

Exhibit A

Village of Wellington Parks and Recreation Master Plan Consultant Scope of Work

January 15, 2019

AECOM Technical Services, Inc. (AECOM) is pleased to provide the following scope to the Village of Wellington for completion of a Parks and Recreation Master Plan.

SCOPE OF WORK

Part I – Existing Conditions Analysis

1.1 Staff Kickoff Workshop & Kickoff – AECOM will conduct a kickoff/orientation meeting at the Village offices with the Project Team (Village Staff) to review and discuss:

- Project purpose, scope, and schedule
- Roles and expectations
- Overview of the Village's parks and recreation system attributes
- Needs, priorities, obstacles, opportunities and implementation
- Discussion of Department mission/vision
- Stakeholder Interviews and Focus Groups
- Final document format

Village staff will be responsible for meeting logistics such as facility arrangements and meeting invites.

1.2 Guiding Documents Review – AECOM will review guiding documents and data provided by the Village and compile an analysis of relevance to existing efforts. Sources may include the following:

- Comprehensive Plan, including future land use map
- Capital improvements program (historic and current)
- List of current partnerships, community special events, current recreation programs and sports leagues (both adult and youth), program levels and schedules.
- Other relevant studies, data, and information as available from such sources as the State of Florida, Palm Beach County, and Palm Beach County School District.

- 1.3 Base Map Development** - AECOM will prepare a digital GIS base file in the MXD file format for the project study area (the study area is determined by expanding the Village boundary by one mile in each direction) which shall include relevant Village layers and those containing information regarding adjacent Village facilities that are used by residents. The sources of the GIS Map will include but are not limited to the following: Village of Wellington, private, non-profit, and HOA data publicly available. Additional work required due to inaccurate, incorrect, or incomplete information supplied by the Village shall be completed as an Additional Service.

Village staff will provide a zip folder of geodatabase of the following GIS layers (note: not all layers may be maintained by the Village):

- Municipal boundary
- Zoning and Land Use
- Future Land Use
- Park inventory (polygons)
- Bike facilities
- Schools, churches, libraries, and non-profits (YMCA, etc.) (data points)
- Utility or corridor management areas
- Canals
- Existing and proposed street centerlines & ROWs
- Historical/Cultural resources (data points)
- Parcel data (Palm Beach County Property Appraiser's Records for vacant/derelict sites)
- Floodplains

AECOM will use the data provided to prepare a graphic map suitable for use in the Master Plan report and for public display. Additionally, the base map will be used to complete an Access LOS analysis as part of Task 2.5. AECOM will submit a draft base map to the Village for review one time. The Village will provide one set of consolidated comments. AECOM will revise the base map one time to address the comments from the Village.

- 1.4 Demographic Analysis** – AECOM will evaluate the current US Census data and projected population trends in the Village including the size, character, ages, gender, ethnicity, income level and education level using data provided by the Village.

Village staff will provide AECOM with 2000 and 2010 US Census data, 2015 and 2017 ACS estimates, and TAZ data from the Palm Beach TPA Directions 2040 Long Range Transportation Plan. AECOM will review, identify and summarize trends, and graphically depicting key findings in charts, graphs or maps that have specific relevance for park and recreation planning.

- 1.5 Park Evaluations** – AECOM will conduct a series of site evaluations over a consecutive three-day period to observe Village owned and managed park sites estimated to be 35 locations. AECOM will utilize a criteria based upon Project for Public Spaces (PPS) methodology for evaluating the effectiveness and performance of the public spaces. The PPS criterion focuses

on elements that promote placemaking and high-quality lifestyles for communities. The specific criteria used for the Village of Wellington will be developed with input from Village staff. Prior to conducting the site evaluations, Village staff will provide AECOM with results from a February 2018 inventory for review. Evaluations will be conducted by teams and will be compiled in to a summary evaluation to include:

- **Design and Construction:** Includes observations of the quality of design, materials, use of standards and incorporation of current codes or requirements, and the durability of a space.
- **Effectiveness:** Includes the observation of users or evidence of users of a space, range of offerings, balance of activities and contextual consistency.
- **Condition:** Includes observations of the quality of upkeep of a space, evidence of pride of users and maintenance, and presence of deferred improvements.
- **Comfort and Image:** Includes observation of a space's first impression, comfort of users, visual attractiveness, and perception of safety.
- **Access and Linkages:** Includes observation of universal accessibility barriers, multi-modal connectivity, dominance of the space by a transportation use other than pedestrian and bicycles and ease of access from surrounding areas.
- **Sustainability:** As a three-part category, observations focus on social interactions and connections to surrounding neighborhoods, environmental considerations and promotion that result in net positive contributions, and economic viability and contributions.

This evaluation will use the observational information collected to rate the performance of each park, providing summaries of key successes and opportunities for enhancements, and to outline recommended capital and operational improvements tied to documented needs and community priorities.

NOTE: This evaluation is not intended to be an engineering review of the viability, integrity, or structural condition of existing facilities.

- 1.6 Trends Analysis** – AECOM, through its subconsultant, will identify national and regional trends in park /recreational facilities, programs, capital development standards, staffing, and marketing. Relevant trends will be highlighted with implications to the Village of Wellington.
- 1.7 Operations and Maintenance Practices Assessment** – AECOM, through its subconsultant, will assess the Village's recreation programs, staff organization, and operations to identify strengths and weaknesses, gaps, cost recovery policies, procedures, and ability to adequately maintain parks and facilities. AECOM will complete the assessment by review of plans, reports, budgets, and other information provided by the Village as well as a series of up to four (4) staff interviews (individual or group). Interviews or group meetings shall be coordinated with Task 1.1 – Kickoff to be completed during a single two (2) day period. AECOM will provide a memorandum of key findings and draft recommendations that will be refined through the

implementation development phase of this scope. Emphasis of the assessment shall be provided to the following specific requests by the Village:

- Analysis of events and activities, participation rates, parking needs, and capacity for the Wellington Town Center facilities; Municipal Complex, Scott's Place, Community Center, Aquatics Complex and Amphitheatre;
- Needs for security cameras or other security features; and
- Impacts, if any, from recent or projected growth on need and capacity for youth sports programming and participation rates.

1.8 Preliminary Draft Implementation Framework – AECOM will prepare a preliminary draft Implementation Framework for the Master Plan based on information provided by the Village and gathered during Part 1 tasks. The draft Framework Plan may include the following:

- Village and Department's Mission/Vision;
- Roles of the Village in provision of park and recreation services and facilities;
- Partnerships and Interlocal Agreements;
- Service Delivery Models;
- Deferred maintenance and CIP projections;
- Operations and Maintenance Costs for increased level of service scenario;
- Cost Recovery Goals and Performance Metrics; and
- Marketing recommendations.

1.9 Existing Conditions Analysis Summary – AECOM will compile the findings from the tasks outlined above into a draft Existing Conditions Analysis Summary document, including:

- Project overview
- Base map of existing system
- Guiding Documents Summary
- Demographics Analysis
- Park and Facilities Evaluations Summary
- Trends Analysis
- Operations and Maintenance Practices Assessment

AECOM will conduct a review meeting with Village Staff to review the Existing Conditions Analysis Summary key findings as well as the Draft Implementation Framework.

Part I – Deliverables include:

- *Kickoff Meeting notes (Task 1.1)*
- *Guiding Documents Summary (Task 1.2)*
- *Base Map (Task 1.3)*
- *Demographic Analysis (Task 1.4)*
- *Park and Facilities Evaluation Summary (Task 1.5)*

- *Trends Summary (Task 1.6)*
- *Operations and Maintenance Practices Assessment Memo (Task 1.7)*
- *Draft Implementation Framework Plan (Task 1.8)*
- *Existing Conditions Analysis Summary (Task 1.9)*
- *Review Meeting notes (Task 1.9)*

Part II – Needs and Priorities Assessment

2.1 Public Involvement – AECOM will conduct a series of public open houses, focus group meetings and stakeholder interviews to gather qualitative information regarding needs and priorities. A significant goal of the public involvement task is to identify local trends in needs and priorities throughout the Village and compare findings with those from quantitative techniques, such as a statistically valid survey. In coordination with the Village, efforts will be made to reach diverse segments of the community including underserved populations, cultural groups, youth, elderly, and disabled park users to obtain input for the Master Plan. The public involvement task will include the following events:

- a) Six (6) Council Members, Mayor and Village Manager interviews
- b) Eight (8) focus group meetings;
- c) Two (2) evening community meeting to provide broad-based community input. Meetings to be held in conjunction with focus group meetings; and
- d) Ten (10) Stakeholder Interviews with members of the Village Staff, Palm Beach County Schools, and other community leaders to be determined by the Village.

All public involvement interviews, focus groups, and community meetings are to occur over a single three (3) day period, which may include one Saturday. For each presentation and public meeting, Village staff will be responsible for the arrangement of meeting logistics such as identification of stakeholders and focus group participants, communications of invitation, catering, if desired, booking of meeting facilities, and provision of a presentation screen. Each workshop will consist of a two (2) hour session and each interview may last up to one (1) hour in length. AECOM will note comments provided and summarize in a memorandum for Village staff review.

2.2 Statistically Valid Survey– AECOM will work with the Village to develop a statistically valid mail/telephone/online survey focusing on the parks and recreation needs and priorities of the community. A draft survey instrument of the statistically valid survey will be provided to the Village for review prior to administration of the survey. The survey will be a maximum length of five (5) pages and be able to be completed via phone within 15 minutes.

Techniques utilized for administration of survey will include mail, telephone and a website. The statistically valid survey will have a minimum guaranteed sample size of 400 with a level of confidence of 95% and margin of error of +/- 4.9%. The survey will include geocoding of respondents and one (1) set of important/unmet needs matrices for the Village. AECOM's subconsultant will manage the printing, mailing and analysis of all surveys. A final survey report

will be provided in printed and digital format with key findings, cross tabulations, maps and question results.

Questions will specifically address:

- Identification of unmet needs for programs, events, green space, and other types of facilities;
- Community supported uses for the Cultural Arts Center, K-Park and a new Aquatics Complex;
- Community support for 'green tourism' facilities and programs;
- Community desire for additional lakefront access, uses and programming; and
- Park usage, mode of preferred travel to parks, duration of usage, etc.

- 2.3 Online Survey** – AECOM will prepare a web-based survey (via Survey Monkey) and host the survey for up to one (1) month online. Though not statistically valid itself, the on-line survey results will help to identify and verify trends within the Village for usage, importance, barriers to use, communications, funding, priorities and demographics.
- 2.4 Benchmarking/ Comparison** – AECOM will benchmark/ compare the parks and recreation resources of the Village with up to five (5) similar or aspirational municipal departments in regards to number of parks per capita, park facilities, open spaces, recreation/sports facilities per capita, revenues to expenditures, overall budgets and staffing levels, and Level of Service standards.
- 2.5 Level of Service Analysis** – AECOM will work with Village staff to verify existing park access standards in coordination with current NRPA and comprehensive plan standards. Existing Level of Service (LOS) analysis will include acreage and facility level of service results. In alignment with the Village's desire to test LOS standards, AECOM will conduct a GIS-based access service areas analysis for each existing park classification (i.e. neighborhood park, community park, etc.), and/or recreation amenity such as access to a basketball court or playground (based on available GIS inventory data provided by Village) to identify existing gaps in service. This task will help identify current Village-wide service levels for use in development of future goals and policies for level of service standards. Using demographic projections analyzed earlier, AECOM will prepare projected park acreage and facilities needs for 5, 10 and 15-year increments based on target level of service goals using population projections consistent with the Village's Comprehensive Plan.
- 2.6 Needs and Priorities Analysis Summary** – Based on the tasks outlined above, AECOM will establish recommendations from citizens based on the public survey, stakeholder interviews, and analysis of data. This information, along with the results of the survey and public input in Task 2.1, will provide the basis for determining the priority for parks, facilities and trails development needs of the Village. AECOM will prepare the summary and provide it to the Village for review.

- 2.7 PRAB Presentation** – AECOM will facilitate one (1) presentation to the Village’s Parks and Recreation Advisory Board to review key findings of the Existing Conditions Analysis and Needs and Priorities Assessment. Submittals will include a PowerPoint presentation. Village staff will be responsible for meeting logistics such as facility arrangements and meeting invites
- 2.8 Village Council Presentation** – AECOM will facilitate one (1) presentation to the Village Board to review key findings of the Existing Conditions Analysis and Needs and Priorities Assessment. Submittals will include a PowerPoint presentation. Village staff will be responsible for meeting logistics such as facility arrangements.

Part II – Deliverables include:

- *Public Involvement meetings notes (Task 2.1)*
- *Stakeholder Interview notes (Task 2.1)*
- *Statistically Valid Survey (Task 2.2)*
- *Online Survey results (Task 2.3)*
- *Benchmarking/Comparison Summary (Task 2.4)*
- *Level of Service Analysis Maps (Task 2.5)*
- *Needs and Priorities Analysis Summary and PowerPoint (Task 2.6)*
- *PRAB meeting notes (Task 2.7)*

Part III – Long-Range Vision

- 3.1 Visioning Workshop** – AECOM will facilitate a one (1) day Visioning Workshop with Village staff, general public, special interest groups, stakeholders, school representative(s), and community officials to develop a long-range vision for the Village’s parks, recreation and open space system. A preliminary agenda for the workshop includes:

- Presentation of the Needs and Priorities Analysis findings;
- Discussion of alternative “responses” to needs and priorities, including alternative roles for the Village as provider, partner and/or facilitator;
- Development of 5-year and 10-year goals and objectives with long-term 15-year goals identified;
- Recommendations of key “sub-systems” for further planning and development, including guiding principles and potential planning criteria;
- Discussion of elements of prototypical parks
- Discussion and development of new draft LOS standards and alternatives for parks and facilities;
- Potential partnership opportunities; and
- Park and facility improvement recommendations

AECOM will prepare a summary of key principles, concepts, and ideas developed during the workshop for staff review and future refinement. Village staff will be responsible for the arrangement of meeting logistics such as identification of participants, communications of

invitations, catering if desired, securing of meeting facilities, and provision of a presentation screen.

3.2 Vision Plan– AECOM will develop a conceptual Parks, Recreation and Open Space Vision Plan per the outcomes of the Visioning Workshop that reinforce village-wide themes identified during the Needs and Priorities Assessment and Visioning Workshop.

3.3 Order of Magnitude Estimate of Probable Costs – AECOM, in cooperation with Johnson Engineering, will prepare an “order-of-magnitude” opinion of probable construction costs (Excel) to implement each of the parks and/or other improvements shown on the Parks Vision Map and the individual park concept plans, including:

- Land Acquisition (based on costs/acre provided by the Village)
- Park/Facility Development (based on comparable facilities)
- Operations and Maintenance estimates for proposed system

AECOM will compile the cost estimates with the conceptual vision plan and graphics into a single interim document for submittal and review by Village staff. The Village will provide one set of consolidated comments for AECOM to incorporate into the final materials.

Note: Estimates of Probable Costs will be based on data provided by the Village and/or AECOM's experience with similar construction projects. Detailed field investigations (environmental, geotechnical, site drainage, utilities, etc.) or preliminary design/engineering services are not included in this Scope of Work.

Part III – Deliverables include:

- *Visioning Workshop Meeting notes (Task 3.1)*
- *Conceptual Parks Vision Map (Task 3.2)*
- *Estimate of Probable Costs (Task 3.3)*

Part IV – Implementation Framework and Master Plan Report

4.1 Implementation Workshop – AECOM will conduct a one-half day Implementation Workshop with the Village Staff, Village Administrators, Palm Beach County Public School District, and/or other Village staff to review the cost statement, and to discuss various Implementation Strategies for the Parks and Recreation Master Plan, including both public and private initiatives. In order to prepare for the workshop, the Village will prepare estimates of available funding (from current sources) for the next 5- and 10-year periods. A preliminary agenda for the workshop includes:

- Review of the vision and estimate of costs;
- Review of the needs and priorities summary;
- Review of current 5-year CIP;
- Review of funding projections;

- New park priorities and recommendations;
- Determination of top spending priorities;
- Development of funding, phasing strategies for 5 and 10-year periods for existing and proposed system; and
- Coordination with other long-term goals of the Village.

Village staff will be responsible for the arrangement of meeting logistics such as identification of participants, communications of invitations, catering if desired, securing of meeting facilities, and provision of a presentation screen.

4.2 Implementation Framework – AECOM will develop a Ten-Year Implementation Framework, a Five-Year Strategic Plan and a One-Year Action Plan, which includes issues, strategies, and priorities for parks system, open spaces, trails and recreation/sports facilities. The Implementation Framework may include, but not be limited to, the following:

- a) A prioritized list of new park projects based on established goals and community input for the parks and recreation Capital Improvement Program (CIP) including suggested timelines. Projects must meet the Village's criteria for inclusion in the CIP;
- b) Recommendations of future park land including possible new park site and open spaces search areas to meet future needs and potential acquisition strategies;
- c) Level of Service and park classification system recommendations; and
- d) Budget and funding priorities and timeframes (1-5 years and 6-10+ years);

4.3 Operations and Maintenance Standards – AECOM, through its subconsultant, will update draft recommendations to parks maintenance and staffing to match projected future growth of parklands, open spaces, trails, buildings and facilities, and related services. Additionally, the consultant will refine recommendations for programming and services; fee policy, operational and procedures for the Department, and maintenance plans and procedures.

4.4 Draft Master Plan Report – AECOM will compile the interim documents prepared from Parts I – IV (outlined above) into a final Park and Recreation Master Plan update report and will include the following:

- Existing System Analysis (Part I)
- Needs and Priorities Assessment (Part II)
- Long-Range Vision and Prototype Plans (Part III)
- Implementation Framework (Part IV)
- A Parks and Recreation Master Plan PowerPoint

4.5 Master Plan Open House – AECOM will conduct a public open house to gain input while the master plan is available online for public review. AECOM will note written comments made by the public with recommendations for action items for Village Staff review and approval. Following the Open House, AECOM will complete one (1) round of edits to the Master Plan document and presentation and provide the Village with a digital copy of final materials. Village

staff will be responsible for the arrangement of meeting logistics such as identification participants, communications of invites, catering, if desired, booking of meeting facilities, and provision of a presentation screen.

- 4.6 Village Council Presentation.** AECOM will present the Master Plan to the Village Council for review, discussion and recommendations for adoption.
- 4.7 Final Report, Website and Executive Summary Materials –** AECOM will prepare an Executive Summary 11x17” glossy-finish graphic booklet for the project with one color printed copy for reference. In addition, content will be provided in PDF format for posting to the Village’s website. One (1) printed copy of the final report will be provided to the Village along with final digital PDFs. AECOM will provide up to three (3) DVDs of project files to include MXD, InDesign, MS Word, and PDF files of the report, meeting notes, and graphic files.

Part IV – Deliverables include:

- *Implementation Workshop notes (Task 4.1)*
- *Implementation Framework (Task 4.2)*
- *Operations and Maintenance Standards (Task 4.3)*
- *One (1) color printed Draft Parks and Open Space Master Plan Documents (Task 4.4)*
- *One (1) digital Master Plan PowerPoint (Task 4.5)*
- *Open House Notes (Task 4.5)*
- *One (1) digital Village Council Presentation PowerPoint (Task 4.6)*
- *One (1) color printed Final Parks, Recreation and Open Space Master Plan report (Task 4.7)*
- *One (1) color printed Executive Summary (Task 4.7)*
- *Three (3) DVDs of project files (Task 4.7)*

It is anticipated that prior to the commencement of any project, a detailed review of expectations and needs would occur which may require refinement of any approach. We look forward to the opportunity to continue our discussion of this information further and thank you for your time.

Sincerely,

AECOM Technical Services, Inc.



Randy Mejeur
Associate Vice President
Authorized Signatory



Nicholas Kuhn, RLA, CPRP
Project Manager

The following project fee budget is inclusive of the scope of work included in Exhibit A. The following table provides task-level costs associated with the enclosed scope of work.

PROJECT FEE BUDGET		
Village of Wellington		
Parks and Recreation Master Plan		
Part	Activity	Fee Budget
I	Existing Conditions Analysis	\$49,217.00
1.1	Staff Kick-Off Workshop & Meeting	\$3,023.00
1.2	Guiding Documents Review	\$1,320.00
1.3	Base Map Development	\$1,885.00
1.4	Demographics Analysis	\$2,095.00
1.5	Parks Evaluations	\$7,888.00
1.6	Trends Analysis	\$5,840.00
1.7	Operations and Maintenance Practices Assessment	\$19,270.00
1.8	Prelim. Draft Implementation Framework	\$2,593.00
1.9	Existing Conditions Analysis Summary	\$5,303.00
II	Needs and Priorities Assessment	\$42,940.00
2.1	Public Involvement	
a)	Elected Official Interviews (6)	\$1,918.00
b)	Focus Groups (8)	\$4,000.00
c)	Community Meetings (2)	\$4,668.00
d)	Stakeholder Interviews (10)	\$3,535.00
2.2	Statistical Survey	\$15,520.00
2.3	Online Survey	\$1,160.00
2.4	Benchmarking	\$1,160.00
2.5	Level of Service Analysis	\$4,370.00
2.6	Needs and Priorities Analysis Summary	\$3,853.00
2.7	PRAB Presentation	\$1,378.00
2.8	Village Council Presentation	\$1,378.00
III	Long Range Vision	\$13,989.00
3.1	Visioning Workshop (1)	\$8,346.00
3.2	Vision Plan	\$3,820.00
3.2	Order of Magnitude Cost Estimate	\$1,823.00
IV	Implementation Framework and Master Plan	\$36,410.00
4.1	Implementation Workshop	\$12,208.00
4.2	Implementation Framework	\$5,440.00
4.3	Operations and Maintenance Standards	\$5,340.00
4.4	Draft Master Plan	\$7,103.00
4.5	Master Plan Open House	\$3,873.00
4.6	Village Council Presentation	\$1,160.00
4.7	Final Report and Materials	\$1,286.00
I-IV Totals:		\$142,556.00
	Direct Expenses	\$7,216.48
	TOTAL FEE	\$149,772.48