detailed in this RFP.

B. Local Small Business Enterprise, Minority Business Enterprise, Women Business Enterprise Opportunity

It is the objective of the Chief Executive Officer and Board of Commissioners of DeKalb County to provide maximum practicable opportunity for all businesses to participate in the performance of government contracts, including local small business enterprises, minority business enterprises and women business enterprises.

The County's *Local Small Business Enterprise, Minority Business Enterprise, Women Business Enterprise (LSBE/MBE/WBE) Opportunity Tracking Form* is included as Attachment B to this Request for Proposals. In order for a proposal to be considered, it is **mandatory** for the LSBE/MBE/WBE Opportunity Tracking Form to be completed and submitted with responder's proposal.

The current DeKalb County List of Certified Vendors is included as Exhibit B to the LSBE/MBE/WBE Opportunity Tracking Form of this Request for Proposals.

For details relative to DeKalb County's LSBE/MBE/WBE Opportunity, contact the Contract Compliance Office at 404.371.4795.

C. Cost Proposal

The cost proposal must be submitted in a separate, sealed envelope with the Consultant's name, the request for proposals number, title of the request for proposals and the words "Cost Proposal" clearly identified on the outside of the envelope.

NOTE: DO NOT INCLUDE FEES OR COSTS IN ANY AREA OUTSIDE OF THIS COST PROPOSAL.

Proposer is required to submit a firm fixed lump sum cost proposal on the Cost Proposal Form included as Attachment A to this RFP.

Proposer shall provide payment milestones complementing the critical path schedule in Section III.A.2 and indicate appropriate costs of each milestone. The total of all milestone payments shall be equal to the firm fixed lump sum cost proposal. Proposer shall provide the number of weeks after receipt of Notice to Proceed each milestone shall be completed.

The cost proposal must include all costs, direct and indirect, administrative costs, profit, reimbursables, and all things necessary to provide services in the proposed prices. The County shall not further reimburse the consultant for any miscellaneous expenses, including but not limited to, mileage, travel, phone, or printing.

IV. CRITERIA FOR SELECTION

The following selection criteria will be used as the basis for the evaluation of proposals.

- A. Technical Approach to the Project (Scope of Work format must be followed)
- B. Project Management
- C. Personnel
- D. Organizational Qualifications
- E. Cost

V. CONTRACT ADMINISTRATION

A. Standard County Contract

The attached sample contract is the County's standard contract document (see Attachment C), which specifically outlines the contractual responsibilities. All responders should thoroughly review the document prior to submitting a proposal. Any proposed revisions to the terms or language of this document must be submitted in writing with the responder's response to the request for proposals. Since proposed revisions may result in a proposal being rejected if the revisions are unacceptable to the County, responders should review any proposed revisions with an officer of the firm having authority to execute the contract. No alterations can be made in the contract after award by the Board of Commissioners.

B. Submittal Instructions

Twelve (12) copies of the Technical Proposal and one (1) copy of the Cost Proposal must be submitted to the following address no later than 5:00p.m. EST on **May 11, 2006**.

**DeKalb County Department of Purchasing and Contracting
The Maloof Center, Room 202
1300 Commerce Drive
Decatur, Georgia 30030.**

Proposals must be clearly identified on the outside of the envelope with the responder's name, RFP Number, Title for the Request for Proposals. Late proposals will not be opened unless the proposals received on time are considered inadequate.

C. Pre-Proposal Conference

A pre-proposal conference will be held at 2:00p.m. on April 24, 2006 at the DeKalb County Parks Services Division Facility located at 3681 Chestnut Street, Scottdale, Georgia. Interested responders are strongly encouraged to attend and participate in the pre-proposal conference. For information regarding the pre-proposal conference, please contact Ryan Anderson, Parks and Recreation Department, at 404-392-8545 or 404-501-9451.

D. Questions

All questions concerning the project shall be submitted to the Director of Purchasing and Contracting, The Maloof Center, Room 202, 1300 Commerce Drive, Decatur, Georgia 30030, in writing no later than 5:00p.m. EST on April 25, 2006. Questions received by the Director of Purchasing and Contracting after this date will not receive a response.

E. Acknowledgment of Addenda

Addenda may be issued in response to changes in the Request for Proposals. Addenda must be acknowledged either in a cover letter or by signing and returning the Addendum form. Acknowledgments must be received no later than the proposal due date. If Acknowledgments are returned with the proposal, they must be submitted with the technical proposal only. Failure to properly acknowledge any Addendum may result in a declaration of non-responsiveness by the County Administration. All addendums issued for this project may be found on DeKalb County's website, <http://www.co.dekalb.ga.us/purchasing/BidsAndRFPs.htm>.

F. Proposal Duration

Proposals submitted in response to this RFP must be valid for a period of ninety (90) days from proposal submission deadline, and must be so marked.

G. Project Director

The County will designate a Project Director to coordinate this project for the County. The successful responder will perform all work required pursuant to the contract under the direction of and subject to the approval of the designated Project Director.

H. Expenses of Preparing Responses to this RFP

The County accepts no responsibility for any expenses incurred by the responders to this RFP. Such expenses will be borne exclusively by the responders.

I. Georgia Open Records Act

Without regard to any designation made by the person or entity making a submission, DeKalb County considers all information submitted in response to this invitation or request to be a public record that will be disclosed upon request pursuant to the Georgia Open Records Act, O.C.G.A. §50-18-70 et seq., without consulting or contacting the person or entity making the submission, unless a court order is presented with the submission. You may wish to consult an attorney or obtain legal advice prior to making a submission.

VI. AWARD OF CONTRACT

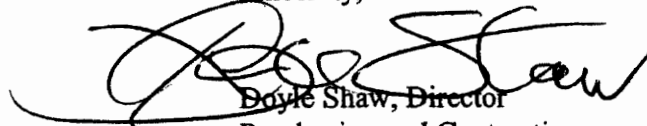
A selection committee will review and rate all proposals and may determine an interview list of the firms whose proposals are highest rated based on qualifications and information provided in Section III, Proposal Format, and Section IV, Criteria for Selection.

Interview listed firms will be scheduled for an oral presentation to the selection committee, not to exceed one hour's duration, responding to questions from the selection committee relevant to the firm's proposal.

The selection committee will then re-score all interview listed firms based on the information submitted and oral interview, and will compile a new list ranking those firms. After all rating is completed, the committee will open cost proposals of only the final short listed firms and will include the cost proposal information along with its recommendation for award to the DeKalb County Board of Commissioners, who will make the final decision as to award of contract.

THE COUNTY RESERVES THE RIGHT TO REJECT ANY AND ALL PROPOSALS, TO WAIVE INFORMALITIES, AND TO RE-ADVERTISE.

Sincerely,



Doyle Shaw, Director
Purchasing and Contracting

Attachments:

- A. Cost Proposal Form
- B. Local Small Business Enterprise, Minority Business Enterprise, Women Business Enterprise Opportunity Tracking Form
- C. Sample County Contract
- D. Reference Form and Reference Check Release Statement

"EXHIBIT A"

DEKALB COUNTY SCHEDULE OF LOCAL SMALL BUSINESS ENTERPRISE/MINORITY BUSINESS ENTERPRISE/WOMEN BUSINESS ENTERPRISE OPPORTUNITY TRACKING FORM

As specified in Paragraph 2 of this Section, Bidders are to present the details of LS/M/WBE participation below:

PRIME BIDDER/PROPOSER EDAW, Inc Invitation/RFP Number 06-500014

UNIT OF WORK Parks and Recreation Master Plan

1. My firm, as the prime bidder on this unit of work, (is) (is not) X a LS/M/WBE. If answer to this question is affirmative, please indicate below the portion of work (including percentage of bid amount) that your firm will carry out directly.

2. If the prime bidder is a joint venture, please describe below the nature of the joint venture and level of work and financial participation to be provided by the LS/M/WBE joint venture firm.

3. LS/M/WBE subcontractors and/or firms (including suppliers) to be utilized in performance of this contract, if awarded. No changes can be made in subcontractors listed below without prior written approval of the County.

Name of Subcontractor Malvada Consulting Group

Address 4165 Chapel Mill Way, Decatur, GA

Contact Person Miriam P. Cummings Telephone 770-981-1838

LSBE X MBE X WBE X

Type of Work/Contract Item Public Involvement

Dollar Value of Agreement \$25,000

Name of Subcontractor ETC Institute

Address 725 West Frontier Circle, Olathe, KS

Contact Person Ron Vine Telephone 913-829-1215

LSBE MBE WBE X

Type of Work/Contract Item needs assessment survey

Dollar Value of Agreement \$40,000

(Please use separate page to list additional LS/M/WBE subcontractors and/or firms (including suppliers) to be utilized in performance of this contract, if awarded.)



EDAW INC

THE BILTMORE

817 WEST PEACHTREE ST NW

SUITE 770

ATLANTA GEORGIA

30308

TEL 404 870 5339

FAX 404 870 8590

www.edaw.com

May 17, 2006

DeKalb County Department of Purchasing and Contracting
The Maloof Center, Room 202
1300 Commerce Drive
Decatur, Georgia 30030

RE: RFP# 06-500014, Professional Consulting Services to Develop a Countywide
Comprehensive Parks and Recreation Master Plan for Parks and Recreation

Dear Selection Committee:

We are pleased to submit our proposal for developing the Countywide Comprehensive Parks and Recreation Master Plan for the DeKalb County Department of Parks and Recreation. This effort is of paramount importance to DeKalb County and therefore deserves the highest level of consensus building, planning, design, and community building, as well as technical knowledge and personal commitment.

Our team is led by EDAW, the worlds largest and most recognized urban and recreation planning and landscape architecture firm, with a 60-year history of award-winning design and planning. We are acknowledged leaders in consensus building for urban projects and members of this team have completed similar efforts in Fulton County, Atlanta, Sarasota, and Gwinnett County, just to name a few.

To supplement EDAW's efforts we have added to our team:

- Jon Wiggins - Total Leisure Consulting, LLC
- Malvada Consulting Group - Communications/Public Involvement
- Leisure Vision, A Division of ETC Institute - Parks and Recreation Survey

The EDAW team brings the right balance and imaginative approach from steady experience to lead to the successful completion of this important long range plan. Our team draws from:

- **National/International experience and perspective** - The EDAW team has completed similar projects all over the country and the world and brings a global perspective to your project.
- **Proven public participation experience** - The EDAW team thrives in the public arena as a venue for consensus building. We employ a variety of techniques and strategies to gain input and feedback from the entire community. Our approach is designed to address current needs and long-range planning.

UNITED STATES

EUROPE

AUSTRALIA

ASIA



May 17, 2006
Page 2

- **Senior commitment** – EDAW and our core team members commit our most senior planning and management talent to this important project.

We are excited about this opportunity to further enhance our relationship with DeKalb County and appreciate your consideration of our team. We look forward to your review of our proposal.

Best regards,

A handwritten signature in cursive script, appearing to read "James L. Sipes".

James L. Sipes, ASLA
Senior Associate

A handwritten signature in cursive script, appearing to read "Ellen Heath".

Ellen Heath, AICP
Principal/Vice President

table of contents

- 1 TECHNICAL APPROACH**
- 2 PROJECT MANAGEMENT**
- 3 PERSONNEL**
- 4 ORGANIZATIONAL QUALIFICATIONS**
- 5 FORMS**
LS/M/WBE
Addenda Acknowledgement

technical approach



Freedom Park, Atlanta, GA

PROJECT UNDERSTANDING AND APPROACH

Parks, greenways and similar leisure facilities and services for the public are an integral part of the fabric of a healthy community. Each serves to strengthen structure, culture, connectivity, image and unique sense of place for residents, visitors and business development. These resources help define the quality of life. The significance of such quality of life resources will undoubtedly reflect the diverse character and culture of DeKalb County.

This Comprehensive Master Plan for the DeKalb County Department of Parks and Recreation is an outstanding opportunity to establish the value and importance of parks, recreation, and open space as the shaper and lifeline for community stability and growth. This plan will create a flexible strategy to maximize the quality of life for the DeKalb community through the development and operations of parks, open space, natural, manmade, cultural and landscape elements.

We understand that through the planning process the County wishes to develop a Comprehensive Parks and Recreation Master Plan that will:

- Meet the stated vision and goals of the County;
- Identify standards, policies, and resources required to help achieve this vision and goals;
- Cover a period of ten (10) years;
- Consider existing conditions that may influence current and future recreation needs;
- Develop an understanding of existing park and recreation service in the County;
- Assess the demand for park and recreation services in the County for current and future residents;
- Provide an action plan to help define direction for the County;
- Establish standards that address facilities, maintenance, risk management, staffing, and program requirements;
- Identify providers of recreation and leisure activities, and determine how these impact and/or augment services provided by the County;
- Evaluate and develop a policy recommendation for addressing the implementation of fee-based programs;
- Ensure that facilities take into account concerns about risk exposure, safety, vandalism and security, and develop a recommended policy for incorporating this information into future design and planning decisions;
- Be fiscally responsible and consider the County's financial ability to implement recommendations;

- Be consistent with and complement other existing planning tools that guide decision-making within DeKalb County.

We are experienced in each of these tasks and have prepared the following scope of services in response to what we understand are your needs and objectives for this planning process.

Public parks, open space facilities and leisure time services are not separate from the community, but instead serve to connect and strengthen the community:

- Parks connect people to each other
- Parks connect people to nature
- Parks connect people to culture and the arts
- Parks connect people to their heritage
- Parks connect people to places
- Parks connect places to places

This connectivity will enhance quality of life as population in DeKalb County continues to grow and develop.

Every project presents a new set of challenges and opportunities that are best approached with a fresh perspective. The proposed Comprehensive Parks and Recreation Master Plan presents the opportunity for EDAW to use our extensive public involvement expertise and strategic planning experience to guide the County in enhancing, preserving and conserving its park, recreation, cultural and natural assets.

The objective of our process is to develop a plan with measurable implementation goals in which the parks, recreation and green space needs of the community and the fiscal responsibility of the County are balanced. The result is a realistic plan that accounts for the needs of the citizens while enhancing community connectivity, including land use patterns and the realities of economics and politics. Each planning process that we undertake results in unique solutions for specific communities.

We believe what is needed for DeKalb County is a 10-year "action plan" that is a living dynamic document, constantly growing and changing to reflect the needs of the County. The action plan should be reviewed annually, and adjustments made as needed to ensure the Master Plan is meeting its stated goals. The final plan will be in a form and format to allow for annual review, expansion and update as conditions dictate.

The EDAW planning team will approach the Countywide Comprehensive Parks and Recreation Master Plan as a series of interrelated tasks that can be tracked on the project schedule, with deliverables associated with each task. All staff, including the project manager and principal-in-charge, bring their respective areas of expertise to collaborate on finding solutions to the challenges presented with each new project. That expertise includes park programming, trails and open space planning, park asset design and construction, data collection and analysis, database development, risk analysis,

graphical user interface, and analysis and presentation of data through the use of ArcGIS software.

SCOPE OF WORK

The following detailed scope of work has been developed based on the Request for Proposals and the EDAW team's experience in parks, recreation and open space planning, design and construction. The project is divided into tasks, with deliverable products associated with each task. Each task is discussed in detail in the remainder of this section. A project schedule is included as an attachment to this proposal. The schedule outlines the project by task and indicates the pace of the process.

1. *Project Initiation and Establishment of the Master Plan Direction*

This is a particularly important aspect of the planning process. It is essential to establish clearly, at the very outset of the planning effort, an understanding of what the plan will accomplish and to assure that the plan is responsive to the needs of DeKalb County. Equally important is the need to base this direction on the guidance of the diverse array of individuals and groups interested in the outcome of the planning process. Without this involvement, the plan may never achieve the support that is needed to make it effective. As such, we recommend working with an Advisory Committee composed of representatives from the community to review progress on the plan and to assist in the formation of recommendations. The advantage of an Advisory Committee is that it can bring people from diverse interests together and can result in a widespread community consensus on the plan.

Upon notification to proceed, key members of the project team will meet with the County to review the proposed scope of work, collect data, set key meeting dates and identify preliminary issue areas.

Products

- Final Schedule
- Meeting Notes and Action Items
- Project Team Roster
- Meetings Schedule and Agenda

2. *Public Involvement/Communications Plan*

While accurate facts are essential, it is the public's vision, trust and support that truly drive the effort. Stakeholder involvement will be paramount in generating enthusiasm and building the broad community support for innovative parks, recreation, and open space planning in the years ahead. The EDAW team will work with the County to develop a comprehensive and inclusive public participation plan. We will also coordinate fully throughout the planning process with County agencies and other key stakeholders. To ensure that the team receives a diverse range of feedback and ideas, we recommend the formation of advisory groups that include County officials, representation from special interest groups, community leaders, youth, seniors, special populations, active, casual and non-park users as well as outside experts.

One of our first tasks will be to work with the County to prepare a Public Involvement and Communications Plan. The plan will identify how many public meetings will be conducted, as well as a strategy for communicating with press, a web strategy, and all other communications efforts. We would expect that the final Public Involvement/Communications Plan would be jointly agreed upon by the County and the EDAW team, with input from the advisory committee. We recommend the following general strategy:

1. Preliminary County-wide kick off meeting for elected officials to introduce the planning process. This should be a fun, high-energy event designed to publicize the plan. It could take place in a park on a Saturday, for example, in concert with other park activities.
2. Development of a short presentation, suitable for use at each subsequent meeting, to inform citizens about the planning process and opportunities for involvement.
3. As part of the inventory phase, up to 10 stakeholder interviews to gather input from potential partners as well as representatives of key citizen groups.
4. As part of the inventory phase, as needed, focus group meetings with special interest groups to gather input.
5. Well-publicized public meetings to discuss project goals.
6. Well-publicized public meetings to present draft recommendations.

The EDAW team has access to the most cutting-edge technology to generate public interest and convey the broad themes of the planning effort. Our techniques in previous studies have included videos, surveys, fly-throughs and visual simulations. We also strongly recommend interactive workshops that incorporate hands-on, real-time technology so that we can instantly respond to questions, and even generate concepts as we discuss them. The idea is to create "intelligent" drawings so people can see the potential ramifications of our decisions as we talk. We can then link all of these digital drawings and information to the technology infrastructure of the County, so that our decisions (and the reasons we made those decisions) become part of the larger DeKalb County strategic planning process.

The Public Involvement/Communications Plan will describe how meetings will be publicized, how comments will be organized and responded to, and all other public communications efforts.

Products

- Communications plan document
- Schedule of meetings & workshops

3. Data Collection

EDAW, with the assistance of the County, will compile necessary documents, plans, and other data that will benefit the planning process. We will review the plans to determine what benefits or constraints are present within the County. As identified in the RFP, some of the data to be collected includes:

- Demographics
- Market Analysis
- NRPA Standards
- DeKalb County Comprehensive Plan planning information

- DeKalb County Comprehensive Transportation Plan
- DeKalb County Parks and Recreation Resource Enhancement and Preservation Program
- DeKalb County Park and Recreation Standard Handbook Design
- ARC policies, standards, and recommendations
- DeKalb County Development Code
- 2000 DeKalb County Parks and Recreation Strategic Plan
- 2005 DeKalb County Parks and Recreation Update
- DeKalb County Neighborhood Parks and Active Research Study
- Status of Health in DeKalb Report
- Current County policies, goals, and regulations related to park and open spaces
- ADA and Consumer Product Safety Commission guidelines

We will also assess resources provided by other entities, such as, but not limited to, cities within DeKalb County, the State of Georgia, and the U.S. Government. This would include Trust for Public Land initiatives, Water and Sewer Department initiatives, DeKalb County Greenspace Program initiatives, Governor's Green Space initiatives, private and non-profit offerings and others.

All relevant information will be put in a database format so it can be accessed and cross-referenced quickly, both for the development of the Master Plan as well as for future projects and decision making within the County. We will prepare a table summarizing this information as well as a technical memorandum analyzing trends and recommendations affecting parks, recreation, and green space in the county.

Products

- Summary report of data collection
- Database

4. Inventory of Existing Parks, Recreation, Open Space Areas and Facilities

Existing park assets will be inventoried, as well as undeveloped areas and other resources that could contribute to meeting existing and future standards. The inventory will include all County parkland, open spaces, trails, cultural areas, historic and environmental features and other properties maintained as community resources. Issues to be analyzed focus on determining what facilities exist, where they are located, who they serve, how well they meet existing needs, identify safety, security and risk exposure issues, and what opportunities exist for improving service based on conventional practices and priorities.

We will inventory key features such as schools and other public facilities to identify linkage and connection opportunities. Drainage ways, alleys, and other linear features will be of primary focus for identification to establish linkage opportunities. We will also identify, using available information, existing park facilities in adjacent jurisdictions within potential overlap service areas.

Undeveloped lands, including greenways and open space areas, as well as

underutilized areas in existing parks, will be evaluated to determine their ability to accommodate new and expanded facilities.

Recommendations may be made identifying under utilized assets available for disposition, over utilized areas requiring redesign and/or expansion and underserved areas for asset acquisition – even if for no other purpose than to land bank for future generations.

Effective strategic planning always begins with a sound base of information. EDAW will use GIS data, satellite photos, and site visits to identify existing conditions and opportunities. Our team brings a thorough understanding of the complex relationship between people and place. We will use the best available geospatial information, augmented with in-the-field community surveys as necessary so that our vision for the County fits the reality of actual conditions.

We propose to use existing digital data obtained from the County. All map information will be delivered to the County in both hard copy and digital format. Tabular databases associated with the maps will be supplied in DBF file format.

Products

- Summary report of inventory of existing County facilities
- Maps showing locations of inventoried items

5. Inventory of Other Leisure and Recreation Providers

We will inventory other recreation opportunities and leisure providers' in the County that are owned and operated by other public, private and non-profit organizations. An analysis of these services will help determine what impact, if any, they have on the level of service being provided within DeKalb County.

These uses will be mapped and overlain on top of the inventory for existing parks, recreation and open space areas and facilities. A composite analysis of the two will provide a comprehensive look at available services within the County for comparison to NRPA Standard Guidelines and the development of County policy.

Products

- Summary report of inventory
- Maps showing locations of inventoried items

6. Fee-based Programs Review

Often overlooked in competitive financial and funding matters are the true measurable economic externalities gained through a healthy park and recreation system. Although such public services are not intended to show profit, there is an acceptable level of return that can help with decision making. Likewise, it is important to understand true costs for program and asset delivery to determine the success or failure of each, where improvement

is needed, where options need to be considered or planning for supplemental resources to continue the mission.

There needs to be a consistent, comprehensive approach to how the County addresses the issue of charging fees for services. We will conduct an inventory of all fee-based programs within the County, including those offered by private vendors as well as the services from the County, and develop a recommended policy to guide existing and future decisions about when, and how, to implement fee-based programs.

Products

- Summary report of fee-based programs

7. Establish Needs

We will conduct a countywide needs assessment to determine the demand for services. The needs assessment, in association with the inventory of existing facilities, will highlight potential areas of shortfall or oversupply, which in turn will give direction to the planning process. Identifying current levels of satisfaction with the County's park and recreation facilities and expectations through contact with the public is an important part of this process.

The needs assessment will be based upon two types of analysis:

1. Analysis of inventory data
2. Needs comparison with other counties
3. Survey of DeKalb County residents

Analysis of Inventory Data

The needs assessment will draw upon information obtained in the inventory phase of this project. Results of Step 3 - Inventory Existing Parks, Recreation and Open Space Areas and Facilities, and Step 4 - Inventory Other Leisure and Recreation Activities, will be combined, and this data will be analyzed to determine if existing needs and expectations are being met. This analysis is based upon an understanding of existing recreation and leisure opportunities within the County, existing demographic data, population projections and land development patterns.

Survey of DeKalb County residents

A critical part of the needs assessment involves surveying current, future and non park users within DeKalb County. The survey development process is described below:

Pre-survey development meeting. We will meet with the County to identify major areas to be addressed in the survey. Our assumption is that this will include a balanced sampling of the entire County. Our experience on numerous planning initiatives suggests that this survey will relate to issues such as market demand, unmet needs, levels of use, expectations, potential funding resources, marketing sources, support for public/private

partnerships, etc.

Conduct a pre-survey with stakeholders. We will use the interview process to identify concerns about parks and recreation issues to ensure that the survey is designed to reflect the interests of the County.

Develop the statistically valid survey instrument. Based on the previously developed information, we will develop a recommended draft survey methodology of the general public. Our experience has shown that statistically valid surveys have a very high level of community and client confidence and buy-in. We will meet with the County and the Advisory Committee to review and modify the survey instrument to ensure the questions on the survey will facilitate the accomplishment of the goals for the strategic plan. Based on this input, we will revise the survey instruments as needed.

Survey Administration. The survey will be designed to achieve a 95% level of confidence with a +/-7% margin of error at the planning area level and a +/-2.9% margin of error for the entire system. The target population will be selected at random. We anticipate conducting 1,000 to 1,500 surveys, and will coordinate with the County to determine if an online survey would be useful for this project. We will analyze the data collectively and individually for each subgroup to identify areas of concern that are unique to residents of a particular area. The survey data will be organized in a manner that allows the consulting team quick and effective multiple outputs of the information to analyze different strategic alternatives. A report of the survey findings will be prepared for both the county as a whole and sub-areas, including charts and graphs.

The results of this impartial survey approach will provide the County with benchmark data to test, as needed; in future local area needs assessments for select sites, communities and/or user populations.

Products

- Summary report of the tasks with tables and graphs

8. Establishment of Park Standards

We will work with the County and the Advisory Committee to recommend a standard classification system of parks, recreation opportunities, and open space types. Using existing and forecast data, we will analyze current and future supply of parkland per NRPA Standards and Guidelines, accessibility of parkland within walking distance (using GIS), percent of County land that is protected, and a summary of funding that is currently available for open space acquisition.

Products

- Summary report with policy recommendations for DeKalb County park standards

9. Review of Security Issues

The EDAW project team has extensive experience in risk exposure and management issues pertaining specifically to the park and recreation industry. We will review potential security and vandalism issues and develop a strategy for helping to enhance safe and acceptable levels of park and recreational use.

EDAW is certified in Crime Prevention through Environmental Design (CPTED), which is a multi-disciplinary approach to deterring criminal behavior. CPTED strategies rely upon the ability to influence offender decisions that precede criminal acts. We anticipate incorporating CPTED principals into this project.

Products

- Summary report of security and risk exposure issues

10. Development of Action Plan

Community participation is critical, but the process must also result in realistic alternatives, not the creation of a wish list. Our work in previous studies with task forces and advisory groups has been particularly effective in identifying those options with the most feasible social, economic, and planning dimensions. The final measure of any plan is whether its recommendations are implemented. We will draw from our national and international experience in parks, recreation, and open space implementation to recommend the regulations, capital investments, and tax incentives that can support a world-class plan. The plan will also emphasize financially sustainable management actions.

The focus of this task will be to present recommendations and explore methods of funding them. We will develop a technical memorandum that outlines and quantifies, where possible, the steps to be taken to implement the plan and the financial consequences of plan components.

The subtasks involved with this analysis include:

- Work with the County and the Advisory Committee to prioritize action items based on sound practice and priorities.
- Review of financial policies and practices used by the County, including the allocation of available tax revenues, general funds, impact fees and other funding sources. Alternative funding opportunities may be submitted for County consideration.
- Develop a capital improvement program strategy that will identify funding needs for with high priority projects in a way that will best serve the recreation needs of the citizens. Discuss, if appropriate, new funding tools, management arrangements or partnerships (e.g. with the School District, non-profit associations, joint ventures, contracts, concessions or private development.) This task will also include a comprehensive review of potential funding sources and strategies for ongoing operations and programs, park, greenway, historic, cultural and natural asset preservation and/or conservation recreation development, land and open space protection and

acquisition. Potential funding will be identified to create a mix of traditional and non-traditional funding that may include user fees, sponsorships, revenue bonds, general obligations bonds, donations of property/material/time, and grants as well as partnership arrangement, or joint venture.

We will present our preliminary alternatives and/or commendations at a series of public meetings.

Following consensus on the strategies and approval by the County, we will prepare a report to communicate the vision of the plan. A draft Master Plan will document the process, show how the recommendations were formulated, and display the results in a concise, interesting format. This task will shape the results of the prior analytical process into a Master Plan for guiding the short- and long-term future of parks, recreation and open space in DeKalb County. An attractive and easily readable graphic presentation will be developed along with accompanying text.

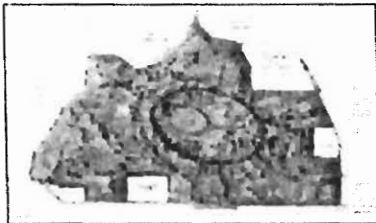
The preliminary draft will be for review by select individuals identified by the County. All elements listed in the RFP will be included. Comments will be incorporated and a draft Comprehensive Parks & Recreation Master Plan for DeKalb County will be prepared. The draft plan will be presented to appropriate committees and stakeholders as needed to receive comments. These meetings should be advertised to the public and copies of the document made available. Comments will be incorporated into the final Master Plan, as applicable. The format of the report and the depth of comment revisions will be mutually agreed upon by the County and the consultant team.

Following adoption by the County, we will provide an implementation schedule noting tasks, responsibilities, and time lines. This will include recommendations for communicating the plan and indicators to measure plan success. This task will also include recommendations for a promotional theme to communicate the plan throughout its implementation phase.

Products

- Draft Comprehensive Parks & Recreation Master Plan for DeKalb County
- Final Comprehensive Parks & Recreation Master Plan for DeKalb County
- Executive Summary
- Presentation boards for future County use

project management



Atlanta Honor Farm Park Master Plan,
Atlanta, GA

In our role as lead firm, EDAW will be responsible for:

- Overall project coordination
- Land planning and regulations
- Urban design and guidelines
- Conservation and development strategies
- GIS services
- Web site coordination
- Best practices review and application
- Public involvement

We are a multi-disciplined staff that brings full in-house spatial analysis capabilities, along with extensive public facilitation experience and strong planning and graphics skills. We also believe that our considerable planning experience in Georgia will further enhance our effectiveness in this exciting project.

SUBCONSULTANT

To augment our strong capabilities in park planning, we are teaming with the following firms:

Total Leisure Consulting, LLC – Park and Facilities Consulting

Total Leisure Consulting, LLC is the Decatur-based firm of international park management consultant Jon Alan Wiggins, a highly experienced and accomplished Park and Recreation professional with expertise in facility and site operations, management, maintenance and staff training as well as project management, design and delivery.

ETC Institute - Parks and Recreation Survey

ETC Institute is a 62-person, market research firm that specializes in the design and administration of market research for state and local governmental organizations. Areas of emphasis include: parks and recreation surveys, public opinion surveys, transportation market research, citizen satisfaction surveys, community benchmarking analysis, employee and organizational surveys, focus groups and stakeholder interviews. The company is woman-owned and certified as a Disadvantaged Business Enterprise (DBE). Since 1982, ETC Institute has completed research projects for city and county governments in 41 states and maintains benchmarking data for more than 100 communities. ETC Institute has designed and administered more than 750 statistically valid surveys and our team of professional researchers has moderated more than 700 focus groups and 1400 stakeholder meetings.

Malváda Consulting Group: Public Involvement/Communication Plan

Malváda Consulting Group established in 2000 is a minority, woman-owned marketing and communications firm located in the Atlanta metro area. Our company is known for innovation, creativity, and on-time, cost-efficient

delivery of products and services. Over the years, our clients have come to us with a wide range of marketing and/or communications needs. We are a diverse team of practitioners and are able to find solutions that work for each client. A young firm, we are progressively developing a strong track record for helping our clients stand out in the marketplace and to reach their target audiences. We are F/DBE certified with the Georgia Department of Transportation, City of Atlanta, Metropolitan Atlanta Rapid Transit Authority (MARTA), DeKalb County (LSBE/MBE/WBE) and in North Carolina a HUB certified firm.

RESOURCES

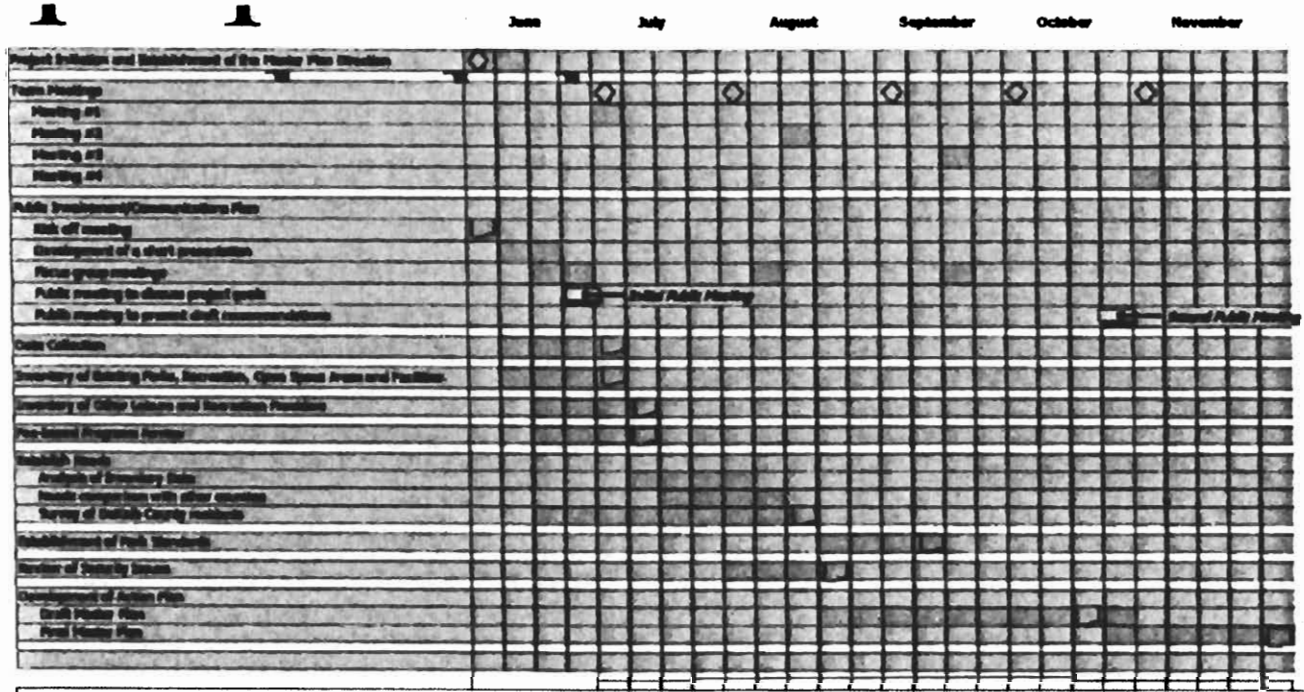
The Atlanta office consists of 47 professionals that provide services related to urban and land planning, urban design, landscape architecture, geographic information systems analysis, public involvement, and design guidelines. In addition, EDAW is a "firm without walls" and should we need additional support, we can draw from our overall staff of 1250 employees.

CURRENT WORKLOAD + AVAILABILITY

The EDAW team's current and projected workload is such that we are available to immediately begin working on the Countywide Comprehensive Parks and Recreation Master Plan and will remain committed to providing the necessary resources to fully meet the demands of this project. Each member of our team will be 100% available when needed to complete their assignments. Below is a timeline matrix of EDAW Atlanta's Planning Department current workload.

Active Projects	Remaining Timelines					
	May	Jun	Jul	Aug	Sep	Oct
Homestead JLUS						
Alexander City Regeneration Plan						
Mark Clark Land Use Study						
Atlanta BeltLine Segment Analysis						
Glynn County Comprehensive Plan						
Georgia Farmers Market						
Cleveland Ave Redevelopment Plan						
Port St Lucie Comprehensive Plan Update						
DeKalb County Comprehensive Transportation Plan						

SCHEDULE



This 6-month schedule for major tasks and meetings reflects our current understanding of the project.

- KEY**
- Consultant Work
 - Community Workshops
 - Project Management Team Meeting
 - Deliverable Product

personnel



Brook Run Park Master Plan, Dunwoody, GA

The EDAW team will collaborate closely throughout all project stages with the DeKalb County Department of Parks and Recreation and community stakeholders. We are a multi-disciplined team that brings full in-house design, master planning and graphic design skills, along with unmatched public facilitation experience and strong spatial analysis capabilities. We also believe that our considerable planning/design experience throughout the Metro Atlanta region will further enhance our effectiveness.

TEAM LEADERSHIP

EDAW has assembled a highly skilled team of professionals to lead the management efforts for this important project. Ellen Heath, AICP will serve as Principal-in-Charge. James L. Sipes, RLA will serve as Project Manager, responsible for the day to day management of the project.

Ellen Heath, AICP: Principal-In-Charge. Ellen, Vice President and Principal with EDAW, is a planner with experience in land use and recreational planning, facilities programming, historic preservation planning, FERC relicensing, and economic development planning for both public and private clients. Ms. Heath also has significant experience on projects involving public participation and consensus building.

James L. Sipes, RLA: Project Manager. Jim Sipes is an award-winning landscape architect with more than twenty-five years of experience encompassing a wide range of planning, design, research, and communication projects. His work is broad-based and multi-faceted and includes park and recreation design, environmental planning and design, watershed management, urban design, natural and cultural resource management, and community based design.

Our management team will be supported by a staff of individuals that are highly motivated by the opportunity to contribute skills to the development of a Countywide Comprehensive Parks and Recreation Master Plan for DeKalb County.

RESUMES

Detailed resumes are provided in the following pages.



Miriam P. Cummings

Title:
Principal/Project Manager

Years of Experience: 23

Education:
B.A. Mass Communications -
LaGuardia College, 1984

Office Location:
Atlanta, Georgia

Memberships:

Atlanta Regional Commission
(ARC) – Public Involvement Advisory Group

International Association Public
Participation – Vice Chair, Georgia
Chapter

Professional Experience:

Ms. Cummings is principal-in-charge of Malvada Consulting Group (MSG). She has 23 years experience developing and managing communications and marketing programs. Miriam works closely with public agencies, elected officials, stakeholders and diverse publics to establish appropriate strategies and initiatives of a sensitive nature for public, political and private concerns. Her core capabilities are in the areas of facilitation, strategic planning, development, coordination and implementation of community outreach programs and media relations. Ms. Cummings manages a staff of three professional consultants all possessing a vast knowledge of strategic planning initiatives. Her primary markets are transportation, water/wastewater, community planning, education and non-profit.

Currently, Ms. Cummings is providing public involvement and media relations services for the DeKalb County Comprehensive Transportation Plan, a long range plan designed to meet the County's mobility needs over the next 30 years. Her relevant projects include:

- Georgia Statewide Water Management Plan, Athens, Georgia. Provide facilitation services for the Environmental Protection Division (EPD) and the University of Georgia's Fanning Institute. Responsibilities include guiding dialogue with basin advisory committees (BAC's), special interest stakeholder groups and public's to capture public opinions on the topic of water conservation. And establish a common vision for the management of the state's water resources, including environmental preservation and mitigation strategies that will ultimately form the framework for the statewide water management plan; a program to be presented to the Georgia General Assembly, 2007-2008. Prepare summarized reports.
- Atlanta Neighborhood Development Partnership (ANDP), Atlanta, Georgia. Provide the development of a visioning training curriculum to facilitate in a workshop format for Project Safe Neighborhood (PSN) Leadership Development Retreat sponsored by ANDP. Implement training program designed to address neighborhood public safety and to help neighborhood stakeholders create a community vision and vision statement to incorporate into policy and strategic planning program for community safety.
- DeKalb County Comprehensive Transportation Plan, Decatur, Georgia. Provide assistance in the coordination of public meetings, workshops and focus groups to inform and educate citizens and stakeholders of DeKalb's major initiative to improve its transportation system. Responsibilities include managing media relations to reach broader audiences to include underrepresented communities. Coordinate promotions to solicit public input from various and diverse communities. Manage stakeholder mass mailing



process. Developed project logo and theme to establish identity and promote project initiatives.

- Kirkwood Traffic Study and Design Improvements, Atlanta, Georgia. Facilitate visioning workshops with stakeholders and residents in historical Kirkwood community, located in City of Atlanta. Focus on building consensus to obtain critical information to assist officials and consulting team to develop solutions and improvements to traffic, parking, and pedestrian needs.
- Cabbagetown Traffic Study and Design Improvements, Atlanta, Georgia. Coordinated and facilitated visioning workshops with residents and stakeholder to better understand community concerns to prescribe alternative solutions to improve major traffic issues of congestion, parking, cut-through traffic currently impacting residents and businesses. As well as solicit public opinion to gather preferences to help officials and engineers with design options that will preserve the historical integrity of community. Provided summary of each report and finalized summaries in the form of a comprehensive report.
- Clifton Corridor Transportation Study, Atlanta Georgia. Coordinated public meeting logistics and facilitated visioning workshops to assist residents and stakeholders to identify exiting issues and to build consensus to assist decision-makers establish policy for transportation improvements within and around the Clifton Corridor activity center. Prepared meeting summary reports of each meeting.
- Georgia Rail Passenger Program, Atlanta, Georgia. Coordinated public outreach activities for a statewide rail program: coordinated meetings logistics for Athens and Macon corridors, facilitated public meetings and neighborhood community meetings, prepared summary reports, managed stakeholder directory of opinion leaders and information tools: newsletters, brochures, fact sheets, and audio-visuials. Coordinated public hearings and managed media affairs for projects.
- GA 400/Northern Sub-Area Study, Atlanta Georgia. Public Involvement Coordinator to assist the Georgia Regional Transportation Authority (GRTA) to identify short and long-range transportation needs in the GA 400 corridor. Responsibilities include the coordination of advisory committee meetings, agency and regional/municipal/county workshops and public meetings.
- Jackson State University Masterplan Program, Jackson, Mississippi. Conducted a series of focus groups to obtain critical information to establish campus student housing issues and preferences; evaluated employee opinions, preferences and interests in participating in major revitalization initiative within and around the Jackson State University Campus. Submitted final report at conclusion of data gathering.
- Henry County Comprehensive Plan, McDonough, Georgia. Responsible for the development and implementation of citizen's participation plan: wrote and implement public outreach plan to solicit input from county stakeholders and residents. Developed project logo, theme and educational materials for



distribution and public meetings and various locations throughout county. Coordinated and facilitated visioning workshops and public meetings; conducted stakeholder interviews and managed media relations. Produced documentation report for each meeting.

- DeKalb County Sewer Division of Public Works Department, Stone Mountain, Georgia. Communications Specialist for Public Affairs program. Responsibilities included the development of media and community relations plan for the implementation of new customer service initiatives. Coordinated outreach plan designed to gather and disseminate information to internal and external stakeholders and to increase public awareness of social, environmental and economic value of water and wastewater services.
- Peoplestown Revitalization Corporation, Atlanta, Georgia. Conducted market research for non-profit organization to determine the feasibility of marketing a home electronic security system and neighborhood surveillance patrol service to its residents, businesses and other communities. Performed telephone surveys and facilitated focus groups to gather data to qualify need and profitability. Concluded market analysis submitted in final recommendation document.

organizational qualifications



The Carter Center, Atlanta, GA

PARK PLANNING + DESIGN PHILOSOPHY

Every park should have a unique character that reflects the natural influence of the region and the social dynamics of its populace, the physical characteristics of the site and the cultural history of the community. A well-designed park endures use, is easily maintained, and accommodates social and environmental change. It should be a place where people can relax, have fun, and develop their physical skills, and where both the body and soul are nourished.

In line with this philosophy, EDAW's approach to park planning and design involves a comprehensive process that leads the client through all project stages, from conceptual design to public participation to construction administration. We also assist them in developing funding strategies and park maintenance strategies.

We help our clients develop a functional and responsive program to meet their current and future community needs. We do this by evaluating the existing facilities, the community's projected growth and preferences, and the client's economic and administrative realities.

During the initial project stages we study the site and learn about the surrounding community to establish a clear direction for the project's development. We emphasize the assets of the site while minimizing its deficiencies, and, thus, interpret the site meaningfully and add new dimension to the landscape.

EDAW brings to each project a multidisciplinary staff of land planners, landscape architects, recreation planners, environmental planners, socioeconomists, and graphic designers. This interdisciplinary approach ensures that all aspects of design and operation are considered, are of the utmost quality, and are ecologically sound.

We at EDAW enjoy park design because the rewards are tangible and long-lasting. We believe that successful parks add to the ecological well-being of the earth, enrich the lives of their users, and are enjoyed for generations to come. Many of our park designs have received local and national awards for excellence.

RELEVANT EXPERIENCE

The EDAW team has extensive experience in the development of parks and recreation master plans for various Parks and Recreation Departments in the Southeast. The following Attachment D and project sheets are evidence of this relevant experience.

ETC

FIRM DESCRIPTION & CAPABILITIES

ETC Institute is a 62-person, market research firm that specializes in the design and administration of market research for state and local governmental organizations. Areas of emphasis include: public opinion surveys, transportation market research, citizen satisfaction surveys, parks and recreation surveys, community benchmarking analysis, employee and organizational surveys, focus groups and stakeholder interviews. The company is woman-owned and certified as a Disadvantaged Business Enterprise (DBE). Since 1982, ETC Institute has completed research projects for city and county governments in 41 states and maintains benchmarking data for more than 100 communities. ETC Institute has designed and administered more than 750 statistically valid surveys and our team of professional researchers has moderated more than 700 focus groups and 1400 stakeholder meetings. Our ability to interpret and to provide guidance based on the results of statistically valid community-based research for city and county governments leaders is unparalleled.

A sampling of our parks and recreation survey clients includes the following communities.

Arlington County, Virginia	Henderson, Nevada	Peoria, Arizona
Aberdeen, South Dakota	Independence, Missouri	Pinellas County, Florida
Aurora, Ohio	Jackson, Wyoming	Provo, Utah
Battle Creek, Michigan	Kansas City, Missouri	Rolla, Missouri
Bend, Oregon	Kalamazoo, Michigan	Ramsey, Minnesota
Bloomington, Indiana	Key Biscayne, Florida	Radnor, PA
Casa Grande, Arizona	Kirkwood, Missouri	Richmond, California
Castle Rock, Colorado	Las Vegas, Nevada	Rock Island, Illinois
Casper, Wyoming	Loveland, Ohio	San Francisco, California
Claremont, New Hampshire	Long Beach, California	Shawnee, Kansas
Columbus, Ohio	Macomb Township, MI	Sherman, Texas
DeKalb County, Georgia	Macomb, Illinois	Shoreline, Washington
Deerfield, Illinois	Mesa, Arizona	Somerset County, NJ
Denver, Colorado	Montrose, Colorado	State of Connecticut
Durham, North Carolina	Mundelein, Illinois	State of Rhode Island
Elk Grove, Illinois	Naperville, Illinois	St. Louis County, MO
Everett, Washington	National Park Service	South Burlington, VT
Fairfax County, Virginia	Norfolk, Virginia	Tempe, Arizona
Foothills Park District, CO	O=Fallon Missouri	Tucson, Arizona
Fort Wayne, Indiana	Olathe, Kansas	United States Army
Fulton County, Georgia	Ormond Beach, Florida	Victor, New York
Glendale, Arizona	Overland Park, Kansas	Westland, Michigan
Greenville County, SC	Owensboro, Kentucky	Wheeling, Illinois

Metropolitan Planning Organizations. ETC Institute has helped metropolitan planning organizations in more than a dozen states gather input from residents and stakeholders in the community on a wide range of issues including: transportation, air quality, economic development, international trade, employment, childcare, public transit, parks and recreation, quality of life, education, public safety, stormwater, water quality, and a wide range of other issues. Clients during the past two years include:

- Pikes Peak Area Council of Governments
- Mid America Regional Council
- Bi-State Development Agency
- Kentuckiana Regional Planning and Development Agency
- Jacksonville Urban Area Metropolitan Planning Organization
- Southern California Association of Governments
- Joplin Urban Area Metropolitan Planning Organization
- Southeast Council of Governments
- North Front Range Metropolitan Planning Organization

Surveys of Underserved/Environmental Justice Groups. ETC Institute excels in the recruitment of traditionally underserved populations to participate in community surveys. These populations include non-English speaking persons, persons with disabilities, low-income mothers with children, inner city and rural poor, and the elderly.

Employee Surveys: ETC Institute has an internal division that specializes in the design of employee surveys for state and local governmental organizations. The division, which is led by Dr. Robert Cicerone, helps state and local agencies integrate the results of external customer surveys with the results of employee surveys to develop performance measurements that are designed to enhance organizational performance.

Our Research is Implementation Oriented: ETC Institute specializes in helping organizations use market research to make better decisions. During the past four years, the results of our market research have lead to more than \$2 billion in funding initiatives by state, municipal and county governments as well as numerous nonprofit organizations. Projects that have been funded include:

- a wide range of community redevelopment projects
- transportation initiatives
- open space acquisition and park improvements
- improvements to schools and health care institutions
- water and electrical utility improvements
- tourism attractions
- neighborhood improvements
- downtown revitalization projects
- the development of numerous specialized leisure facilities such as community centers, aquatic centers, and sports facilities.

Small Business of the Year. ETC Institute was recently awarded the Greater Kansas City Chamber of Commerce's *ATop 10 Small Business of the Year Award* for 2001. ETC Institute was selected from more than 1,700 nominees for the award. Commitment to quality and superior customer service were two of the reasons the firm was selected as this year's recipient.

Best Place to Work. ETC Institute was also recently selected as one of the *ABest Places to Work* in Greater Kansas City by the Kansas City Business Journal. ETC Institute received special recognition for our commitment to have a diverse work environment with regard to race/ethnicity, gender, faith, physical ability, and age.

In-House Capabilities

ETC Institute's in-house capabilities will more than adequately meet the requirements for this study. ETC Institute's in-house resources will allow the project team to monitor all phases of the survey administration process, which will ensure that the highest standards of quality are maintained. In-house services include:

- ! **Statistically Valid Surveys:** Research efforts range in size from several hundred surveys to more than 15,000 surveys. Last year, ETC Institute surveyed more than 200,000 persons across the United States on behalf of 184 different organizations. ETC Institute's market research accuracy and attention to client needs is unparalleled.

- ! **Stakeholder Interviews and Focus Groups:** ETC Institute has facilitated focus groups and stakeholder interviews for organizations across the United States

- ! **Internet-based Market Research:** ETC Institute can help organizations gather input via the Internet with our Internet-based market research division. Internet-based surveys are suitable for a wide range of purposes including: customer surveys, employee surveys, and other purposes.

Geocoding Experience and Capabilities

ETC Institute staff have successfully geocoded dozens of surveys for market research surveys during the past three years.

Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support transportation planning, parks and recreation planning and other planning and modeling effort around the country.

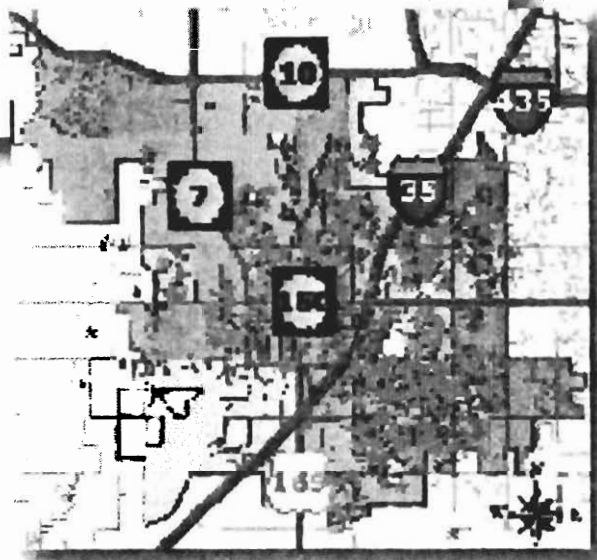
Over the past several years, our GIS team has geocoded a wide range of address information including:

- Origins and destinations for household travel and roadside intercept surveys
- Visitor destinations for tourism-related projects
- Locations of residents who are satisfied or dissatisfied with the quality of city services
- Locations of residents who have needs for various types of parks and recreation programs and facilities
- Location of persons who are likely to support various election issues
- Locations of persons who have experienced flooding in their homes
- Locations of businesses and non-profit organizations who would support stormwater fees and many other types of data

Our GIS technicians have developed an exceptional working relationship that benefits our clients through improved data reliability and ability to deliver top quality product on time and on budget.

At ETC Institute, we accurately geocode (provide longitude and latitude) lists of addresses, intersections, place names, tourist attractions, transit stops, and almost any other location records anywhere in the U.S. with very high match rates. Our record "hit" rates are well above the industry average thanks to our well-thought-out, systematic, and rigorous record quality assurance process (REQAP), which begins at the survey design stage and continues until the last record has been geocoded and verified.

ID	Longitude	Latitude
171	-94796940	38908137
644	-94804868	38879471
102		
97		



Corporate Profile

Malvada Consulting Group (MCG) founded in 2000, is a woman-owned multi-disciplinary communications and marketing firm. MCG brings extensive experience in the development, implementation and management of programs for public and private sector clients. We understand the importance of an efficient coordination and facilitation process to empower our clients and communities in achieving relevant solutions and alternatives in a neutral setting. Our mission is to improve the quality of relationships between people and their environment. Each project is approached with this philosophy. At the end of the day, our goal is to assist our partners to establish sound policy and decision-making. MCG is committed to providing innovative and relevant communications and marketing solutions that serve to inform and educate investors, key stakeholders, citizens and overall communities.

Our core markets are community planning, transportation, water/wastewater, universities and corporate. It is through our perspective, performance and perseverance that we improve the effectiveness of our client's initiatives. MCG places an utmost value on cultivating long-lasting relationships built on the expertise and character of our firm.

Attachment D

Reference Form and Reference Check Release Statement

List below at least three (3) references, including company name, contact name, address, email address, telephone numbers and contract period who can verify your experience and ability to perform the type of service listed in the RFP.

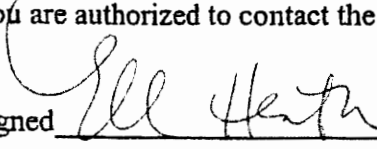
Company Name City of Sarasota - Planning Department		Contract Period 2001 - 2002	
Contact Person Name and Title John Burg, Chief Planner		Telephone Number (include area code) (914)954-4195 x. 4214	
Complete Primary Address 1565 First Street		City Sarasota	State GA Zip Code 34236
Email Address john_burg@sarasotagov.com		Fax Number (include area code) (914)954-4179	

Company Name Atlanta Development Authority		Contract Period 2004 - ongoing	
Contact Person Name and Title Tina Arbes, Director of Special Projects		Telephone Number (include area code) (404) 614-8284	
Complete Primary Address 86 Pryor Street		City Atlanta	State GA Zip Code 30303
Email Address tarbes@atlantada.com		Fax Number (include area code) (404)880-0863	

Company Name Gwinnett Cty Dept. of Parks and Recreation		Contract Period	
Contact Person Name and Title Rex Schuder, Principal Community Planner		Telephone Number (include area code) (707)822-8864	
Complete Primary Address 75 Langley Drive		City Lawrenceville	State GA Zip Code 30245
Email Address rex.schuder@gwinnettcounty.com		Fax Number (include area code) (770)822-8835	

REFERENCE CHECK RELEASE STATEMENT

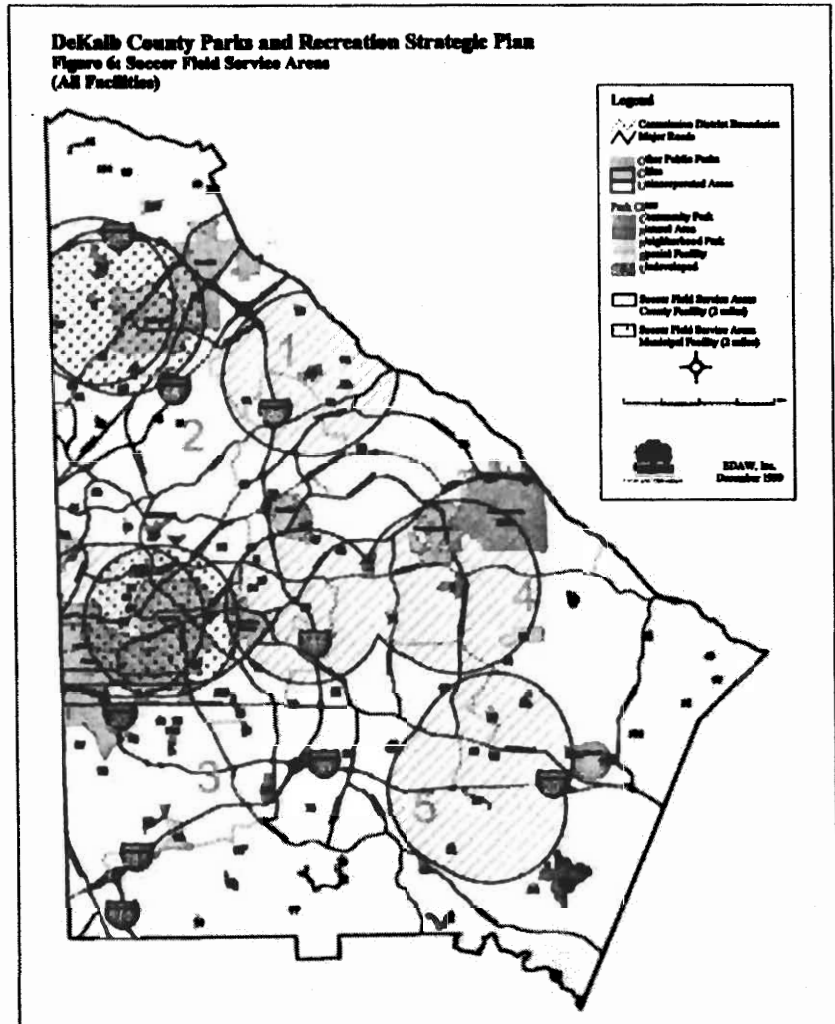
You are authorized to contact the references provided above for purposes of this RFP.

Signed  Title VP/Principal
(Authorized Signature of Proposer)

Company Name EDAW, INC. Date _____



- Recreation planning
- GIS analysis
- Public participation



DeKalb County Parks and Recreation Strategic Plan

DeKalb County, Georgia

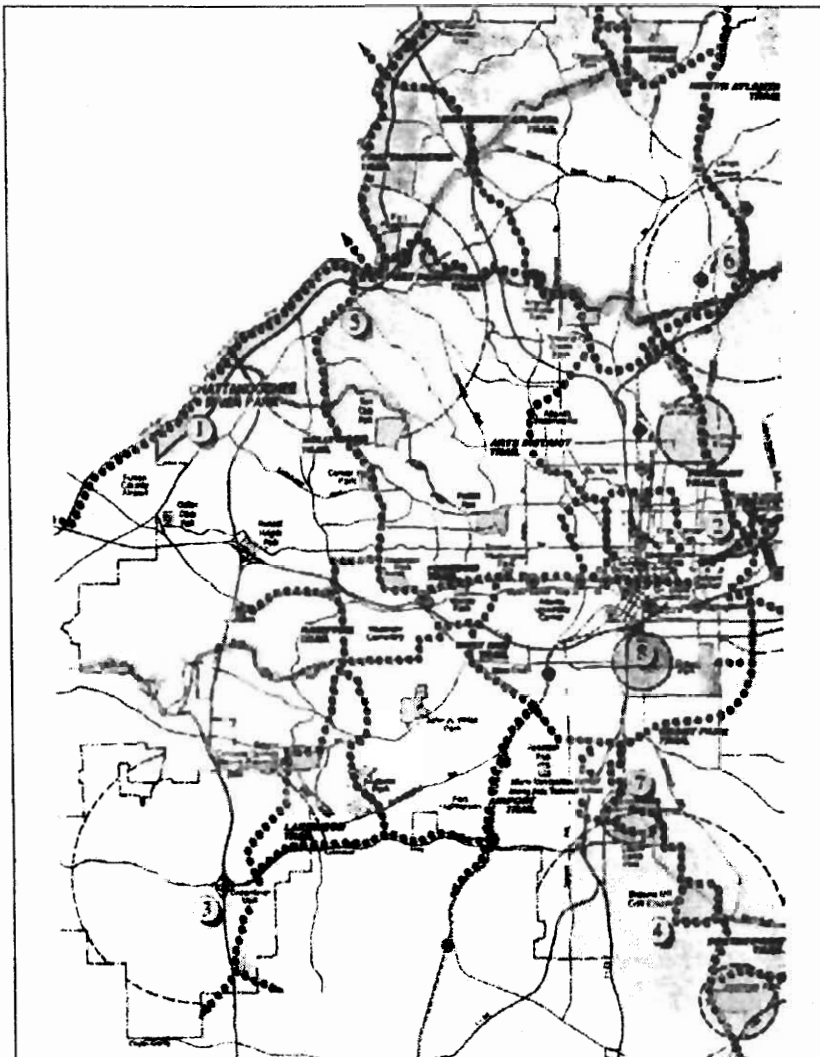
Client: DeKalb County Parks & Recreation Department

In 1998 DeKalb County Parks and Recreation Department hired ED&A to help it plan for the future of its Parks and Recreation System. The county, in the rapid growing Atlanta metropolitan area, is quickly reaching a limit on available, developable land. Therefore, the strategic plan had to contend with both extensive existing programs and parks as well as set out a plan for purchasing new park lands.

ED&A used GIS for existing conditions mapping and service area gap analysis. Based on existing conditions review and future projections, new facilities, partnerships and land acquisitions were recommended. Sixteen action strategies were identified, with an accompanying timeline including responsibilities, priorities, cost magnitudes and performance measures.

In addition, the plan included a survey component to gauge resident's satisfaction with current programs and project future needs. It also had a complete programs audit, facilities audit, readiness audit, a departmental reorganization model and criteria for closing a facility. The project team included Leon Younger /PROS, Economics Research Associates and ETC/Leisure Vision.

- Long-range parks plan
- Extensive stakeholder participation
- Addressed environmental concerns



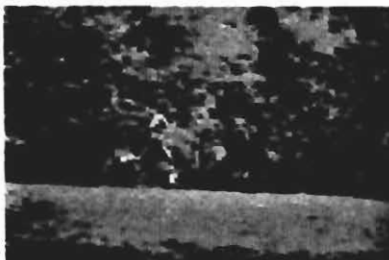
Atlanta Open Space and Greenways Plan

Atlanta, Georgia

Client: City of Atlanta, Bureau of Planning

When the City of Atlanta decided to develop a long-range plan for the future of Atlanta's parks, EDAW was selected to develop the plan. The purpose of the plan is to enhance the enjoyment and quality of life for all Atlantans and propose a strategy to increase the abundance, quality and accessibility of parks, plazas and public open spaces. Other goals were to provide more opportunities for pedestrian movement, enhance visual quality and beauty of Atlanta, secure irreplaceable historic heritage and cultural life, and protect the natural and man-made environment.

The plan views parks and recreation as a single, citywide system of public open spaces and facilities that provide cultural, educational, recreational and leisure-time opportunities. It reevaluates the system's open space framework, planning and design standards, facility distribution and cultural, educational and environmental protection roles. The plan established park planning policies that will guide the development of parks and recreational facilities, for the next 15 years.



Interim Update: DeKalb County Parks and Greenspace Needs List

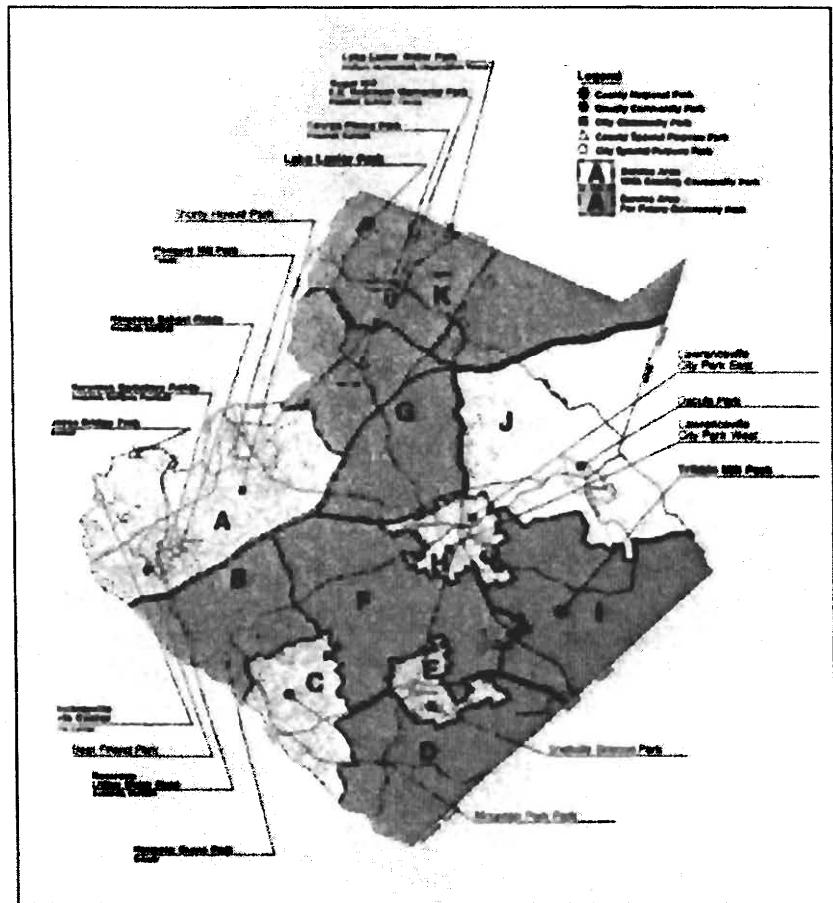
DeKalb County, GA

Client: DeKalb County Parks and Recreation Department

After completing the DeKalb County Parks and Recreation Strategic Plan in 2000, EDAW performed an interim update of service levels and acquisition priorities in 2005. Increasing recreational demand resulting from the county's rapidly growing population combined with a shrinking supply of developable land guided several key recommendations in the 2000 plan, including the acquisition of park land and greenspace, the development of new facilities, and the formation of service delivery and funding partnerships. In 2001, DeKalb County voters passed a bond referendum to fund the acquisition of targeted park land and greenspace.

The update revisits the 2000 analysis of level of service deficiencies to reflect re-drawn commission districts and more accurate demographic information. The document also analyzes current levels of service within each commission district and assesses future demand for facilities and park land based on population forecasts for 2015. This report also documents the amount and location of park land and greenspace acquired since passage of the 2001 bond referendum and recommends priorities for further acquisitions based on updated demographic estimates and forecasts.

- County-wide parks systems master plan
- Inventory of existing facilities
- Public participation



Gwinnett County Recreation Master Plan

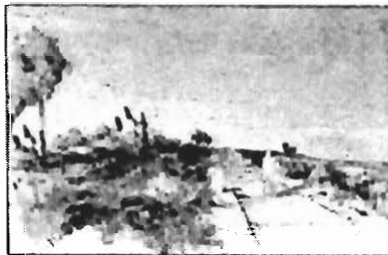
Gwinnett County, Georgia

Client: Gwinnett County Department of Parks and Recreation

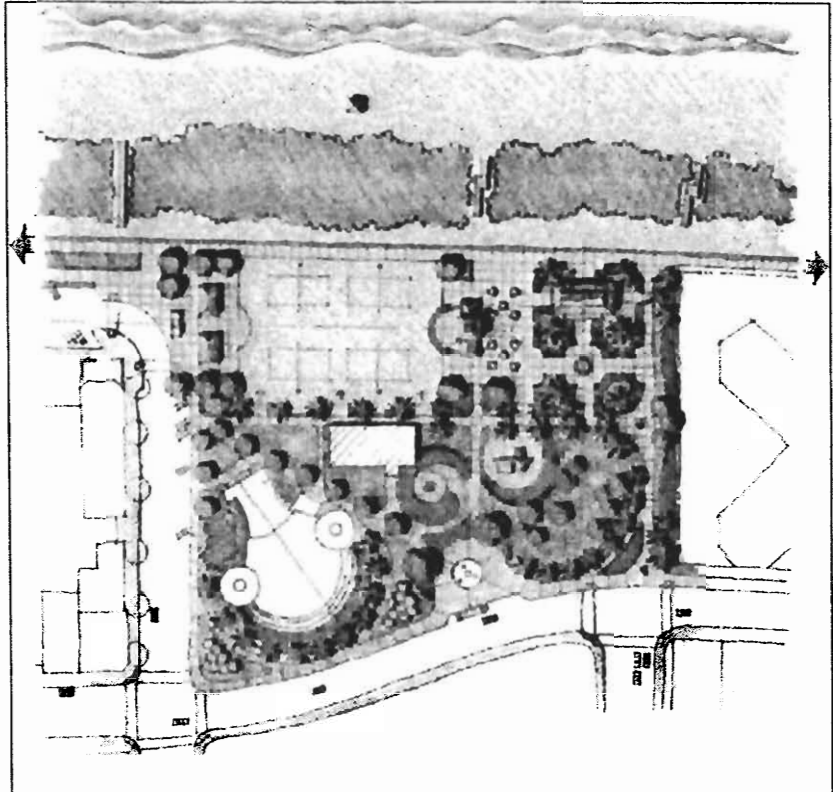
To meet Gwinnett County's population growth needs, EDAW prepared a county-wide park system master plan which included a detailed inventory of existing facilities and properties; a study of park standards and needs; an analysis of existing policies and formulation of future goals and objectives; a park system concept for acquisition and expansion facilities; and a five-year management plan with strategies for staffing, equipment and maintenance needs.

EDAW worked closely with a 12-person Recreation Advisory Committee to review all products, gain significant feedback and insure that the study responded to the needs of representative user groups. EDAW then participated in citizens group meetings to gain input and approval of the plan. A graphic poster was used to inform residents of the master plan and its importance in establishing a viable county-wide park system.

Gwinnett County voters overwhelmingly approved a budget increase of \$2 million to fund the county-wide recreation system



- Needs assessment
- Public participation
- Conceptual designs



North Beach Recreational Corridor Master Plan

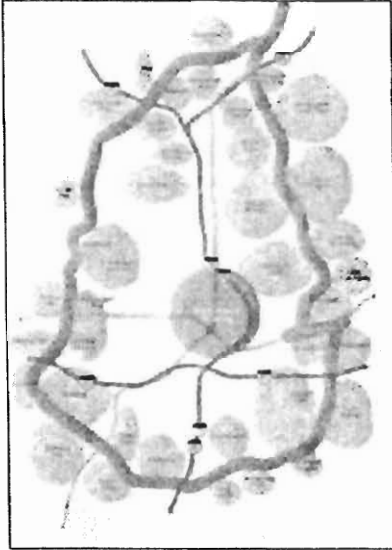
Miami Beach, Florida

Client: City of Miami Beach

The North Beach Recreational Corridor Project (NBRC) is the northern portion of the City's natural progression of pathways and parks that runs throughout the City. The approximately two-mile long multi-purpose public access corridor runs between the sand dunes and the Oceanfront properties along Miami Beach from Allison Park at 64th Street to the North Shore Open Space Park at 79th Street. The NBRC will connect to planned greenways along Indian Creek and promote alternative transportation via bicycling or walking. The project offers unique opportunities to incorporate each of the following development elements:

- Ecological Restoration
- Historical Preservation
- Alternative Transportation
- Park Design
- Business Development
- Public Safety
- Emergency Access
- Beach Amenities

EDAW was responsible for the public participation, needs assessment, and conceptual design for Allison Park, North Shore Park, and the connecting pathway.



- Extensive interactive workshops in communities
- Use of multi-media communication techniques, including video and simulated fly-through
- Redevelopment concepts for key nodes and public spaces
- Land use and zoning recommendations
- Development guidelines to support pedestrian and transit oriented mixed-use growth

Atlanta BeltLine Redevelopment and Land Use Plan

Atlanta, Georgia

Client: Atlanta Development Authority

The City of Atlanta has initiated an effort to investigate the feasibility of redeveloping the historic BeltLine corridor. This old rail corridor encircles Atlanta's oldest neighborhoods, approximately 2 to 3 miles from downtown Atlanta.

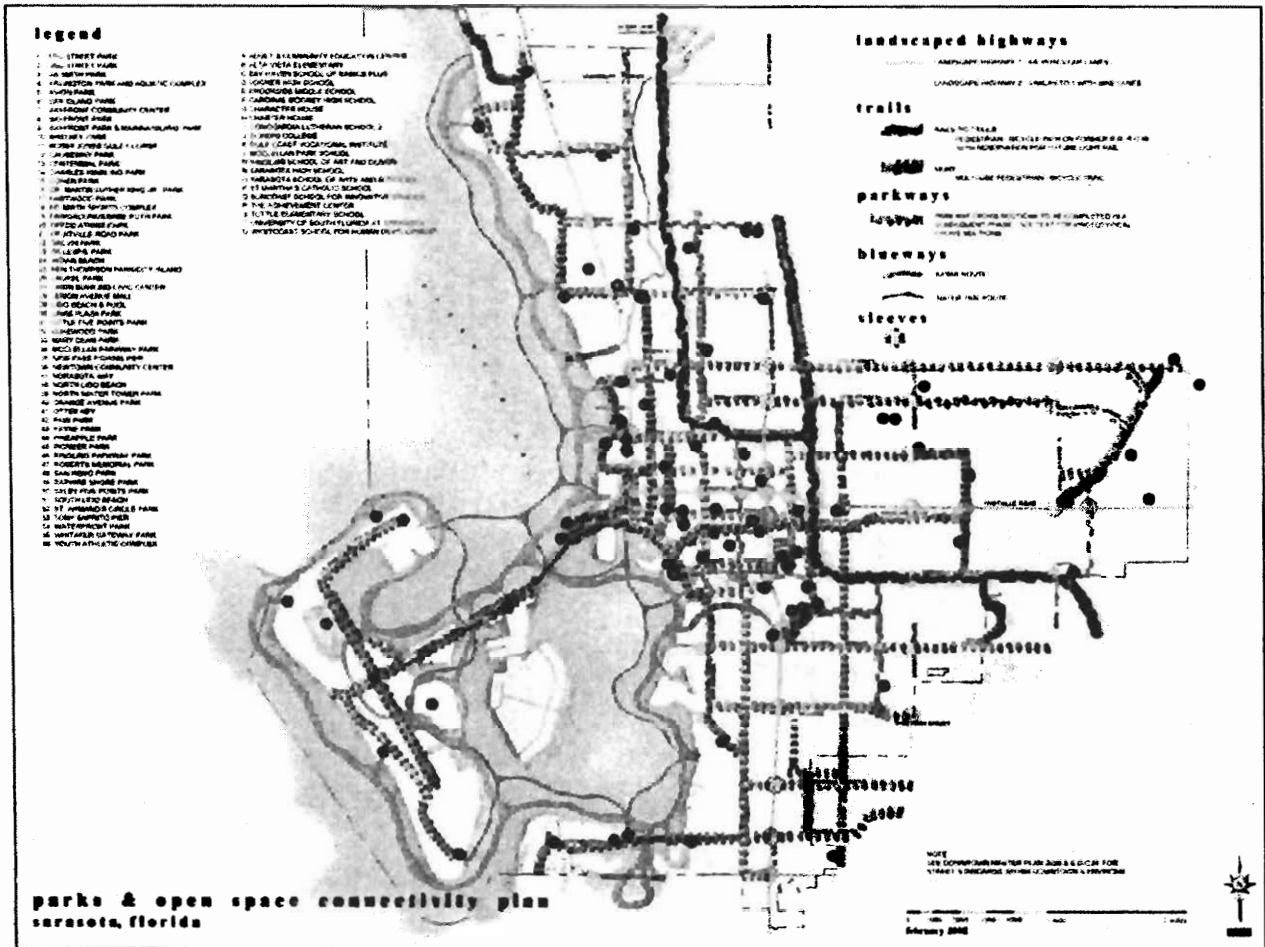
The City recognizes the BeltLine as a priority project due to its potential for promoting economic development, enhancing transit options, and preserving greenspace. As a first step, Mayor Shirley Franklin requested that the Atlanta Development Authority determine if the creation of a tax allocation district (TAD) would be a feasible approach for funding the BeltLine.

As part of Phase II following the Phase I feasibility study, EDAW is now leading a multi-disciplinary team of planners, designers, economists and legal experts to prepare a Redevelopment and Land Use Plan for the Atlanta BeltLine. When complete, the BeltLine would link parks, cultural attractions, employment centers, redevelopment opportunities and over 45 Atlanta neighborhoods along a 22-mile transit and greenway corridor.

The Redevelopment Plan will consist of a revitalization vision based on extensive public involvement and stakeholder coordination; land use, design, and infrastructure improvement recommendations; site-specific redevelopment and design concepts for key activity nodes and public spaces; and a detailed financial and analysis for the proposed Tax Allocation District (TAD) area.

The Redevelopment and Land Use Plan will support local government entities as they consider the adoption of the proposed TAD.

Additional information on the Redevelopment Plan and the TAD Feasibility Study can be found at www.adaatlanta.org.



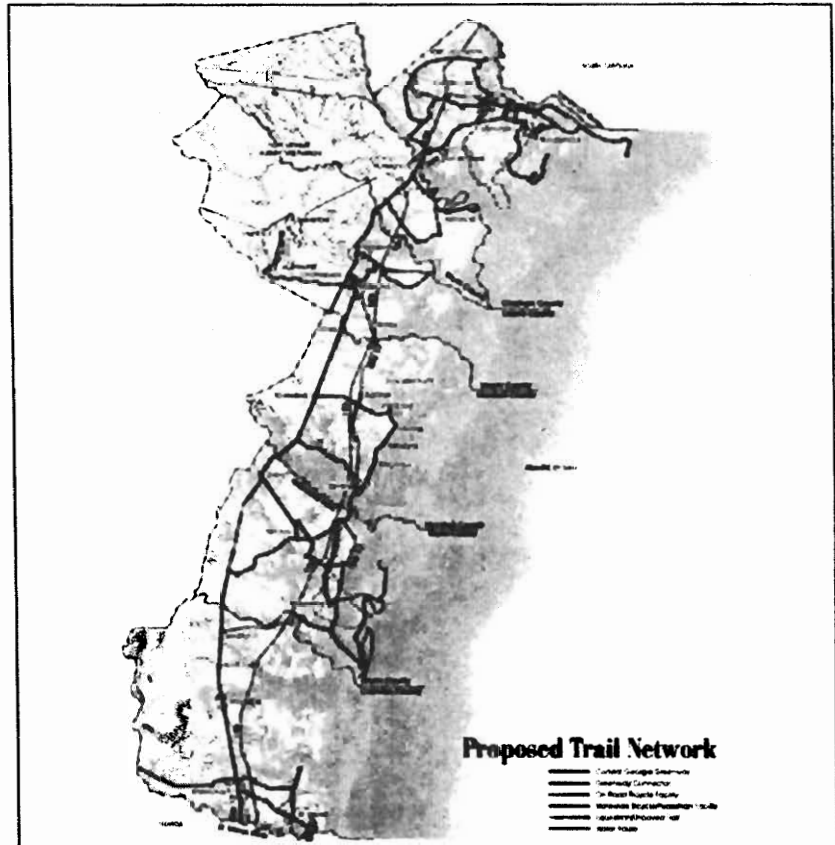
- Connectivity analysis
- System-wide master plan
- Implementation
- Public participation

Sarasota Parks and Recreation Master Plan

Sarasota, Florida
Client: City of Sarasota, Florida

To address the city's parks, recreation, and greenway needs, EDAW worked with the City of Sarasota on planning for the future of the park system and connecting their revitalized downtown with recreation areas and other public spaces. The plan has several important planning elements, including public involvement, benchmarks and standards, stakeholders' assessments and analyses, partnering opportunities, design criteria, funding options and alternatives. We also assessed the city's relationship with Sarasota County and how its partnership is working. Results of this process were identification of gaps in service delivery areas, proposed trail and bike path corridors, and a set of recommendations for improving recreation service delivery to residents and non-residents of the city.

- Master plan
- Public participation
- American Planning Association Outstanding Planning Award
- Georgia Planning Association Outstanding Planning Award
- Georgia Society of Landscape Architects Merit Award



Gateway to Coastal Georgia - Connecting the Coast

Georgia

Client: The Coastal Georgia Land Trust

The Coastal Georgia Land Trust, through funding from the Georgia Department of Transportation, asked EDAW to prepare a master plan to guide development of a regional trail and pathway system in coastal Georgia. The master plan envisions a network of multiple use trails appropriate for bicyclists, pedestrians, equestrians and other non-vehicular users.

Connecting the Coast covers the land area between the Savannah River and the St. Marys River through six counties: Chatham, Bryan, Liberty, McIntosh, Glynn and Camden. The *Connecting the Coast* draft master plan identified three north-to-south linear routes: U.S. Highway 17, an abandoned CSX rail corridor between Woodbine in Camden County and Riceboro in Liberty County, and opportunities for connections to waterways along the Intracoastal Waterway. The trail and pathway system will physically link existing and planned population centers, regional attractions and tourist destinations, recreational opportunities, towns and cities, scenic and ecologically important resources, and other transportation modes.

Extensive public involvement since beginning the project has helped define the vision for *Connecting the Coast*. With community encouragement and good design based on existing routes, *Connecting the Coast* is sure to bring much needed revitalization to the area.



NW 3rd Street - Before Image

- Greenspace development
- Public involvement
- Improve tree shade canopy
- Spur community and economic redevelopment



NW 3rd Street - After Image

East Little Havana Greenprint

Miami, FL

Client: The Trust for Public Lands

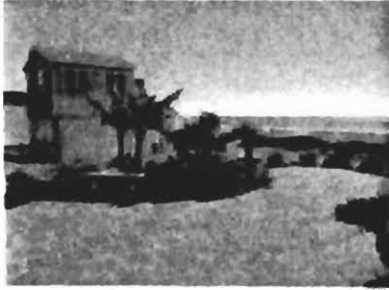
Over two-thirds of the children living in East Little Havana do not live near a park, playground or other safe place to play. And, with one of the highest residential densities in the City of Miami, overcrowded housing conditions are not uncommon.

The East Little Havana Greenprint is part of the Trust for Public Land's Parks for People Initiative, a program in cities and suburbs across America to ensure that everyone - in particular every child - enjoys access to a park, playground or open space.

The East Little Havana Greenprint is a grassroots planning process that engages public, private and civic partners to identify park-building opportunities and reconnect East Little Havana's residents to recreational and open space resources. This will provide residents of this neighborhood with healthier lifestyle choices, minimize health problems such as childhood obesity, and support redevelopment efforts by beautifying areas to encourage residential and commercial investment.

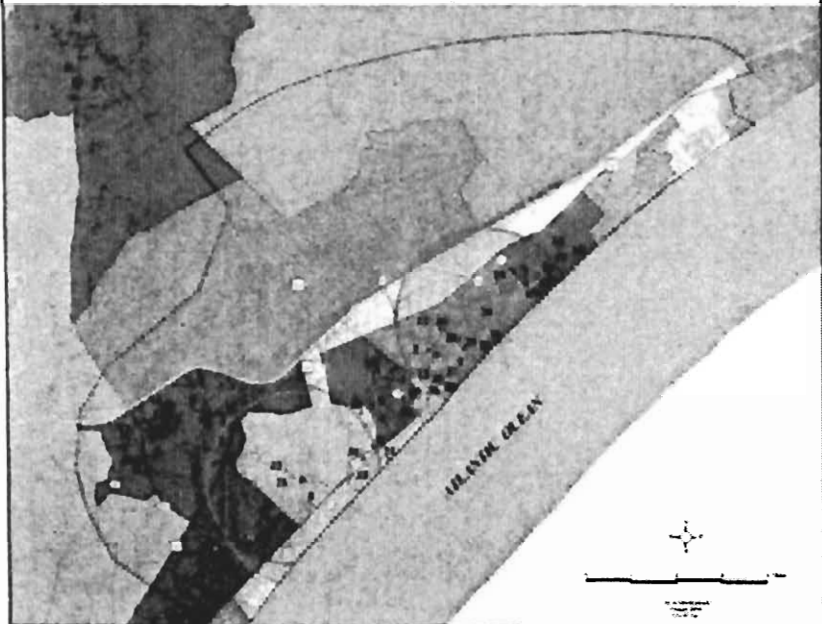
EDAW is leading a team in developing a strategic action plan that identifies opportunities for new parks, trails, open spaces and gathering places that measurably improve the health, economic vitality and social connectedness of the community. The strategic plan will identify the funding mechanisms to preserve lands for these special places; acquisition of these lands; developing these lands into parks, gardens and greenways; and, ultimately, creating a mechanism for tracking the benefits derived from these places.

In addition, EDAW assisted TPL with a Pilot Street Tree Planting Project for East Little Havana. EDAW was responsible for developing the planting plan, tree selection and even helped to plant the trees.



- Master plan
- Public participation
- Stakeholders' assessments

Myrtle Beach Parks and Recreation Master Plan Existing Park Service Areas



Myrtle Beach Parks and Recreation Master Plan

Myrtle Beach, South Carolina

Client: City of Myrtle Beach

Myrtle Beach, South Carolina and the historic Grand Strand is not only a popular tourist destination, but a popular place to live as well. Of the many factors that contribute to the allure of the area, recreation opportunities are one of the most important. Ocean and beach access, water activities, golf, and fishing, are but a few of the attractions, and in fact are a very important component in the region's ability to attract full time residents as well as large numbers of visitors.

Myrtle Beach plays several important roles in the provision of services, including recreation, in the region. First, city recreation facilities provide significant services to residents of other incorporated and unincorporated areas in Horry County. Up to 40 percent of the use of city parks and recreation programs and facilities are by out-of-city residents. In addition to this, the population of the greater Myrtle Beach area swells with additional seasonal visitors, and on peak days the population may increase the base population of Myrtle Beach and the surrounding area by a factor of two or three. It is very difficult and expensive to provide for peak demand.

To address existing and future needs of the city's recreation service delivery system, EDAW prepared a comprehensive recreation plan for the City of Myrtle Beach. The plan had several important planning elements, including public involvement, benchmarks and standards, stakeholders' assessments and analyses, funding options and alternatives, and assessments of special interest groups. The results of these efforts were tightly integrated with existing data and information, synthesized, and overlaid with a current physical inventory. Results of this process identified gaps in service delivery areas, and provided recommendations for improving recreation service delivery to residents and non-residents of the city.



- Inventory of recreation facilities
- Public participation
- Program and facility needs assessment

Louisville Metro Parks Recovery Action Plan

Louisville, Kentucky

Client: City of Louisville, Metro Park Development

EDAW prepared a Recovery Action Plan (RAP) for Louisville, Kentucky. Louisville has a strong and diverse recreation tradition and a rich legacy of Olmsted-designed parks and parkways. The RAP was approved and accepted by the U.S. Department of the Interior Urban Park and Recreation Recovery Program (UPARRP) and enables Louisville to apply for federal funds to revitalize and rehabilitate their existing parks.

As a growing city, Louisville faces the challenge of providing appropriate and quality services and facilities in a community with changing demographics. The effort focused on improving the use of existing resources, restoring the Olmsted System, and modifying the facilities and services to be more responsive to the community's needs.

A comprehensive recreation study addressing physical resources, the delivery of services and management issues, the RAP includes a detailed inventory of more than 100 recreation facilities, a program and facility needs assessment, and strategic action plan with goals, objectives, long-term strategies, park-specific recommendations, and implementation costs and priorities. The entire process was conducted with extensive citizen participation. EDAW worked closely with the 35-member Task Force and conducted a series of public meetings at project milestones to achieve consensus and ultimately the adoption of the plan by the Mayor and the Board of Alderman.

Parks and Recreation Survey Research Project Experience

PARK AND RECREATION MASTER PLAN (1999) DeKalb County, Georgia

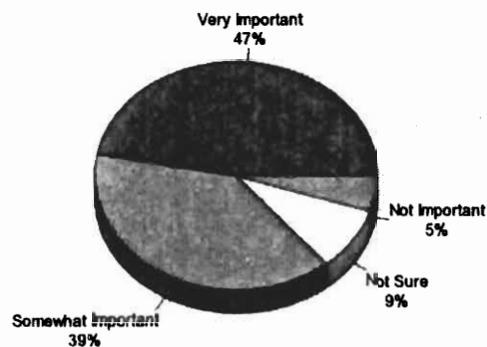
ETC Institute was selected to serve on as a sub-consultant to EDAW to conduct this 1998-1999 comprehensive park system master plan for this urban county of over 600,000 residents. ETC Institute's principal responsibilities were to assist with the public involvement aspects of the project, including conducting a statistically valid needs assessment mail and phone survey of over 2,000 households in DeKalb County, including a minimum sampling of 400 households for each of the County's 5 Commission Districts.

Questions on the survey focused on citizen usage and satisfaction with current recreation system programs and facility offerings; the importance of improvements to specific components of the current parks, trails, and recreation system; support for partnering initiatives; support for various public and private sources of funding capital and operating costs; and preferred uses of any new revenues that come into the system

Results from the survey showed strong support across the County and in each of the five districts for improvements to the parks and recreation system. Importantly, more than 85% of households felt such improvements were very important or somewhat important as compared to other county priorities.

Importance of Funding Improvements to the Parks and Recreation System Compared to Other Priorities in the County

by percentage of respondents



Source: Louise Visser/ETC Institute (March '99)

RECREATION NEEDS ASSESSMENT SURVEY (2004) City of Las Vegas, Nevada

ETC Institute worked with the City of Las Vegas in conducting a Community Attitude and Interest Survey during May and June of 2004 to help establish priorities for the planning of parks, trails, open space areas and outdoor recreation facilities within the community. The survey was designed to obtain statistically valid results from households throughout the Northwest Region of Las Vegas. The survey was conducted as part of a long range master planning effort for outdoor recreation facilities in the Northwest Region of Las Vegas

The survey was administered by a combination of mail and phone. 505 surveys were completed for the study. The results of the random sample of 505 households have a 95% level of confidence with a precision of at least +/-4.4%.

Parks and Recreation Survey Research Project Experience

STRATEGIC NEEDS ASSESSMENT STUDY AND MASTER PLAN (2002) (2004) Arlington County, Virginia

ETC Institute conducted a parks and recreation needs assessment survey for this community of 175,000 residents, as a key component of an internal parks and recreation master plan conducted by department staff. ETC Institute worked closely with a community-based steering committee on the design of the survey instrument, and with staff of the agency in interpreting the results as a cornerstone of the master planning process.

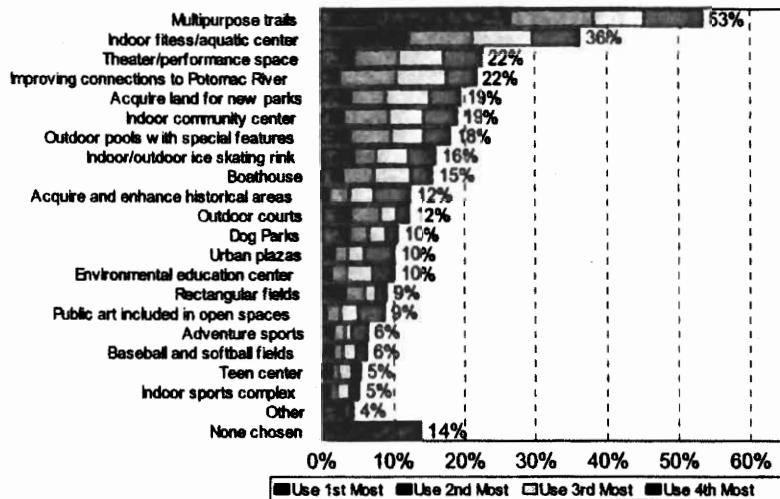
800 household surveys were completed, including between 175-225 surveys in each of 4 planning districts for the County. Survey questions addressed issues relating to parks usage and satisfaction, recreation programming usage and satisfaction, sports program areas that were used by participants, facilities and parks that were most frequently used, priority importance for improvements to the current system, etc. All survey results were broken down by gender, age of respondent, length of residency, as well as geographic location. The survey results were further compared to national benchmarks of citizen responses compiled by ETC Institute from communities across the country.

ETC Institute additionally worked with the agency in developing a survey which was distributed through the schools to middle school and high school aged youngsters.

In 2004, ETC Institute worked with the Parks and Recreation Department on a follow-up survey effort regarding development of an indoor aquatic and community facility and other parks and recreation amenities. The initial need for the indoor aquatic center came out of the 2002 survey.

Q16. Parks and Recreation Facilities that Arlington County Residents Would Use Most If Built

by percentage of respondents (four choices could be made)



Source: Leisure Vision/ETC Institute (June, 2002)

Results from the 2004 survey were used to help pass a \$75 million bond election for the indoor aquatic center and other parks and recreation projects.

Parks and Recreation Survey Research Project Experience

PARKS AND RECREATION NEEDS ASSESSMENT (2002) Fairfax County Park Authority, Fairfax County, Virginia

ETC Institute conducted a statistically valid mail/phone survey and conducted qualitative research in 2002 for this county of nearly 1 million residents. The needs assessment statistically valid survey and qualitative research was used as a cornerstone of a public process leading to passage in 2004 of a \$65 million bond election.

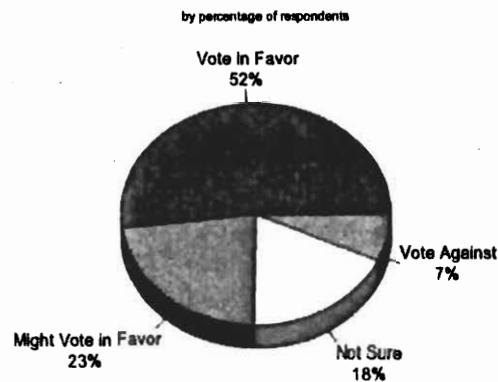
Prior to administering the statistically valid survey, ETC Institute served as the lead consultant in facilitating qualitative research (stakeholder interviews, focus groups, and public forums). A total of nine (9) focus group sessions, four (4) public forums and twenty-eight (28) stakeholder interviews were held with key decision-makers, partner organizations, stakeholders from the public, non-profit and private sectors, and county residents to understand issues of key importance to ask on the statistically valid citizen survey.

ETC Institute worked with Fairfax County Park Authority officials in developing the survey based on feedback received from the stakeholder interviews, focus groups, and public forums. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The survey was administered by mail and phone. Five thousand surveys, eight (8) pages in length, were mailed to a stratified random sample of households in Fairfax County, broken down into four (4) planning areas throughout the County. Extensive phone calling took place to encourage completion of the mailed survey, or to administer the survey by phone.

The goal was to obtain at least 1600 completed surveys for the County. **This goal was exceeded, with 1694 surveys being completed.** 782 surveys were completed by mail and 912 surveys were completed by phone. The results of the random sample of 1694 households throughout the County have a 95% level of confidence with a precision of at least +/-2.4%.

Q18. How Respondents Would Vote on a Bond Referendum to Fund the Acquisition, Improvement, and Development of the Types of Parks, Trails, and Recreation Facilities that Were Most Important to Their Household



Source: Leisure Vision/ETC Institute (September, 2002)

The results of the survey showed high community usage and support for the system, including a strong likelihood for a successful voter election, if a bond package was developed that was based on the types of land acquisition, renovations, and new parks and recreation facility projects most important to resident households.

In 2004, the voters of the Fairfax County Park Authority passed a \$65 million bond referendum.

Parks and Recreation Survey Research Project Experience

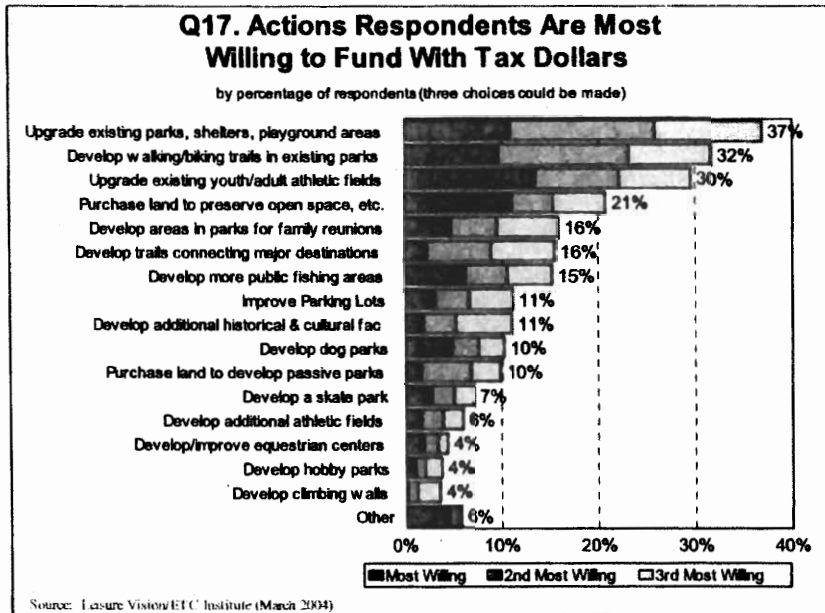
PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2004)

East Baton Rouge, Louisiana

ETC Institute conducted a statistically valid mail/phone survey for this community of over 300,000 residents. The survey was used as a key component of a parks and recreation master planning effort that was conducted for East Baton Rouge.

The goal was to obtain at least 500 completed surveys. This goal was accomplished, with 516 surveys being completed. The results of the random sample of 516 households have a 95% level of confidence with a precision of at least +/-4.3%.

Extensive cross tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size, household type, support for voter election, etc.



The results from the survey served as a cornerstone for a voter election held in November of 2004. The voter election was selected, resulting in over \$200 million in approved projects.

PARK AND RECREATION MASTER PLAN (2003)

Fulton County, Georgia

ETC Institute conducted a Community Attitude and Interest Survey in 2003 for Fulton County to help establish priorities for the future development of parks and recreation facilities, programs and services within the community as part of a master planning effort. The survey was designed to obtain statistically valid results from households throughout Fulton County. The survey was administered by phone. Leisure Vision worked extensively with the Fulton County Department of Parks and Recreation in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain at least 800 completed surveys. This goal was exceeded, with 847 surveys being completed. The results of the random sample of 847 households had a 95% level of confidence with a precision of at least +/-3.4%. Extensive cross tabular analysis of survey results was conducted to understand issues of importance to specific demographic groups.

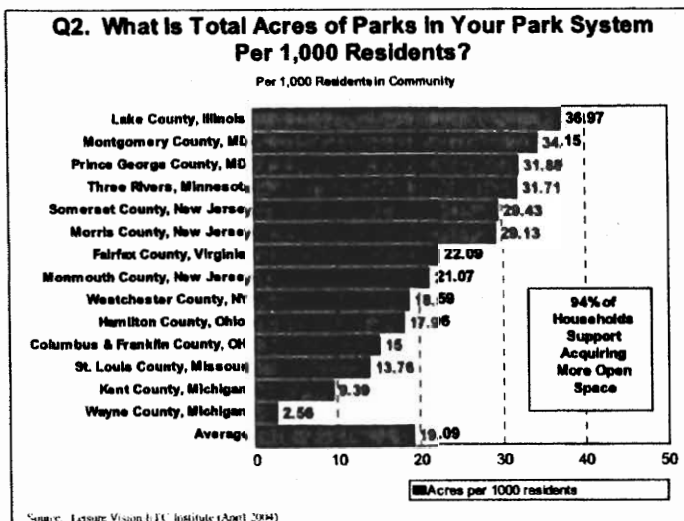
Parks and Recreation Survey Research Project Experience

PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2003-4) Morris County Park Commission, Morris County, New Jersey

ETC Institute conducted a statistically valid mail/phone survey for this County of over 600,000 residents. The survey was used as a key component of a strategic planning effort that was conducted by the Park Commission. 800 needs assessment surveys were completed through a combination of a mail/phone survey. Results from the survey were geocoded so that survey results could be mapped through the Park Commission's GIS system.

As part of the study, ETC Institute conducted a series of stakeholder interviews, focus groups, and public forums to visit with key decision-makers, partner organizations, stakeholders from the public, non-profit and private sectors, and community residents to understand issues of key importance to ask on the citizen survey.

ETC Institute additionally conducted a benchmarking survey regarding the supply of parks and recreation facilities and capital funding sources from 10 comparable county park systems across the country. A slide showing one of the findings from the benchmarking study is illustrated to the left.



PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2004-2005) Somerset County, New Jersey

ETC Institute is currently conducting a statistically valid mail/phone survey for this community of over 400,000 residents. The survey was used as a key component of a parks and recreation master planning effort. The goal for the survey is to obtain at least 800 completed surveys. The survey is being administered by mail and phone.

Extensive cross tabular analysis of survey responses will be conducted for a wide range of demographic factors, including age of respondents, gender, household size and types, income, education, etc. Results are also being compared to ETC Institute's national data base of survey responses.

ETC Institute additionally conducted a benchmarking survey regarding the supply of parks and recreation facilities and capital funding sources from up to 20 comparable park systems across the country.

Parks and Recreation Survey Research Project Experience

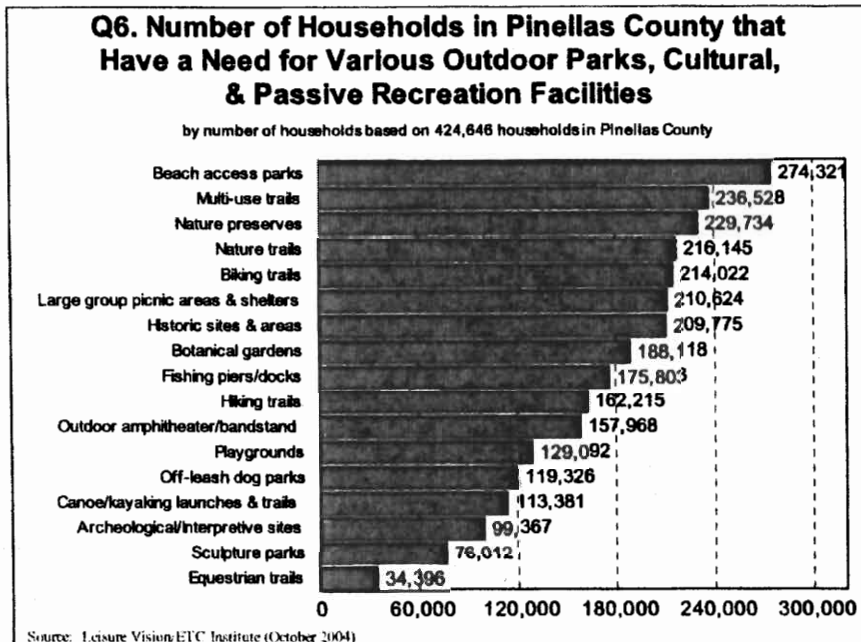
PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2004)

Pinellas County, Florida

ETC Institute conducted a statistically valid mail/phone survey for this County of over 900,000 residents. The survey was used as a key component of a parks, recreation, and cultural services master planning effort that was conducted by the Pinellas County. The survey was developed in association with a broad based citizen committee and key administrative staff within Pinellas County.

More than 1,200 needs assessment surveys were completed through a combination of a mail/phone survey. Results from the survey were geocoded so that survey results could be mapped through the County's GIS system.

Extensive cross tabular analysis of survey responses was conducted for a wide range of demographic factors, including age of respondents, gender, household size, and income.



PARKS AND RECREATION NEEDS ASSESSMENT STUDY (2004-2005)

Kansas City, Missouri

ETC Institute is currently conducting a statistically valid mail/phone survey for this major metropolitan area Parks and Recreation system of over 400,000 residents. The survey is being used as a key component of a park and recreation master plan that is being conducted for Kansas City. Extensive cross tabular analysis of survey responses will be conducted for a wide range of demographic factors, including age of respondents, gender, household size, income, etc. Results are also being tabulated for each of the six (6) council districts in Kansas City.

ETC Institute is additionally conducting a benchmarking survey regarding the supply of parks and recreation facilities and capital funding sources from up to 15 comparable park systems across the country.



Client: DeKalb County Water and Sewer Division
Project: Roberts Drive Storage Tank and Pump Station Design, Atlanta, Georgia.
Prime: Jordan Jones & Goulding
Subcontractor: Malvada Consulting Group
Services: Provide coordination of public involvement activities to successfully implement improvements proposed by DeKalb County for the Roberts Drive Storage Tank and Pump Station in Dunwoody, Georgia. Disseminate accurate information and obtain feedback regarding the proposed exchange of park land, and set expectations regarding impact upon the adjacent Dunwoody Nature Center and Park. Facilitate focus groups with key stakeholders to obtain critical information before presenting plan to larger community. Coordinate and facilitate public meetings to include schedule and logistics. Prepare summary report of all activities. Implement media plan to advertise public meetings and articles and post notices and information on County website. (2006 – Present)

Client: Glynn County
Project: Glynn County Comprehensive Plan Update, Brunswick, GA
Prime: Malvada Consulting Group, Coyne Planning Associates and R.W. Beck, Inc.
Services: Implementation of community participation program to support the goals and objectives of the Glynn County Comprehensive Plan Update. Provide coordination and facilitation of workshops, public meetings, customer surveys, questionnaires, stakeholder interviews, media placement and summarized reports of each meeting. (2006 - Present)

Client: Environmental Protection Division (EPD) & University of Georgia
Project: Georgia Statewide Water Management Plan, Athens, Georgia.
Prime: Malvada Consulting Group
Services: Responsibilities include guiding dialogue with basin advisory committees (BAC's), special interest stakeholder groups and public's to capture public opinions on the topic of water conservation. And establish a common vision for the management of the state's water resources, including environmental preservation and mitigation strategies that will ultimately form the framework for the statewide water management plan; a program to be presented to the Georgia General Assembly, 2007-2008. Prepare summarized reports. (2005- Present)

Client: Atlanta Neighborhood Development Partnership (ANDP),
Project: Project Safe Neighborhood Leadership Retreat
Prime: Malvada Consulting Group
Services: Provide the development of a visioning training curriculum to facilitate in a workshop format for Project Safe Neighborhood (PSN) Leadership Development Retreat sponsored by ANDP. Implement training program designed to address neighborhood public safety and to help neighborhood stakeholders create a community vision and vision statement to incorporate into policy and strategic planning program for community safety. (2005)

Client: City of Atlanta
Project: Kirkwood Traffic Study and Design Improvements
Prime: ASG Services Group
Services: Facilitate visioning workshops with stakeholders and residents in historical Kirkwood community, located in City of Atlanta. Focus on building consensus to obtain critical information to assist officials and consulting team to develop solutions and improvements to traffic, parking, and pedestrian needs. (2005-2006)



Client: City of Atlanta
Project: Cabbagetown Traffic Study and Design Improvements
Prime: ASG Services Group
Subcontractors: Malvada Consulting Group and Streetsmarts, Inc.
Services: Coordination of workshops and logistics for a series of community visioning sessions. Facilitate broad outline of goals for community input and present proposed solutions identified. Prepare minutes and summaries for each session. (2005)

Client: State Road Tollway Authority (SRTA)
Project: Vision, Mission and Goals Brochure
Prime: Malvada Consulting Group to produce an agency brochure that highlighted the vision, goals, purpose and achievements of the State Road and Tollway Authority. (2005-2006)

Client: DeKalb County-Planning and Zoning Department
Project: Comprehensive Transportation Plan
Prime: Day Wilburn Associates, Inc.
Subcontractors: Malvada Consulting Group, EDAW, Inc., Grice & Associates, Inc., Cambridge Systematics, Inc., STV Incorporated, Debo & Associates E.L. Tarlton & Associates, Inc., H&H Traffic Data Services, Inc.
Services: Assist in the coordination and facilitation of public workshops and meetings to build consensus and solicit public input throughout life of project as well as to identify environmental justice (i.e. low income and minority) communities to obtain input of needs and assessment to establish potential solutions from under served communities. Integrate all public involvement and environmental justice outreach activities into selection of preferred strategies and scenarios to capture diverse opinions from stakeholders. Provide written summaries of meetings and workshops. Develop media plan to include articles, press releases, press kits, newsletters, and ad placements. Create communications materials for public meetings and distribution to targeted areas within DeKalb County. (2004-Present)

Client: Emory University & Clifton Corridor Transportation Management Assoc.
Project: Clifton Corridor Transportation Study
Prime: Jacobs Corp.
Subcontractors: Malvada Consulting Group, Eplan Consulting and Gray-Calhoun Associates, Inc.
Services: Development and implementation of public involvement strategies to inform and educate Clifton Corridor stakeholders and residents of study, gather data, identify key issues and impacts, and build consensus to establish community buy-in for project. Prepare written summaries for each meeting. (2004-2005)

Client: Henry County – Planning and Zoning Department
Project: Comprehensive Development Plan and Ordinances
Prime: HDR, Inc.
Subcontractors: Malvada Consulting Group, The Easley Group, B&E Jackson Engineering
Services: The development and implementation of an effective public participation and involvement plan to involve input from diverse groups and stakeholders within Henry County. (2003-2004)



Client: Jackson State University (JSU)
Project: Masterplan – Redevelopment of campus and adjacent properties
Prime: UniDev, LLC
Subcontractor: Malvada Consulting Group
Services: Conducted series of focus groups to obtain critical information to establish campus student housing issues and preferences, and to evaluate employee opinions, preferences and interests in participating in the revitalization of the JSU community. Employees of Jackson State University, Jackson Public School District, City of Jackson and Jackson State University students were surveyed and participated in focus groups. (2002-2003)

Clients: Georgia Department of Transportation (G-DOT)
Georgia Regional Transportation Authority (GRTA)
Project: Georgia Rail Passenger Program – A joint program to revive rail passenger service in Georgia using existing railroad corridors
Primes: Moreland Altobelli Associates, Parsons Brinckerhoff and SYSTRA Consulting
Subcontractors: Planners for Environmental Quality (PEQ)
Malvada Consulting Group
Services: Coordinated and implemented public involvement and environmental justice outreach plan. Facilitated public meetings and coordinated public hearings throughout Atlanta to Macon and Atlanta to Athens corridors. Managed coordination of speaker's bureau and media activities. (2000-2002)

Client: DeKalb County – Water and Sewer Division
Project: Study of South River Watershed Assessment – To determine the current condition of the major tributary streams that flow into South River, assess effects of different pollution sources and evaluate options of improving and protecting overall water quality.
Prime: Parsons Engineering Science, Inc.
Subcontractors: Planners for Environmental Quality – PEQ
Malvada Consulting Group
Services: Co-develop public affairs program for the implementation of new customer service initiatives. Coordinate community outreach plan to gather, evaluate and disseminate information to educate citizens of social, environmental and economic value of water and wastewater services. (2001-2002)

Client: Peoplestown Revitalization Corporation
Project: Market Research – Home Electronic Security Alarm and Neighborhood Surveillance System
Prime: Malvada Consulting Group
Subcontractor: KS Marketing
Services: Conducted market research for organization to determine the feasibility of marketing a home electronic security system and neighborhood surveillance system to its residents and other communities. Facilitated surveys and moderated focus groups to quantify needs assessment and conducted research analysis to submitted market findings report. (2001-2002)