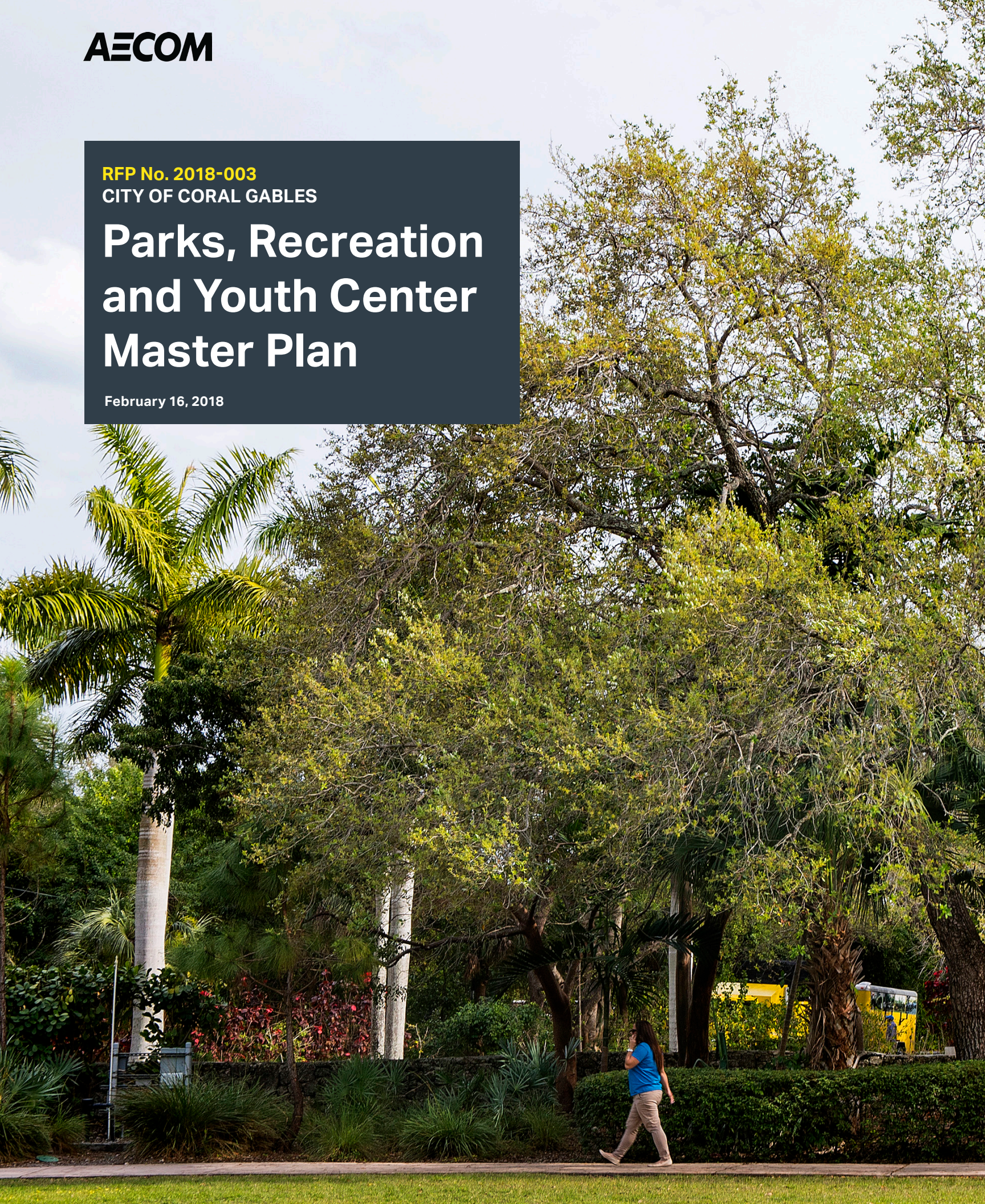


**RFP No. 2018-003**

**CITY OF CORAL GABLES**

# **Parks, Recreation and Youth Center Master Plan**

**February 16, 2018**







February 16, 2018

City of Coral Gables  
Procurement Division  
2800 SW 72<sup>nd</sup> Avenue  
Miami, FL 33155

**Re: City of Coral Gables Parks, Recreation and Youth Center Master Plan**

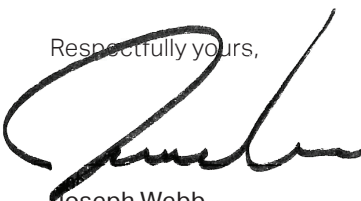
Dear Ms. Suarez,

AECOM Technical Services, Inc. (AECOM) is pleased to provide the following proposal to the City of Coral Gables for completion of the Parks, Recreation and Youth Center Master Plan. This approach is consistent with the approach outlined in the Request for Proposals (RFP) and the guidelines for park master plan requirements as outlined by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). Our master planning process is highlighted by the following:

- **Intimate Local Knowledge of the Coral Gables community.** With a primary office on Douglas Road, in the City of Coral Gables and over 200 employees living and working in the community, AECOM is intimately familiar with the unique character and deep heritage of the City. Coral Gables is not just where we work, it is also where we live and play.
- **International reputation as a leading planning, design and engineering firm.** AECOM has been recognized for the fourth year in a row as one of Fortune Magazine's most admired companies in the world. AECOM's knowledge of similar work being done around the world ensures that the City of Coral Gables Parks, Recreation and Youth Center Master Plan will be at the forefront of creative thinking in park planning.
- **National reputation as a leading parks and recreation system planning expert,** based on our work on over 80 similar projects throughout Florida and the United States. These include the visionary Miami-Dade County Parks and Open Spaces System Master Plan, as well as plans for the City of Fort Lauderdale, FL, Fort Myers, FL, City of Raleigh, NC, and Washington D.C. Our Project Director, Joe Webb and Project Manager Nick Kuhn are frequent speakers at the leading park and recreation forums across the country. Park planning is not just our avocation, it is our passion.
- **Nationally known sub consultants** provide highly specialized skills to many of our common master plan projects. These subconsultants include Ballard\*King and Associates providing recreation planning, operations and management; and ETC Institute leading our public opinion survey.
- **A Collaborative Process with the City.** We are proud to have collaborated with the City of Coral Gables on a number of innovative and creative projects over the years, and want to continue to build a lasting relationship of mutual respect, idea exchange, and innovative thinking.
- **A Proven Approach, Focused on Implementation.** The AECOM approach is focused on delivering clear and concise implementation recommendations at the end of the process. Our plans provide a detailed implementation that include recommendations that serve as a clear road map to the future for City projects and initiatives.
- **A passion for making communities more livable and sustainable.** AECOM is committed to working side-by-side with municipalities and stakeholders to create sustainable, beautiful public spaces and recreational opportunities that enhance the quality of life for residents and visitors of all abilities.

The following proposal further articulates our qualifications and approach with the effectiveness and efficiency of such an important project. We look forward to the opportunity to discuss our capabilities further.

Respectfully yours,



Joseph Webb  
Director of Park Planning  
Proposer Contact  
T 561-30888888-0138  
E joseph.webb@aecom



Agustin J. Barrera, AIA  
Authorized Signatory





TITLE PAGE, TABLE OF CONTENTS,  
REQUIRED FORMS, AND MINIMUM  
QUALIFICATION REQUIREMENTS







1 / TITLE PAGE

RFP 2018-003

# Parks, Recreation and Youth Center Master Plan

AECOM Technical Services, Inc.  
800 South Douglas Road  
North Tower, 2nd Floor  
Coral Gables, Florida 33134  
T 305.444.4691

Contact: Joe Webb, Director of Park Planning  
E [joseph.webb@aecom.com](mailto:joseph.webb@aecom.com)

February 16, 2018









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**CITY OF CORAL GABLES, FL**

2800 SW 72<sup>nd</sup> Avenue, Miami, FL 33155  
 Finance Department / Procurement Division  
 Tel: 305-460-5102 / Fax: 305-261-1601

**PROPOSER'S ACKNOWLEDGEMENT**

<p><b>RFP Title:</b>  <b>PARKS, RECREATION AND YOUTH CENTER MASTER PLAN</b>  <b>RFP No. 2018-003</b></p> <p>A cone of silence is in effect with respect to this RFP. The Cone of Silence prohibits certain communication between potential vendors and the City. For further information, please refer to the City Code Section 2-1027 of the City of Coral Gables Procurement Code.</p>	<p>Sealed response submittals must be received prior to <b>1:00 p.m., February 16, 2018</b>, by the Procurement Office, located at 2800 S.W. 72<sup>nd</sup> Avenue, Miami, FL 33155; and are to remain valid for 120 calendar days. Submittals received after the specified date and time will be returned unopened.</p> <p>Contact: Maritza Suarez, CPPB                  Title: Procurement Specialist                  Telephone: 305-441-5745                  Facsimile: 305-261-1601                  Email: <a href="mailto:msuarez2@coralgables.com">msuarez2@coralgables.com</a> / <a href="mailto:contracts@coralgables.com">contracts@coralgables.com</a></p>
--	---

<p>Proposer Name: AECOM Technical Services, Inc.</p>	<p>FEIN or SS Number: 95-2661922</p>
<p>Complete Mailing Address: 800 S. Douglas Rd. North Tower, 2<sup>nd</sup> Floor Coral Gables, FL 33134</p>	<p>Telephone No.: 305-444-4691</p>
<p>Indicate type of organization below:                  Corporation: <input checked="" type="checkbox"/> Partnership: <input type="checkbox"/> Individual: <input type="checkbox"/> Other: <input type="checkbox"/></p>	<p>Cellular No.:</p> <p>Fax No.: 305-447-3580</p>
<p>Bid Bond / Security Bond (if applicable) <u>N/A</u> %</p>	<p>Email: gus.barrera@aecom.com</p>

**ATTENTION: THIS FORM ALONG WITH ALL REQUIRED RFP FORMS MUST BE COMPLETED, SIGNED (PREFERABLY IN BLUE INK), AND SUBMITTED WITH THE RESPONSE PRIOR TO THE SUBMITTAL DEADLINE. FAILURE TO DO SO MAY DEEM PROPOSER NON-RESPONSIVE.**

THE PROPOSER CERTIFIES THAT THIS SUBMITTAL IS BASED UPON ALL CONDITIONS AS LISTED IN THE RFP DOCUMENTS AND THAT THE PROPOSER HAS MADE NO CHANGES IN THE RFP DOCUMENT AS RECEIVED. THE PROPOSER FURTHER AGREES IF THE RFP IS ACCEPTED, THE PROPOSER WILL EXECUTE AN APPROPRIATE AGREEMENT FOR THE PURPOSE OF ESTABLISHING A FORMAL CONTRACTUAL RELATIONSHIP BETWEEN THE PROPOSER AND THE CITY OF CORAL GABLES FOR THE PERFORMANCE OF ALL REQUIREMENTS TO WHICH THIS RFP PERTAINS. FURTHER, BY SIGNING BELOW PREFERABLY IN **BLUE INK**, ALL RFP PAGES ARE ACKNOWLEDGED AND ACCEPTED AS WELL AS ANY SPECIAL INSTRUCTION SHEET(S) IF APPLICABLE. THE UNDERSIGNED HEREBY DECLARES (OR CERTIFIES) ACKNOWLEDGEMENT OF THESE REQUIREMENTS AND THAT HE/SHE IS AUTHORIZED TO BIND PERFORMANCE OF THIS RFP FOR THE ABOVE PROPOSER.

  
 \_\_\_\_\_  
 Authorized Name and Signature

Agustin J. Barrera, AIA

Authorized Signatory  
 \_\_\_\_\_  
 Title

2.13.18  
 \_\_\_\_\_  
 Date

# **SOLICITATION SUBMISSION CHECKLIST**

## **Request for Proposals (RFP) No. 2018-003**

COMPANY NAME: (Please Print): AECOM Technical Services, Inc.  
Phone: 305-444-4691 Email: gus.barrera@aecom.com

**Please provide the PAGE NUMBER in the blanks provided as to where compliance information is located in your Submittal for each of the required submittal items listed below, in accordance with the Submission Requirements outlined in Section 6.0:**

### **SUBMITTAL - SECTION I: TITLE PAGE, TABLE OF CONTENTS, REQUIRED FORMS, AND MINIMUM QUALIFICATION REQUIREMENTS.**

- 1) Title Page: Show the RFP number and title, the name of your firm, address, telephone number, name of contact person, e-mail address, and date. 3
- 2) Provide a Table of Contents in accordance with and in the same order as the respective "Sections" listed below. Clearly identify the material by section and page number. 5
- 3) Fill out, sign, and submit the Proposer's Acknowledgement Form. 7
- 4) Fill out and submit the Solicitation Submission Check List. 8
- 5) Fill out, sign, notarize (as applicable), and submit the Proposer's Affidavit and Schedules A through I. 10
- 6) Minimum Qualification Requirements: submit detailed verifiable information affirmatively documenting compliance with the Minimum Qualifications Requirements shown in Section 3. 18

### **SUBMITTAL - SECTION II: EXPERIENCE AND QUALIFICATION**

#### **(i) For Proposer:**

- 1) Provide a complete company background and history, including, but not limited to, the number of years in business, credentials, copy of applicable licenses/certifications, capabilities and capacity to effectively meet the City's needs, number of employees, relevant experience and proven track record, during the past five (5) years, in preparing master plans, similar in scope as identified in this solicitation to public sector agencies, particularly to municipal/local governments. 21
- 2) Include a thorough example of successful Parks and Recreation master planning, including up to five (5) different Master Plan projects completed within the past five (5) years. 25

#### **(ii) For Key Personnel:**

- 1) Provide a summary of the qualifications, copy of applicable licenses/certifications, and experience of all proposed key personnel that will perform supervisory, management or oversight responsibilities. Include resumes (listing experience, education, licenses/certifications) for your proposed key personnel and specify the role and responsibilities of each team member in providing the services outlined in the RFP. Indicate any time limitations or schedule limitations regarding each key personnel member. 30

### **SUBMITTAL - SECTION III: PROJECT UNDERSTANDING, PROPOSED APPROACH, AND METHODOLOGY**

- 1) Describe in detail, your approach and methodology to perform the services solicited herein. Include detailed information, as applicable, which addresses, but need not be limited to: understanding of the RFP scope and requirements, implementation plan, proposed time schedule for the completion of the project, strategies for assuring work is completed on time, and communication with City staff. Indicate how the Proposer intends to positively and innovatively work with the City in providing the services outlined in this RFP. 45
- 2) Provide recent, current and projected workload for the Proposer and key personnel assigned to the City's account. Explain how this potential contract will fit into the Proposer's workload. 52

- 3) Provide in detail the approach and methodology that will be applied towards completion of each section included in the scope of services including past examples of deliverables in the scope of services. 53.

**SUBMITTAL – SECTION IV: PAST PERFORMANCE AND REFERENCES**

- 1) Provide a minimum of three (3) references from public sector agencies, particularly municipal/local government, for which Proposer has provided master planning services, similar in scope as outlined here, within the past five (5) years. Please include: (1) client name, (2) address, (3) contact name, (4) contact telephone number, (5) contact email address, (6) term of contract (start and end date), (7) contract amount, (8) detailed description of services provided. **DO NOT include work/services performed for the City of Coral Gables or City employees as reference.** 61
- 2) If the City has previously awarded the Proposer a contract, identify the details of that award as well as the department and contract administrator for the contract. 65
- 3) Provide a list with contact information of public sector clients, if any, that have discontinued use of Proposer’s services within the past two (2) years and indicate the reasons for the same. The City reserves the right to contact any reference as part of the evaluation process. 66

**SUBMITTAL – SECTION V: PRICE PROPOSAL**

- 1) Provide pricing utilizing the Price Proposal form under Section 8. 67

***-- NOTICE --***

**BEFORE SUBMITTING YOUR RFP RESPONSE MAKE SURE YOU:**

- 1. Carefully read and have a clear understanding of the RFP, including the Scope of Services and enclosed Professional Services Agreement (*draft*).
- 2. Carefully follow the Submission Requirements outlined in Section 6 of the RFP.
- 3. Prepare and submit ONE (1) ORIGINAL RESPONSE and SIX (6) PHOTOCOPIES with ONE (1) digital copy on a CD or flash drive.
- 4. Clearly mark the following on the outside of your submittal package: RFP Number, RFP Title, Proposer’s Name and Return Address, Submittal Deadline.
- 5. Make sure your Response is submitted prior to the submittal deadline. **Late responses will not be accepted.**

**FAILURE TO SUBMIT THIS CHECKLIST AND THE REQUESTED DOCUMENTATION MAY RENDER YOUR RESPONSE SUBMITTAL NON-RESPONSIVE AND CONSTITUTE GROUNDS FOR REJECTION. THIS PAGE IS TO BE RETURNED WITH YOUR RESPONSE PACKAGE.**

**PROPOSER'S AFFIDAVIT**

**SUBMITTED TO:** City of Coral Gables  
Procurement Division  
2800 SW 72 Avenue  
Miami, Florida 33155

The undersigned acknowledges and understands the information contained in response to this RFP Schedules A through H shall be relied upon by Owner awarding the contract and such information is warranted by Proposer to be true and correct. The discovery of any omission or misstatements that materially affects the Proposer to perform under the contract shall be cause for the City to reject the solicitation submittal, and if necessary, terminate the award and/or contract. I further certify that the undersigned name(s) and official signatures of those persons are authorized as *(Owner, Partner, Officer, Representative or Agent of the Proposer that has submitted the attached Response)*. Schedules A through H are subject to Local, State and Federal laws (as applicable); both criminal and civil.

- SCHEDULE A – CERTIFICATE OF PROPOSER
- SCHEDULE B – NON-COLLUSION AND CONTINGENT FEE AFFIDAVIT
- SCHEDULE C – DRUG-FREE STATEMENT
- SCHEDULE D – PROPOSER'S QUALIFICATION STATEMENT
- SCHEDULE E – CODE OF ETHICS, CONFLICT OF INTEREST, AND CONE OF SILENCE
- SCHEDULE F – AMERICANS WITH DISABILITIES ACT (ADA)
- SCHEDULE G – PUBLIC ENTITY CRIMES
- SCHEDULE H – ACKNOWLEDGEMENT OF ADDENDA

This affidavit is to be furnished to the City of Coral Gables with its RFP response. It is to be filled in, executed by the Proposer and notarized. If the Response is made by a Corporation, then it should be executed by its Chief Officer. This document MUST be submitted with the Response.

 <hr/> Authorized Name and Signature	Authorized Signatory <hr/> Title	2.13.18 <hr/> Date
--	-------------------------------------	-----------------------





**SCHEDULE "A" - CITY OF CORAL GABLES - CERTIFICATE OF PROPOSER**

Neither I, nor the firm, hereby represent has:

- a. employed or retained for a commission, percentage brokerage, contingent fee, or other consideration, any firm or person (other than a bona fide employee working solely for me or the Proposer) to solicit or secure this contract.
- b. agreed, as an express or implied condition for obtaining this contract, to employ or retain the services of any firm or person in connection with carrying out the contract, or
- c. paid, or agreed to pay, to any firm, organization or person (other than a bona fide employee working solely for me or the Proposer) any fee, contribution, donation or consideration of any kind for, or in connection with, procuring or carrying out the contract except as here expressly stated (if any):

**SCHEDULE "B" - CITY OF CORAL GABLES - NON-COLLUSION AND CONTINGENT FEE AFFIDAVIT**

1. He/she is the Authorized Signatory  
*(Owner, Partner, Officer, Representative or Agent)*

of the Proposer that has submitted the attached Response.

- 2. He/she is fully informed with respect to the preparation and contents of the attached Response and of all pertinent circumstances respecting such Response;
- 3. Said Response is made without any connection or common interest in the profits with any other persons making any Response to this solicitation. Said Response is on our part in all respects fair and without collusion or fraud. No head of any department, any employee or any officer of the City of Coral Gables is directly or indirectly interested therein. If any relatives of Proposer's officers or employees are employed by the City, indicate name and relationship below.

Name: None Relationship: \_\_\_\_\_

Name: \_\_\_\_\_ Relationship: \_\_\_\_\_

- 4. No lobbyist or other Proposer is to be paid on a contingent or percentage fee basis in connection with the award of this Contract.

## **SCHEDULE "C" CITY OF CORAL GABLES - VENDOR DRUG-FREE STATEMENT**

Preference may be given to vendors submitting a certification with their bid/proposal certifying they have a drug-free workplace in accordance with Section 287.087, Florida Statutes. This requirement affects all public entities of the State and becomes effective January 1, 1991. The special condition is as follows:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under solicitation a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under solicitation, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section. As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

The company submitting this solicitation has established a Drug Free work place program in accordance with Sate Statute 287.087

**SCHEDULE "D" CITY OF CORAL GABLES – PROPOSER'S QUALIFICATION STATEMENT**

The undersigned declares the truth and correctness of all statements and all answers to questions made hereinafter:

Company Name: AECOM Technical Services, Inc.

Address: 800 S. Douglas Rd., North Tower, 2<sup>nd</sup> Floor Coral Gables FL 33134  
Street City State Zip Code

Telephone No: (305) 444-4691 Fax No: (305) 447-3580 Email: gus.barrera@aecom.com

How many years has your organization been in business under its present name? 9 Years

If Proposer is operating under Fictitious Name, submit evidence of compliance with Florida Fictitious Name Statue:

Not Applicable Earth Tech, Inc.; The Earth Technology Corporation; The Earth Technology Corporation (Western), Ertec Western, Inc.; Fugro U.S., Inc.

Under what former names has your business operated? : \_\_\_\_\_  
At what address was that business located? 300 South Grand Avenue, 9<sup>th</sup> Floor, Los Angeles, CA 90071

Are You Certified? Yes ✓ No \_\_\_\_\_ If Yes, **ATTACH COPY** of Certification.  
Are You Licensed? Yes ✓ No \_\_\_\_\_ If Yes, **ATTACH COPY** of License

Has your company or its senior officers ever declared bankruptcy?  
Yes \_\_\_\_\_ No ✓ If yes, explain: N/A

\_\_\_\_\_

Please identify each incident within the last five (5) years where (a) a civil, criminal, administrative, other similar proceeding was filed or is pending, if such proceeding arises from or is a dispute concerning the Proposer's rights, remedies or duties under a contract for the same or similar type services to be provided under this RFP:

As with any national professional service organization the size of AECOM (the "Company"), from time to time the Company receives allegations and is involved in disputes. The Company, however, has substantial liability insurance to protect itself from any and all litigation. Additionally, the Company has substantial assets, including liquid assets of several million dollars. Although the outcome of the Company's legal proceedings cannot be predicted with certainty and no assurances can be provided, based on the Company's previous experience in such matters, the Company's management does not believe that any of these legal proceedings, individually or collectively, are likely to exceed established reserves or insurance coverage.

Have you ever been debarred or suspended from doing business with any government entity?

Yes \_\_\_\_\_ No ✓ If Yes, explain \_\_\_\_\_



**SCHEDULE "E" CITY OF CORAL GABLES – CODE OF ETHICS, CONFLICT OF INTEREST, AND CONE OF SILENCE**

THESE SECTIONS OF THE CITY CODE CAN BE FOUND ON THE CITY'S WEBSITE, UNDER GOVERNMENT, CITY DEPARTMENT, PROCUREMENT, PROCUREMENT CODE (CITY CODE CHAPTER 2 ARTICLE VIII); SEC 2-1023; SEC 2-606; AND SEC 2-1027, RESPECTIVELY.

IT IS HEREBY ACKNOWLEDGED THAT THE ABOVE NOTED SECTIONS OF THE CITY OF CORAL GABLES CITY CODE ARE TO BE ADHERED TO PURSUANT TO THIS SOLICITATION.

**SCHEDULE "F" CITY OF CORAL GABLES - AMERICANS WITH DISABILITIES ACT (ADA) DISABILITY NONDISCRIMINATION STATEMENT**

I understand that the above named firm, corporation or organization is in compliance with and agreed to continue to comply with, and assure that any sub-contractor, or third party contractor under this project complies with all applicable requirements of the laws listed below including, but not limited to, those provisions pertaining to employment, provision of programs and service, transportation, communications, access to facilities, renovations, and new construction.

The American with Disabilities Act of 1990 (ADA), Pub. L. 101-336, 104 Stat 327, 42 U.S.C. 12101,12213 and 47 U.S.C. Sections 225 and 661 including Title I, Employment; Title 11, Public Services; Title III, Public Accommodations and Services Operated by Private Entities; Title IV, Telecommunications; and Title V, Miscellaneous Provisions.

The Florida Americans with Disabilities Accessibility Implementation Act of 1993, Sections 5553.501-553.513, Florida Statutes

The Rehabilitation Act of 1973, 229 U.S.C. Section 794

The Federal Transit Act, as amended, 49 U.S.C. Section 1612

The Fair Housing Act as amended, 42 U.S.C. Section 3601-3631

**SCHEDULE "G" CITY OF CORAL GABLES - STATEMENT PURSUANT TO SECTION 287.133 (3) (a), FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES**

1. I understand that a "public entity crime" as define in Paragraph 287.133(1)(g), **Florida Statutes**, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any Proposal or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
2. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), **Florida Statutes**, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, non-jury trial, or entry of a plea of guilty or nolo contendere.

3. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), **Florida Statutes**, means:
1. A predecessor or successor of a person convicted of a public entity crime; or 2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.
4. I understand that a "person" as defined in Paragraph 287.133(1)(e), **Florida Statutes**, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Proposals or applies to Proposal on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
5. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. **[indicate which statement applies.]**

Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list.

**[attach a copy of the final order]**

**I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IS FOR THAT PUBLIC ENTITY ONLY AND, THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.**

**SCHEDULE "H" CITY OF CORAL GABLES - ACKNOWLEDGEMENT OF ADDENDA**

1. The undersigned agrees, if this RFP is accepted, to enter in a Contract with the CITY to perform and furnish all work as specified or indicated in the RFP and Contract Documents within the Contract time indicated in the RFP and in accordance with the other terms and conditions of the solicitation and contract documents.
2. Acknowledgement is hereby made of the following Addenda, if any (identified by number) received since issuance of the Request for Proposal.

Addendum No.   1   Date January 24, 2018      Addendum No.        Date                   

Addendum No.   2   Date January 26, 2018      Addendum No.        Date                   

Addendum No.        Date                         Addendum No.        Date



**PROVIDING PARK PLANNING SERVICES**

For this submittal, we have assembled a team expertly qualified to provide City of Coral Gables an innovative and implementable master plan.

Our Project Director, Joe Webb, works in AECOM’s Coral Gables office and has first-hand knowledge of the city. With over 32 years of experience, both in public administration in the Park and Recreation industry, as well as in the consultancy business, Joe will provide the City of Coral Gables with expert experiences in developing an implementable master plan.

Project Manager Nick Kuhn has worked with Miami-Dade County as the lead PM for more than ten years providing park planning services on needs assessments, park master plans, trail planning and design guidelines and recreation planning. In addition, Nick has led numerous park and recreation system plans for some of the most livable communities in the United States including, Fort Lauderdale, Buckhead, Atlanta, Raleigh, North Carolina and Arlington County, Virginia.

**ACTIVE STATUS DOCUMENTATION**

AECOM Technical Services, Inc. is authorized to transact business in the State of Florida, qualified on August 21, 1995.

The document number of this corporation is F95000004014. A copy of our certification is on the following page.



# *State of Florida*

## *Department of State*

I certify from the records of this office that AECOM TECHNICAL SERVICES, INC. is a California corporation authorized to transact business in the State of Florida, qualified on August 21, 1995.

The document number of this corporation is F95000004014.

I further certify that said corporation has paid all fees due this office through December 31, 2017, that its most recent annual report/uniform business report was filed on April 13, 2017, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Eighteenth day of April, 2017*



*Ken DeFries*  
**Secretary of State**

Tracking Number: CU9688562235

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>



# EXPERIENCE & QUALIFICATION





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### ABOUT AECOM

As a full-service firm operating in over 150 countries, AECOM is a new and progressive consultancy with more than 85,000 staff worldwide. Our collaborative approach unites creativity with technical expertise to address complex challenges at all scales. AECOM's best practice solutions achieve notable design excellence and commercial and investment value success. We deliver fully integrated economic assessments, strategy, planning, design, construction, finance, and operations management across our markets, and our industry. AECOM has deep experience in all methods of project delivery as the designer, builder, planner, advisor, manager, and design-builder. We are experienced in leading complex teams, and managing overall construction quality, cost, and schedule.

Our integrated delivery platform is comprised of our design and consulting services group which provides design and planning for buildings and places, urban infrastructure, and environment to public and private clients; our construction services group which provides design-build, construction, and project management services; AECOM capital, the firm's investment division, which is a sponsor, developer, and equity investor supporting clients in delivering a range of real estate and infrastructure projects; and our management services group which provides operations and maintenance services to clients around the world.

Our Design + Planning and Economics practices are part of our Buildings and Places business line which includes all disciplines needed to deliver the built environment, including Architecture, Interiors, Building Engineering, Asset Advisory, and Strategy+.

### FIRM HISTORY

Twenty-five years ago, AECOM was formed when a handful of Ashland Inc. employees shared a dream of creating an industry-leading firm dedicated to making the world a better place.

On April 6, 1990, AECOM became an independent company formed by the merger of five Ashland entities. While our official founding was in 1990, some of our predecessor firms had distinguished histories dating back more than 110 years.

### FIRM LICENSURES AND CERTIFICATIONS

Relevant licenses are located at the end of this section.

#### WHY SHOULD YOU WORK WITH OUR TEAM?

- We are nationally known leaders in parks and recreation planning, management, and design
- We have a long and successful relationship on projects with the City of Coral Gables
- We are experts at public participation
- We are knowledgeable about the City's parks, trails, and open spaces
- We have a proven, successful approach that is lauded by dozens of counties and municipal clients throughout the US
- We are "implementation-oriented", producing realistic plans as catalysts for implementation
- We provide incredibly responsive service – just ask our clients
- We always produce our plans on-time and within budget

#### PARK PLANNING

The role of parks in our communities has evolved. Today with increasing urbanization in cities and increasing diversities in age and culture, parks can play a uniting role. Local governments are challenged to provide an increasingly diverse breadth of recreation and social services, while competing for limited available funding. We believe that the creative planning, design and management of open space is the framework for building sustainable, livable, equitable cities and cultivating community. With thoughtful planning and design, there are exciting opportunities for local governments to develop new, creative strategies for collaboratively providing high-quality services in their communities.

Our integrated park, recreation and open space team approach includes planners, landscape architects, transportation planners, economists ecologists, and urban designers who have helped over 80 communities throughout the United States plan, develop, and implement successful parks, recreation and open space systems plans. Our proven and flexible process has helped our clients embrace this era of change while providing opportunities to improve broader economic, social and environmental issues.



## WORKING WITH PUBLIC AGENCIES

AECOM has been an integral part of the Coral Gables area planning, architecture and engineering industry for more than 30 years. For this reason, our firm has developed a solid working relationship with the various agencies with whom your team may need to coordinate with in order to ensure the timely delivery of implementation projects. Our extensive knowledge of local conditions, permitting and approval procedures, and construction industry has allowed us to recognize and avoid the common pitfalls of this complicated process. Our hands-on experience with all of the Regulatory Agencies who will be involved with projects located within the City of Coral Gables will be extremely beneficial to the City.



## PROVEN TRACK RECORD

The AECOM team has been providing Park and Recreation Master Plans to communities throughout the United States for many years. We have developed visionary, implementable city-wide and county-wide master plans for over dozens of communities, and have become regarded as one of the leading experts in Parks and Recreation Master Planning in the United States. We continuously refine and improve our methodology and approach through research, writing and lecturing.

The list below demonstrates our proven track record of successful parks system master plans. We have noted the plans that have been developed in the last five years.

### EXPERIENCE IN THE LAST FIVE YEARS

- **City of Miami Recreation Program Master Plan — Ongoing**
- **Fort Myers FL, Parks and Open Space Master Plan — Ongoing**
- **City of San Diego Parks Master Plan — Ongoing**
- **Fort Lauderdale FL, Parks and Recreation Master Plan — 2016**
- **Pasco County, FL Parks and Recreation Master Plan — 2016**
- **River of Grass Greenway Master Plan — 2016**
- **Gwinnett County, GA Parks and Recreation Master Plan — 2016**
- **Tamarac, FL Parks and Recreation Master Plan — 2015**
- **Rocky Mount, NC Parks and Recreation Master Plan — 2015**
- **Arlington County, VA Lee Highway Visioning Open Space System Planning — 2015**
- **Raleigh, NC Parks & Recreation System Plan — 2014**
- **Washington D.C. Parks & Recreation Master Plan — 2014**
- **Seminole County, FL Parks and Recreation Master Plan — 2013**

### ADDITIONAL EXPERIENCE

- Gainesville, FL Parks, Recreation and Cultural Affairs Master Plan — 2012
- Jacksonville, NC Parks and Recreation Master Plan — 2012
- City of Norfolk, VA, Recreation Master Plan — 2012
- City of Lenexa, KS Parks, Recreation and Open Space Comprehensive Plan — 2012
- NoMA Public Realm Plan, Washington DC — 2012
- City of Sunrise, FL Needs Assessment — 2011
- Columbia Pike Open Space Plan, Alexandria VA — 2011
- Buckhead, GA Green Space Action Plan — 2011
- Doral, FL Parks and Recreation System Master Plan — 2010
- City of Orlando, FL Families, Parks and Recreation Vision Plan — 2010
- San Francisco, CA Mission Bay Public Parks Program — 2010
- Washington, D.C., Capital Space Parks and Open Space Comprehensive Plan — 2010
- Wilton Manors, FL Parks, Recreation Open Space Master Plan — 2010
- Aiken, SC Open Space Element for the Comprehensive Plan — 2009
- Atlanta, GA Atlanta Beltline Redevelopment and Land Use
- Okeechobee County, FL Parks System Master Plan — 2009
- San Diego, CA Downtown Parks and Recreation Needs Assessment — 2009
- Haines City, FL Parks and Open Space System Master Plan — 2008
- Jacksonville, FL Downtown Pedestrian and Open Space Master Plan I 2008
- North Miami Beach, FL Parks System Master Plan — 2008
- Oviedo, FL Parks and Recreation System Master Plan — 2008
- Palm Bay, FL Parks and Recreation System Master Plan — 2008
- Miami-Dade County, FL Parks and Open Space Master Plan — 2008
- Palm Coast, FL Parks and Recreation System Master Plan — 2008
- Fort Myers, FL Bicycle and Pedestrian Plan — 2007
- Fort Myers, FL City-Wide Parks and Recreation Needs Assessment — 2006



# FORT MYERS PARKS AND OPEN SPACES SYSTEM MASTER PLAN UPDATE

Fort Myers, Florida

AECOM has a long history of working with the City of Fort Myers, beginning in 2005 with the completion of a Parks and Recreation Needs Assessment and followed immediately by a Parks and Open Spaces Master Plan. With the successful adoption of those two important plans for the city, AECOM (as Glatting Jackson) completed a Bicycle and Pedestrian Master Plan for the City. Over the last ten years, the City has successfully implemented major elements of each master plan.

In 2016, the City hired AECOM to complete an update to the Parks and Open Spaces Master Plan as the city has recovered substantially from the impacts of the Great Recession and has successfully implemented the priority projects identified in the previous plan. Launched in the summer of 2016, the update to the master plan includes a comprehensive re-evaluation of existing parks and facilities, as well as the community's needs and priorities

for parks and open space. AECOM recently completed the third phase of work, the long-term visioning to update the desires of the community for their parks. The next phase, to be undertaken in January, 2017 is the implementation phase which will be focused on identifying updates to level of service standards, identification of new priority capital projects and land acquisitions, as well as additional funding opportunities and partners.

Through a continued relationship, the City of Fort Myers has been able to successfully implement a series of priorities and recommendations from previous plans prepared by AECOM. The city has enjoyed a high level of lifestyle and with the successful completion of an updated Parks and Open Spaces Master Plan in early 2018, will be able to continue to provide residents and visitors with high quality parks well into the future.



# FORT LAUDERDALE PARKS AND RECREATION SYSTEM MASTER PLAN

Fort Lauderdale, Florida

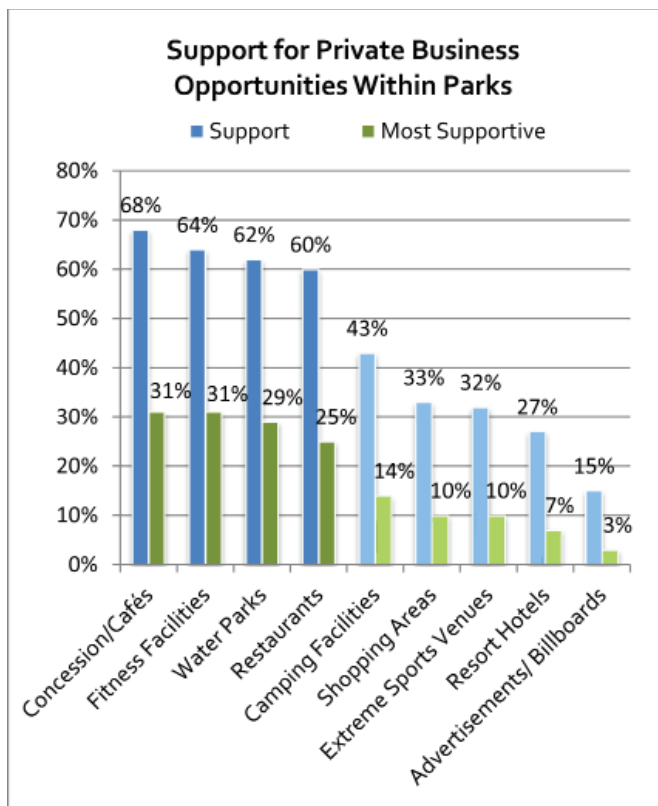
The City-Wide Parks and Recreation System Master Plan was prepared by AECOM to analyze the existing parks system, which reflects the City's heritage, and create a new vision for the City's future. Major components of the Plan include an analysis and assessment of previously developed studies and reports, a city-wide and neighbourhood demographics analysis; existing system analysis; a needs and priorities assessment that includes public workshops, interviews with elected officials and key stakeholders, focus group interviews, a mail/ telephone survey, a level of service (LOS) evaluation, completion of an ADA Transition Plan, development of a marketing and branding plan, development of a public arts master plan, development of a new department mission, values and vision, a cost estimate, and implementation strategy. The System Master Plan was accepted by City Commission in September 2016, with a follow-up Commission workshop to discuss implementation strategies held in November 2016.

AECOM (formerly Glatting Jackson) prepared a Long Range Strategic Plan for the City of Fort Lauderdale in 2008. To date, the Strategic Plan has been implemented with a number of updated or new parks and facilities developed. As a continuation of efforts, AECOM was hired by the City once again in 2015 to complete a new comprehensive Parks and Recreation System Master Plan to include a ADA Transition Plan, Recreation Program Plan, Marketing and Branding Plan and an Arts in Public Spaces Plan. This latest update was completed in November 2016 with unanimous support of the City Commission and will serve as the basis for all park and recreation decision making for the next ten years.

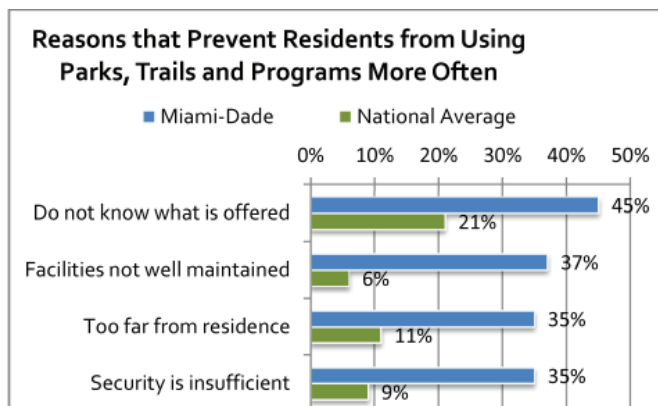


# MIAMI DADE RECREATION NEEDS ASSESSMENT

Miami-Dade County, Florida



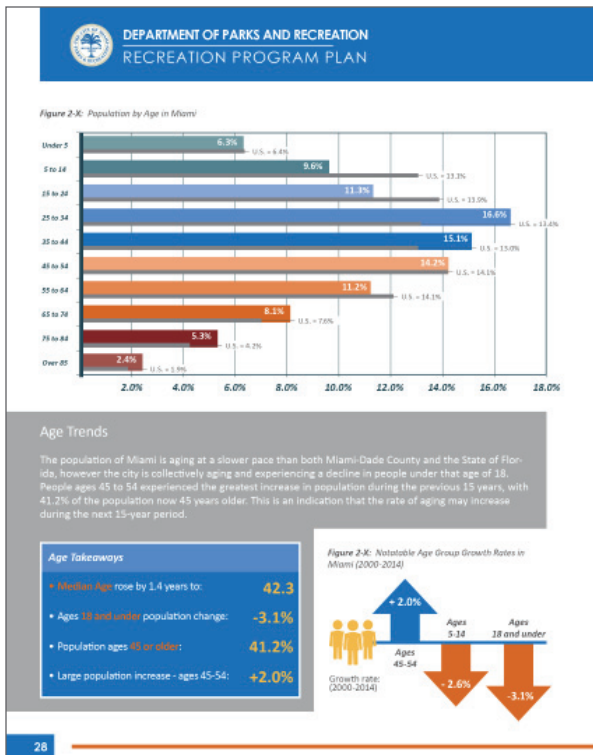
AECOM worked with Miami-Dade County to conduct a county-wide needs assessment as a follow-up to a park and open spaces master plan completed in 2008 by AECOM which developed “A 50 Year, Unifying Vision for a Livable, Sustainable Miami-Dade County “Through the Parks Window.” Documenting the recreational needs and priorities of Miami-Dade County, a county of over 2.6 million residents, required a detailed approach to sample over 70 distinct neighborhoods. This survey constitutes one of the largest statistically valid park and recreation focused survey ever conducted in the United State.





# CITY OF MIAMI RECREATION PROGRAM MASTER PLAN

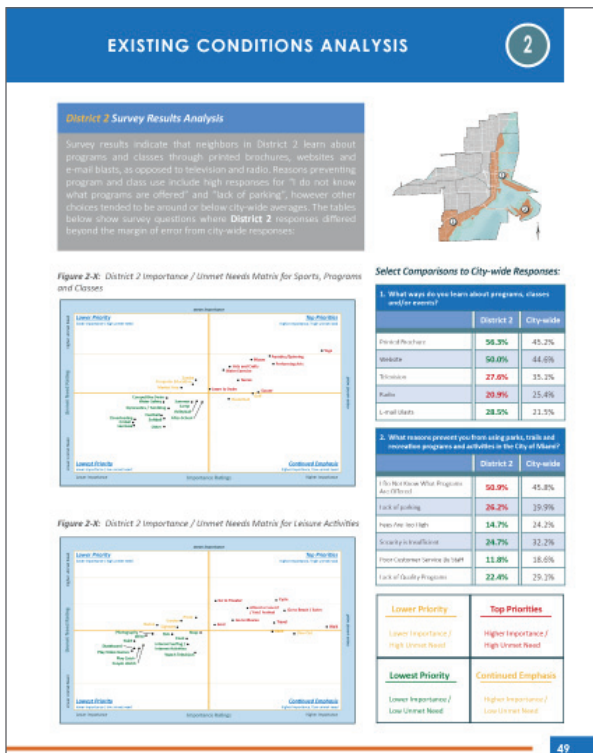
Miami, Florida



AECOM was hired by the City of Miami to conduct a comprehensive evaluation of recreational needs and priorities of the community in order to guide the delivery of future programs and services. The evaluation was an objective evaluation of existing programs and the expressed leisure interests and recreational needs across the diverse neighborhoods of the City. Interests and needs were prioritized through community input to inform the Parks and Recreation Department in the delivery of services that are most important to the communities they serve.

The plan provides both a long-term strategic plan and a short-term action plan to guide the decision making for the Department in the provision of recreational services. Ultimately, the Recreation Program Plan's purpose is to guide the delivery of excellent public facilities, activities, programs and services that will improve the quality of life for residents of and visitors to the City of Miami.

The Plan serves to define program content and to improve service delivery to meet the wants, needs and expectations of the community. The implementation of the Plan will create a more organized and consistent basis for decision making which will result in a system of parks, facilities and programs that are sustainable, seamless, equitable; and accessible to all residents of the City of Miami.



# CITY OF RALEIGH PARKS, RECREATION AND CULTURAL RESOURCES SYSTEM PLAN

Raleigh, North Carolina

The City of Raleigh hired AECOM to develop a new comprehensive Parks, Recreation and Cultural Resources System Plan that outlined the development and delivery of park and recreation services over the next 20 years. The project was overseen by a 13-member project team at the Parks and Recreation Department and a 22-member City Council appointed citizen Planning Committee. The scope for the Raleigh System Plan included the completion of a comprehensive 12-step needs assessment process and presentation to City Council, a five-day public Visioning workshop with park, recreation, transportation and urban planning professionals teaming with the City's Parks and Recreation, Planning and Transportation departments; and an implementation workshop that identified realistic funding, management, operations, and maintenance opportunities and priorities. Work also included updating the City's Greenway Design and Planning Guidelines as well as the development of new department Mission, Vision and Values.

AECOM was the lead facilitator in a comprehensive public participation plan with over two dozen community or council presentations, 20 focus groups, a teen workshop, an interactive 'town-hall' format public engagement website ([www.yourparksyourfuture.com](http://www.yourparksyourfuture.com)), and two community-wide surveys (one online and one statistically valid survey), four days of stakeholder/elected official interviews, a five-day public visioning workshop and a one-day implementation workshop.

The System Plan was adopted by City Council in May, 2014. The project resulted in a Phase 1 Priority Projects bond package approved by voters in November, 2014 for \$91.7million.







#### **OUR TEAM**

We bring Coral Gables a team with diverse and complementary talents that demonstrate AECOM's significant breadth of capabilities and depth of experience with major public realm projects and park planning and design. Having immediate access to a wide range of disciplinary and geographic viewpoints in real time is a key differentiator for our team. Our architects, landscape architects and urban designers interact on a daily basis with experts in economics, engineering, environmental sciences and more. We are joined in this effort by key partners with national experience in key technical areas of the work plan. The role of our key partners is described below followed by the resumes of each of our team members.

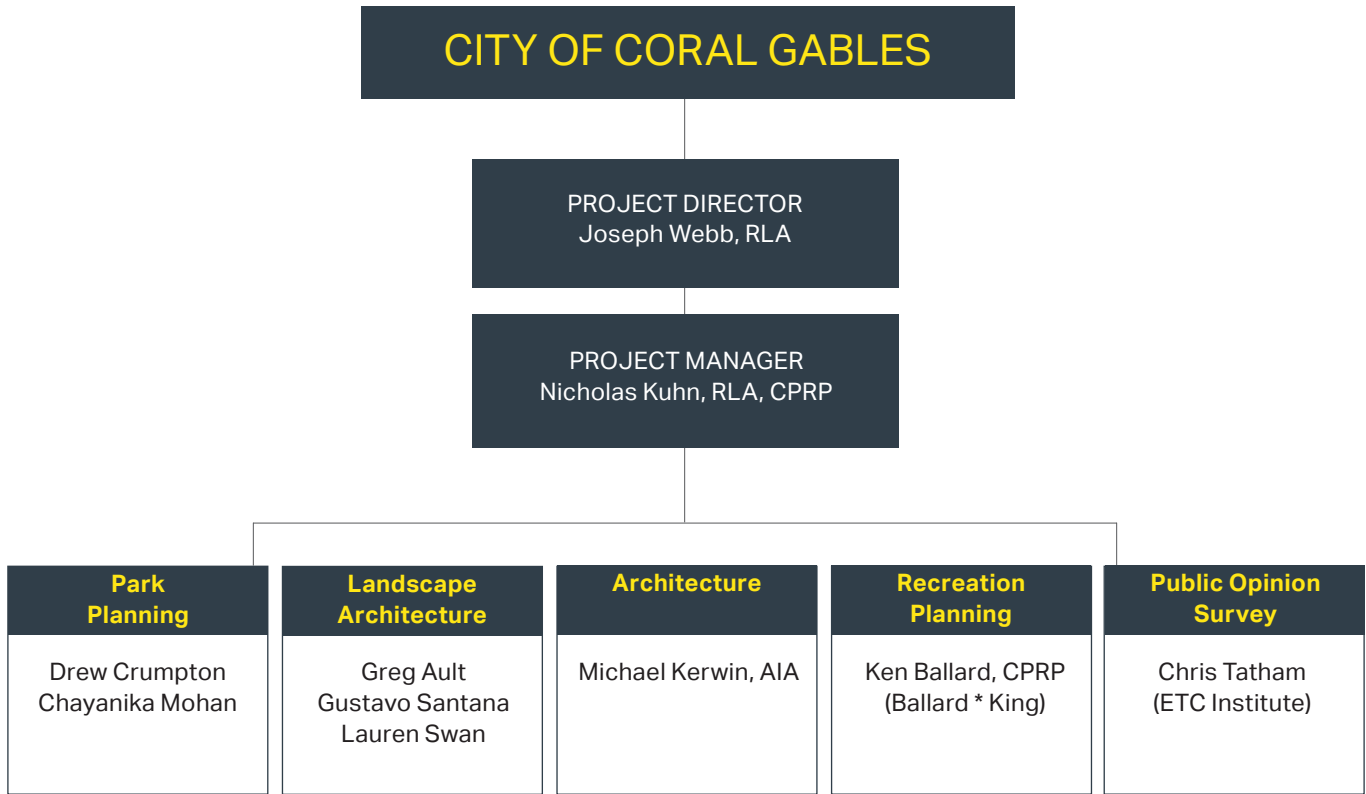
#### **Ballard\*King**

Ballard\*King is a nationally recognized parks programming and management firm. With over 75 years of facility management and planning experience in the public, collegiate, non-profit and private sector, B\*K has completed over 500 projects in 48 states, and has completed more than 30 master plan studies that have included feasibility studies, operations analysis, maintenance cost estimates, revenue projections, staffing levels, budgeting, marketing plans and third party design review. In Florida, they have worked for the cities of Key Biscayne, Doral, Tamarac and Miami Beach.

#### **ETC Institute**

ETC Institute is the leading national authority on parks and recreation surveys and benchmarking, working with AECOM for over 20 years. They have conducted over 600 parks and recreation surveys, and maintain a database of over 70,000 surveys and benchmarking comparisons. ETC recently worked with AECOM on the largest municipal park and recreation survey in North America for Miami Dade County.

**TEAM ORGANIZATION**





## JOSEPH WEBB, RLA

### Project Director (AECOM)

#### Education

Bachelor of Science in Landscape Architecture, University of Wisconsin, 1983

#### Professional Registrations

Landscape Architect: Florida (#6666766)

#### Affiliations

American Society of Landscape Architects  
National Parks and Recreation Association

Joseph Webb is a Professional Landscape Architect with extensive, diverse experience in the planning, design and development of exterior environments. Joe has over thirty years of experience in both the public and private sectors. Joe has been involved in numerous park planning and design projects from detailed design to large scale systems planning with an emphasis on the integration of open space with transportation and urban form.

#### RELEVANT EXPERIENCE

##### **Parks, Recreation and Open Spaces System Planning:**

**San Diego Parks Master Plan, San Diego, CA.** Ongoing project that includes extensive research and analysis, needs assessment, and implementation strategies for the City park facilities and recreation programs. This project will establish a new vision for parks and recreation in one of America's premier lifestyle cities. The work is highlighted by an extensive and innovative public involvement program and a comprehensive implementation program that promotes economic, social and environmental sustainability.

**Fort Myers Parks and Recreation Master Plan, Fort Myers, FL.** Ongoing project that includes comprehensive evaluation of community needs through both quantitative evaluation, benchmarking and extensive public involvement as well as to provide a guiding document for the development of future facilities in the City. The report included order of magnitude opinion of cost and funding, proposed capital improvements program and projected recurring annual costs for operating facilities.

**Fort Lauderdale Parks and Recreation System Master Plan, Fort Lauderdale, FL.** Developed a Parks and Recreation Long Range Strategic Plan that set forth a clearly defined mission and long range plan for the Fort Lauderdale Parks and Recreation Department that reflects community interest and significant levels of community support. The Plan sought to maximize citizen use and enjoyment of existing parks, facilities and recreation services while setting forth specific recommendations for meeting the future needs of the community. This plan seeks to position the Department to strategically meet the recreational needs of an urbanizing City as well as the changing demographics and lifestyles of its residents.

**Miami-Dade County Parks and Open Spaces System Master Plan, Miami-Dade County, FL.** Developed a 50-year, unifying vision for a livable, sustainable, Miami-Dade County addressed five major components: great parks, great public spaces, great natural and cultural places, great greenways, trails, and water trails, and great streets. Through a series of workshops, lifestyle/ demographic analysis, analysis of existing systems, benchmarking and economic analysis, AECOM developed a series of guiding principles that set forth a new vision for a livable, sustainable community.

##### **Planning Studies and Design Guidelines:**

**Miami-Dade County Community Recreation Needs Assessment, Miami-Dade, FL.** Developed a unique and comprehensive needs assessment for the County that provided a statistically valid, detailed analysis of the community's needs down to the neighborhood level. Results have been used to develop a strategic programming and marketing campaign to provide tailored services to the County's diverse neighborhoods and communities.

**Miami-Dade County Park Access and Equity Analysis/ Land Acquisition Strategy, Miami-Dade, FL.** Developed a process to analyze the equitable walking and biking access to parks and open spaces. Process included the analysis of demographics, health and safety data and the detailed, GIS analysis of the surrounding transportation network to determine true access to park facilities. Based on the analysis, specific design and acquisition strategies were developed and policies adopted to insure that fair and equitable access to parks and recreational facilities will ultimately be provided to all residents within the County.

**Miami-Dade Park Structures and Landscape Pattern Book, Miami-Dade, FL.** Developed a comprehensive park planning and design manual to set parameters for park design that enhances the County's unique regional identity, while maintaining a unified vision for the park system

**Miami-Dade County Greenway and Trail Design Guidelines and Standards and Benefits Study, Miami-Dade, FL.** Developed specific design guidelines and standards for the development of greenways and trails throughout Miami-Dade County. The Benefits study exhaustively researched and identified the specific social, environmental and economic benefits that can be realized through trail development

**Park Master Plans:**

**Haulover Park, Miami-Dade County, FL.** Project included the development of a park planning program plan for the 260+ acre waterfront, heritage park for Miami-Dade County Park and Recreation Department. Final proposed improvements major vehicular, pedestrian, bicycle, and transit improvements, the provision of multiple restaurant and concession venues and significant modifications to insure barrier free access to the beach and intercostal promenade. The project included the installation of an integrated retail and parking structure allowing the removal of over 30 acres of surface parking, returning land valued at over \$400 million to open space.

**Matheson Heritage Park and Marina, Miami-Dade County, FL.** Project included the development of a revised general plan for a 630 acre, historically and environmentally significant, waterfront park in Miami-Dade County. The plan provided for the restoration of historic structures and landscapes as well as the ecological restoration of the most pristine hardwood hammock in the County.

**West Kendall District Park, Miami-Dade County FL.** Project included the development of a park planning program plan for the 150 acre regional park and completion sports venue for Miami-Dade County Park and Recreation Department. The project was designed to be developed and operated as a public / private partnership with input from major sports and entertainment providers as well as a comprehensive business plan.

**Oak Grove Park / Father Gérard Jean Juste Community Center, Miami- Dade County, FL.** Project included the development of a park master plan and architectural design of a community center in unique, diverse community within Miami-Dade County. Planning was done with the extensive involvement of community leaders and a series of community meetings to insure the park and facilities were in keeping with the unique culture of the community. The final design received unanimous support from the Board of County Commissioners and accolades from the local community.

**Redland Fruit and Spice Park, Miami-Dade County, FL.** Project included the development of a revised general plan for one of the premier tropical fruit, spice and herb gardening research and display gardens in the world located in the rural Redlands area of Miami-Dade County. The plan included a focus on evolving research and education techniques as well as enhanced visitor experience.

**Amelia Earhart Park, Miami-Dade County, FL.** Project included the development of a park planning program plan for the 515 acre regional park and extreme sports venue for Miami-Dade County Park and Recreation Department. The project was designed to be developed and operated as a public / private partnership with input from major sports and entertainment providers as well as a comprehensive business plan.

**Park Facility Design Guidelines:**

Based on an exhaustive examination of best practices developed a series of lessons learned and design guidelines to insure design excellence in the internal design and contracted design services for specific park facilities including:

Competition Sports Venues

Community Centers

Nature Centers

Aquatics Facilities

Track and Field Facilities

Ballfield Layout and Design

Boat Launch and Marina Facilities

Dog Parks

Skate Facilities

Fitness Zones





## **NICHOLAS KUHN, RLA**

### **Project Manager (AECOM)**

#### **Education**

Bachelor of Science in Landscape Architecture, The Ohio State University, 2005

#### **Professional Registrations**

Landscape Architect: Florida (#6667065), North Carolina

#### **Affiliations**

American Society of Landscape Architects,  
Florida Chapter Government Affairs Committee  
Member, 2010-2011  
Sigma Lambda Alpha, Landscape Architecture  
Honorary Fraternity

Nick Kuhn has extensive experience in providing landscape architecture and planning services for numerous public agencies nationwide creating livable and sustainable communities through the strategic planning and design of the public realm. Nick has been integrally involved in all phases of the planning and design process including project management, design, construction document production, in addition to public involvement such as; interviews, focus groups, stakeholder meetings, public presentations and lectures. Nick understands the importance of transparent and inclusive processes, time and budgetary constraints, and multidisciplinary team environments.

#### **RELEVANT EXPERIENCE**

##### **Public Realm Planning and Parks, Recreation and Open Spaces System Plans; Needs Assessments:**

- Durham-Orange Light Rail Transit Project: Landscape Design Criteria – Triangle Transit, Raleigh, NC
- Hurricane Matthew Resilient Redevelopment Plans for Dare, Hyde and Tyrrell Counties in North Carolina
- Lee Highway Visioning: Open Space Planning – Arlington Co.,VA
- City of Charlotte Southeast Land Acquisition and Street Connector Plan, Charlotte, NC
- National Park Service – National Capital Regional Paved Trail Network Study, Washington D.C.
- NOMA Public Realm Design Plan - Washington, D.C.
- Columbia Pike Land Use and Housing Study, Arlington County, VA
- City of Fort Lauderdale Parks and Recreation System Master Plan, Fort Lauderdale, FL
- City of Raleigh Park, Recreation and Cultural Resources System Plan - Raleigh NC
- City of Rocky Mount Park and Recreation Master Plan – Rocky Mount, NC
- Miami-Dade County Recreation Needs Assessment
- City of Lenexa Parks and Recreation Master Plan, Lenexa, KS

##### **Landscape Architecture:**

- Miami Mini Parks (2 Parks), Miami, FL
- Morningside Park, Miami, FL
- River Road Greenway Feasibility Study, Buncombe County, NC
- Trinity Road Pedestrian Underpass, Raleigh, NC
- St. Petersburg, FL Downtown Waterfront Master Plan
- Deering Estate at Cutler Management Plan, Miami-Dade County, FL
- River of Grass Greenway Feasibility Study and Master Plan Miami-Dade County to Collier County, FL
- Downtown Boca Raton Streets Design Guidelines, Boca Raton, FL
- Trail Design Guidelines and Standards, Miami-Dade County, FL
- Trail Benefits Study: Ludlam Trail Case Study, Miami-Dade County
- Park Structure and Landscape Pattern Book Miami-Dade County
- Raleigh-Durham International Airport (RDU) Parkway Median and Park and Ride Lot 3 Landscape Design, Raleigh, NC
- Redland Fruit and Spice Park, Miami-Dade County, FL
- Haulover Park, Miami-Dade County, FL
- Crandon Park, Miami-Dade County, FL
- Lake Eva Park, Haines City, FL
- Killian Library Park, Miami-Dade County, FL





## DREW CRUMPTON

### Park Planner (AECOM)

#### Education

Bachelor of Science in Landscape Architecture, University of Wisconsin, 1983

#### Affiliations

American Society of Landscape Architects  
National Parks and Recreation Association

Drew Crumpton is a landscape designer and park planner with AECOM, providing support for projects serving public agencies nationwide. He specializes in parks and recreation system master plans and graphic visualizations for transportation design projects.

#### RELEVANT EXPERIENCE

**San Diego Parks Master Plan, San Diego, CA.** Ongoing project that includes extensive research and analysis, needs assessment, and implementation strategies for the City park facilities and recreation programs. This project will establish a new vision for parks and recreation in one of America's premier lifestyle cities. The work is highlighted by an extensive and innovative public involvement program and a comprehensive implementation program that promotes economic, social and environmental sustainability.

**Fort Myers Parks and Recreation Master Plan, Fort Myers, FL.** Ongoing project that includes comprehensive evaluation of community needs through both quantitative evaluation, benchmarking and extensive public involvement as well as to provide a guiding document for the development of future facilities in the City. The report included order of magnitude opinion of cost and funding, proposed capital improvements program and projected recurring annual costs for operating facilities.

**Raleigh Parks, Recreation and Cultural Resources System Plan, Raleigh, NC.** The emphasis of the City of Raleigh System Plan is how to improve access and amenities while becoming a more environmentally and urban sustainable city. The Plan is a product of an intensively collaborative process between the City and AECOM and is structured around a series of public involvement events, steering committee involvement, stakeholder interviews, and focus groups. Specific project role includes landscape designer and park planner.

**City of Fort Lauderdale Parks and Recreation System Master Plan, Fort Lauderdale, FL.** Currently on-going, this project has an anticipated completion date of 2016. Major components of the Plan will include Demographics Analysis; an access-based Level of Service Analysis (LOS); interviews with a cross section of the project stakeholders, community meetings, and an online survey; a Mail/Telephone survey; a comprehensive Vision across sub-systems; and an Implementation Strategy. Specific project role included landscape designer and planner.

**Play DC Parks + Recreation Master Plan, D.C.** Completed in the spring of 2014, this project is highlighted with extensive public involvement through use of surveys, stakeholder interviews and public workshops, as well as extensive research and analysis focusing on an extremely diverse population. As one of the largest Parks and Recreation systems in the Nation, the District of Columbia presented many unique challenges and opportunities. The vision of the Play DC plan provides a clear, tangible 15-year framework for how programs, parks, activities and facilities will become more effective. Specific role for the project included landscape designer and planner.



## CHAYANIKA MOHAN

### Park Planner (AECOM)

#### Education

Master, Landscape Architecture, North Carolina State University, 2014

MBA, Real Estate, Guru Gobind Singh Indraprastha University, New Delhi, India, 2010

Bachelor, Architecture, Vastu Kala Academy, Guru Gobind Singh Indraprastha University, New Delhi, India, 2007

Chayanika Mohan is a landscape designer and park planner with AECOM, providing support for projects serving public agencies nationwide. She specializes in parks and recreation system master plans and design projects.

#### RELEVANT EXPERIENCE

**National Park Service, National Capital Region, Regional Paved Trail Plan, Washington D.C.** Project consists of an analysis of the National Parks Service's regional paved trail network in five park units within the National Capital Region. Tasks include the development of a regional trail vision, goals, performance measures and priority actions that will help the NPS position itself to meet the growing demands for trail access, safety and continuity through the National Capital Region.

**Fort Lauderdale Parks and Recreation System Master Plan, Fort Lauderdale, FL.** Major components of the Plan includes community inventory and assessment; an access-based Level of Service Analysis (LOS); interviews and workshops with a cross section of the project stakeholders; a Mail/Telephone survey; an illustrative Vision; and a Cost Estimate and Implementation Strategy.

**Miami-Dade County Disability Services Master Plan, Miami-Dade County, FL.** Project includes the completion of a comprehensive disabilities services master plan that will provide Miami-Dade County with an overview of the types of disability services and facilities available to residents and visitors, and will provide recommendations to help guide planning and decision making over a 5-10+ year timeframe. Major components of the Plan includes demographics analysis and inventory assessment; peer comparisons; interviews and workshops with a cross section of the project stakeholders; trends analysis; an illustrative Vision; and a Cost Estimate and Implementation Strategy.

**Miami-Dade County Greenway and Trail Prioritization Plan, Miami-Dade County, FL.** The Prioritization Plan provides guidance for prioritizing system-wide greenway and trail improvements and direct capital and resources in the development of the Miami-Dade County Parks and Open Spaces System Master Plan (OSMP) system of greenways and trails. Project consists of inventory assessment; establishment of prioritization criteria for development; an illustrative vision; and implementation strategy.

**River of Grass Greenway Feasibility Study and Master Plan, Miami-Dade County to Collier County, FL.** Funded by a Federal Transit Administration grant through the National Parks Service and Miami-Dade County, the River of Grass Greenway Feasibility Study and Master Plan includes a comprehensive evaluation of the social, environmental and economic impact of this potential 75 mile greenway. Project includes an extensive analysis of benefits and cost; multi-phased implementation plan; and over 25 community meetings and three weeks of on-site workshops.

#### **Additional Public Realm Planning and Parks, Recreation and Open Spaces System Plans; Needs Assessments:**

- Redlands Fruits and Spice Park Planning Program Plan, Miami-Dade County, FL
- Amelia Earhart Park Planning Program Plan, Miami-Dade County, FL
- Chuck Pezoldt Park Planning Program Plan, Miami-Dade County, FL



## MICHAEL KERWIN, AIA

### Architect (AECOM)

#### Education

Master, Architecture, Harvard University, 1989  
Bachelor, Architecture, University of Miami, 1984  
Bachelor, English, Loyola University, 1977

#### Professional Registrations

Registered Architect, Florida (#AR0012800)

#### Affiliations

American Institute of Architects

As Design Principal for the firm, Mike Kerwin typically performs in the Lead Design role for the firm's higher profile projects. Mike is an award-winning design architect with 25 years of professional experience. He has been the recipient of many design awards from a variety of peer and industry groups including the American Institute of Architects. Mike's design awards have been for a variety of building types including Corporate, Transportation, Education, Governmental and others which demonstrates his ability to create award winning designs for a variety of project types.

#### RELEVANT EXPERIENCE

**University of Miami, Schwartz Center for Academic Excellence, Coral Gables, FL.** The Schwartz Center for Athletic Excellence comprises several state of the art facilities for student athletes, including a "hall of fame" exhibition center devoted to the history of the university's athletic programs, a new football locker room facility, a training center, and an academic center with computer labs, conference rooms, classrooms, and a sloped floor auditorium. Mr. Kerwin's project role is project designer.

**All Aboard Florida, Miami, FL.** This mixed-use project, on a nearly two-acre urban site in Historic Overtown, will act as the link to the Southern Terminus of All Aboard Florida's passenger rail system connecting South Florida to Orlando. Comprised of street level retail and anchor tenant space, a mid-level parking podium, and topped by 100,000 SF of office space. Project Architect.

**Broward County Children's Reading Center & Museum, Davie, FL.** This 45,000 SF Interactive Children's Museum will have three primary components: a museum, an art institute and an auditorium. The museum component will be 30,000 SF and will provide educational and arts experiences for children of the region, a 10,000 SF Art Institute and a 5,000 SF auditorium will be used for special public assembly events involving the museum and the community.

**The Westin Colonnade, Coral Gables, FL.** A mixed-use development, expansion and renovation which includes a 4-star, 151-suite hotel, 210,000 SF office building, support retail and parking garage. The development includes three buildings occupying a downtown city block developed around a local historic landmark. The project incorporates retail space in an interior galleria, an office building, a luxury hotel and a parking garage, all associated with the existing historic structure.

**Downtown Dadeland, Miami, FL.** Carved from existing anonymous strip shopping centers, this new village within the city consists of seven new city blocks in a traditional urban grid. The project features 416 condominium units in buildings up to 7 stories high and 112,000 leasable SF of retail neighborhood-oriented shops and national brands. The 1,000 car parking garage was designed partially below grade, a unique attribute to parking garages built in South Florida.

**Truman Waterfront Development, Key West, FL.** The goal of the project is to make the Truman Waterfront a great community park for the people of Key West, taking advantage of its spectacular setting, its unique historical qualities, providing active and passive recreational uses, and cultural functions, while enhancing the qualities of its adjacent neighborhoods. Suggested park components include, Housing and Assisted Living Facility, Neighborhood Retail, Amphitheater, Meeting/Convention Center, Skills Center, and Recreation Elements.



## GREG AULT

### Principal Landscape Designer (AECOM)

#### Education

Bachelor of Science in Landscape  
Architecture, Purdue University, 1978

Greg Ault currently serves as the Design and Planning Principal of the Coral Gables/Miami office of AECOM. His career encompasses over 32 years of international experience as a senior planner, landscape architect, and project manager. His work with large-scale, complex mixed-use urban projects has focused on the conceptual stages of retail, office and residential planning. He is currently heavily involved in large scale strategic master planning and Future's Visioning for a variety of public and private sector clients focusing on a whole systems approach to sustainable planning, design and implementation for these clients.

#### RELEVANT EXPERIENCE

**Coral Pine Park Master Plan, Pinecrest, FL.** Principal in Charge. Project visioning and overall 20 year master planning, landscape design and construction costing services for an important neighborhood park and tennis center in a residential neighborhood. The project includes the successful engagement of the surrounding neighbors and concerned residents to create a design partnership between the constituency, the Village, and the design team.

**Ingraham Park, Coral Gables, FL.** Principal in Charge. Landscape, hardscape, lighting, site planning design, public outreach, and construction administration services for a 2 acre park with an outdoor exercise area, civic scale fountain and trellis to create a southern gateway to Coral Gables, and site amenities to serve both the neighborhood park needs of the local residents and the recreational needs of the users of the multi-use Commodore Trail that runs through the park.

**Heritage Park and Parking Garage, Sunny Isles Beach, FL.** Principal in Charge. Landscape, hardscape, and site planning design and construction administration services for a 4 acre urban park with a public performance stage, playground, fountains, multi-use field, dog run, and a 4-level parking garage.

**Beachwalk II, Miami Beach, FL.** Principal in charge. Landscape and hardscape design of a five-city block pedestrian corridor extension of the Atlantic Greenway Corridor in South Beach, extends North/South, behind the existing barrier dune system and provides integrated connections to the surrounding neighborhood and adjacent beach. Special consideration was given to existing dune and native plant material locations, as well as beach views from adjacent hotels and condominiums.

**Altos Del Mar Park Master Plan, Miami Beach, FL.** Principal in charge. Master planning, stakeholder facilitation and project visioning for an oceanfront 2.5 acre park on 76th Street and Collins Avenue. This remnant open space in a City Historic District offers the City and Citizens a unique opportunity to create public focal point on one of the highest points in the Beach proper.



## GUSTAVO SANTANA

### Senior Landscape Designer (AECOM)

#### Education

Master, Landscape Architecture, Florida International University, 2002  
Bachelor, Architectural Studies, Florida International University, 1999

#### Affiliations

Florida Nursery, Growers and Landscape Association, Board of Directors  
American Society of Landscape Architects

Gustavo Santana is a landscape designer who has been extensively involved in master planning, site and detail design, construction administration, and project management on a variety of large- and small-scale projects including commercial, residential, educational, riverwalk, and streetscape design. He has worked closely in providing clients with community and campus master plans, using a full range of planning and design resources to manage change and improve quality of life.

#### RELEVANT EXPERIENCE

**Coral Pine Park Master Plan, Pinecrest, FL.** Project Manager. Project visioning and overall 20 year master planning, landscape design and construction costing services for an important neighborhood park and tennis center in a residential neighborhood. The project includes the successful engagement of the surrounding neighbors and concerned residents to create a design partnership between the constituency, the Village, and the design team.

**Ingraham Park, Coral Gables, FL.** Project Manager. Landscape, hardscape, lighting, site planning design, public outreach, and construction administration services for a 2 acre park with an outdoor exercise area, civic scale fountain and trellis to create a southern gateway to Coral Gables, and site amenities to serve both the neighborhood park needs of the local residents and the recreational needs of the users of the multi-use Commodore Trail that runs through the park.

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**East Little Havana Park and Open Space Master Plan, Miami, FL.** Landscape designer for planning and landscape design services for a master plan that analysis parks and open space needs for the East Little Havana community.





## LAUREN SWAN

### Landscape Designer (AECOM)

#### Education

Master, Landscape Architecture, State University of New York-Syracuse, 2010  
Bachelor, Urban Design and Regional Planning, Florida Atlantic University, 2007

#### Affiliations

American Society of Landscape Architects  
National Wildlife Federation Habitat Steward

Lauren Swan has experience in landscape architecture design, planning and project management for a variety of cross-disciplinary projects. From submittals to reviews and oversight, Lauren has worked in both public and private sectors with expertise in facilitation, design and strategic planning. Lauren oversees local community-based projects as well as large military projects requiring metric evaluation of Department of Defense compliance. Lauren's background combined with her understanding of Comprehensive Code and the Unified Facilities Criteria enable her to develop creative and resilient solutions to technical problems.

#### RELEVANT EXPERIENCE

**City of Tamarac, Tamarac Park Master Plan, Tamarac, FL.** Landscape Planner for this parks, recreation and open space masterplan that identifies existing conditions, needs assessments, planning framework and recommendations based on input from city staff and civic engagement.

**Coral Gables Bicycle and Pedestrian Infrastructure Plan, FL.** Working with the City of Coral Gables, Lauren provided analysis and design of bicycle pathways and amenities through a stakeholder engagement process.

**City of Coral Gables, Alhambra Park, Coral Gables, FL.** Deputy Project Manager/Landscape Planner providing landscape, hardscape, lighting, master planning, design, community workshops and construction services for a community park with proposed seating walls, inclusive play areas, civic scale trellis and seating area.

**City of Coral Gables, Maggiore Park, Coral Gables, FL.** Deputy Project Manager/Landscape Planner providing landscape, hardscape, lighting, master planning, design, construction services and public outreach for a community park reminiscent of a Chinese Garden located in the city's Chinese Village.

**City of Coral Gables, Kingsbay Community Park, Coral Gables, FL.** Deputy Project Manager/Landscape Planner providing landscape, hardscape, lighting, site planning design, public outreach, and construction administration services for a linear park and pedestrian plaza located along the water's edge.

**City of Miami Beach, Altos Del Mar Park, Miami Beach, FL.** Landscape Planner providing landscape, hardscape, lighting, master planning, design, and community workshop services for the last oceanfront, undeveloped 2.5-acre park with proposed pedestrian paths, botanical garden like features, bocce court, and sand volleyball courts to create a park that is in keeping with the natural and urban landscape.

**Resilient Greater Miami and the Beaches, Miami-Dade County, FL.** Working with 100 Resilient Cities, Miami-Dade County, City of Miami Beach, and City of Miami, Lauren served Project Manager and Strategy Partner leading client coordination, stakeholder engagement, workshop facilitation and report documentation for a county-wide resilient strategy.

**Miami Beach Rising Above, Miami Beach, FL.** Lauren served as Planner for this project with the City of Miami Beach, leading workshop facilitation and planning efforts for a vulnerability assessment and workshops.



## **CHRIS TATHAM**

### **Public Opinion Survey (ETC Institute)**

#### **Education**

Master, Business Administration, Kansas State University  
Bachelor, Political Science/Economics, Princeton University  
Certificate of Proficiency in Latin American Studies, Princeton University

Chris Tatham is considered to be one of the nation's leading authorities on the development of qualitative and quantitative research for state and local governments. During the past 20 years, he has designed and managed nearly 2,000 community surveys in more than 700 communities, including many of the nation's largest communities.

In 1999, Chris designed ETC Institute's national benchmarking database. He developed the database and supporting analytical tools to give local governments the ability to objectively assess community needs, service delivery, and priorities against regional and national norms. Today, the database is used by leaders in hundreds of communities to assess issues for parks and recreation systems, libraries, public safety providers, utilities, planning organizations, transportation agencies, military installations, and many others.

Chris has served as political advisor and conducted survey research that led to voter approval of projects of sales taxes and bond issues valued at more than \$4 billion during the past ten years. He received an award from the Midwest Region of NRPA for his efforts to help local communities secure funding for parks and recreation system improvements.

#### **RELEVANT EXPERIENCE**

Chris has worked on projects for numerous communities including:

- San Diego Parks Master Plan, CA
- Fort Lauderdale Parks and Recreation System Master Plan, FL
- City of Denver 2003 Game Plan, CO
- Denver Regional Commercial Vehicle Survey for Denver Regional MPO - Denver Regional Council of Governments (DRCOG)
- Denver Regional On-board Transit Survey for the Denver Regional Transportation District (RTD)
- Raleigh Parks, Recreation and Cultural Resources System Plan, Raleigh, NC
- Parks And Recreation Needs Assessment Study Mecklenburg County, NC
- Community Interest And Opinion Needs Assessment Survey Saint Paul, MN
- Parks and Recreation Needs Assessment Study Los Angeles, CA



## **KEN BALLARD**

### **Recreation Planner (Ballard\*King)**

#### **Education**

Bachelor, Recreation, University of Colorado  
Bachelor, History

#### **Professional Registrations**

Certified Parks and Recreation Professional

As a founding partner of Ballard\*King & Associates (B\*K), Ken Ballard has over 30 years experience in recreation facility operation and planning. Ballard\*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation facilities. In his years of work with B\*K, Ken has provided planning, feasibility and operations consulting to more than 250 recreation projects across the country. Ken is well known for his vast knowledge of recreation facility development and operations. His expertise has been developed over the years from a wide breadth of experiences within the recreational field.

Ken's project experience includes feasibility studies, facility construction and design process, space planning and equipment specifications, request for proposal, grand opening celebrations, preventive maintenance programs, staffing, budgeting, marketing, programming, parks and recreation master plans, as well as audits. Ken also has extensive program experience including adult and youth sports, fitness/wellness, special events and cultural arts.

Ken's diverse experience has led to his active involvement with the Colorado Parks and Recreation Association's Recreation Facilities Design and Management School. For the past 13 years Ken has been a faculty member at the Athletic Business Conferences, where he presented numerous sessions on recreation facility planning. In addition, he serves on the editorial advisory board and planning committee. He has also been a speaker at several National Park and Recreation Association Congresses and numerous state parks and recreation conferences. Ken's published work includes the feature articles "Climbing Toward Cost Recovery" and "Happy Together" both in Athletic Business Magazine.

Prior to co-founding B\*K, he was the Recreation Manager for the City of Thornton, CO, and was a key member of the team responsible for the predesign phase of their recreation centre. For 12 years before joining them he was the Director of the Englewood, CO, Recreation Centre, in charge of the operation and administration of the Englewood Recreation Center, which received the 1986 "Facility of Merit" award from Athletic Business Magazine for design and operations excellence.



LICENSURES

STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
BOARD OF ARCHITECTURE & INTERIOR DESIGN

<b>LICENSE NUMBER</b>	
	AA26000687

The ARCHITECT CORPORATION  
Named below IS CERTIFIED  
Under the provisions of Chapter 481 FS.  
Expiration date: FEB 28, 2019

AECOM TECHNICAL SERVICES, INC.  
800 DOUGLAS ENTRANCE, 2ND FLOOR  
NORTH TOWER  
CORAL GABLES FL 33134






STATE OF FLORIDA  
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION  
BOARD OF LANDSCAPE ARCHITECTURE

<b>LICENSE NUMBER</b>	
	LC26000395


The LANDSCAPE ARCHITECT BUSINESS  
Named below HAS REGISTERED  
Under the provisions of Chapter 481 FS.  
Expiration date: NOV 30, 2019

AECOM TECHNICAL SERVICES, INC.  
515 SOUTH FLOWER STREET 4TH FLOOR  
LOS ANGELES CA 90071

**State of Florida**  
**Board of Professional Engineers**

Attests that  
**AECOM Technical Services, Inc.**

**Is authorized under the provisions of Section 471.022, Florida Statutes, to offer engineering services to the public through a Professional Engineer, duly licensed under Chapter 471, Florida Statutes.**

**Expiration:** 2/28/2019  
**Audit No:** 228201902814 R

**CA Lic. No:**  
**8115**





**STATE OF FLORIDA**  
**DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION**  
**BOARD OF LANDSCAPE ARCHITECTURE**

**LICENSE NUMBER**  
 LA6667065

The LANDSCAPE ARCHITECT  
 Named below HAS REGISTERED  
 Under the provisions of Chapter 481 FS.  
 Expiration date: NOV 30, 2019

KUHN, NICHOLAS DAVID  
 1700 RANEY CT.  
 RALEIGH NC 27604

ISSUED: 12/21/2017      DISPLAY AS REQUIRED BY LAW      SEQ # L1712210001081

Florida **dbpr** 

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**Licensee Details**

**License Information**

Name: **WEBB, JOSEPH JOHN (Primary Name)**  
 Main Address: **2730 JAMES RIVER ROAD  
 WEST PALM BEACH Florida 33411**  
 County: **PALM BEACH**

License Mailing:  
 License Location:

**License Information**

License Type: **Registered Landscape Architect**  
 Rank: **Landscape Arc.**  
 License Number: **LA6666766**  
 Status: **Current, Active**  
 Licensure Date: **12/03/2004**  
 Expires: **11/30/2019**

Florida **dbpr** 

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**Licensee Details**

**License Information**

Name: **KERWIN, MICHAEL H (Primary Name)**  
 Main Address: **800 DOUGLAS ENTRANCE, N TOWER  
 AECOM  
 CORAL GABLES Florida 33134**  
 County: **DADE**

License Mailing:  
 License Location:

**License Information**

License Type: **Architect**  
 Rank: **Architect**  
 License Number: **AR0012800**  
 Status: **Current, Active**  
 Licensure Date: **05/01/1989**  
 Expires: **02/28/2019**

**National Recreation and Park Association**

Let it be known that

**Nicholas Kuhn**

has met the requirements of the standards set forth by the  
 National Certification Board  
 and is hereby granted certification as a

**Certified Park and Recreation Professional**

 12/29/2017  
DATE CERTIFIED

 10360993  
CERTIFICATION NUMBER

 3/1/2020  
EXPIRATION DATE






PROJECT UNDERSTANDING,  
PROPOSED APPROACH, AND  
METHODOLOGY





## OUR PHILOSOPHICAL APPROACH

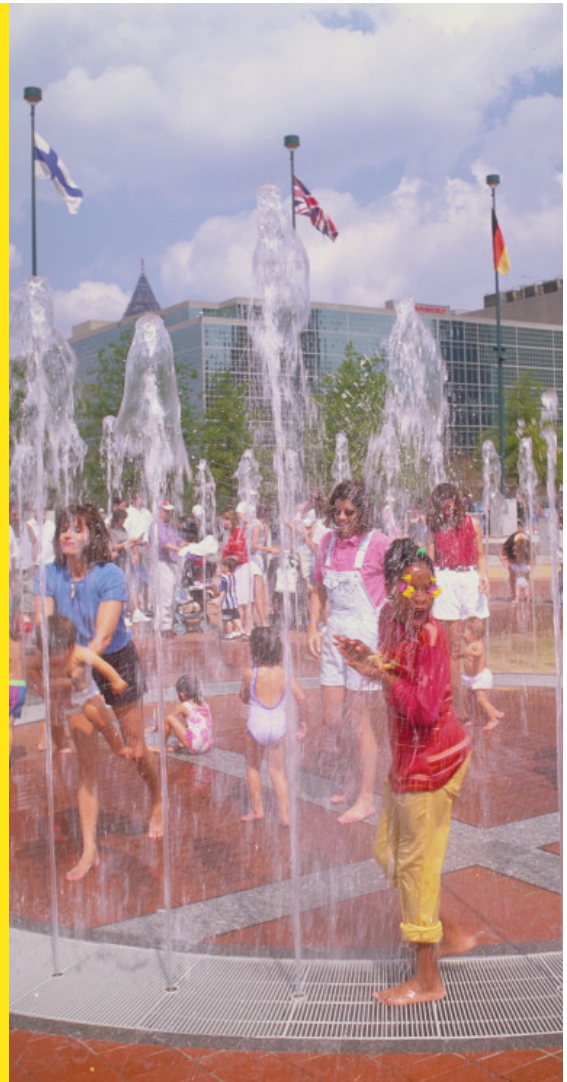
The future economies of great cities and regions will be increasingly driven by their ability to attract and retain high quality knowledge workers

Well-planned communities provide social equity, a platform for inclusiveness that promotes health and well-being

Environmental sustainability and resiliency will be an increasingly integral part of parks system planning

Great park and recreation systems are the framework for building livable, sustainable communities

Parks, in concert with great public spaces, historic and cultural facilities, natural lands, greenways, trails and complete streets, create great parks systems





# WHAT WE BELIEVE

## Great park systems are a framework for livable and sustainable communities



## OUR APPROACH TO PARK SYSTEM PLANNING

AECOM is a national leader in park, recreation and open space planning and design. Our team of planners, landscape architects, transportation planners, ecologists, and urban designers has helped over 80 communities, small and large, throughout the United States plan, develop, and implement successful parks, recreation and open space systems plans. Our process and products have not only helped improve residents' quality of life, but have also helped communities address broader social, environmental, and economic issues.

The AECOM approach to Park System Planning is based on the fundamental belief that parks, historic places, cultural facilities, public spaces, greenways, trails, complete streets and the sum total of the public realm can serve as a framework for building livable and sustainable communities. We believe that properly planned and designed park systems can be the basis for building great communities to live, work and play.

We have entered in a new era of parks and recreation planning and management; an era defined by constrained budgets, changing demographics, increased needs for transparency, and an abundance of social, economic, and environmental issues. Local governments are challenged to provide an increasingly diverse breadth of recreation and social services, while competing for limited available funding. To provide meaningful experiences for the communities we serve, we must reexamine the fundamental principles, goals, objectives, roles and responsibilities in order to remain relevant to current and future users, meet increasing economic challenges and be stewards of our natural and cultural resources. We believe that this era provides an opportunity for local governments to develop new, creative strategies for providing high quality services to their residents.

This is the beginning of an era of innovation! An era where agencies work together to stretch limited funding to provide multiple services and benefits for each dollar spent; where underutilized grey infrastructure lands become green infrastructure systems that provide multiple economic, social, recreational, cultural, and environmental benefits. We believe that the successful design and management of open space will shape a community's brand, resiliency, and quality of life. Our philosophy is based on our fundamental principles of park system planning that include:

**Access.** Every resident should be able to safely and comfortably walk, bicycle, drive and/or ride transit from their home to work, school, parks, shopping and community facilities.

**Equity.** Every resident should be able to enjoy the same quality of public facilities and services regardless of income, age, race, ability or geographic location.

**Sustainability.** Every action and improvement of the Park System, including facilities, programs, operations and management, should contribute to the economic, social and environmental prosperity of the City.

**Multiple Benefits.** Every single public action should generate multiple public benefits to maximize taxpayer dollars.

**Seamlessness.** Park lands and recreation services should work in concert with other local providers to provide integrated recreational opportunities to area residents.

**Resiliency and Sustainability** should be considered in the decision-making process. Climate change/ rising median global temperature, water demand as populations increase, severity of droughts/wildfires, as well as other impacts should be considered.

**Placemaking** in parks and public spaces and the inclusion of art as integral part of the park planning and design should be a part of the park planning and design process.

**Livability.** The concept of how parks contribute to making communities great places to live should be included. This should include how residents and local employees can live, work and play all within close proximity to their homes.

**Health and Wellness** benefits are driving park infrastructure and programs to a degree not expected in the past. Cities and counties are responding to this interest with new partnerships, programs and opportunities that should be front and center in a new plan.



## OUR PROVEN METHODOLOGY

In order to achieve these principles the AECOM team employs the following strategies:

- Comprehensively evaluate the current state of the parks system
  - Rigorous research and analysis that helps the staff and elected officials make informed decisions based on demographics, trends, and best practices
  - Reconfirm, refresh and/or rearticulate the vision, core values and principles of past master plans
  - Assess the community's needs and identify opportunities to take advantage of evolving recreational trends
  - Engage a diversified and representative segment of the public in a meaningful manner during the planning process in an open and transparent public involvement process that allows the project team to understand the desires of the community, allows the community to understand the planning process, and ultimately provides for the community's buy-in for the resultant plan recommendations. This should be the "Peoples Plan."
- Provide a clear, overarching vision for the future parks
  - Provide clear and implementable recommendations to deliver the services of our clients
  - Provide an assessment of current funding, and recommend policies to ensure the future financial security of the system
  - Organize and layout the Master Plan in a logical fashion creating a high-quality, user-friendly document that is accessible and easily understandable, while seamlessly aligning with other regional planning efforts

The AECOM team will work collaboratively with Coral Gables staff to realize these strategies. As part of the planning process, it would be our expectation that staff would provide all existing system and program information available, including GIS maps and digital data, attend all scheduled meetings, provide timely feedback on all interim products, provide logistical support for all public meetings including advertisement and meeting location arrangements and facilitate the scheduling of meetings and agendas with elected representatives.



**PROPOSED WORK PLAN SCHEDULE**

The following draft schedule identifies how the AECOM team proposes to accomplish the approach within a 12-month schedule. Prior to initiating the project, AECOM will review and refine the work plan schedule to meet the City's specific needs.



CRMP = Community Recreation Master Plan  
 WMYC = War Memorial Youth Center Master Plan





# Our Approach: Step by Step

## 1 Learning Existing Conditions Analysis

### EXISTING CONDITIONS

#### Part IA: Community Recreation Master Plan

- Kick-off Meeting
- Review Existing Data
- Base Map Development
- Site Evaluations
- Summary Development

#### Part IB: War Memorial Youth Center Master Plan

- Kick-off Meeting
- Review Existing Data
- Base Map Development
- Site Evaluations
- Summary Development

Public Involvement

## 2 Exploring Needs and Priorities Assessment

### NEEDS AND PRIORITIES

#### Part II: Community Recreation Master Plan and War Memorial Youth Center Master Plan

#### Qualitative Techniques

- Public Workshops
- Focus Groups
- Advisory Board Workshops
- Stakeholder Interviews
- Online Survey

#### Quantitative Techniques

- Statistical Survey
- Service Area Analysis
  - Facility Level of Service
  - Acreage Level of Service
  - Access Level of Service
- Summary Development of Needs and Priorities Assessments for both Master Plans

Public Involvement

**Public Involvement** Public Engagement is integrated into each step of the planning process

- Intercept Surveys
- Park and Recreation Advisory Board Workshops

- Online Survey
- Social Media
- Focus Groups

- Press Releases / Handout Materials
- Public Workshops







Our approach is consistent with the RFP, and is based on a proven track record of completing successful Park, Recreation and Open Space System Plans, Needs Assessments and Strategic Plans throughout the United States.

# 3 Envisioning

## Long-Range Community Vision

### LONG-RANGE VISION

#### Part IA: Community Recreation Master Plan

- Visioning Workshop
  - Definition of Vision Statement, Guiding Principles and Goals
  - Alternative roles for City
  - Potential Partnership opportunities
  - Park Improvement Recommendations
- Conceptual Community Recreation Master Plan Vision
- Conceptual Vision Cost Estimate

#### Part IB: War Memorial Youth Center Master Plan

- Visioning Workshop
  - Definition of Vision Statement, Guiding Principles and Goals
  - Potential Partnership opportunities
  - Facility Improvement Recommendations
- Conceptual War Memorial Youth Center Master Plan Vision
- Conceptual Vision Cost Estimate

Public Involvement

# 4 Implementing

## Implementation Plan

### IMPLEMENTATION PLAN

#### Part IIIA: Community Recreation Master Plan Implementation Strategies and Final Report

- Preliminary Implementation Strategies Workshop
- Strategic Plan Development
  - Land Acquisition
  - Park / Facility Development
  - Renovations to existing/newly acquired properties
  - Programming/Staffing
  - Operations and Maintenance
  - Funding Priorities / CIP
- Final Report and Materials Development
- Commission Presentation for Adoption

#### Part IIIB: War Memorial Youth Center Master Plan Implementation Strategies and Final Report

- Preliminary Implementation Strategies Workshop
- Strategic Plan Development
  - Prioitized Improvements to Facility
  - Funding Prioities
  - Operations and Maintenance
- Final Report and Materials Development
- Commission Presentation for Adoption

Public Involvement

- Interviews
- Statistically Valid Survey
- Department/City Website

- Community Presentations
- Implementation Workshops
- Printed Handouts

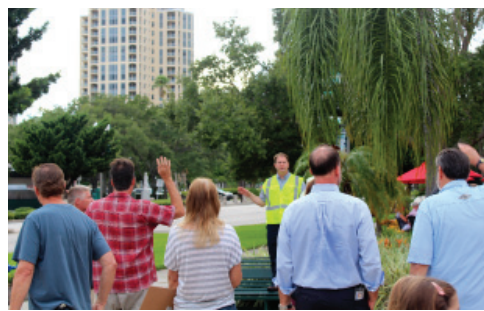




## 2 / RECENT, CURRENT AND PROJECTED WORKLOAD

The City can be assured that we will be able to meet your scheduling, time, and budget expectations and our client references can attest to this. The AECOM team is able to commit the time required to respond to the City's needs in a timely fashion. Based on our current and anticipated workload, we anticipate that our key personnel will be able to commit 30-50% of their time to the City of Coral Gables Parks, Recreation and Youth Center Master Plan.





**OUR PROVEN APPROACH**

Our approach is consistent with the outlined scope of services, and as outlined in the RFP, with a suggested reordering of needs and priorities assessment with the visioning process. Through our extensive experience, we have found that first gaining the communities expressed needs and priorities is invaluable to decision-making process in the visioning and master planning efforts. This suggested reordering is provided for your consideration.

In addition, it is our recommendation to combine some of the Community Recreation Plan and War Memorial Youth Center tasks in order to experience much needed synergy for public involvement, reduce burdens on city staff and cost efficiencies. Milestone deliverables for both projects will remain independent and on unique schedules in order to provide high quality and thoughtful plans that are distinct.

The below approach is organized into five parts that provide an effective roadmap which helps the project team stay on schedule and reach consensus through thorough public involvement. The following outline scope of work insures that the final product meets CAPRA accreditation requirements and allows a “feedback loop” for review, comments and revisions at the end of each phase. Each phase concludes with an interim product, which ultimately forms the updated Master Plan as Part 5. These five phases are:

- EXISTING CONDITIONS ANALYSIS
- NEEDS AND PRIORITIES ASSESSMENT
- LONG-RANGE VISIONING
- IMPLEMENTATION PLAN
- UPDATED PARKS MASTER PLAN REPORT AND WAR MEMORIAL YOUTH CENTER PLAN

**EXAMPLES OF PAST WORK**

*Per the RFP, we have provided past examples of deliverables in electronic format as part of this submittal. One hardcopy of each report is also provided.*



## PART I – EXISTING CONDITIONS ANALYSIS

### 1.1 Kickoff Meeting

AECOM will conduct a kickoff/orientation meeting with the Project Team (City Staff) to review and discuss:

- Project scope and schedule
- Roles and expectations
- Needs, priorities, obstacles, opportunities and implementation
- Review of guiding documents, i.e. Comprehensive Plan
- Status of previous 1999 Master Plan
- Public meeting involvement and format
- Stakeholder Interviewee and Focus Group list
- Final document format

### 1.2 Review Existing Data

As part of the Existing Conditions Analysis, AECOM will review city-wide and Youth Center specific base information as listed below. In addition, the City will provide base maps incorporating the following elements:

#### **Part A - Community Recreation Master Plan:**

AECOM will review guiding documents and data provided by the City and compile an analysis of existing data into a summary and base map for use in the project. The sources may include but are not limited to the following:

- Coral Gables Comprehensive Plan, including future land use map.
- Current inventory of municipal parks and recreation facilities, trails, and bikeways.
- Current inventory of special use facilities.
- Current inventory of War Memorial Youth Center
- Current inventory of open spaces, plazas, and historic facilities
- Current inventory of school, church and non-profit facilities (boys and girls clubs, YMCA, etc.).
- Current inventory of private recreation facilities.
- Lakes, wetlands and natural features.

- Capital improvements program.
- Population/demographics data, both current and projected.
- Recreation program brochures, catalogs and flyers.
- Bike Master Plans
- Current partnerships.
- List of special events
- List of recreation programs
- List of current sports leagues (both adult and youth), program levels and schedules.
- Land development regulations.
- Other relevant studies, data, and information as available and necessary.

The City will provide a digital GIS base file in the MXD file format for the project study area (the study area is determined by expanding the City boundary by one mile in each direction) which shall include relevant City layers and those containing information regarding adjacent county facilities that are used by residents. AECOM will rely on all data provided by the City as accurate. Additional revisions to the map based on inaccurate information will be done as an additional service. The sources of the GIS Map will include but are not limited to the following:

- City of Coral Gables data
- Other municipality's data
- County data
- Private
- Non-Profit
- HOA

**Part B - War Memorial Youth Center:** The City will also provide a specific base map for the War Memorial Youth Center to be used for public meetings and consultant planning uses. The Youth Center base map should include nearby streets, bikeways, open spaces in close proximity, schools, and public buildings (with City access).

### 1.3 Site Evaluations

AECOM will conduct a **series of site evaluations** over a two (2) day period for sites geographically distributed throughout the City in order to observe existing conditions, and to determine needed improvements to park and recreation facilities based on contemporary park and recreation design principles. Teams will utilize a comprehensive evaluation form developed in coordination with City staff.

An additional day will be utilized to evaluate the **War Memorial Youth Center**, and will include additional support for Ballard\*King. Observations to the facility will be made based on the condition of the building and surrounding park area. This evaluation is intended to observe existing conditions and uses and determine needed improvements based on typical design principles. It is not intended to be an engineering review of the viability, integrity, or structural condition of the War Memorial Youth Center.

### 1.4 Community Recreation Master Plan 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 (by City)
- Guiding Documents Review
- Site Evaluations

### 1.5 War Memorial Youth Center 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 (by City)
- Guiding Documents Review
- Site Evaluations

### 1.6 Existing Conditions Analysis Summary.

AECOM will compile the findings from the tasks outlined above into a draft Existing Programs and Facilities Analysis Summary document, including:

- Project overview
- Base map of existing system
- Funding Analysis
- Economic Analysis
- Facility Map

#### **PART I – Deliverables include:**

- Kickoff Meeting Notes (Task 1.1)
- Guiding Documents Summary (Task 1.2)
- Site Evaluations (Task 1.3)
- Existing Conditions Analysis Summary
  - Site Evaluations Summary for Parks, Civic/ Open Spaces and Trails (Task 1.4)
  - Site Evaluation Summary for War Memorial Youth Center (Task 1.5)

## PART II – NEEDS AND PRIORITIES ASSESSMENT

### 2.1 Public Involvement.

AECOM will conduct a robust series of focus group meetings, presentations and stakeholder interviews to gather qualitative information regarding needs and priorities for the **Community Recreation Plan and the War Memorial Youth Center**. A significant goal of this extensive public involvement task is to identify local trends in needs and priorities throughout the City and compare findings with those from quantitative techniques such as a statistically valid survey. Efforts will be made to reach diverse segments of the community including the underserved, various cultural groups, youth, elderly, and the disabled to obtain input for the CRMP. The public involvement will include the following events over a two (2) day period:

- Up to twelve (12) Interviews with the members of the City Commission, City Manager, and other community leaders to be determined by the City;
- Up to eight (8) Interviews or focus group meetings with recreation user groups and other special interest groups as determined by the City – Including specific focus groups for the War Memorial Youth Center as determined by the City;
- Conduct two (2) Parks and Recreation Advisory Board Workshops; one conducted at and focused on the War Memorial Youth Center and one focused on the Community Recreation Plan;
- Attend and facilitate up to five (5) public workshops geographically distributed throughout the City.

The City will be responsible for helping facilitate meetings, determining participants, sending invites, meeting facility logistics, and the preparation and distribution of meeting notes for each event.

### 2.2 Statistically Valid Public Survey

AECOM will work with the City to develop a statistically valid mail/telephone survey that will serve as the cornerstone of quantitative research techniques. The survey will focus on parks and facility needs, usage and priorities of residents. AECOM and ETC will detail the methodology of the survey and work with the City in the development of the questions. A draft survey instrument of the statistically valid survey will be provided to the City for review prior to administration of the survey and may not exceed six (6) pages in length. Techniques utilized for administration of survey will include mail, telephone and a website.

The survey will be completed to be statistically accurate within four regions across the City as recommended by the City Planning and Zoning Division. Areas tentatively identified from north to south are: North of Bird Road, Bird Road to Sunset, South of Sunset and the downtown area. ***In addition to questions regarding city-wide topics, questions will be specifically asked regarding the War Memorial Youth Center will also be included.*** The statistically valid survey will have a minimum guaranteed sample size of 600 with a level of confidence of 95% and margin of error of +/- 4% for the City overall and a confidence level of 95% and a margin of error of +/- 8% within each region. Survey results will be geocoded and will include a set of four important/unmet needs matrices and national benchmarking, tailored to the questions of the survey.

### 2.3 Service Area Analysis

AECOM will review the City's current Recreation and Open Space Element of the Comprehensive Plan, specifically the Level of Service (LOS) requirements. AECOM will work with City staff to verify existing park access standards in coordination with the existing City's Comprehensive Plan standards. Level of service analysis will include ***acreage and facility level of service*** results. Based on the standards established with City staff, AECOM will conduct a GIS-based ***access service area analysis*** for each type of existing park and/or recreation facility in the City based on current classifications as well as the War Memorial Youth Center.

This task will help identify current City-wide service levels for use in development of future goals and policies for revised level of service standards. Using demographic projections analyzed earlier, AECOM will prepare projected park, facilities and acreage needs for 5, 10 and 15-year increments based on current level of service standards using population projections provided by the City/ or US Census.

Alternative LOS standards will be researched based on development patterns, partnerships with schools and other means to develop LOS standards that reflect community desires. Combined with results from public involvement and the surveys, the City will have a better understanding of community needs for recreation facilities based on community trends, needs, and priorities.

#### **2.4 Community Recreation Master Plan 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 and facilities development needs of the City. Summary will be submitted to City staff for review and will be revised one (1) time based on consolidated comments received.

#### **2.5 War Memorial Youth Center Needs and Priorities Analysis Summary**

AECOM will summarize comments 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 the War Memorial Youth Center. Summary will be submitted to City staff for review and will be revised one (1) time based on consolidated comments received.

#### **PART II – Deliverables include:**

- Community Recreation Master Plan Public Involvement notes (Task 2.1)
- War Memorial Youth Center Public Involvement notes (Task 2.1)
- Statistically Valid Survey results and summary (Task 2.2)
- Level of Service Analysis Maps (Task 2.3)
- Needs and Priorities Assessment Summary for Parks, Open Spaces, Trails and Natural Lands (Task 2.4)
- Needs and Priorities Assessment Summary for War Memorial Youth Center (Task 2.5)



## PART III – LONG RANGE VISION

### 3.1 Visioning Workshop

AECOM will facilitate a two-day open-door Visioning Workshop with City staff, general public, special interest groups, stakeholders, school representative(s), and community officials to develop a long-range vision for the City's parks system. A preliminary agenda for the workshop includes a day-one focus on Community Recreation Master Plan elements and day-two focus on the War Memorial Youth Center. Topics may include:

- Presentation of the Needs and Priorities Analysis findings;
- Discussion of alternative "responses" to needs and priorities, including alternative roles for the City as provider, partner and/or facilitator;
- Identification of key "sub-systems" for further planning and development, including guiding principles and planning criteria;
- Discussion and development of new draft Level of Service (LOS) Standards and alternatives for parks and facilities;
- Potential partnership opportunities;
- Park and facility improvement recommendations;
- Workshop preparation of a conceptual Community Recreation Master Plan Vision; and
- Conceptual Vision for War Memorial Youth Center.

Ballard\*King will also attend and assist with the Vision Workshop, providing additional support for discussions involving the War Memorial Youth Center.

### 3.2 Conceptual Community Recreation Master Plan Vision and Cost Estimate

AECOM will update the conceptual Community Recreation Master Plan per the outcomes of the Visioning Workshop and prepare an illustrative plan that incorporates future parks or facilities which reinforce city-wide themes identified during the Needs and Priorities Assessment as well as the Visioning Workshop.

In preparation for the Implementation Workshop (Task 4.1), AECOM will prepare an "order-of-magnitude" opinion of probable construction costs (Excel) to implement improvements shown on the Conceptual Community Recreation Plan Vision, including:

- Land Acquisition (based on costs/acre provided by the City);
- Park/Facility Development (based on comparable facilities);
- Operations and Maintenance for proposed system (based on historic data provided by the City); and
- Renovations to existing properties and newly acquired properties.

### 3.3 War Memorial Youth Center Conceptual Plan and Cost Estimate

AECOM will update the conceptual Community Recreation Master Plan per the outcomes of the Visioning Workshop and prepare an illustrative plan that incorporates future parks or facilities which reinforce city-wide themes identified during the Needs and Priorities Assessment as well as the Visioning Workshop.

In preparation for the Implementation Workshop (Task 4.1), AECOM will prepare an "order-of-magnitude" opinion of probable construction costs (Excel) to implement improvements shown on the Conceptual Community Recreation Plan Vision, including:

- Planning and Design;
- Facility Renovations (based on comparable facilities);
- Facility Expansion and Additions; and
- Operations and Maintenance for proposed system (based on historic data provided by the City.)

#### PART III – Deliverables include:

- Visioning Workshop Meeting Notes (Task 3.1)
- Community Recreation Master Plan Vision (Task 3.2)
- Recreation Plan Cost Estimate (Task 3.2)
- War Memorial Youth Center Conceptual Plan (Task 3.3)
- War Memorial Youth Center Conceptual Plan Cost Estimate (Task 3.3)

## PART IV – IMPLEMENTATION PLAN

### 4.1 Preliminary Implementation Strategies Workshop

AECOM will conduct a two part, one-day Implementation Workshop with the Department Staff, City Administrators, Finance Department Staff, School District staff, Park and Recreation Advisory Board members, and/or other City staff to review the cost statement, and to discuss various Implementation Strategies for the Community Recreation Master Plan and War Memorial Youth Center. The workshop will be split between focus on the city-wide Recreation Plan and the War Memorial Youth Center. In order to prepare for the workshop, the City will prepare estimates of available funding (from current sources) for the next 5 and 10-year periods. A preliminary agenda for each part of the workshop includes:

- Review of the Existing Conditions Summary (where are we);
- Review of the Needs and Priorities Summary;
- Review of Vision Map for community wide facilities and Conceptual Youth Center Map (where do we want to be);
- Establishment of funding priorities
- Review of current 5-YR CIP (by City);
- Discussion of needed changes to current 5 year CIP
- Development of Prioritization Guidelines;
- Development of short-term action items and long-term recommendations;
- Development of funding, phasing strategies for 5, 10 and 10-year periods for existing and proposed system (how do we get there)

### 4.2 Preliminary Implementation Strategies Workshop

Based on the above, AECOM will develop a ten-year Implementation Plan which includes a five-year strategic plan and a one-year action plan that makes recommendations for the Community Recreation Plan. Topics to include:

- a) Land Acquisition;
- b) Park / Facility Development;
- c) Renovations to existing properties and newly acquired properties;

- d) Programming / Staffing;
- e) Operations and maintenance; and
- f) Order of Magnitude costs and funding priorities for capital improvements and operations with timeframes defined in five-year increments;

The Implementation Plan will be submitted to City staff for review and will be revised one (1) time based on consolidated comments received.

### 4.3 War Memorial Youth Center Implementation Strategy Plan

Based on information obtain during Task 4.1, AECOM will develop an Implementation Plan which includes a five-year strategic plan and a one-year action plan that makes recommendations for the War Memorial Youth Center. Topics may include:

- a) Prioritized list of improvements to existing facility;
- b) Budget and funding priorities for capital improvements and operations with timeframes defined in five-year increments;
- c) Suggestions for potential new or modified partnerships; and
- d) Recommendations for operations and maintenance.

#### PART IV – Deliverables include:

- Community Recreation Master Plan Implementation Workshop Summary (Task 4.1)
- War Memorial Youth Center Implementation Workshop Summary (Task 4.1)
- Implementation Strategy for the Community Recreation Master Plan (Task 4.2)
- Implementation Strategy for the War Memorial Youth Center (Task 4.3)

## PART V – PLAN REPORTS

### 5.1 Development of Draft Master Plan Documents

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

- Existing Conditions Assessment (Part I)
- Needs and Priorities Assessment (Part II)
- Long-Range Vision (Part III)
- Implementation Plan (Part IV)
- Community Recreation Plan PowerPoint Presentation

The Draft Community Recreation Master Plan document will be submitted to City staff for review and will be revised one (1) time based on consolidated comments received.

AECOM will also develop a draft master plan report for the War Memorial Youth Center to include the following sections:

- Existing Conditions Assessment (Part I)
- Needs and Priorities Assessment (Part II)
- Concept Plan (Part III)
- Implementation Plan (Part IV)
- War Memorial Youth Center Plan PowerPoint Presentation

### 5.2 Final Reports and Project Summaries

AECOM will prepare the following plan materials for both the Community Recreation Master Plan (CRMP) and the War Memorial Youth Center (WMYC):

- Twenty (20) color printed final plan reports (both CRMP and WMYC);
- Ten (10) digital copies of each plan report;
- Estimates of Probable Costs (both CRMP and WMYC);
- Ten (10) project summary sheets; and
- Original MS Word, Excel, graphic files, electronic files and editable files on DVD.

### 5.3 City Commission Presentation for Adoption/Approval

AECOM in coordination with City staff will present the final Community Recreation Master Plan at a public hearing, scheduled by the City, to solicit City Commission approval and/or adoption.

An additional presentation will be made for Adoption/Approval of the Final Master Plan for the War Memorial Youth Center.

#### PART V – Deliverables include:

- Draft Printed Materials for each report/plan (Task 5.1)
  - Two (2) Color Printed Copies of Draft Community Recreation Master Plan
  - Two (2) Color Printed Copies of Draft War Memorial Youth Center Plan
- Final Printed Materials for each report/plan (Task 5.2)
  - Twenty (20) Color Printed Copies of Community Recreation Master Plan
  - Twenty (20) Color Printed Copies of War Memorial Youth Center Plan
- Digital materials for each report/plan (Task 5.2)
  - Digital materials for the Community Recreation Master Plan
  - Digital copies of 10 project sheets suitable for use in obtaining grants
  - Digital materials for the War Memorial Youth Center Plan
- City Commission PowerPoint Presentation (Task 5.3)
  - PowerPoint Presentation for Community Recreation Master Plan
  - PowerPoint Presentation for War Memorial Youth Center Plan

PAST PERFORMANCE AND  
REFERENCES







**FORT MYERS PARKS AND OPEN SPACES SYSTEM MASTER PLAN UPDATE**

FORT MYERS, FLORIDA

<b>Description</b>	In 2016, the City hired AECOM to complete an update to the Parks and Open Spaces Master Plan as the city has recovered substantially from the impacts of the Great Recession and has successfully implemented the priority projects identified in the previous plan. Launched in the summer of 2016, the update to the master plan includes a comprehensive re-evaluation of existing parks and facilities, as well as the community's needs and priorities for parks and open space. AECOM recently completed the third phase of work, the long-term visioning to update the desires of the community for their parks. The next phase, to be undertaken in January, 2017 is the implementation phase which will be focused on identifying updates to level of service standards, identification of new priority capital projects and land acquisitions, as well as additional funding opportunities and partners
<b>Start/Completion Dates</b>	2016 - ongoing
<b>Project Contact</b>	City of Fort Myers, Division of Parks and Beautification JB Schuetz 239-321-7000 jschuetz@cityftmyers.com
<b>Contract Amount</b>	\$60,721 (fee)

**FORT LAUDERDALE PARKS AND RECREATION SYSTEM MASTER PLAN**

FORT LAUDERDALE, FLORIDA

<b>Description</b>	The City-Wide Parks and Recreation System Master Plan was prepared by AECOM to analyze the existing parks system, which reflects the City's heritage, and create a new vision for the City's future. Major components of the Plan include an analysis and assessment of previously developed studies and reports, a city-wide and neighbourhood demographics analysis; existing system analysis; a needs and priorities assessment that includes public workshops, interviews with elected officials and key stakeholders, focus group interviews, a mail/ telephone survey, a level of service (LOS) evaluation, completion of an ADA Transition Plan, development of a marketing and branding plan, development of a public arts master plan, development of a new department mission, values and vision, a cost estimate, and implementation strategy.
<b>Start/Completion Dates</b>	2015-2016
<b>Project Contact</b>	City of Fort Lauderdale Parks and Recreation Department Phil Thornburg, Parks and Recreation Director 954-828-5348 pthornburg@fortlauderdale.gov
<b>Contract Amount</b>	\$501,500 (fee)

## MIAMI DADE RECREATION NEEDS ASSESSMENT

MIAMI-DADE COUNTY, FLORIDA

<b>Description</b>	AECOM worked with Miami-Dade County to conduct a county-wide needs assessment as a follow-up to a park and open spaces master plan completed in 2008 by AECOM which developed "A 50 Year, Unifying Vision for a Livable, Sustainable Miami-Dade County "Through the Parks Window". Documenting the recreational needs and priorities of Miami-Dade County, a county of over 2.6 million residents, required a detailed approach to sample over 70 distinct neighborhoods. This survey constitutes one of the largest statistically valid park and recreation focused survey ever conducted in the United State.
<b>Start/Completion Dates</b>	2013-2014
<b>Project Contact</b>	Miami-Dade County Eric Hansen, Strategic Recreation Planning Section Supervisor 305-755-7831 erich@miamidade.gov
<b>Contract Amount</b>	\$140,000 (fee)

## CITY OF MIAMI RECREATION PROGRAM MASTER PLAN

MIAMI, FLORIDA

<b>Description</b>	AECOM is working with the City of Miami on their Recreation Program Master Plan. The plan provides both a long-term strategic plan and a short-term action plan to guide the Department's decision-making in the provision of recreational services. Ultimately, the Recreation Program Plan's purpose is to guide the delivery of excellent public facilities, activities, programs and services that will improve the quality of life for residents of and visitors to the city of Miami. Scope of services included robust research and public engagement techniques such as analysis of City-wide survey results, a series of ten public community workshops, analysis of recreation trends, level of service analysis and online engagement. The comprehensive needs and priorities assessment guides the development of strategic goals and objectives for the Department for recreation services over a ten-year horizon.
<b>Start/Completion Dates</b>	2017-2018
<b>Project Contact</b>	City of Miami Parks and Recreation Kevin Kirwin, Director 305-416-1320 kkirwin@miamigov.com
<b>Contract Amount</b>	\$179,000 (fee)

**CITY OF RALEIGH PARKS, RECREATION AND CULTURAL RESOURCES SYSTEM PLAN**  
RALEIGH, NORTH CAROLINA

<b>Description</b>	AECOM worked with the Parks Department to complete the Parks and Recreation System Master Plan. Highlights of the plan included a needs assessment, recommendations for improvements to existing parks, the addition of park lands, and conceptual master plans illustrating the development of a proposed improvements and enhancements.
<b>Start/Completion Dates</b>	2014 - 2015
<b>Project Contact</b>	City of Raleigh Cassie Schumacher-Georgopoulos (formerly Senior Planner with City of Raleigh), Development Liaison, Development Services, Town of Cary 919-380-2774 cassie.schumacher-georgopoulos@townofcary.org
<b>Contract Amount</b>	\$426,000 (fee)



## BALLARD\*KING REFERENCES

### KEY BISCAYNE COMMUNITY CENTER

KEY BISCAYNE, FLORIDA

<b>Description</b>	Ballard*King & Associates has been involved with the development and operations of the Key Biscayne Community Center since its inception. The center, while open to the entire community, has a strong focus on youth in its amenities and programs. B*K is currently working with the Village on a significant expansion to the center.
<b>Start/Completion Dates</b>	2005-2018
<b>Project Contact</b>	Village of Key Biscayne Todd Hofferberth, Director of Parks & Recreation 305-365-8900 thofferberth@keybiscayne.fl.gov
<b>Contract Amount</b>	\$16,000 (latest contract for expansion only)

### PALM BEACH RECREATION CENTER

PALM BEACH, FLORIDA

<b>Description</b>	B*K was responsible for providing operations planning work for the renovation and expansion of the existing Palm Beach Recreation Center. This center primarily serves as a youth center for the community and a major focus of the project is to enhance the facility for future use. Specifically, B*K completed an assessment of the current facility, made recommendations for the enhancement and expansion of amenities, and developed an operations proforma for the new center.
<b>Start/Completion Dates</b>	2016-2017
<b>Project Contact</b>	Town of Palm Beach Beth Zickar, Recreation Director 561-227-6457 bzickar@townofpalmbeach.com
<b>Contract Amount</b>	\$25,000 (fee)

## 2 / CORAL GABLES WORK

Below is a list of previous Coral Gables contracts.

PROJECT NAME	AWARD DETAILS	DEPARTMENT	CONTRACT ADMINISTRATOR
City of Coral Gables Architectural Consultant Services Program Manager	City-wide Architectural program management services	Department of Public Works	Alejandro Gonzalez, Sr. Project Engineer Phone: 305-460-5018 Email: agonzalez3@coralgables.com
City of Coral Gables Environmental Services Program Manager	City-wide Environmental Services program management services	Department of Public Works	Ernesto Pino, Assistant Public Works Director Phone: (305) 460-5004 Email: epino@coralgables.com
City of Coral Gables Public Safety Building	City of Coral Gables Public Safety Building design services	Department of Public Works	Ernesto Pino, Assistant Public Works Director Phone: (305) 460-5004 Email: epino@coralgables.com

AECOM Technical Services, Inc. is a large design, engineering, planning and related professional services company that executes thousands of projects annually. From time to time, occasions arise when AECOM Technical Services, Inc. services under an executed contract may be discontinued. These situations include (i) where a client terminates the contract for its convenience; e.g. where the client is unable to secure continued funding for the underlying project and, as a result, terminates the associated contract, (ii) where AECOM Technical Services, Inc. ceases performance under the contract in accordance with the applicable terms of the contract in response to the client's nonpayment or other breach, and the contract is ultimately terminated; and (iii) where one of the contracting parties has terminated the contract for default.

Upon knowledge and belief, formed after reasonable inquiry, within the past two (2) years AECOM Technical Services, Inc. has not had a contract terminated for cause/default by a public sector client. The following public sector contracts were terminated for convenience in the past two years:

1. In August 2017, ATS received a letter from the Redevelopment Authority for the City of Milwaukee (the "City") advising that the City desired to terminate its contract with ATS for convenience.
2. In September, 2017, the Board of Sumter County Commissioners following completion of this phase of the project due to funding issues. While the County confirmed that it was satisfied with AECOM Technical Services, Inc. performance, which was on time and on budget, the County did not have enough funds to move into the warranty phase of the contract and would complete that phase with internal staff.

PRICE PROPOSAL



V





# SECTION 8

## Request for Proposal (RFP) No 2018-003

**8.0: PROPOSAL PRICING**

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Each Proposer shall ensure the Proposal Pricing Schedule listed below is completed in full, with Proposer providing a detailed list of all costs to provide Services.

Proposer shall submit a Proposal expressing its interest in providing the services described herein. To receive consideration, this Request for Proposal must be submitted in its entirety, with all forms executed. All corrections to prices made by the Proposer must be initialed. Any additional information to be submitted as part of the Proposal may be attached behind the Proposal Pricing Schedule, carefully cross-referencing each item number and/or letter.

The City reserves the right to add or delete any service, at any time. Should the City determine to add an additional service for which pricing was not previously secured; the City shall seek the Successful Proposer to provide reasonable cost(s) for same. Should the City determine the pricing unreasonable, the City reserves the right to negotiate cost(s) or seek another vendor for the provision of said service(s).

PROPOSER NAME: <u>AECOM Technical Services, Inc.</u> FEIN: <u>95-2661922</u>		
ITEM:	DESCRIPTION:	COST:
IA	Conceptual Vision for City-wide Community Recreation	\$ <u>31,961.67</u>
IB	Conceptual Vision for the Youth Center	\$ <u>35,427.23</u>
II	Needs and Priorities Assessment <ul style="list-style-type: none"> <li>• Community Recreation</li> <li>• Youth Center</li> </ul>	\$ <u>50,981.90</u> \$ <u>14,329.98</u>
IIIA	Implementation Strategy and Final Report for Community Recreation	\$ <u>27,957.31</u>
IIIB	Implementation Strategy and Final Report for Youth Center	\$ <u>24,290.30</u>
	<b>LUMP SUM TOTAL:</b>	<b>\$ <u>184,948.39</u></b>



# REQUIRED FORMS AND INFORMATION









**CITY OF CORAL GABLES  
REQUIRED COVER SHEET & CHECK LIST WHEN EVIDENCING INSURANCE**

This check list was developed to identify the documents required when an entity and/or an individual is evidencing insurance to the City. All applicable boxes must be checked. This form, and other related insurance documents are available @ [www.coralgables.com](http://www.coralgables.com). Under City Departments tab, click on Human Resources, then the Risk Management Division Page.

**◀◀◀ THIS FORM MUST BE SUBMITTED WHEN EVIDENCING INSURANCE TO THE CITY ▶▶▶▶**

Full Legal Name (as shown on the agreement or permit with the City):	<b>Per 5.6.1 Insurance Requirements, prior to award, AECOM will provide the City with evidence of insurance coverage as required, and name the City as Additional Insured.</b>
City Department (that you are working with or that is issuing a permit):	
City Employee (contract manager or employee issuing permit):	
The name & phone # of the individual who completed this check list:	
The date this check list was completed in its entirety:	

- A Certificate of Insurance is attached and the following information is contained therein:**
- The named insured listed on the Certificate of Insurance exactly matches the name of the individual and/or entity that is required to evidence insurance to the City.
  - The Certificate Holder section of the Certificate of Insurance reads as follows:  
City of Coral Gables • Insurance Compliance  
PO Box 12010 - CE • Hemet, CA 92546-8010
  - The special provisions section of the Certificate of Insurance contains language affirming that;
    - 1) Endorsements have been issued to all required insurance policies naming the City of Coral Gables as an additional insured on a primary and non-contributory basis (except workers compensation & professional liability insurance) and;
    - 2) That all policies evidenced to the City contain a waiver of subrogation endorsement and;
    - 3) That all policies have been endorsed to ensure that the City receives the same Florida statutorily required notice of cancellation that an insurance company provides the first named insured of the policy.

**IF COVERAGE IS REQUIRED FOR THE LINES OF INSURANCE BELOW, THEN THE DOCUMENTS LISTED MUST ALSO BE ATTACHED TO THE CERTIFICATE OF INSURANCE EVIDENCED TO THE CITY**

- Copies of the following Commercial General Liability Endorsements (or a copy of the section of the insurance policy that provides this coverage) are attached to this check list:**

- Endorsement (or a copy of the policy) naming the City of Coral Gables as an Additional Insured on a Primary and Non-Contributory Basis.
- Waiver of Subrogation Endorsement (or a copy of the policy) in favor of the City.
- Endorsement providing the City with the same Florida statutorily required notice of cancellation that an insurance company provides the first named insured of the policy.

- Copies of the following Automobile Liability Endorsements (or a copy of the section of the insurance policy that provides this coverage) are attached to this check list:**

- Endorsement (or a copy of the policy) naming the City of Coral Gables as an Additional Insured on a Primary and Non-Contributory Basis.
- Waiver of Subrogation Endorsement (or a copy of the policy) in favor of the City.
- Endorsement providing the City with the same Florida statutorily required notice of cancellation that an insurance company provides the first named insured of the policy.

- Copies of the following Workers Compensation Endorsements (or a copy of the section of the insurance policy that provides this coverage) are attached to this check list:**

- Waiver of Subrogation Endorsement (or a copy of the policy) in favor of the City.
- Endorsement providing the City with the same Florida statutorily required notice of cancellation that an insurance company provides the first named insured of the policy.



## CONTRACT REVIEW

AECOM Technical Services, Inc. ("ATS") has reviewed the RFP for the Parks, Recreation and Your Center Master Plan project (RFP 2018-003) including the Professional Services Agreement. While ATS agrees with many of the terms included therein, it objects to others, and in the event of award, ATS respectfully reserves the right to negotiate mutually acceptable terms and conditions of contract, as well as the terms included in the RFP to the extent same are incorporated into the final contract, in an effort to reach a mutually agreeable contract in line with appropriate industry standards.

The following identifies specific terms that AECOM Technical Services, Inc. ("ATS") will want to negotiate prior to signing the Agreement with the City. ATS believes it has captured the most significant issues; however, final review and negotiations may identify other clarifications or terms that require modification to properly interface with the terms negotiated below, or otherwise.

**Standard of Care:** ATS will perform its services in accordance with the ordinary degree of professional care prevailing in the engineering industry, as stated in Section 7.1, but not in accordance with the "highest" professional standards, as stated in Section 7.2. ATS may rely upon and use information provided by or through the City.

**Indemnification:** ATS proposes the agreement include an indemnity that complies with Florida Statute 725.08: "Professional shall indemnify and hold harmless the City, and its officers and employees, from liabilities, damages, losses, and costs, including, but not limited to, reasonable attorneys' fees, to the extent caused by the negligence, recklessness, or intentionally wrongful conduct of the Professional and other persons employed or utilized by the Professional in the performance of the contract. Additionally, we request the addition of Florida Statute 558 as follows: "IN ACCORDANCE WITH SECTION 558 ET SEQ OF THE FLORIDA STATUTES AND TO THE FULLEST EXTENT PERMITTED BY LAW, CITY ACKNOWLEDGES AND AGREES THAT NO INDIVIDUAL EMPLOYEE OR AGENT OF PROFESSIONAL SHALL BE HELD INDIVIDUALLY LIABLE FOR DAMAGES RESULTING FROM NEGLIGENCE OCCURRING WITHIN THE SCOPE AND COURSE OF THIS AGREEMENT."

**Consequential Damages:** ATS proposes that the Agreement contain a mutual waiver of consequential damages.

**Insurance:** ATS would be pleased to discuss and develop mutually acceptable terms generally consistent with those identified in the PSA including listing the City as additional insured on all required policies with the exception of Workers Compensation and Professional Liability policies, as well as providing a waiver of subrogation to the City on such policies. The City will be given written notice of any policy cancellations per the standard ISO Acord form wording and the policy provisions. ATS proposes an acceptable deductible as it will provide a self-insured retention policy, and that disclosure of its policy is under strict terms of confidentiality without exposing the policy to sunshine laws.

**Cost and Other Opinions:** Any cost opinions or estimates provided by ATS will be on a basis of experience and judgment and ATS does not warrant that project economics will not vary from these opinions or estimates and we would like to propose a clarification provision to include in the PSA.

**Ownership:** ATS requests a term that any reuse, misuse, modification or use of incomplete work product is at the sole risk of the City or any other third party relying on the work product and without liability to ATS.

**Sovereign Immunity:** ATS requests that this article be revised as follows "The Professional acknowledges that the Florida Doctrine of Sovereign Immunity bars all claims by Professional against the City other than claims arising out of this Agreement."

**Conflict of Interest:** ATS agrees to disclose any conflict of interest; however, based on its volume of work throughout the state, we reserve our right to enter into agreements with various clients that do not create any known conflicts of interest.

**Polygraph Examinations:** ATS will agree to necessary background verifications and drug screening tests but does not agree to submit our professionals to polygraph examinations.

**Termination:** In the event the City considers terminating the PSA prior to completion for default, we request an opportunity to address any alleged deficiencies prior to proceeding with termination process, via a written Notice to Cure, with ten days to address any issues specified in the Notice.

**Payment Terms:** ATS proposes monthly invoicing and that payment of all amounts, except those disputed in good faith, would be made net thirty (30) days after the City's receipt from ATS of an appropriately supported invoice.



**SECRETARY'S CERTIFICATE****AECOM TECHNICAL SERVICES, INC.  
a California corporation**

I, Charles F. Szurgot, DO HEREBY CERTIFY that I am the duly elected and acting Secretary of AECOM Technical Services, Inc., a corporation organized under the laws of the State of California ("ATS" or "Corporation"), and the keeper of its records and corporate seal.

I FURTHER CERTIFY that ATS's full legal address is c/o CT Corporation System, 818 West 7<sup>th</sup> Street, Los Angeles, CA 90017-0000 and that the Corporation's principal place of business is 300 South Grand Avenue, 9<sup>th</sup> Floor, Los Angeles, California 90071.

I FURTHER CERTIFY that pursuant to the Written Consent of the Board of Directors of ATS, adopted on January 1, 2018, and attached hereto as Exhibit A, Agustin J. Barrera has signatory authority for ATS and is authorized to execute contracts and other documents on behalf of the Corporation.

IN WITNESS WHEREOF, I have subscribed my name and affixed the seal of the Corporation, this 8<sup>th</sup> day of February, 2018.



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Charles F. Szurgot  
Secretary



## **About AECOM**

AECOM is built to deliver a better world. We design, build, finance and operate infrastructure assets for governments, businesses and organizations in more than 150 countries. As a fully integrated firm, we connect knowledge and experience across our global network of experts to help clients solve their most complex challenges. From high-performance buildings and infrastructure, to resilient communities and environments, to stable and secure nations, our work is transformative, differentiated and vital. See how we deliver what others can only imagine at [aecom.com](http://aecom.com) and [@AECOM](https://twitter.com/AECOM).