

**TENTATIVE AGENDA**  
**RAYTOWN BOARD OF ALDERMEN**  
**AUGUST 9, 2016**  
**REGULAR SESSION No. 32**  
**RAYTOWN CITY HALL**  
**10000 EAST 59<sup>TH</sup> STREET**  
**RAYTOWN, MISSOURI 64133**

**OPENING SESSION**  
**7:00 P.M.**

Invocation  
Pledge of Allegiance  
Roll Call

Proclamations and Presentations

- ★ Proclamation recognizing Israel Hanke
- ★ Proclamation recognizing Steve Guenther

Public Comments

Communication from the Mayor

Communication from the City Administrator

Committee Reports

**STUDY SESSION**

Raytown Parks Master Plan  
Kevin Boji, Parks and Recreation Director

**LEGISLATIVE SESSION**

**1. CONSENT AGENDA**

All matters listed under the Consent Agenda are considered to be routine by the Board of Aldermen and will be enacted by one motion without separate discussion or debate. The Mayor or a member of the Board of Aldermen may request that any item be removed from the consent agenda. If there is no objection by the remaining members of the board, such item will be removed from the consent agenda and considered separately. If there is an objection, the item may only be removed by a motion and vote of the board.

Approval of the Regular July 19, 2016 Board of Aldermen meeting minutes.

**REGULAR AGENDA**

2. **R-2893-16: A RESOLUTION** AUTHORIZING AND APPROVING THE PURCHASE OF COMPUTER EQUIPMENT AND SUPPLIES FROM DELL MARKETING, L.P. OFF THE MIDWESTERN HIGHER EDUCATION COMMISSION AGREEMENT IN AN AMOUNT NOT TO EXCEED \$19,777.33 FOR FISCAL YEAR 2015-2016. Point of Contact: Jim Lynch, Police Chief.
3. **R-2894-16: A RESOLUTION** AUTHORIZING THE AFFIRMATIVE ASSENT OF THE CITY OF RAYTOWN, MISSOURI ON THE QUESTION OF WHETHER LITTLE BLUE VALLEY SEWER DISTRICT SHOULD ISSUE REVENUE BONDS PAYABLE FROM REVENUES TO BE DERIVED FROM THE OPERATION OF THE LITTLE BLUE VALLEY SEWER SYSTEM IN AN AMOUNT NOT TO EXCEED \$20,000,000 FOR THE PURPOSE OF IMPROVING, EXTENDING OR REHABILITATING THE LITTLE BLUE VALLEY SEWER DISTRICT SYSTEM INCLUDING, BUT NOT LIMITED TO ADVANCED AIR EMISSIONS CONTROLS FOR THE ATHERTON WASTEWATER TREATMENT FACILITIES. Point of Contact: Kati Horner Gonzalez, Acting Public Works Director.

4. **R-2895-16: A RESOLUTION** AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT WITH OLSSON ASSOCIATES FOR THE DESIGN AND CONSTRUCTION SERVICES OF THE 83RD STREET BRIDGE IN AN AMOUNT NOT TO EXCEED \$407,071.96 AND AMENDING THE FISCAL YEAR 2015-2016 BUDGET. Point of Contact: Kati Horner Gonzalez, Acting Director of Public Works.
5. **R-2896-16: A RESOLUTION** AUTHORIZING AND APPROVING THE EXPENDITURE OF FUNDS FOR THE PARK MASTER PLAN WITH PROS CONSULTING, INC. IN AN AMOUNT NOT TO EXCEED \$29,172.37 AND AMENDING THE FISCAL YEAR 2015-2016 BUDGET. Point of Contact: Kevin Boji, Parks and Recreation Director.
6. **R-2897-16: A RESOLUTION** AUTHORIZING AND APPROVING A MARKET ADJUSTMENT TO THE CITY OF RAYTOWN PARAMEDIC AND EMERGENCY MEDICAL TECHNICIAN WAGE SCALES AND AMENDING THE FISCAL YEAR 2015-2016 BUDGET. Point of Contact: Doug Jonesi, Emergency Medical Services Director.

## **ADJOURNMENT**

Next Ordinance No.: 5551-16



## PROCLAMATION

**WHEREAS**, it is the intention of the Mayor and Board of Aldermen of Raytown to focus attention on noteworthy occasions and residents of the City; and

**WHEREAS**, Israel Hanke, a debater at Raytown High School finished second with his partner in the United States bracket and third in the International bracket of the Public Forum Debate at the National Speech and Debate Tournament in Salt Lake City, Utah; and

**WHEREAS**, Israel and his partner were undefeated in the preliminary rounds and were victorious in two out of three elimination rounds in the United State bracket before suffering defeat in the third and final elimination rounds;

**WHEREAS**, Israel and his partner defeated teams from California, Texas, Japan, China, Maryland and Pennsylvania; and

**WHEREAS**, the lessons learned and skills required in preparation for events and the national tournament assist promising young men like Israel to develop into leaders who will benefit our community and world for years to come.

**NOW, THEREFORE**, I, Mayor Michael McDonough, do hereby urge all citizens to join with me and the Board of Aldermen in recognizing the hard work and commitment of Israel Hanke and congratulate him on his achievement.

Signed this Ninth Day of August, in the Year Two Thousand and Sixteen.

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Michael McDonough, Mayor



## PROCLAMATION

**WHEREAS**, Steve Guenther has excelled as a leader and dedicated servant of the City of Raytown; and

**WHEREAS**, Steve has served in multiple leadership roles in the community and the metropolitan area with his recognized service as Scoutmaster for 14 years, President of the Raytown Main Street Association and recently as the Chair for Charter Commission; and

**WHEREAS**, Steve has shown his commitment for our City by serving on various municipal related boards including Raytown Parks and Recreation Strategic Planning Team, the Raytown Board of Zoning Adjustment and Raytown Marketing Committee; and

**WHEREAS**, Steve has shown interest and dedication with other groups that have impacted our community such as working with the Truman Heartland Foundation Community for All Ages, served on the Mid America Regional Council's Community for All Ages Coalition, the Rock Island Corridor Coalition, Raytown's Farmers Market and his involvement with the River of Refuge which provides transitional housing for families in need; and

**WHEREAS**, because of Steve's hard work, dedication and love for our community, he deserves to be recognized and honored

**NOW, THEREFORE**, I, Michael McDonough, Mayor of the City of Raytown, Missouri, do hereby recognize Steve Guenther as the City of Raytown's

### **2016 Missouri Municipal League Civic Leader of the Year**

Signed this Ninth Day of August in the Year Two Thousand and Sixteen.

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Michael McDonough, Mayor

# Park and Recreation Master Plan and Super Splash Analysis

Aug 9, 2016

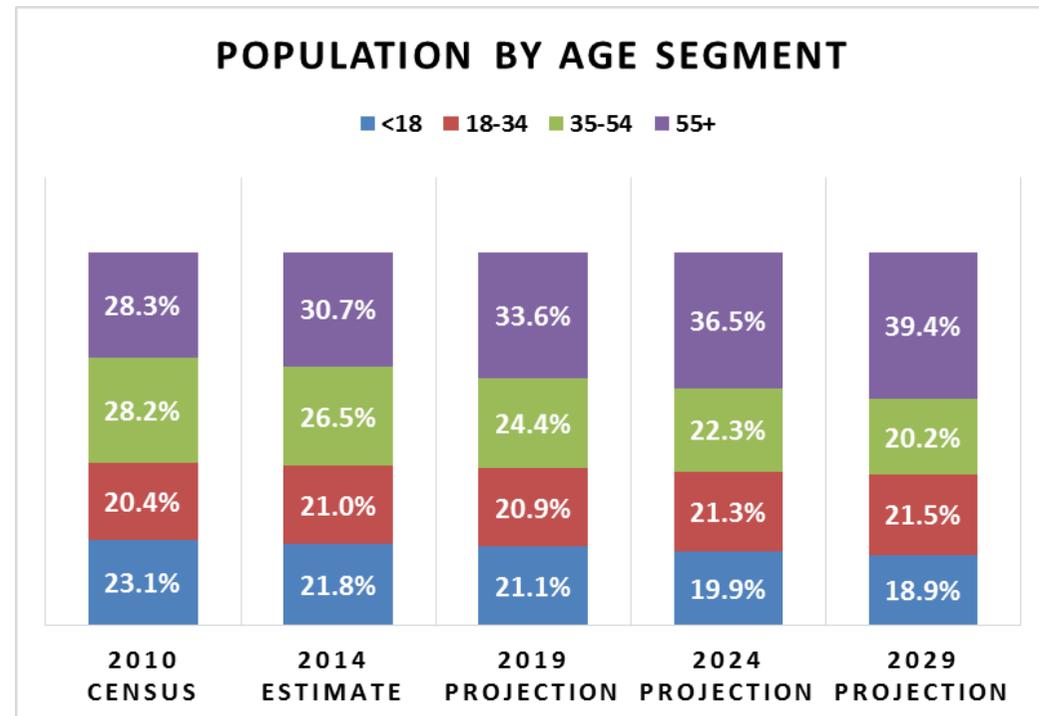
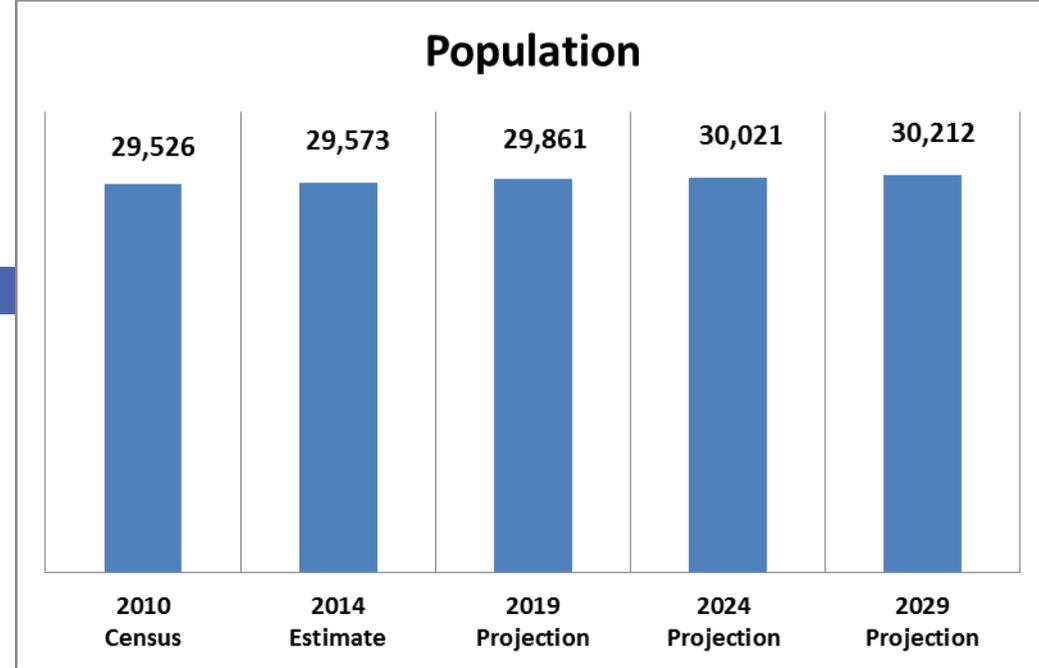
# Project Process



# Community Profile

# Demographics

- Growth: *very slight*
- Age: *55+ increasing*



# National Trends Overview

- Most popular recreational activities
  - ▣ Fitness Walking (117 million)
  - ▣ Running/Jogging (54 million)
  - ▣ Treadmill (48 million)



# Public Input

- Five focus groups
- One public forum
- Over 50 individuals engaged

# What are the strengths the Dept. should build on for the future?

- ❑ **Trail system** needs to continue to expand and increase the level of connectivity.
- ❑ Increase **awareness of Super Splash**; amongst local residents and surrounding communities.
- ❑ Capitalize more on **Raytown's heritage** and historical landmarks; market them to incoming tourists.
- ❑ Continue to utilize and strengthen **partnerships and sponsors** throughout the community.

# How can programs, parks, trails and/or facilities improve?

- **Additional parks and recreational facilities** need to be added; especially on north side.
- Raytown needs a **community/event center**; that can be used for meetings, weddings, concerts, etc.
- **Additional walking/bike trails** need to be added throughout the City in order to increase connectivity.

# How would you assess the Dept.'s ability to market services and communicate with residents?

- **Increase marketing efforts**, especially with new programs and sports starting up.
- **Update brand** that community members will be able to recognize and will want to be a part of.
- Make better use of **social media** marketing efforts, and use them more frequently (Facebook/Twitter).

# Most important thing for Master Plan to address?

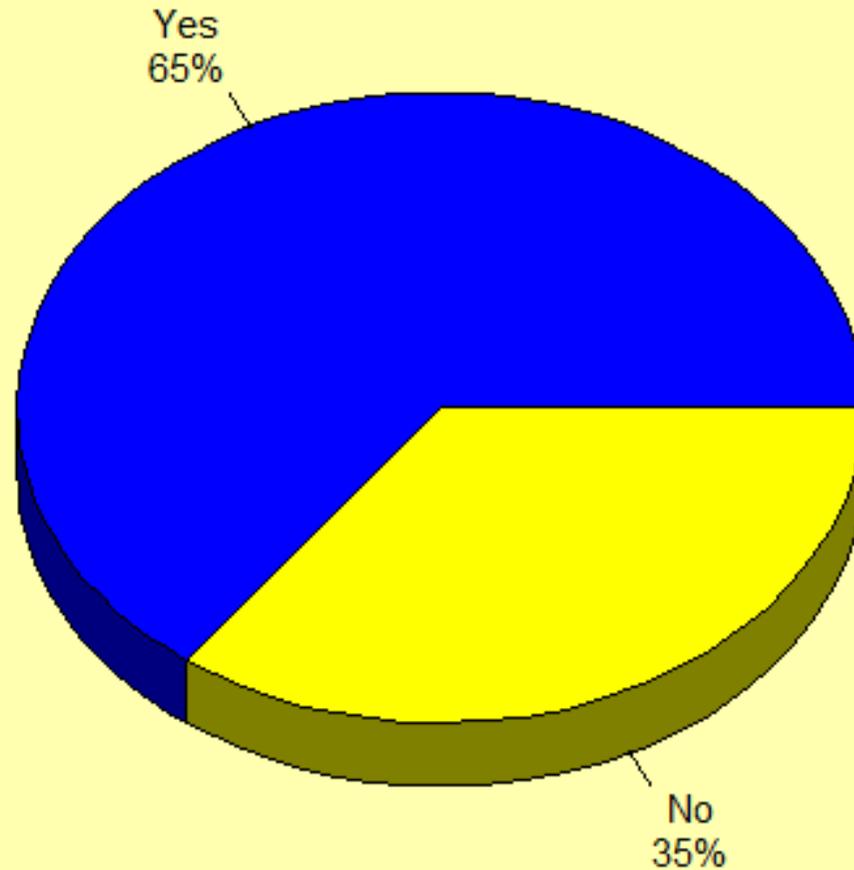
- **Financial sustainability**; explanations for how budget is going to be used; how additions/changes will be paid for.
- A plan, that will help **sustain existing facilities** and help develop new facilities.
- **Understand needs** of community and **adjust** what Dept offers accordingly.

# Community Survey

- Conducted by ETC Institute
- Mailed to random sample of 3,250 households
- Goal: 325 completed surveys
- Actual: 486 completed surveys (15% response rate)
- 95% level of confidence; precision rate of +/- 4.4%
- National benchmark observations available for some question types

# Q1. Whether or Not Households Have Visited Parks During the Past Year

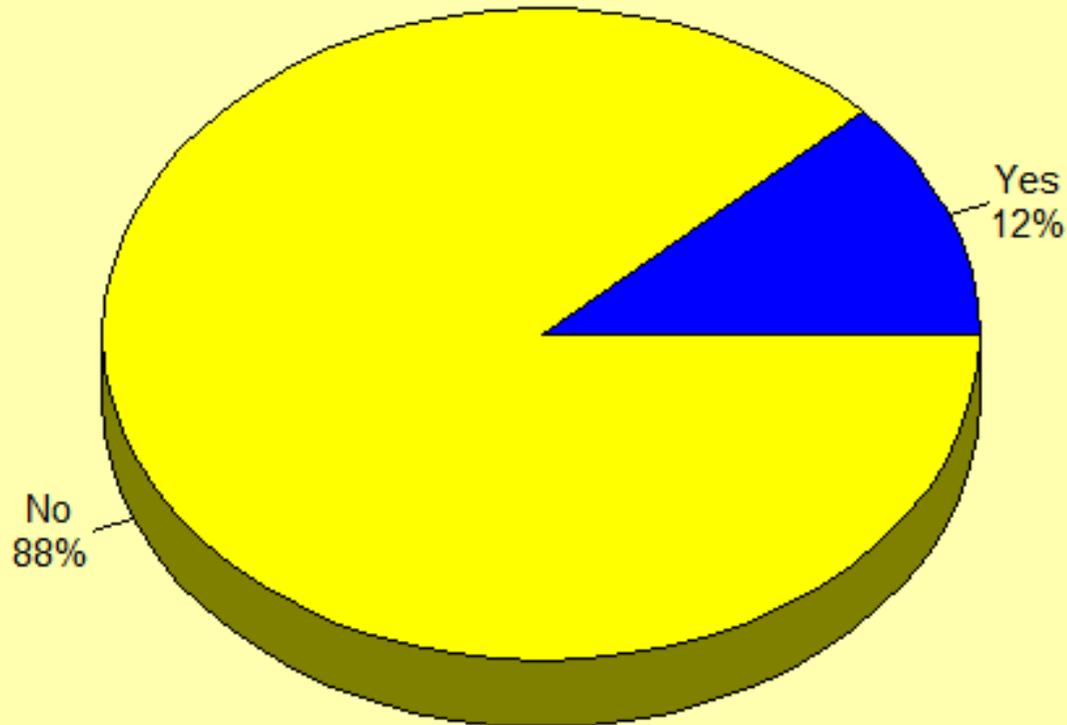
by percentage of respondents



Visitation lower than national average of 79%

### Q3. Whether or Not Households Have Participated in Any Recreation or Sports Programs During the Past 12 Months

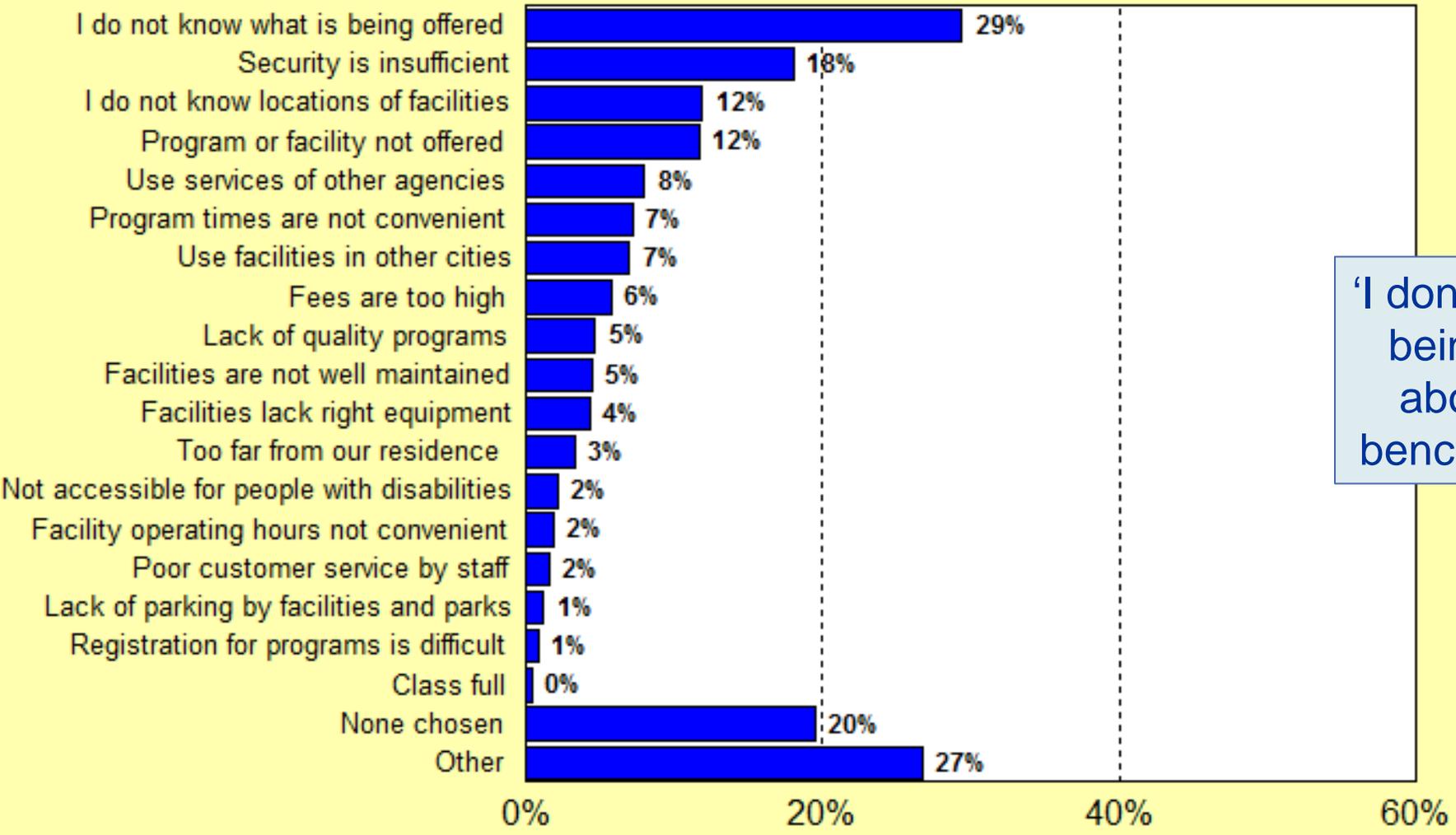
by percentage of respondents



Participation in programs is lower than national average (34%)

# Q7. Reasons That Prevent Households from Using Parks, Recreation and Sports Facilities in the City of Raytown More Often

by percentage of respondents (excluding "none chosen")

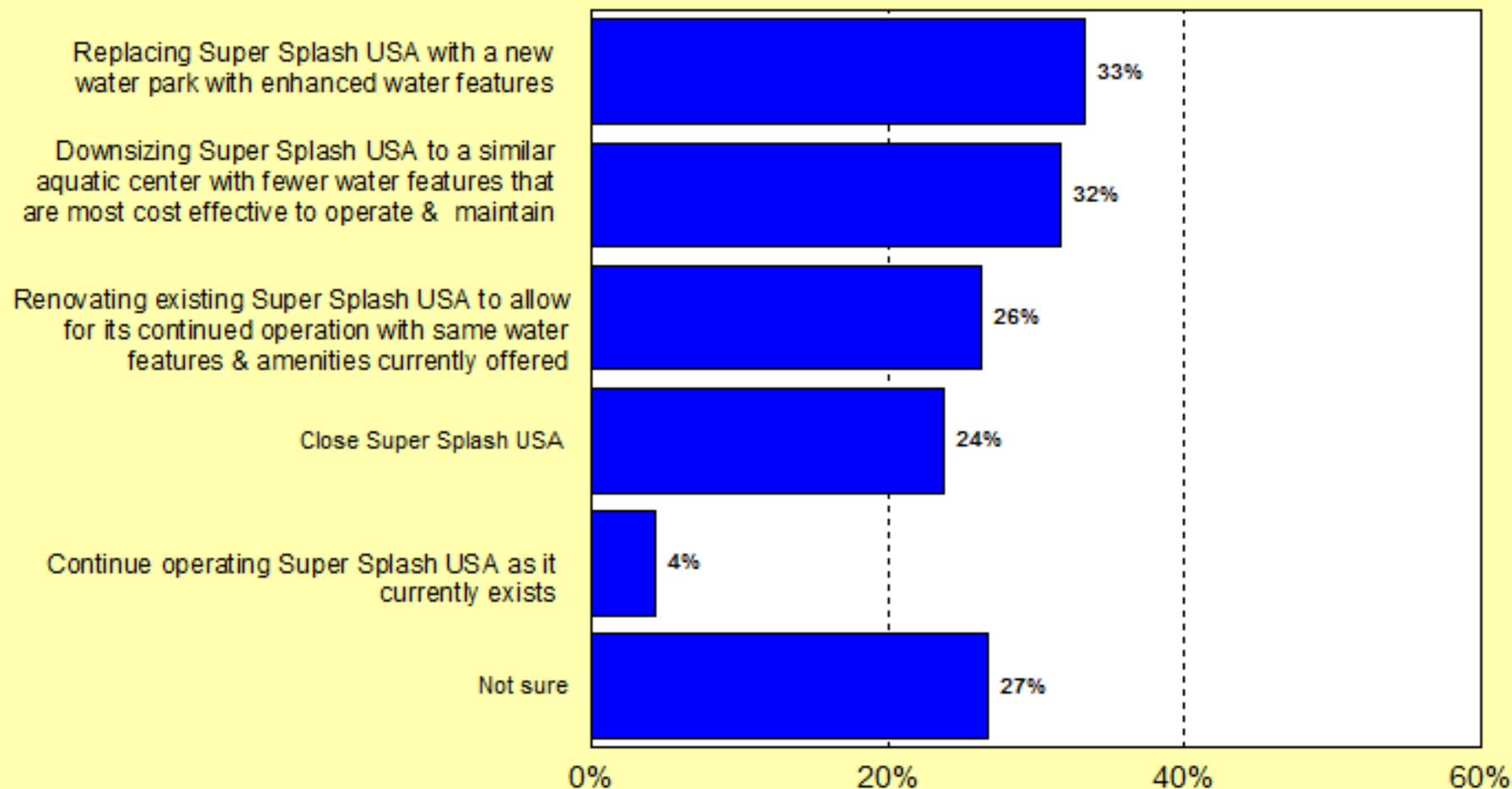


'I don't know what's being offered' is above national benchmark of 22%

Source: Leisure Vision/ETC Institute (2015)

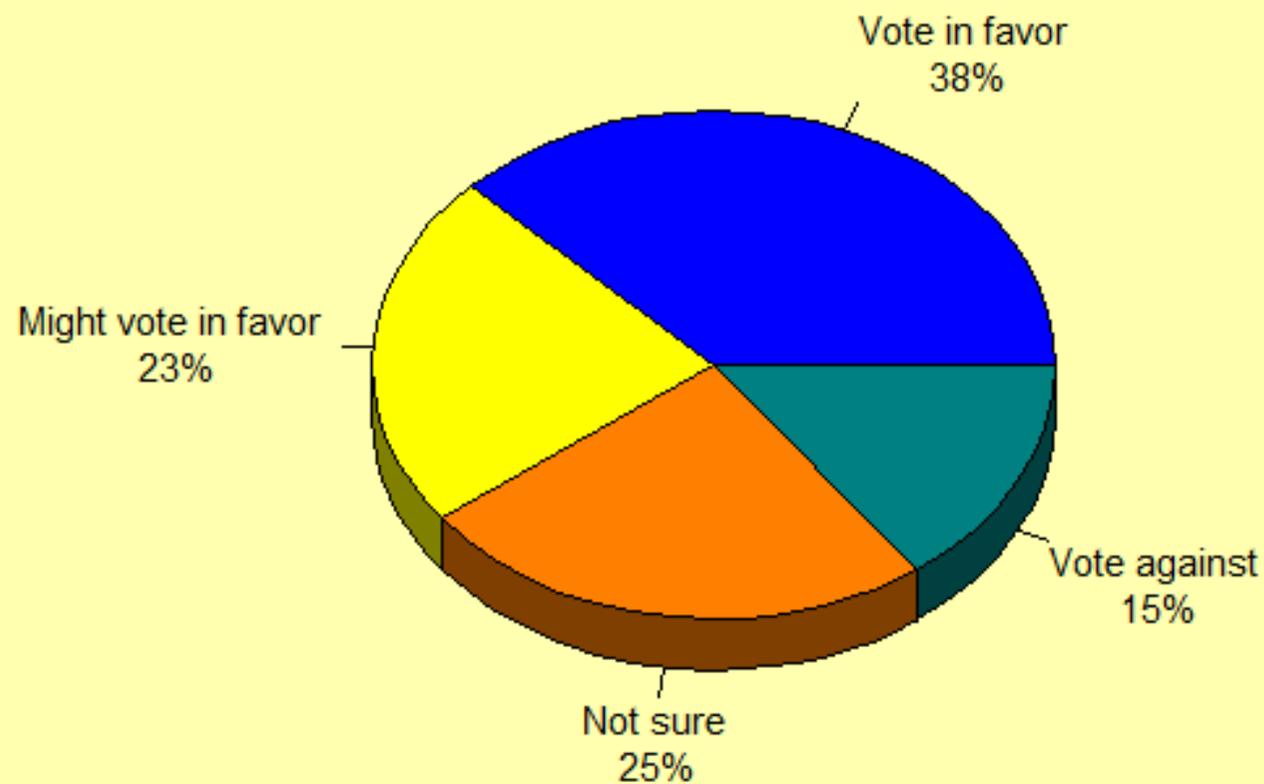
# Q17. Options Households Most Support the City Taking for the Future of Super Splash USA

by percentage of respondents



Q19. If the City Places a Ballot Issues Before the Public to Establish a Total ½ Cent Sales Tax to Develop the Types of Parks, Trails, and Recreation Facilities, Programs and Services That Are the Most Important to Your Household, How Would You Vote?

by percentage of respondents



# Program Assessment

# Overview of Programs

- ❑ Over 40 different types of programs/events
- ❑ Operates public water park (Super Splash USA) and BMX Track
- ❑ Core Program Areas:
  - ▣ Adult & Youth Sports
  - ▣ Special Events
  - ▣ Aquatics (Super Splash USA)



# Program Recommendations

- **Priority areas:**
  - ▣ Health & wellness
  - ▣ Senior programs: active segment & passive segment
  - ▣ Water fitness
  - ▣ Environment & natural resources
- Formalize and maintain an overall **partnership** philosophy supported by an adopted **policy framework**
- Enhance **marketing:**
  - ▣ Refresh brand and identity of department
  - ▣ Develop additional messages for various segments
  - ▣ Establish additional performance measures

# Park Assessment

- Six parks and two facilities assessed:
  - Sarah Colman-Livengood
  - C. Lee Kenagy
  - Southwood
  - Minor Smith
  - Little Blue Trace
  - Henry C. Kritser
  - Rice Tremonti Farm Home
  - Raytown BMX Track

# Strengths

- **Well maintained** and the majority have good quality landscape.
- Appropriate **mix** of facilities and amenities.
- Parks are generally **embraced** and **appreciated** by users.
- **Strong utilization**, especially park shelters.



# Challenges

- ❑ **Lack of signage** and wayfinding for a majority of the parks makes them difficult to find.
- ❑ Many parks have **aging or outdated** facilities and equipment.
- ❑ **Vandalism** and **crime** is often an issue.



# Level of Service Standards

# Level of Service Standards

## Raytown Level of Service Standards

Version: Dec 13, 2015

PARKS: 2015 Inventory - Developed Facilities												2015 Facility Standards			2020 Facility Standards		
Park Type	Raytown	Total Inventory	Current Service Level based upon population			NRPA/BEST PRACTICES			Recommended Service Levels; Revised for Local Service Area			Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	
Neighborhood Parks	19.00	19.00	0.64	acres per	1,000	1.00	acres per	1,000	1.00	acres per	1,000	Need Exists	11	Acre(s)	Need Exists	11	Acre(s)
Community Parks	79.00	79.00	2.67	acres per	1,000	2.00	acres per	1,000	3.00	acres per	1,000	Need Exists	10	Acre(s)	Need Exists	11	Acre(s)
Special Use Parks/Facilities	19.00	19.00	0.64	acres per	1,000	2.00	acres per	1,000	1.00	acres per	1,000	Need Exists	11	Acre(s)	Need Exists	11	Acre(s)
Undeveloped Parkland	60.00	60.00	2.03	acres per	1,000	2.00	acres per	1,000	2.00	acres per	1,000	Meets Standard	-	Acre(s)	Meets Standard	-	Acre(s)
<b>Total Park Acres</b>	<b>177.00</b>	<b>177.00</b>	<b>5.99</b>	<b>acres per</b>	<b>1,000</b>	<b>9.00</b>	<b>acres per</b>	<b>1,000</b>	<b>7.00</b>	<b>acres per</b>	<b>1,000</b>	<b>Need Exists</b>	<b>30</b>	<b>Acre(s)</b>	<b>Need Exists</b>	<b>32</b>	<b>Acre(s)</b>
<b>OUTDOOR AMENITIES:</b>																	
Shelters	12.00	12.00	1.00	site per	2,464	1.00	site per	5,000	1.00	site per	3,000	Meets Standard	-	Sites(s)	Meets Standard	-	Sites(s)
Multi-Purpose Fields	2.00	2.00	1.00	field per	14,787	1.00	field per	5,000	1.00	field per	5,000	Need Exists	4	Field(s)	Need Exists	4	Field(s)
Ball Fields	7.00	7.00	1.00	field per	4,225	1.00	field per	5,000	1.00	field per	3,500	Need Exists	1	Field(s)	Need Exists	2	Field(s)
Basketball Courts	3.00	3.00	1.00	court per	9,858	1.00	court per	2,000	1.00	court per	5,000	Need Exists	3	Court(s)	Need Exists	3	Court(s)
Tennis Courts	11.00	11.00	1.00	court per	2,688	1.00	court per	2,000	1.00	court per	3,000	Meets Standard	-	Court(s)	Meets Standard	-	Court(s)
Playgrounds	7.00	7.00	1.00	site per	4,225	1.00	site per	2,000	1.00	site per	3,500	Need Exists	1	Site(s)	Need Exists	2	Site(s)
Off Leash Dog Parks	-	-	1.00	site per	n/a	1.00	site per	40,000	1.00	site per	40,000	Need Exists	1	Site(s)	Need Exists	1	Site(s)
Skate Park	1.00	1.00	1.00	site per	29,573	1.00	site per	40,000	1.00	site per	50,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
Trails (Miles Paved)	3.34	3.34	0.11	miles per	1,000	1.00	miles per	2,000	0.40	miles per	1,000	Need Exists	8	Mile(s)	Need Exists	9	Mile(s)
Outdoor Pools	1.00	1.00	1.00	site per	29,573	1.00	site per	30,000	1.00	site per	40,000	Meets Standard	-	Site(s)	Meets Standard	-	Site(s)
<b>INDOOR AMENITIES:</b>																	
Recreation/Aquatic Centers (Sq Ft)	-	-	-	SF per	person	2.00	SF per	person	2.00	SF per	person	Need Exists	59,146	Square Feet	Need Exists	59,722	Square Feet

2015 Estimated Population	29,573
2020 Estimated Population	29,861

Notes:

First Baptist ROC (indoor recreation center) is approx 300,000 sq ft. Memberships available to general public.

Raytown Quality Schools Wellness Center (indoor recreation and aquatic center) is under construction and scheduled to open Jan 2016; approx 40,000 sq ft. Memberships available to general public.

# Priority Rankings

- Two sets of rankings
  - Facility
  - Programs
- Algorithm weightings:
  - 35% Community Need (survey)
  - 35% Community Importance (survey)
  - 30% Planning Team Observation

# Facility Priority Rankings

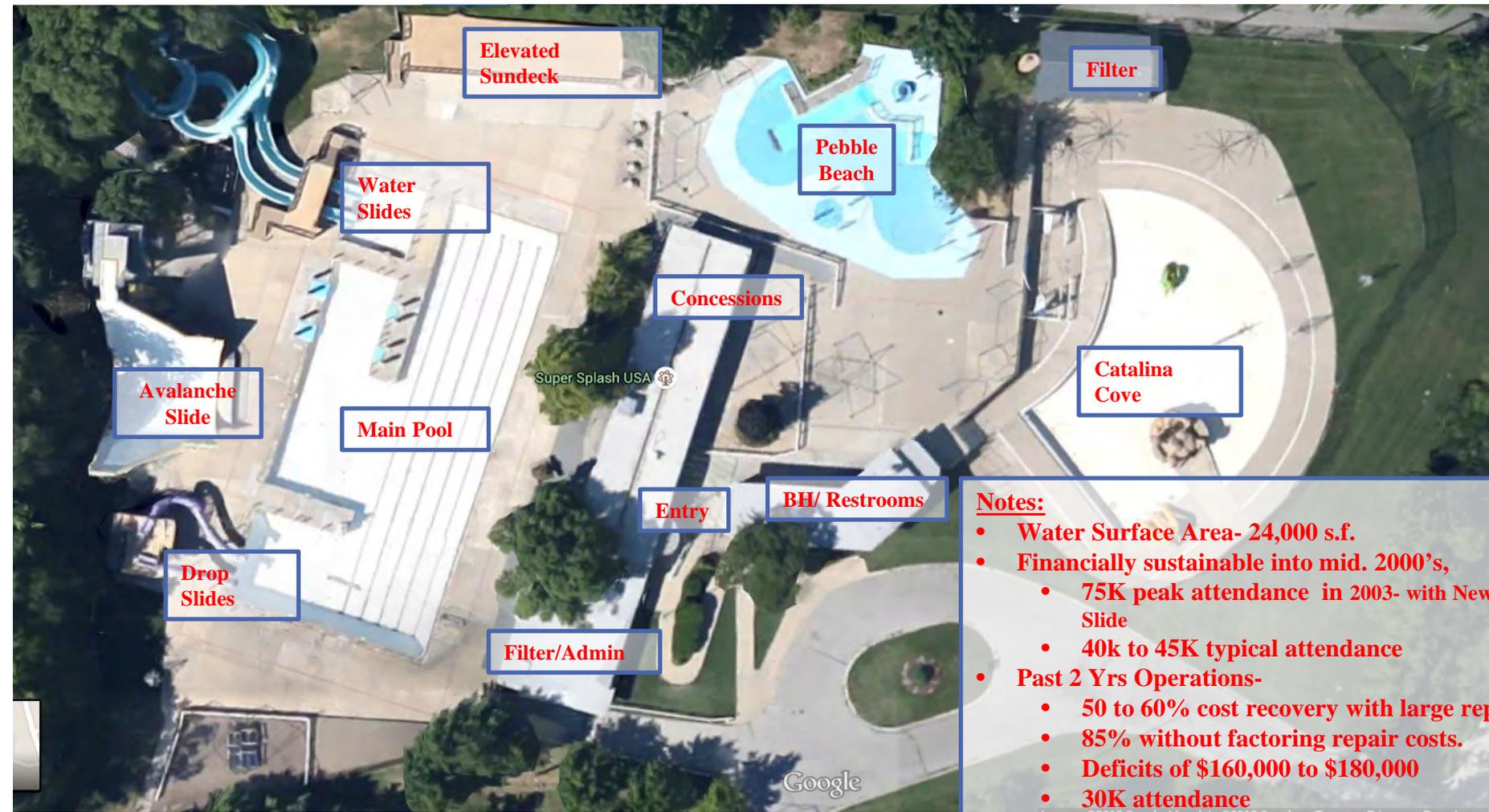
<b>Facility</b>	<b>Overall Rank</b>
Walking & biking trails	1
Indoor fitness & exercise facilities	2
Indoor running/walking track	3
Indoor swimming pools/leisure pool	4
Senior center	5
Nature center & trails	6
Indoor lap lanes for exercise swimming	7
Small neighborhood parks	8
Off-leash dog park	9
Greenspace & natural areas	10
Playground equipment	11
Outdoor swimming pools/water parks	12
Large community parks	13
Outdoor amphitheater	14
Splash pad	15
Disc golf	16
Adult softball fields	17
Youth soccer fields	18
Outdoor basketball courts	19
Indoor ice arena	20
Youth baseball & softball fields	21
Outdoor tennis courts	22
Skateboarding park	23
Youth football fields	24
BMX/mountain bike park	25

# Program Priority Rankings

<b><u>Program</u></b>	<b><u>Overall Rank</u></b>
Adult fitness & wellness programs	1
Adult programs for 50 years & older	2
Special events (i.e. concerts, movies, etc.)	3
Water fitness programs	4
Nature programs/environmental education	5
Adult continuing education programs	6
Youth Learn to Swim programs	7
Adult sports programs	8
Travel programs	9
Programs for teens	10
Adult art, dance, performing arts	11
Youth fitness & wellness programs	12
Youth art, dance, performing arts	13
Programs for people with disabilities	14
Before & after school programs	15
Birthday parties	16
Youth sports programs	17
Youth summer camp programs	18
Golf lessons & leagues	19
Preschool programs	20
Tennis lessons & leagues	21

# Aquatics Assessment

# Current Facility



## Notes:

- Water Surface Area- 24,000 s.f.
- Financially sustainable into mid. 2000's,
  - 75K peak attendance in 2003- with New Avalanche Slide
  - 40k to 45K typical attendance
- Past 2 Yrs Operations-
  - 50 to 60% cost recovery with large repair costs
  - 85% without factoring repair costs.
  - Deficits of \$160,000 to \$180,000
  - 30K attendance

# Aquatics Assessment

- Options considered to reduce maintenance and operating subsidies:
  - ▣ Close Super Splash
  - ▣ Replace Super Splash with a smaller facility at new location
  - ▣ Renovate Super Splash – improving physical condition, reducing maintenance, and providing new features (*recommended option*).



# Recommended Renovation (Estimated Cost: \$4.75M)

Existing Rec Pool	7,115	S.F.
Existing Plunge Pool	645	S.F.
Existing Water Walk Pool	1,036	S.F.
Modified Lap Pool	4,190	S.F.
<b>Total Water Surface Area</b>	<b>12,986</b>	<b>S.F.</b>
Splash Pad Area	7,390	S.F.
Concrete Deck Area	46,668	S.F.
<b>Total Concrete Deck Area</b>	<b>54,058</b>	<b>S.F.</b>
Grass Deck Area	6,415	S.F.



- ① Existing Rec Pool
- ② Toddler Slide
- ③ Water Feature
- ④ Existing Rockscape with Waterfall
- ⑤ Drop Slides
- ⑧ Concessions Area
- ⑦ Concession Tables w/ Shade
- ⑧ Existing ADA Ramp
- ⑨ Wet Deck w/ Play Structure
- ⑩ Existing Plunge Basin
- ⑪ Existing Open Body Slide
- ⑫ Existing Water Walk
- ⑬ Modified Lap Pool
- ⑭ (4) 25 Meter Lap Lanes
- ⑮ Floatable
- ⑯ Basketball Goal
- ⑰ Underwater Bench
- ⑱ Raised Diving Basin with Waterfall
- ⑲ Deep Water Activity- Diving, Climbing Wall, Drop Slide, etc.
- ⑳ 1 Meter Diving Stand
- ㉑ Existing Avalanche Slide
- ㉒ Sun Deck
- ㉓ Existing Bathhouse
- ㉔ Existing Admin Building
- ㉕ Existing Filter Building
- ㉖ Sunshade
- ㉗ Grass Deck Area
- ㉘ Enclosed Pump area w/ Storage

Recommended Renovation  
Super Splash USA  
Raytown, MO  
06/02/16



# Capital Improvement Plan

# CIP

- Ten-year plan
- Five areas:
  - ▣ Park Facilities
  - ▣ Equipment
  - ▣ Aquatics
  - ▣ BMX Park
  - ▣ Admin / Park Shop
- Two categories:
  - ▣ SUSTAIN
  - ▣ ENHANCE

Description	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
<b>Park Facilities</b>											
<b>SUSTAIN</b>											
Playground Replacement-Minor-Smith, Colman		75,000			75,000						150,000
Playground Replacement-Kenagy, Southwood, Krister		50,000									50,000
Replace Roof-Maintenance Shop								25,000			25,000
Replace various picnic tables, grills, trash containers	5,000			5,000			5,000				15,000
Replace Colman ballfield scoreboard					10,000						10,000
Parking Lot Asphalt Overlays-Colman, Krister, LBT, Kenagy, Minor Smith, Southwood			70,000			70,000					140,000
Hike/bike trail improvements-Kenagy, Colman			3,000	3,000							6,000
Tennis Court Recoating-Kenagy/M-S/Southwood	15,000			8,000		15,000					38,000
Colman playground replacement									100,000		100,000
<b>Sub-Total Park Facilities SUSTAIN</b>	<b>20,000</b>	<b>125,000</b>	<b>73,000</b>	<b>16,000</b>	<b>85,000</b>	<b>85,000</b>	<b>5,000</b>	<b>25,000</b>	<b>100,000</b>	<b>-</b>	<b>534,000</b>
<b>ENHANCE</b>											
Replace Kenagy Electronic LED Message Sign										25,000	25,000
Colman ballfield improvements			5,000					5,000			10,000
Multi-Purpose Courts/Tennis Court improvements-Minor Smith, Kenagy	30,000						30,000				60,000
Greenhouse Infrared Heating System											-
New Park Shelters-Minor Smith, East Kenagy	8,000			8,000							16,000
New Park Maintenance Building/Greenhouse				200,000	200,000						400,000
North Skatepark-Colman or other location			250,000								250,000
Southwood Lagoon-disc golf course				5,000		5,000					10,000
Southwood Lagoon-trails					25,000						25,000
New park in NE Raytown											-
Walking Trail lighting						30,000	30,000				60,000
Community Center											-
Dog Park		300,000									300,000
Skate park lighting-Kenagy											-
Replace parking barriers-LBT								50,000			50,000
Replace Playground Equipment-LBT		12,000									12,000
Replace Kenagy fountain			5,000								5,000
Skate park improvements-Kenagy							30,000				30,000
Shelter Improvements-Kenagy	14,000										14,000
<b>Sub-Total Park Facilities ENHANCE</b>	<b>52,000</b>	<b>312,000</b>	<b>260,000</b>	<b>213,000</b>	<b>225,000</b>	<b>35,000</b>	<b>90,000</b>	<b>55,000</b>	<b>-</b>	<b>25,000</b>	<b>1,267,000</b>
<b>Total Park Facilities</b>	<b>72,000</b>	<b>437,000</b>	<b>333,000</b>	<b>229,000</b>	<b>310,000</b>	<b>120,000</b>	<b>95,000</b>	<b>80,000</b>	<b>100,000</b>	<b>25,000</b>	<b>1,801,000</b>

# CIP – Ten-Year Totals

## Total CIP (FY16-26) - Current Super Splash

	SUSTAIN	ENHANCE	TOTAL	%
Park Facilities	\$ 534,000	\$ 1,267,000	\$ 1,801,000	38%
Equipment	\$ 212,000	\$ 154,500	\$ 366,500	8%
BMX Park	\$ -	\$ 34,000	\$ 34,000	1%
Admin/Park Shop	\$ 824,000	\$ 42,000	\$ 866,000	18%
Aquatics	\$ 1,228,600	\$ 462,800	\$ 1,691,400	36%
<b>TOTAL</b>	<b>\$ 2,798,600</b>	<b>\$ 1,960,300</b>	<b>\$ 4,758,900</b>	<b>100%</b>

## Total CIP (FY16-26) - Renovate Super Splash

	SUSTAIN	ENHANCE	TOTAL	%
Park Facilities	\$ 534,000	\$ 1,267,000	\$ 1,801,000	59%
Equipment	\$ 212,000	\$ 154,500	\$ 366,500	12%
BMX Park	\$ -	\$ 34,000	\$ 34,000	1%
Admin/Park Shop	\$ 824,000	\$ 42,000	\$ 866,000	28%
Aquatics	\$ -	\$ -	\$ -	0%
<b>TOTAL</b>	<b>\$ 1,570,000</b>	<b>\$ 1,497,500</b>	<b>\$ 3,067,500</b>	<b>100%</b>
SS Renovation			\$ 5,000,000	

# CIP – Annual Estimates

Keep SS	Avg Annual Req to SUSTAIN	\$ 279,860
	Avg Annual Req to SUSTAIN + ENHANCE	475,890
Reno SS*	Avg Annual Req to SUSTAIN + RENOVATE SS	477,664
	Avg Annual Req to SUSTAIN + ENHANCE + RENOVATE SS	627,414

\*Assumes \$5M20yr bond

	Ann. Cost	1/8 Cent	1/4 Cent	3/8 Cent	1/2 Cent
Tax Reference	Total Sales Tax Revenue (estimated)	\$ 280,000	560,000	840,000	1,120,000
	Stormwater (25%)	80,000	140,000	210,000	280,000
	<b>Parks and Recreation (75%)</b>	<b>200,000</b>	<b>420,000</b>	<b>630,000</b>	<b>840,000</b>
Keep SS	Surplus (Shortfall) to SUSTAIN	\$279,860	(79,860)	140,140	350,140
	Surplus (Shortfall) to SUSTAIN + ENHANCE	475,890	(275,890)	(55,890)	154,110
Reno SS	Surplus (Shortfall) to SUSTAIN + RENOVATE SS	477,664	(277,664)	(57,664)	152,336
	Surplus (Shortfall) to SUSTAIN + ENHANCE + RENOVATE SS	627,414	(427,414)	(207,414)	2,586

- Recommend increasing sales tax to 3/8 cent
  - ▣ Necessary level to fund CIP and/or SS renovation
  - ▣ Would allow increase in Stormwater or other City priorities

# Implementation Plan

- Parkland & Trails
- Maintenance
- Recreation Facilities
- Recreation Programs
- Administration, Finance, & Governance

# Implementation Plan

- Department Mission & Vision
- Vision Statements for each functional area
  - ▣ Strategies
  - ▣ Tactics
  - ▣ Group Responsible
  - ▣ Performance Measure
  - ▣ Start Date

Strategy	Tactics	Group Responsible	Performance Measure	Start Date
1.2 Improve the network of open space corridors and trails that connect neighborhoods, schools, commercial areas, and other Raytown destinations to parks and facilities. The trails would also ideally link with state and regional trail systems or parkland.	Add 4 miles of trail by 2020.	Director	Progress toward LOS standard of 0.25mi/1,000 pop.	2016
	Prioritize trail development that links parkland to trails that creates regional loop trails.	Director & Park Superintendent	Number of trail miles in regional loop	2017
	Collaborate with Public Works/Transportation staff to identify potential expansion of multimodal transportation infrastructure and funding opportunities.	Director & Park Superintendent	Prioritized list of expansion projects jointly developed with Public Works / Transportation	2017
	Continue existing and grow new partnerships with other providers and nonprofits that create open space greenway and trail corridors throughout the metropolitan area, in particular for the Rock Island Corridor Trail and Katy Trail.	Director & Park Superintendent	Number of partnerships; Number of trail miles developed through partnership	2017
	Ensure public transportation hubs are adequately connected to the trail system.	Director	Number of transportation hubs connected to trails	2018



THANK YOU





# Parks and Recreation Master Plan

RAYTOWN, MISSOURI  
2016





**City of Raytown, Missouri**  
**Parks and Recreation Master Plan**  
**2016-2026**

July 19, 2016

# ACKNOWLEDGEMENTS

**Mayor Mike McDonough**

## **Raytown Board of Alderman**

Jim Aziere

Karen Black

Janet Emerson

Jason Greene

Josh Greene

Steve Mock

Mark Moore

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## Chapter One - INTRODUCTION

### 1.1 OVERVIEW

The Raytown Parks and Recreation Department (RPRD) manages parks, recreation facilities, historic sites, and recreation program services to the citizens of Raytown that greatly contributes to the quality of life for residents of the City. In order for the Parks and Recreation Department to continue to be viable, it must have a solid planning document to guide the City's efforts, which is outlined in this Parks and Recreation Master Plan.

The master plan provides a framework to respond to citizens' needs and expectations, as well as identifies priorities for the staff to work toward successful implementation.

### 1.2 OBJECTIVES OF THE MASTER PLAN

The goals and objectives associated with this Master Plan include the following:

- Engage the community, leadership and stakeholders in meaningful, varied and a creative public input process to build a shared vision for parks and recreation that supports the economic and community goals of the City of Raytown;
- Utilize a wide variety of data sources and best practices to predict trends and patterns of use and how to address unmet needs in the City;
- Determine unique Level of Service Standards for the City to project appropriate and prudent actions regarding program services, parks, open space, amenities, trails, cultural and natural resources;
- Shape financial and operational preparedness through innovative and "next" practices in revenue generation to achieve the strategic objectives and recommended actions, and implementation strategies outlined in the plan;
- Develop a dynamic and realistic strategic action plan that can ensure long-term success and financial sustainability for the City's parks, recreation programs and open spaces, as well as action steps to support the Raytown community overall.

As with any quality comprehensive planning process, the community was involved throughout the development of the Master Plan through stakeholder and focus group meetings. Public forums were held in the city, and a citizen survey was offered that helped to prioritize and identify the issues that need to be addressed in the Plan and to support the key recommendations that need to be implemented over the next five years. The Master Plan is a living document with many moving components that must be achieved simultaneously.

### 1.3 PROJECT PROCESS

The Raytown Parks and Recreation Master Plan Update followed an iterative process of data collection, public input, on-the-ground study, assessment of existing conditions, market research, and open dialogue with local leadership and key stakeholders. The project process followed a logical planning path, as illustrated below:



The Master Plan is not an end product in itself. The Plan is rather a means to guide the provision of parks and recreation and advance the overall mission and vision of RPRD. The goal is to a guide in the delivery of excellent parks, trails, public facilities, activities, programs, and services that will contribute to community prosperity and improve the quality of life for residents and visitors to Raytown.

The purpose of the Plan is three fold:

- **First**, it puts into place a systematic and ongoing inventory, analysis, and assessment process that help the City now and in the future.
- **Second**, this effort will determine the context of recreation facilities and programs system-wide.
- **Third**, it will provide guidance in determining the effectiveness of programs and services, marketing strategies, and land management.

This, ultimately, will guide RPRD in an appropriate direction for current and future programs and services, and provide specific means to meet the vision and mission for the Department. This is essentially a process of answering, *“Where are we? Where do we want to go? And, how do we get there?”*

## Chapter Two – COMMUNITY PROFILE

### 2.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within the City of Raytown, Missouri. This analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns and unforeseen circumstances during or after the time of the projections could have a significant bearing on the validity of the final projections.

#### 2.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in February 2015 and reflects actual numbers as reported in the 2010 Censuses, and estimates for 2014 and 2019 as obtained by ESRI. Straight line linear regression was utilized for projected 2024 and 2029 demographics. The City of Raytown was utilized as the demographic analysis boundary shown in Figure 1.

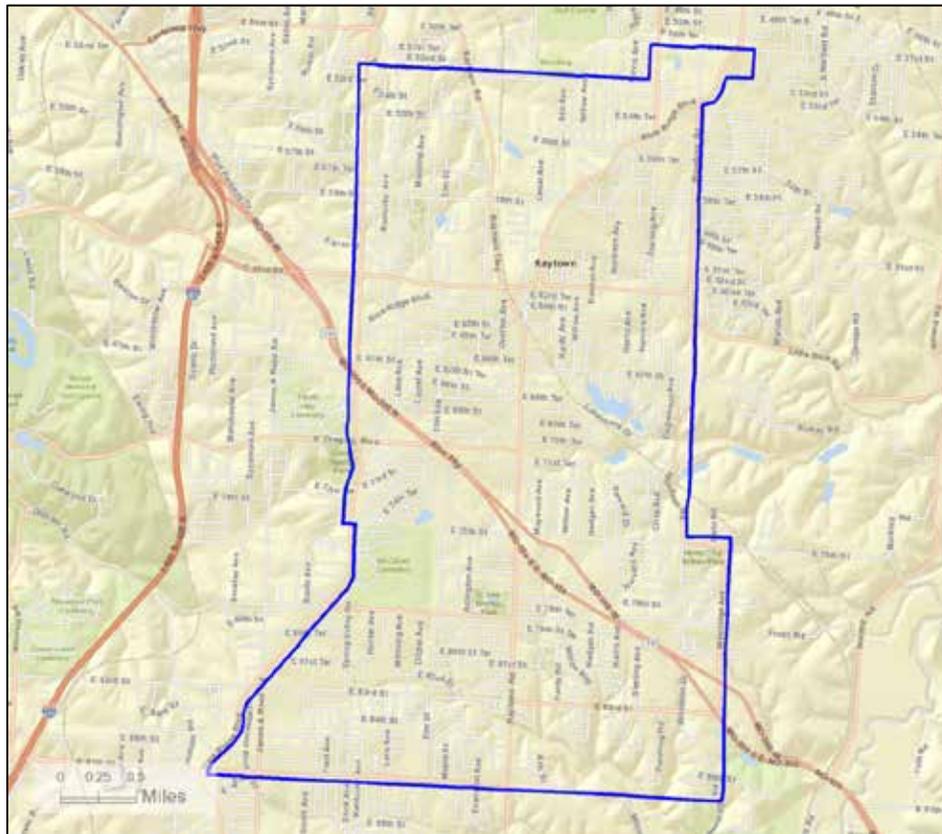


Figure 1-City of Raytown Boundaries

### RACE AND ETHNICITY DEFINITIONS

The minimum categories for data on race and ethnicity for Federal statistics, program administrative reporting, and civil rights compliance reporting are defined as below. The Census 2010 data on race are not directly comparable with data from the 2000 Census and earlier censuses; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature are used within this analysis.

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam
- Black - This includes a person having origins in any of the black racial groups of Africa
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race

## 2.1.2 CITY OF RAYTOWN POPULACE

### POPULATION

The City has seen little growth in recent years currently estimated at 29,573 individuals. With a sluggish annual growth rate of 0.04% from 2010-2014, the City of Raytown is growing at a significantly slower rate than the national and state averages over the same time frame. From 2010-2014, the annual population growth rate for the U.S. and Missouri was 0.82% and 0.31%, respectively. Projecting ahead, the total population is expected to continue to slowly grow over the next 15 years. Based on predictions through 2029, the City is expected to have just over 30,000 residents living within 12,284 households. See Figure 2 and 3.

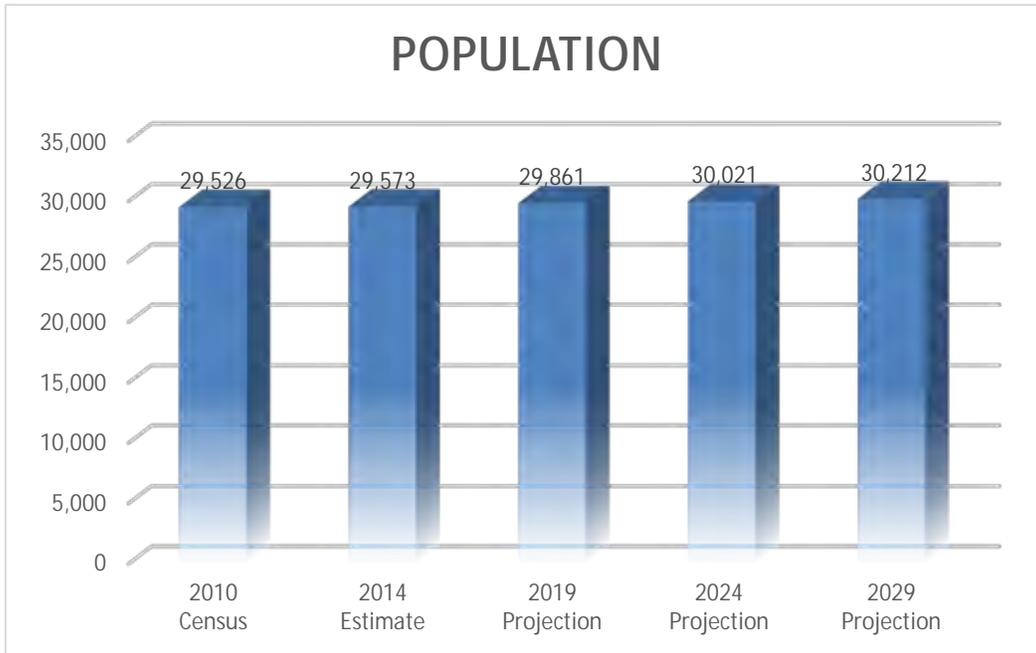


Figure 2-Total Population

Annual Growth Rate 2010-2014	
Raytown	0.04%
Missouri	0.31%
U.S.A.	0.82%

Figure 3 - Comparative Annual Growth Rates

### AGE SEGMENT

Evaluating the distribution by age segments, the selected area is somewhat balanced among the four major age segments, with a slightly higher representation from the older segments.

Over time, the overall composition of the population is projected to undergo an aging trend while the <18 population decreases to less than 20% of the total population. Future projections show the 35-54 will also exhibit a decrease in population. See Figure 4.

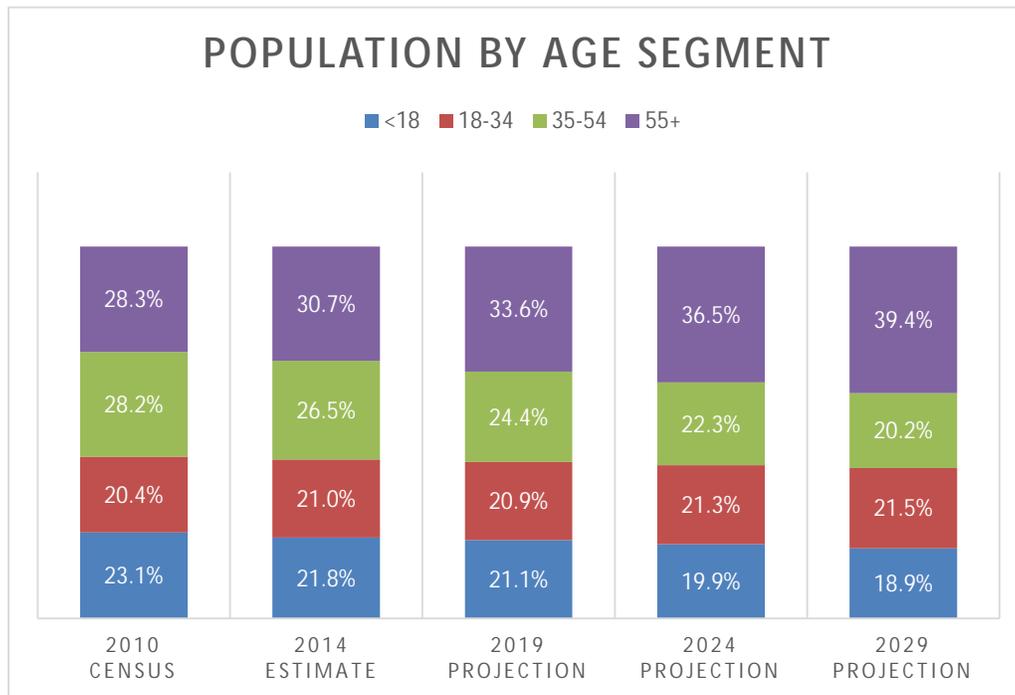


Figure 4-Population Age by Segments

### RACE AND ETHNICITY

In analyzing race, the City’s population is predominately White Alone. The 2014 estimate shows that 68% of the population falls into the White Alone category, while Black Alone (24.47%) represent the largest minority. Predictions for 2029 expect the population by race to remain relatively unchanged.

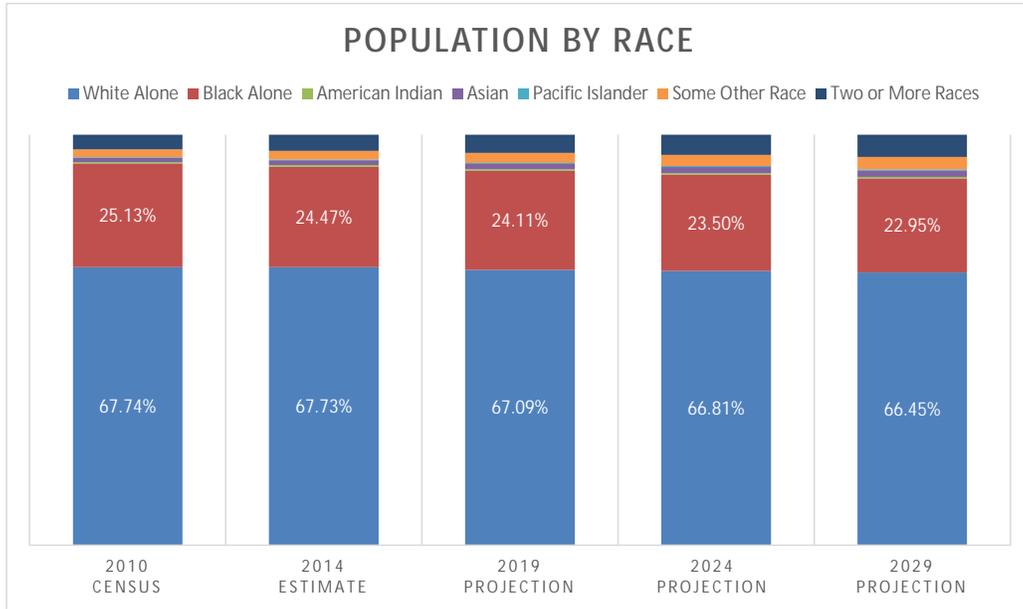


Figure 5- Population by Race

### HOUSEHOLDS AND INCOME

As seen in Figure 6, the City’s median household income is just below the state (\$47,380) and national (\$53,046) average. Per capita income is also trailing behind state (\$25,649) and national (\$28,051) averages.

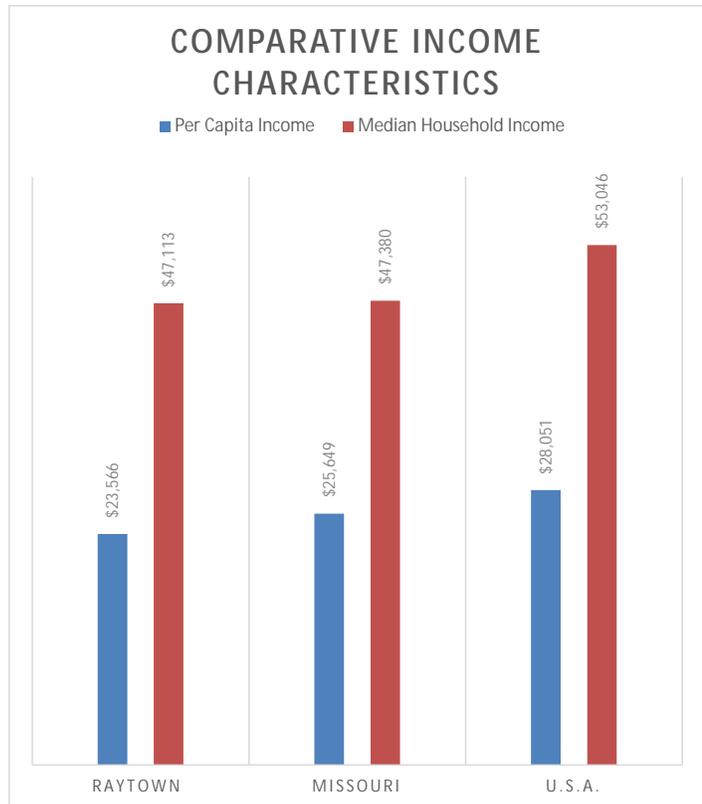


Figure 6 - Comparative Income Characteristics

## 2.2 TRENDS ANALYSIS

The following tables summarize the findings from the Sports & Fitness Industry Association’s (SFIA) 2014 Sports, Fitness and Leisure Activities Topline Participation Report, as well as the local market potential index data, which compares the demand for recreational activities and spending of residents for the targeted area to the national averages.

Summary of National Participatory Trends Analysis	
1.	<p><b>Number of “inactives” decreased slightly, those ‘active to a healthy level’ on the rise</b></p> <ul style="list-style-type: none"> <li>a. “Inactives” down 0.4% in 2013, from 80.4 million to 80.2 million</li> <li>b. Approximately one-third of Americans (ages 6+) are active to a healthy level</li> </ul>
2.	<p><b>Most popular sport and recreational activities</b></p> <ul style="list-style-type: none"> <li>a. Fitness Walking (117 million)</li> <li>b. Running/Jogging (54 million)</li> <li>c. Treadmill (48 million)</li> </ul>
3.	<p><b>Most participated in team sports</b></p> <ul style="list-style-type: none"> <li>a. Basketball (23.7 million)</li> <li>b. Tennis (17.7 million)</li> <li>c. Baseball (13.3 million)</li> </ul>
4.	<p><b>Activities most rapidly growing over last five years</b></p> <ul style="list-style-type: none"> <li>a. Adventure Racing - up 159%</li> <li>b. Non-traditional/Off-road Triathlon - up 156%</li> <li>c. Traditional/Road Triathlon - up 140%</li> <li>d. Squash - up 115%</li> <li>e. Rugby - up 81%</li> </ul>
5.	<p><b>Activities most rapidly declining over last five years</b></p> <ul style="list-style-type: none"> <li>a. Wrestling - down 45%</li> <li>b. In-line Roller Skating - down 40%</li> <li>c. Touch Football - down 32%</li> <li>d. Horseback Riding - down 29%</li> <li>e. Slow-pitch Softball - down 29%</li> </ul>

Summary of Local Market Potential Index Analysis	
6.	<p><b>The City exhibits low market potential for sport and leisure activities</b></p>
7.	<p><b>Top recreational activities in Raytown compared to the national average</b></p> <ul style="list-style-type: none"> <li>a. Attended high school sports</li> <li>b. Went to the zoo</li> <li>c. Participated in freshwater fishing</li> </ul>

Information released by Sports & Fitness Industry Association's (SFIA) 2014 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include: fitness walking, treadmill, running/jogging, free weights and bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin. Walking participation during the latest year data was available (2013), reported over 117 million Americans had walked for fitness at least once.

From a traditional team sport standpoint, basketball ranks highest among all sports, with nearly 24 million people reportedly participating in 2013. Team sports that have experienced significant growth in participation are rugby, lacrosse, field hockey, ice hockey, gymnastics, beach volleyball, and ultimate Frisbee- all of which have experienced double digit growth over the last five years. Most recently, rugby, field hockey, and lacrosse underwent the most rapid growth among team sports from 2012 to 2013.

In the past year, there has been a slight 0.4% decrease of "inactives" in America, from 80.4 million in 2012 to 80.2 million in 2013. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Even more encouraging is that an estimated 33.9% of Americans above the age of 6 are active to a healthy level, taking part in a high calorie burning activity three or more times per week.

*The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2014* was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on online interviews carried out in January and February of 2014 from more than 19,000 individuals and households.

NOTE: In 2012, the Sports & Fitness Industry Association (SFIA) came into existence after a two-year strategic review and planning process with a refined mission statement-- "To Promote Sports and Fitness Participation and Industry Vitality". The SFIA was formerly known as the Sporting Goods Manufacturers Association (SGMA).

### 2.2.1 NATIONAL TRENDS IN GENERAL SPORTS

Basketball, a game originating in the U.S., is actually the most participated in sport among the traditional “bat and ball” sports with almost 24 million estimated participants. This popularity can be attributed to the ability to compete with relatively small number of participants, the limited amount of equipment needed to participate, and the limited space requirements necessary - the last of which make basketball the only traditional sport that can be played at the majority of American dwellings as a drive-way pickup game.

As seen in Figure 7, since 2008, squash and other niche sports like lacrosse and rugby have seen strong growth. Squash has emerged as the overall fastest growing sport, as it has seen participation levels rise by nearly 115% over the last five years. Based on survey findings from 2008-2013, rugby and lacrosse have also experienced significant growth, increasing by 80.9% and 66% respectively. Other sports with notable growth in participation over the last five years were field hockey (31.4%), ice hockey (27.9%), gymnastics (25.1%), and beach volleyball (18.5%). From 2012 to 2013, the fastest growing sports were rugby (33.4%), field hockey (19.2%), lacrosse (12.8%), and squash (9.6%). During the last five years, the sports that are most rapidly declining include wrestling (45.2% decrease), touch football (down 32%), and slow pitch softball (28.9% decrease).

In terms of total participants, the most popular activities in the general sports category in 2013 include basketball (23.7 million), tennis (17.7 million), baseball (13.3 million), outdoor soccer (12.7 million), and slow pitch softball (6.9 million). Although three out of five of these sports have been declining in recent years, the sheer number of participants demands the continued support of these activities.

National Participatory Trends - General Sports					
Activity	Participation Levels			% Change	
	2008	2012	2013	12-13	08-13
Basketball	26,108	23,708	23,669	-0.2%	-9.3%
Tennis	17,749	17,020	17,678	3.9%	-0.4%
Baseball	15,539	12,976	13,284	2.4%	-14.5%
Soccer (Outdoor)	13,996	12,944	12,726	-1.7%	-9.1%
Football, Touch	10,493	7,295	7,140	-2.1%	-32.0%
Softball (Slow Pitch)	9,660	7,411	6,868	-7.3%	-28.9%
Volleyball (Court)	7,588	6,384	6,433	0.8%	-15.2%
Football, Tackle	7,816	6,220	6,165	-0.9%	-21.1%
Football, Flag	7,310	5,865	5,610	-4.3%	-23.3%
Ultimate Frisbee	4,459	5,131	5,077	-1.1%	13.9%
Gymnastics	3,975	5,115	4,972	-2.8%	25.1%
Soccer (Indoor)	4,487	4,617	4,803	4.0%	7.0%
Volleyball (Sand/Beach)	4,025	4,505	4,769	5.9%	18.5%
Track and Field	4,604	4,257	4,071	-4.4%	-11.6%
Racquetball	4,611	4,070	3,824	-6.0%	-17.1%
Cheerleading	3,192	3,244	3,235	-0.3%	1.3%
Softball (Fast Pitch)	2,331	2,624	2,498	-4.8%	7.2%
Ice Hockey	1,871	2,363	2,393	1.3%	27.9%
Wrestling	3,335	1,922	1,829	-4.8%	-45.2%
Lacrosse	1,092	1,607	1,813	12.8%	66.0%
Field Hockey	1,122	1,237	1,474	19.2%	31.4%
Squash	659	1,290	1,414	9.6%	114.6%
Roller Hockey	1,569	1,367	1,298	-5.0%	-17.3%
Rugby	654	887	1,183	33.4%	80.9%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 7 - General Sports Participatory Trends

### 2.2.2 NATIONAL TRENDS IN AQUATIC ACTIVITY

Swimming is unquestionably a lifetime sport. Swimming activities have remained very popular among Americans, and both competition and fitness swimming have witnessed an increase in participation recently. Fitness swimming is the absolute leader in multigenerational appeal with over 26 million reported participants in 2013, a 13.5% increase from the previous year (Figure 8). NOTE: In 2011, recreational swimming was broken into competition and fitness categories in order to better identify key trends.

Aquatic Exercise has a strong participation base, but has recently experienced a downward trend. Aquatic exercise has paved the way for a less stressful form of physical activity, allowing similar gains and benefits to land based exercise, including aerobic fitness, resistance training, flexibility, and better balance. Doctors have begun recommending aquatic exercise for injury rehabilitation, mature patients, and patients with bone or joint problems due to the significant reduction of stress placed on weight-bearing joints, bones, muscles, and also the affect that the pressure of the water assists in reducing swelling of injuries.

National Participatory Trends - Aquatics									
Activity	Participation Levels			% Change					
	2008	2012	2013	12-13	08-13				
Swimming (Fitness)	N/A	23,216	26,354	13.5%	N/A				
Aquatic Exercise	9,512	9,177	8,483	-7.6%	-10.8%				
Swimming (Competition)	N/A	2,502	2,638	5.4%	N/A				
NOTE: Participation figures are in 000's for the US population ages 6 and over									
<b>Legend:</b> <table border="1" style="display: inline-table; vertical-align: middle;"> <tr> <td style="background-color: #90EE90;">Large Increase (greater than 25%)</td> <td style="background-color: #90EE90;">Moderate Increase (0% to 25%)</td> <td style="background-color: #FFFF00;">Moderate Decrease (0% to -25%)</td> <td style="background-color: #FF0000;">Large Decrease (less than -25%)</td> </tr> </table>						Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)						

Figure 8 - Aquatic Participatory Trends

### 2.2.3 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in general fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 117 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (over 54 million), treadmill (48.1 million), and hand free weights (43.2 million), and weight/resistant machines (36.3 million).

Over the last five years, the activities that are growing most rapidly are high impact aerobics (up 47.1%), yoga (up 36.9%), running/jogging (up 31.9%), cardio kickboxing (28.7% increase), and group stationary cycling (up 27.8%). Most recently, from 2012-2013, the largest gains in participation were in boxing for fitness (8.7% increase), Tai Chi (up 8.3%), and high impact aerobics (up 7.1%). See Figure 9.

National Participatory Trends - General Fitness					
Activity	Participation Levels			% Change	
	2008	2012	2013	12-13	08-13
Fitness Walking	110,204	114,029	117,351	2.9%	6.5%
Running/Jogging	41,097	51,450	54,188	5.3%	31.9%
Treadmill	49,722	50,839	48,166	-5.3%	-3.1%
Free Weights (Hand Weights)	N/A	N/A	43,164	N/A	N/A
Weight/Resistant Machines	38,844	38,999	36,267	-7.0%	-6.6%
Stretching	36,235	35,873	36,202	0.9%	-0.1%
Free Weights (Dumbells)	N/A	N/A	32,309	N/A	N/A
Elliptical Motion Trainer	24,435	28,560	27,119	-5.0%	11.0%
Free Weights (Barbells)	25,821	26,688	25,641	-3.9%	-0.7%
Aerobics (Low Impact)	23,283	25,707	25,033	-2.6%	7.5%
Yoga	17,758	23,253	24,310	4.5%	36.9%
Stationary Cycling (Upright)	24,918	24,338	24,088	-1.0%	-3.3%
Aerobics (High Impact)	11,780	16,178	17,323	7.1%	47.1%
Stair Climbing Machine	13,863	12,979	12,642	-2.6%	-8.8%
Stationary Cycling (Recumbent)	11,104	11,649	11,159	-4.2%	0.5%
Calisthenics	8,888	9,356	9,356	0.0%	5.3%
Aerobics (Step)	9,423	9,577	8,961	-6.4%	-4.9%
Stationary Cycling (Group)	6,504	8,477	8,309	-2.0%	27.8%
Pilates Training	9,039	8,519	8,069	-5.3%	-10.7%
Cross-Training	N/A	7,496	6,911	-7.8%	N/A
Cardio Kickboxing	4,905	6,725	6,311	-6.2%	28.7%
Martial Arts	6,818	5,075	5,314	4.7%	-22.1%
Boxing for Fitness	N/A	4,831	5,251	8.7%	N/A
Tai Chi	3,424	3,203	3,469	8.3%	1.3%

NOTE: Participation figures are in 000's for the US population ages 6 and over

<b>Legend:</b>	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
----------------	--------------------------------------	----------------------------------	-----------------------------------	------------------------------------

Figure 9 - General Fitness Participatory Trends

### 2.2.4 NATIONAL TRENDS IN GENERAL RECREATION

Results from the SFIA’s *Topline Participation Report* demonstrate increased popularity among Americans in numerous general recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. In 2013, the most popular activities in the general recreation category include road bicycling (over 40 million participants), freshwater fishing (nearly 38 million participants), and day hiking (over 34 million participants).

From 2008-2013, general recreation activities that have undergone very rapid growth are adventure racing (up 159%), non-traditional/off-road triathlons (up 156%), traditional/road triathlons (up 139.9%), and trail running (up 49.7%). In-line roller skating, horseback riding, and skateboarding have all seen a substantial drop in participation, decreasing by 40%, 29.4%, and 21.8% respectively over the last five years. See Figure 10.

National Participatory Trends - General Recreation					
Activity	Participation Levels			% Change	
	2008	2012	2013	12-13	08-13
Bicycling (Road)	38,527	39,790	40,888	2.8%	6.1%
Fishing (Freshwater)	42,095	39,002	37,796	-3.1%	-10.2%
Hiking (Day)	31,238	34,519	34,378	-0.4%	10.1%
Camping (Within 1/4 Mile of Vehicle/Home)	32,531	31,454	29,269	-6.9%	-10.0%
Golf	28,571	25,280	24,720	-2.2%	-13.5%
Camping (Recreational Vehicle)	16,343	15,903	14,556	-8.5%	-10.9%
Target Shooting (Handgun)	12,551	15,418	14,370	-6.8%	14.5%
Target Shooting (Rifle)	12,769	13,853	13,023	-6.0%	2.0%
Fishing (Saltwater)	14,121	12,000	11,790	-1.8%	-16.5%
Hunting (Rifle)	10,490	10,485	9,792	-6.6%	-6.7%
Bicycling (Mountain)	7,242	7,265	8,542	17.6%	18.0%
Horseback Riding	11,457	8,423	8,089	-4.0%	-29.4%
Hunting (Shotgun)	8,638	8,426	7,894	-6.3%	-8.6%
Archery	6,180	7,173	7,647	6.6%	23.7%
Trail Running	4,537	5,806	6,792	17.0%	49.7%
Skateboarding	8,118	6,227	6,350	2.0%	-21.8%
Roller Skating, In-Line	10,211	6,647	6,129	-7.8%	-40.0%
Fishing (Fly)	5,849	5,848	5,878	0.5%	0.5%
Climbing (Sport/Indoor/Boulder)	4,642	4,355	4,745	9.0%	2.2%
Shooting (Sport Clays)	4,199	4,544	4,479	-1.4%	6.7%
Hunting (Bow)	3,770	4,354	4,079	-6.3%	8.2%
Shooting (Trap/Skeet)	3,523	3,591	3,784	5.4%	7.4%
Hunting (Handgun)	2,734	3,112	3,198	2.8%	17.0%
Climbing (Traditional/Ice/Mountaineering)	2,175	2,189	2,319	5.9%	6.6%
Triathlon (Traditional/Road)	943	1,789	2,262	26.4%	139.9%
Bicycling (BMX)	1,896	1,861	2,168	16.5%	14.3%
Adventure Racing	809	1,618	2,095	29.5%	159.0%
Triathlon (Non-Traditional/Off Road)	543	1,075	1,390	29.3%	156.0%

NOTE: Participation figures are in 000's for the US population ages 6 and over

Legend:	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)
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Figure 10 - General Recreation Participatory Trends

### 2.2.5 LOCAL SPORT AND MARKET POTENTIAL

The following charts show sport and leisure market potential data from ESRI. A Market Potential Data (MPI) measures the probable demand for a product or service in the City of Raytown. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US National average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. For example, an MPI of 200 would mean residents are twice as likely to participate in an activity, while an MPI of 50 would mean residents are half as likely to participate.

The service area is compared to the national average in four (4) categories - general sports, fitness, outdoor activity, and money spent on miscellaneous recreation. Residents of the City of Raytown demonstrate very low market potential in general, with only a handful of activities reporting above average figures. The most concerning participatory trends fall in the general sports and fitness activities, in which both categories are lagging well behind the national average. As a key provider of recreational activities and opportunities for the local community, the Department must take these results personally and strive to reverse the local trends in sports and fitness by better engaging residents through quality programming and amenities.

#### GENERAL SPORTS MARKET POTENTIAL

Participatory Trends - General Sports	
Activity	MPI
Participated in Golf	107
Participated in Basketball	104
Participated in Softball	94
Participated in Football	93
Participated in Baseball	90
Participated in Volleyball	78
Participated in Soccer	67
Participated in Tennis	67

#### FITNESS MARKET POTENTIAL

Participatory Trends - Fitness	
Activity	MPI
Participated in Walking for Exercise	98
Participated in Swimming	86
Participated in Aerobics	81
Participated in Pilates	81
Participated in Weight Lifting	80
Participated in Jogging/ Running	77
Participated in Yoga	65

OUTDOOR ACTIVITY MARKET POTENTIAL

Participatory Trends - Outdoor Activity	
Activity	MPI
Participated in Fishing (fresh water)	116
Participated in Boating (Power)	104
Participated in Bicycling (road)	94
Participated in Canoeing/Kayaking	94
Participated in Fishing (salt water)	93
Participated in Backpacking	89
Participated in Bicycling (mountain)	86
Participated in Hiking	84
Participated in Horseback Riding	65

MONEY SPENT ON MISCELLANEOUS RECREATION

Participatory Trends - Money Spent on Recreation	
Activity	MPI
Attend sports event: high school sports	119
Went to zoo in last 12 months	117
Attend sports event: football game (college)	111
Attend sports event: basketball game (college)	102
Went on overnight camping trip in last 12 months	102
Attend sports event	100
Attend sports event: football game - NFL weekend	97
Spent on sports/rec equipment in last 12 mo: \$100-249	94
Spent on sports/rec equipment in last 12 mo: \$1-99	92
Spent on sports/rec equipment in last 12 mo: \$250+	92
Attend sports event: baseball game - MLB reg seas	90
Attend sports event: football game - NFL Mon/Thurs	87
Attend sports event: ice hockey - NHL reg seas	87
Visited a theme park in last 12 months	87
Attend sports event: basketball game - NBA reg seas	74

## 2.3 SUMMARY OF DEMOGRAPHIC AND TRENDS FINDINGS

Based on the demographic and trends analysis, the City of Raytown presents a challenging environment for the Parks and Recreation Department to operate in moving forward. Navigating these challenges will require a comprehensive understanding of the local population that lends itself to effective strategic planning critical to the future success of the Department. The most notable characteristics identified in the demographic and trends analysis include: minimal population growth, the aging demographic trend, below average income levels, and low local market potential.

As projections expect very minimal population growth within the City, the Department will need to be creative to survive in a stagnant environment. This will require focused programming with frequent reevaluation of demographic characteristics, as well as the needs and interests of the community. The department must also subscribe to best practices and operate very efficiently for the Department to grow and thrive while the market remains fairly still.

The Department must pay close attention to the aging population, as the 55+ segment is projected to represent nearly 40% of the population by 2029. This may require the City to develop additional core programs that cater to seniors. Also, given the differences in how the active adults (55+) participate in recreation programs, the trend is moving toward having at least two different segments of older adults, which may necessitate further splitting offerings into 55-74 and 75 plus program segments.

The below average earning capabilities of residents of the service area is another challenging aspect the Department needs to be mindful of. With income characteristics below the state and national levels, local residents are likely to have a heightened sensitivity to pricing of departmental offerings. This will mean less elasticity in pricing programs and services and an expectation from the community for high quality programming that validates the pricing for participation.

Based on the local market potential for the City of Raytown, the Parks and Recreation Department must be proactive in engaging residents to participate in recreational programming. Overall, market potential indexes were very low for the majority of activities analyzed, and the reversal of the current trends should be a priority of the Department. The fact that every activity in the fitness category was below the national average presents a prime opportunity for the Department. National trends for fitness have been on the rise in recent years and parks and recreation agencies across the country have capitalized on these trends by offering a variety of fitness programming and developing amenities, such as multi-use trails, that allow users to engage in healthy, active lifestyles. In the case of Raytown, fitness programming is a great way to boost participation among residents and strengthen the department's curriculum, due to the fact that these activities generally have low barriers to entry and can be provided for little to no cost.

## Chapter Three - COMMUNITY NEEDS ASSESSMENT

Public engagement served as an important and critical part of the planning process and the development of the community needs assessment. Conducting public engagement is not only necessary to effectively deliver a community-oriented park and recreation system, but also to ensure that a balanced, open, and collaborative approach is used to build public trust in the plan and the process. Engagement activities were intentionally planned to create outcomes that will secure support for the Master Plan by residents, governing boards, advisory groups, city management, and the diverse groups that utilize Raytown's facilities and services. Public engagement during the planning process included interviews with community representatives, meetings with key departmental leaders, public open houses, and a city-wide online survey. Findings from each of these efforts are summarized below.

### 3.1 STAKEHOLDER INTERVIEWS AND FOCUS GROUP SUMMARY

Stakeholder interviews and focus group meetings serve as an important and critical part of the community needs assessment process and the ultimate development of the Comprehensive Master Plan.

These input sessions encourage participants to identify the issues, opportunities, and challenges facing Raytown Parks and Recreation Department (RPRD) now and in the future. By engaging community leaders through individual interviews, small group discussions or focus group settings, the process ensures that the Master Plan is built on a community-driven and collaborative process.

In April 2015, the planning team conducted a series of five individual focus group meetings with Community Stakeholders and Aldermen; plus a public forum which was open to all local and surrounding residents. Ultimately, between all of the focus groups and the public forum, the planning team was able to hear from approximately 50 community stakeholders, Aldermen, and Raytown residents. Questions for these discussions focused on strengths of the system, opportunities RPRD should pursue, needed facilities or services, RPRD's ability to communicate to residents, funding alternatives, and desired outcomes for the Master Plan.

The following sections summarize the questions and answers from the interviews and focus group sessions. At the beginning of each discussion, participants were told that their individual responses would not be attributed to them specifically in order to allow for more freedom and comfort in providing constructive feedback. To that end, the responses from participants are listed in summary form. The most common or shared responses are listed first, and each list proceeds in descending order of frequency of answers.

*Note: It is important to note that the summary input is a reflection of the responses provided by the attendees and not a consultant recommendation or a statement of fact.*

#### 3.1.1 PERCEPTION OF CURRENT PARK AND RECREATION CONDITIONS

##### WHAT IS YOUR ONE FAVORITE THING ABOUT THE PARKS SYSTEM CURRENTLY?

- All parks are well maintained and operated throughout the year.
- RPRD has a great management/staff currently in place.
- The RPRD is very active, hardworking, and caring when it comes to the community parks.
- RPRD's trail system is efficient and well maintained.
- The high quality of activities/programs that department provides.
- The wide range of diversity in the types of programs provided to residents.
- C. Lee Kenagy is an excellent signature park that is well maintained, utilized, and offers numerous activities.
- A majority of the parks have a safe and clean reputation.

- Landscape and park signage make parks feel very open and inviting to residents and visitors.
- RPRD is very effective and efficient when it comes to budgeting and knowing how to spend their money.

### 3.1.2 PERCEPTIONS OF ACCESS AND OPPORTUNITIES

#### WHAT ARE THE STRENGTHS OF THE DEPARTMENT THAT WE NEED TO BUILD ON FOR THIS MASTER PLAN?

- Moving forward, Raytown's great trail system needs to continue to expand and increase the level of connectivity between neighbors, parks, and surrounding cities.
- Continue to increase the awareness of Super Splash not only amongst local residents but also in surrounding communities.
- Continue to utilize and straighten partnerships and sponsors throughout the community. (Example: Youth basketball partnering with the school system)
- Capitalize more on the town's heritage and historical land marks (Examples: Rice-Tremonti Farm Home, Historical Trails, and Civil War Artifacts). Increase marketing and awareness levels for incoming tourists.
- Market Raytown's signature parks, programs, and facilities not only locally but also to surrounding cities in efforts to draw in new residents to Raytown (Examples: Super Splash, C. Lee Kenagy Park, youth basketball program).
- Make registering for core programs easier by offering online registration on the RPRD website as well as possible partner's/sponsor's websites.
- Continue to develop and grow the youth basketball program/partnership with school systems.

#### HOW WOULD YOU ASSESS THE DEPARTMENT'S ABILITY TO MARKET ITS SERVICES, COMMUNICATE AND DEVELOP TOUCH POINTS WITH THE RESIDENTS?

- Marketing efforts need to be increased, now in particular that a lot of new programs and sports are starting up.
- RPRD needs to develop a "Brand" that community members will be able to recognize and will want to be a part of.
- The Department needs to make better use of social media marketing efforts, and use them more frequently (Facebook/Twitter).
- RPRD needs to continue/start marketing through alternative channels such as the school system and local churches; for such things as sport leagues and recreation programs.
- RPRD needs to do a better job across all avenues of marketing (print, social, radio, etc.).
- RPRD needs to take advantage of alternative marketing opportunities for promoting specific programs and events (local newspapers, local blogs, and or local businesses).
- Marketing efforts need to be increased specially for Super Splash; not only to improve local awareness levels but also regional awareness levels.
- Increase the "Activity Guide" frequency from annually to quarterly or monthly in order to ensure residents are aware of any upcoming programs or events.
- RPRD needs to make sure parks have a safe and welcoming reputation by promoting safe/friendly activities having positive press.
- The Department needs to focus their marketing efforts more on young families in surrounding communities in order to draw them into Raytown.

### 3.1.3 VISIONS FOR THE FUTURE

#### DO YOU HAVE IDEAS ABOUT CHANGES, ADDITIONS, OR IMPROVEMENTS FOR PROGRAMS, PARKS, TRAILS AND/OR RECREATION FACILITIES IN RAYTOWN FOR THE FUTURE?

- Additional parks and youth and adult recreational facilities need to be added; especially to the “north side” of the city.
- Additional walking/bike trails need to be added throughout the city in order to increase connectivity between neighborhoods, parks, other trails, and other cities.
- Raytown needs some kind of community event center or amphitheater that can be used for meetings, weddings, concerts, parties, sports, etc.
- Improvements on the quality and quantity of adult and youth sport programs offered, by partnering with local churches, schools, and businesses to merge leagues.
- Improvements and updates are needed to already existing recreational facilities, signage, sport courts, walking trails and playgrounds.
- RPRD needs to add additional programs and activities for 50+ year old residents.
- RPRD needs to work with clubs and high school sport teams to help youth athletes transition into competitive sport programs; especially with girls softball and tennis.
- Additional water attractions need to be added to Super Splash to make it more desirable.
- RPRD needs to partner with the City and really tap into the history of Raytown by offering historical programs and events.
- Additional medium/large shelters need to be added to parks and be made available for rental.
- The addition of new recreational activity courts/fields (Examples: Pickleball, Frisbee Golf, and Sand Volleyball)
- The addition of a community dog park with activity stations, watering stations, and dog waste bag stations.
- The addition of a community pool that can be used for swimming lessons, recreational swimming, and swimming competitions; needs to be heated.
- RPRD needs to outsource the maintenance and landscaping of city “gateways” .
- Some participants feel that prices for youth sports are currently too expensive and cause low participation levels.

#### ARE THERE RECREATION FACILITIES OR AMENITIES MISSING IN RAYTOWN THAT WE SHOULD ADDRESS IN THIS MASTER PLAN?

- Connecting trails that link neighborhoods to community parks.
- There is a lack of senior specific facilities which will begin to become more prominent as the population continues to age.
- Raytown is in need of facilities to house After School Programs/Summer Camps.
- The City needs youth football, volleyball, and softball facilities in particular.
- Raytown is missing a high quality/“tournament ready” sports complex that can be used to host various tournaments.
- Raytown parks are missing visual art pieces (Examples: sculptures, fountains, painting, Japanese garden, etc.).
- A shallow swimming pool that can be used for senior water aerobics classes.

### IF THERE WERE JUST ONE THING THAT YOU WOULD WANT TO MAKE SURE THE MASTER PLAN COVERS, WHAT WOULD THAT BE?

- Answers the fundamental question “What does Raytown need?”
- Give the community a global view, with a vision that will prioritize what needs to be done.
- Ways to bridge the gap between old and new generations; multigenerational programs and facilities.
- A plan that will help sustain existing facilities and help develop new facilities.
- Helps to bridge the gap between what the residents want and what that parks staff wants.
- The addition of more/new youth sport leagues and activities; for both males and females.
- Explanations for how RPRD’s budget is going to be utilized and how all new additions/changes are going to be paid for.
- Give a similar comparison assessment between Raytown and other comparable communities’ parks and recreation departments.
- Possible fundraising ideas that will help finance a community/event center.
- Plans for adding new premier facilities that aren’t only appealing to local residents but also surround residents as well.
- What it would take to build an indoor sport facility; that housed basketball, volleyball, and indoor soccer).
- A plan for enhancing/adding bicycling trails; as well as BMX trails.
- The addition of a youth/high school tennis program.
- The addition of a multiuse swimming pool; that can be used for senior aerobics, swimming lessons, family play time, competitive swimming, and lap swimming.
- The addition of dedicated Pickleball courts.
- How the department is going to begin to integrate modern technology into their marketing, planning, and construction of the parks system.

### 3.1.4 FUNDING, ACQUISITION AND MAINTENANCE: PERCEPTIONS AND POSSIBILITIES

#### HOW SHOULD THE FUTURE GROWTH OR CHANGES OF THE DEPARTMENT BE FUNDED TO MATCH THE GROWTH OR CHANGES OF THE CITY?

- Partnerships
- Raise property taxes
- Sponsorships/naming rights
- Raise sales taxes
- Rental Fees
- Private Donations
- Issue a municipal bond

### 3.1.5 OTHER IDEAS AND OPPORTUNITIES

#### IS THERE ANYTHING ELSE YOU’D LIKE TO SHARE THAT I HAVEN’T ASKED YOU?

- Partner with groups that already have existing facilities that can be shared (Examples: local churches, school system, etc.)
- Awareness for current facilities needs to increase before more facilities are made.
- RPRD should consider consolidating fields that aren’t currently being utilized and use them for other sports that might have a deficiency of fields.
- RPRD needs to raise the bar on quality of coaches.

The following sections summarize the questions and answers from the public forum. At the beginning of each discussion, participants were told that their individual responses would not be attributed to them specifically in order to allow for more freedom and comfort in providing constructive feedback. To that end, the responses from participants are listed in summary form. The most common or shared responses are listed first, and each list proceeds in descending order of frequency of answers.

#### WHAT STRENGTHS DOES RAYTOWN'S PARK SYSTEM ALREADY CURRENT POSSESSES?

- High quality upkeep and maintenance for all current parks
- RPRD coordinates great community events (e.g., parades)
- Raytown has a great aquatics facility with Super Splash
- RPRD offers a good list of core youth sport programs
- C. Lee Kenagy Park has a beautiful/well maintained park pond
- Sarah-Colman Livengood Park offers good quality shelters and walking trail
- Sarah-Colman Livengood Park has newly renovated tennis courts

#### WHAT OPPORTUNITIES DOES RAYTOWN'S PARK SYSTEM HAVE MOVING FORWARD?

- Continue to grow/expand their youth sport programs (7-12 year olds)
- Raytown residents can begin utilizing park facilities more frequently (tennis courts in particular)
- Strengthen relationships/partnerships between the department and local churches
- Add volleyball courts (sand) to current parks
- Add a dog park facility to the park system
- Add additional paved multiuse trails to current parks
- Make better use of local historical sites
- Add a park to the north side of the city (ward #3)
- Add Frisbee Golf to current parks
- Increase community involvement and the number of volunteer groups
- Increase the level of partnership between the department and local boy/girl scouts
- Increase the amount of connectivity of trails throughout the city
- Increase level of partnership between the department and the school system
- Build a Raytown community center; which includes: pool, youth programs, senior programs, family programs, summer camps, and a nutrition program.

#### IF THERE WERE JUST ONE PRIORITY THAT YOU WOULD WANT TO MAKE SURE THE MASTER PLAN COVERS, WHAT WOULD THAT BE?

- Focus on new functional multigenerational facilities for the community
- Bring back core sport programs that have been lost (e.g., girls softball)
- Construction of a community center with a pool that can be used by all age groups
- Focus on finance options to help keep Super Splash open and functioning
- Addition of a new park on the north side of city
- New partnership opportunities (Example: local garden clubs funding community gardens)

### 3.2 STATISTICALLY VALID COMMUNITY SURVEY

ETC Institute conducted a Community Interest and Opinion Survey for the City of Raytown Parks and Recreation Department to establish priorities for the future improvement of parks, recreation facilities, programs and services within the community. The survey was mailed to a random sample of 3,250 households in the City of Raytown. An option to complete the survey online was also available to residents who had that preference. Once the surveys were mailed, resident households who received the survey were contacted by phone. Those who indicated that they had not returned the survey by mail were given the option of completing it by phone.

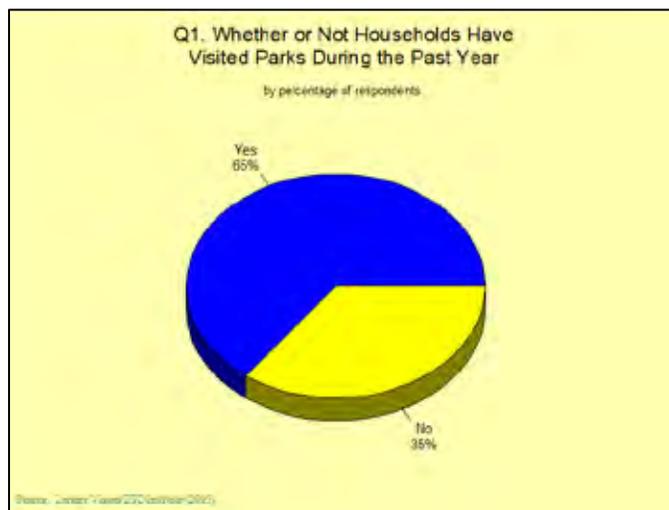
#### 3.2.1 METHODOLOGY

A goal was set to obtain a minimum of 325 completed surveys within the City of Raytown. Leisure miss/ETC Institute exceeded the goal and obtained a total of 486 completed surveys with an overall response rate of 15%. The results for the sample of 486 households have a 95% level of confidence with a precision rate of at least +/- 4.4%. The following pages summarize major survey findings.

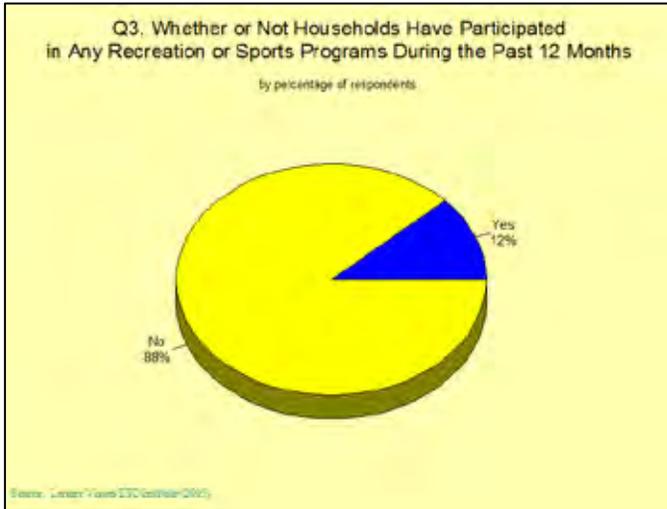
#### 3.2.2 PARK AND PROGRAM PARTICIPATION FINDINGS

##### PARK AND PROGRAM USAGE

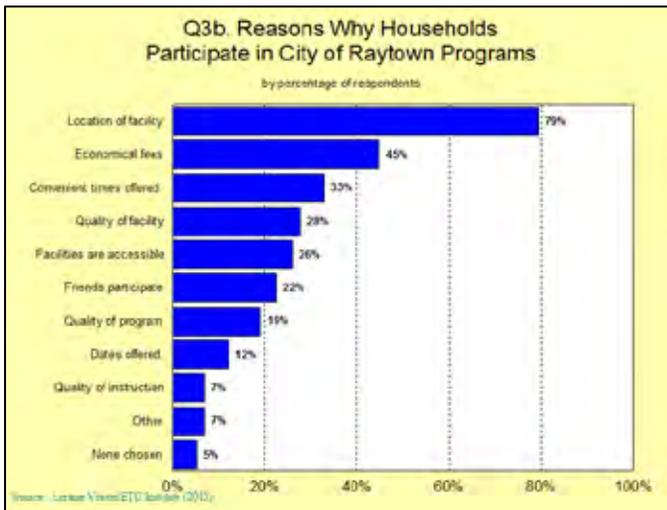
**Visitation of parks is lower than national averages:** Sixty-five percent (65%) of households indicated that they visited parks over the past year. This number is 14% lower than the national average at 79%. Of households who visited parks, 62% rated the overall condition of parks as good which is 8% higher than the national average of 54%.



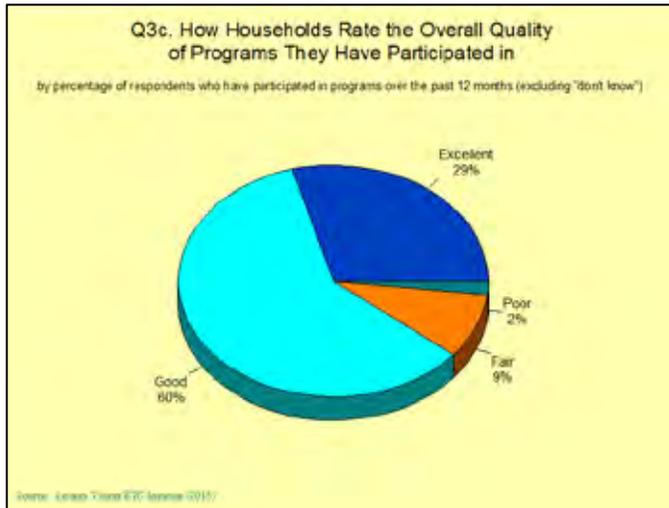
Participation in programs is low: Twelve percent (12%) of households indicated that they had participated in recreation or sports programs during the past 12 months. Of households who indicated participation over the past 12 months, 57% participated in 1 program, 40% participated in 2-3 programs, and 3% participated in 4-6 programs.



Location of facility is the top reason by a wide margin why households participate in City of Raytown programs: Seventy-nine percent (79%) of households indicated that location of the facility is the reason they participate in programs. Other reasons include: Economical fees (45%), convenient times offered (33%), and quality of the facility (28%).



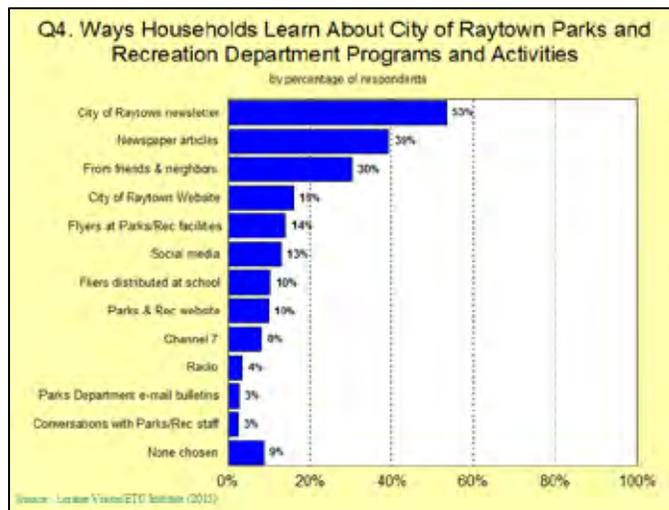
Program ratings are comparable to national averages: Based on the percentage of households who participated in programs over the past 12 months, 60% rate the overall quality of programs as good. The national benchmark for good rating is at 53%. Excellent ratings remain comparable with national averages with Raytown households indicating a 29% excellent rating with the national average sitting at 35%.



### 3.2.3 ORGANIZATIONAL FINDINGS

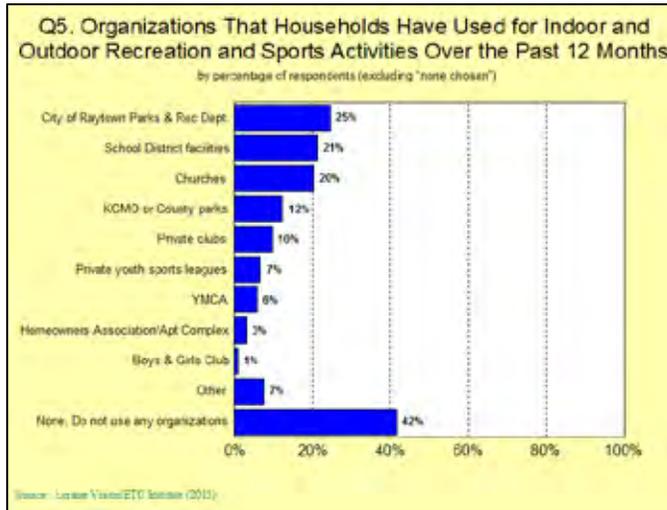
#### ORGANIZATIONAL USAGE

Households learn most about City of Raytown programs and activities through the City of Raytown newsletter: Fifty-three percent (53%) of households indicated that they learn about the City of Raytown programs and activities through the City newsletter. Other ways include: Newspaper articles (39%) and from friends and neighbors (30%).



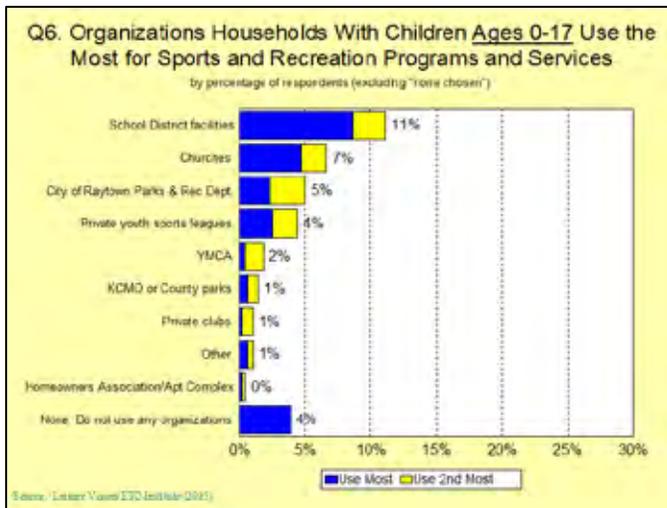
### ORGANIZATIONS USED FOR INDOOR AND OUTDOOR RECREATION ACTIVITIES

The greatest percentage of households use the City of Raytown Parks and Recreation Department for indoor and outdoor recreation and sports activities: Twenty-five percent (25%) of households indicated that they use the City of Raytown Parks and Recreation Department for indoor and outdoor recreation and sports activities. Other organizations used include: School district facilities (21%) and churches (20%). Forty-two percent (42%) of households indicated that they do not use any organizations.



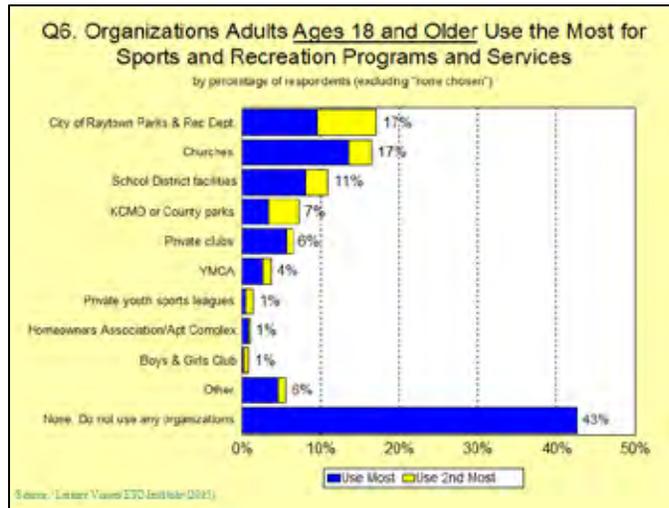
### ORGANIZATIONAL USAGE AGES 0-17 YEARS

Organizations households with children ages 0-17 use the most: Based on the sum of households top two most used organizations, 11% indicated they use school district facilities the most for sports and recreation programs and services. Other most used organizations include: Churches (7%), City of Raytown Parks and Recreation Department (5%), and private youth sports leagues (4%).

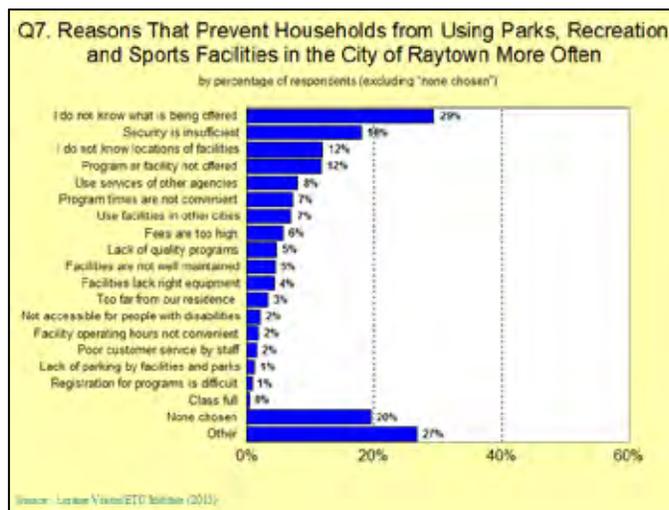


### ORGANIZATIONAL USAGE AGES 18 AND OLDER

Organizations households ages 18 and older use the most: Based on the sum of households top two most used organizations, 17% indicated they use the City of Raytown Parks and Recreation Department the most often. Other most used organizations include: Churches (17%) and school district facilities (11%).



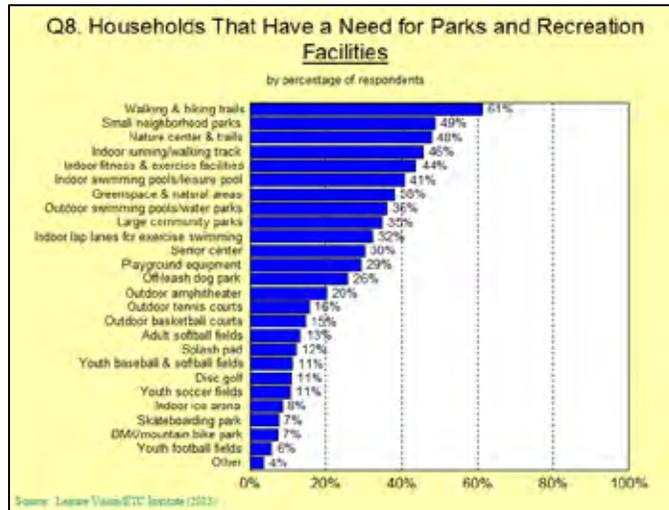
Households are most prevented from utilizing parks, recreation, and sports facilities in the City of Raytown more often because they do not know what is being offered: Twenty-nine percent (29%) of households indicated the top reasons preventing usage of parks, recreation, and sports facilities in the City of Raytown was because they do not know what is being offered. This is 7% above the national average of 22%. Other reasons include: Security is insufficient (18%), I do not know locations of facilities (12%), and program or facility not offered (12%).



### 3.2.4 FACILITY PRIORITIES

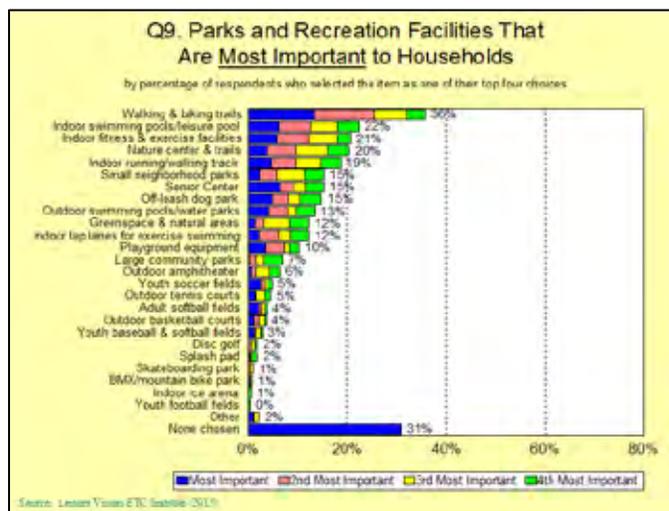
#### FACILITY NEEDS

**Walking and biking trails are the most needed facility:** Based on the percentage of respondents that have a need for recreation facilities, 61% or 7,420 households indicated a need for walking and biking trails. Other most needed facilities include: Small neighborhood parks (49% or 5,907 households), nature center and trails (48% or 5,798 households), indoor running and walking track (46% or 5,532), and indoor fitness and exercise facilities (44% or 5,302 households).



#### FACILITY IMPORTANCE

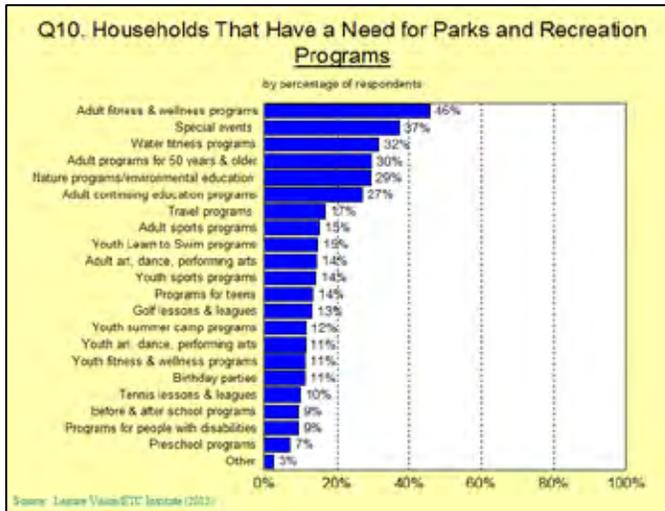
**Walking and biking trails is the most important recreation facility:** Based on the percentage of respondents who selected the item as one of their top four choices, 36% indicated that walking and biking trails was the most important to their household. Other most important recreation facilities include: Indoor swimming pools/leisure pool (22%), indoor fitness and exercise facilities (21%), nature center and trails (20%), and indoor running and walking track (19%).



### 3.2.5 PROGRAM PRIORITIES

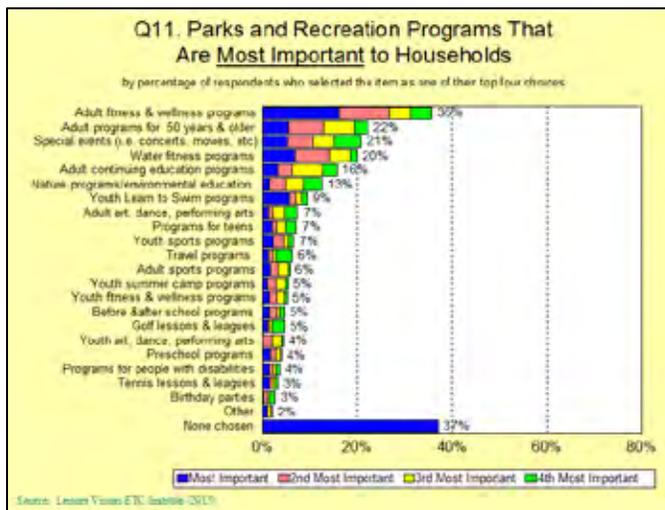
#### PROGRAM NEEDS

**Adult fitness and wellness programs are the most needed:** Based on the percentage of respondents that have a need for parks and recreation programs, 46% or 5,532 households indicated a need for adult fitness and wellness programs. Other most needed programs include: Special events (37% or 4,503 households), water fitness programs (32% or 3,837 households), adult programs for 50 years and older (30% or 3,583 households), nature programs and environmental education (29% or 3,559 households), and adult continuing education programs (27% or 3,268 households).

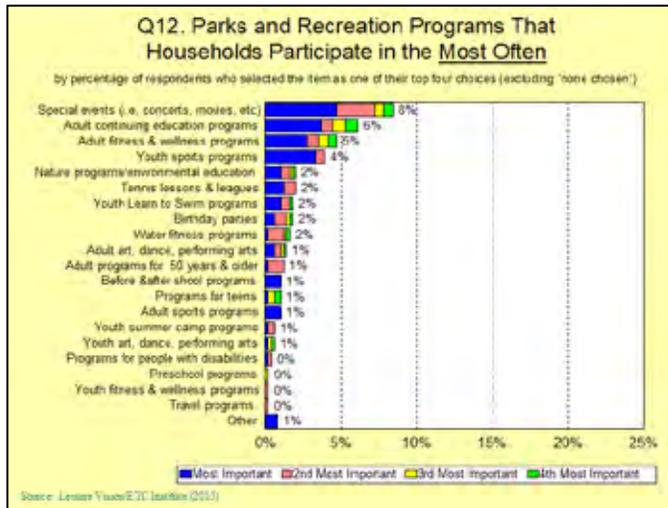


#### PROGRAM IMPORTANCE

**Adult fitness and wellness programs are the most important to households:** Based on the percentage of respondents who selected the item as one of their top four choices, 36% indicated that adult fitness and wellness programs was the most important to their household. Other most important programs include: Adult programs for 50 years and older (22%), special events (21%), water fitness programs (20%), and adult continuing education programs (16%).



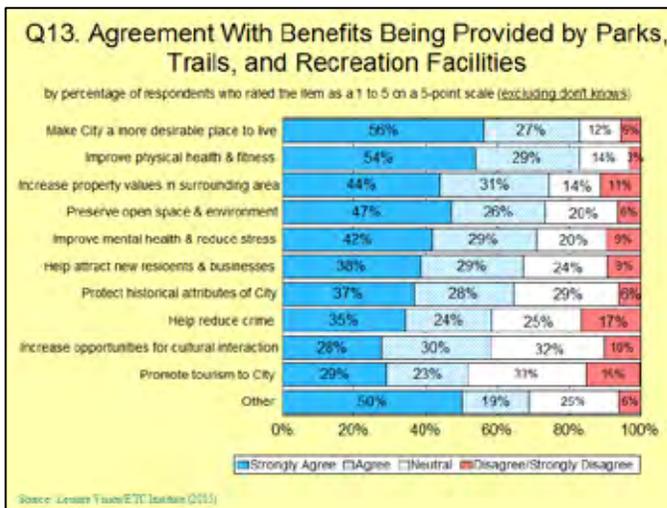
**Households participate in special events the most often:** Based on the percentage of respondents who selected the item as one of their top four choices, 8% of households indicated that they participate in special events the most often. Other most participated in programs include: adult continuing education programs (6%), adult fitness and wellness programs (5%), and youth sports programs (4%).



### 3.2.6 PARK, TRAILS, AND RECREATION FACILITY BENEFITS

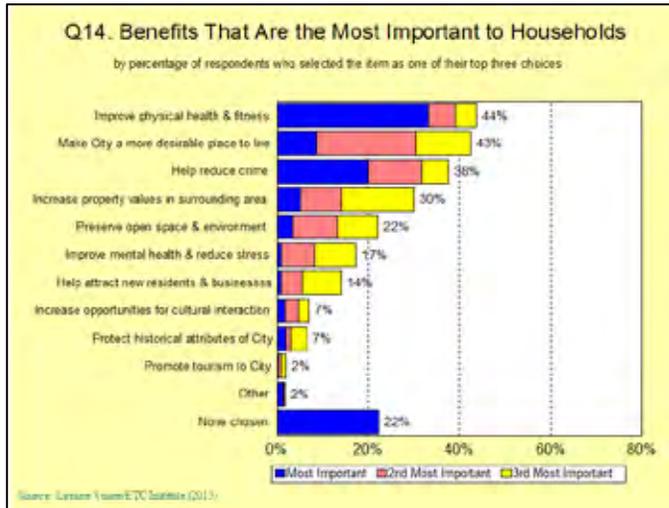
#### BENEFITS PROVIDED

**Agreement with benefits being provided by parks, trails, and recreation facilities:** Based on the sum of respondents who either “strongly agree” or “agree”, 83% agree with the benefit that these facilities make the City of Raytown a more desirable place to live. Other similar levels of agreement include: Improve physical health or fitness (83%) and increase property values in surrounding area (75%).



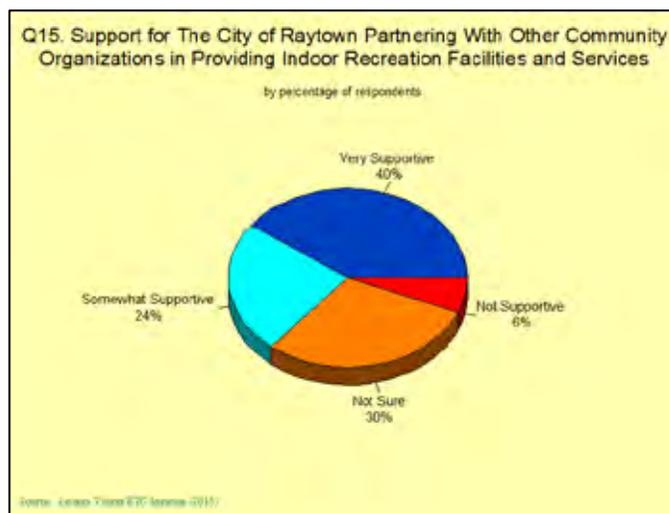
### BENEFIT IMPORTANCE

Improving physical health and fitness is the most important benefit being provided by parks, trails, and recreation facilities: Based on the sum of respondents' top three most important benefits, 44% indicated improve physical health and fitness. Other most important benefits include: Make the city a more desirable place to live (43%), help reduce crime (38%), and increase property values in surrounding area (30%).



### 3.2.7 SUPPORT FOR PARTNERSHIPS

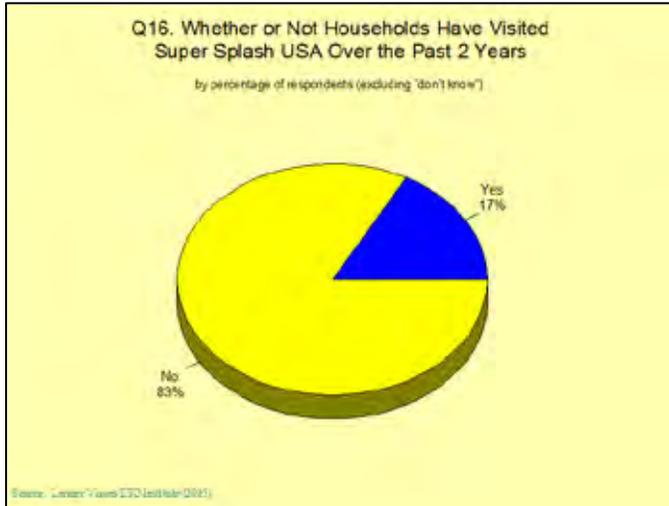
Sixty-four percent (64%) of households indicated support for the City of Raytown to partner with other community organizations to provide indoor recreation facilities and services: Forty percent (40%) of households indicated they were “very supportive” of the City to partner with other organizations to provide indoor recreation facilities and services, while 24% indicated they were “somewhat supportive”. There are 30% of households who were not sure their level of support and 6% who were not supportive.



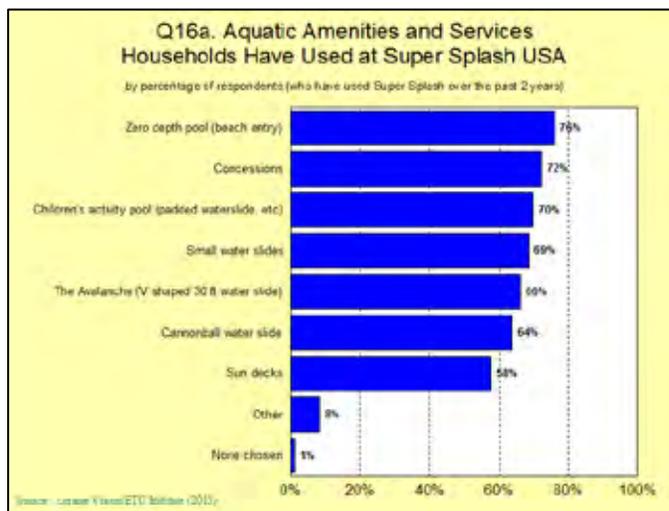
### 3.2.8 SUPER SPLASH USA

#### SUPER SPASH USA USAGE

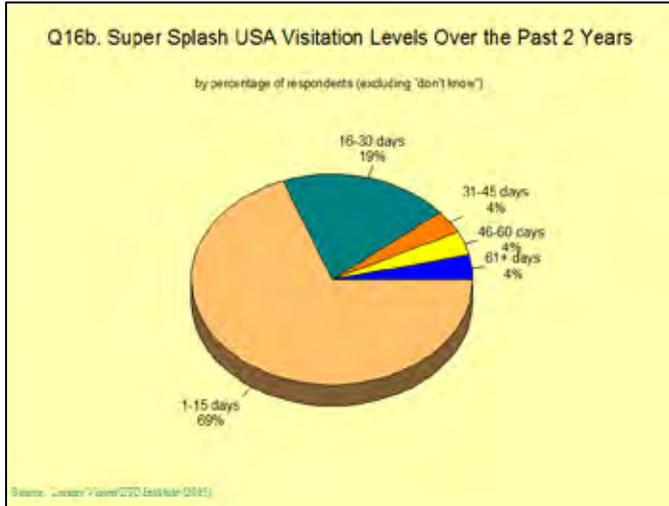
Visitation of Super Splash USA over the past 2 years: Seventeen percent (17%) of households indicated that they have visited Super Splash USA over the past 2 years.



Aquatic amenity and facility usage at Super Splash USA: Seventy-six percent (76%) of households indicated that they have used the zero depth pool (beach entry) over the past two years. Other most used amenities and services include: Concessions (72%), children's activity pool (70%), small water slides (69%), the Avalanche (66%), cannonball waterslide (64%), and sun decks (58%).

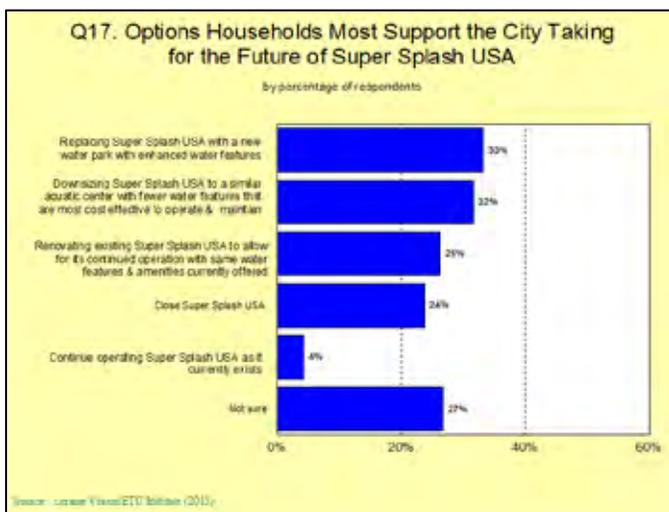


**Frequency of Usage:** Based on the percentage of households who indicated they had used Super Splash USA over the past 2 years, 69% indicated that they had visited 1-15 times. Other visitation levels include: 16-30 days (19%), 31-45 days (4%), 46-60 days (4%), and 61+ days (4%).



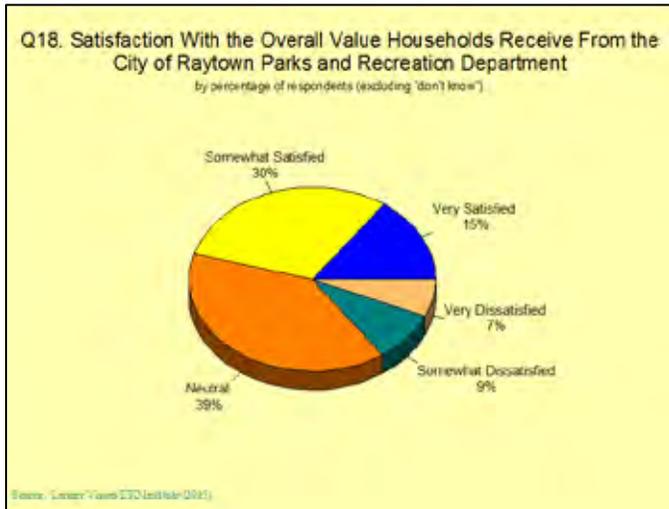
**SUPPORT FOR ACTION**

**Support for potential actions the city could take regarding Super Splash USA:** Thirty-three percent (33%) of households indicated support for replacing Super Splash USA with a new water park with enhanced water features. Other actions households support include: Downsizing Super Splash USA to a similar aquatic center with fewer water features that are most cost effective to operate & maintain (32%), renovating existing Super Splash USA to allow for its continued operation with same water features and amenities currently offered (26%), and close Super Splash USA (24%).

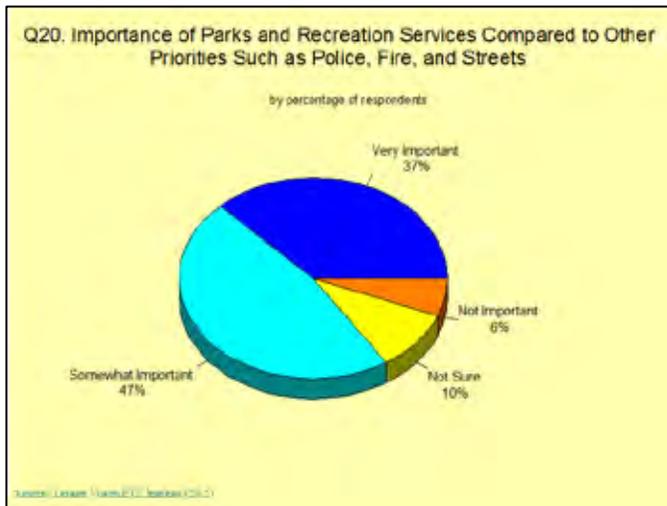


### 3.2.9 OTHER FINDINGS

**Satisfaction with the overall value households receive from the City of Raytown:** Forty-five percent (45%) of households indicated that they were either “very satisfied” (15%) or “somewhat satisfied” (30%) with the overall value their household receives from the parks and recreation department. Thirty-nine percent (39%) of households indicated “neutral”.



**Parks and recreation services are important to households:** Eighty-four percent (84%) of households indicated that parks and recreation services are either “very important” or “somewhat important” compared to other priorities such as police, fire, and streets. Ten percent (10%) of households indicated not sure and 6% indicated not important.



## Chapter Four – PARKS, FACILITY, & PROGRAM ANALYSIS

### 4.1 PARK AND FACILITY INVENTORY AND ASSESSMENT

The consulting team in conjunction with RPRD staff assessed the inventory of parks within the system. The assessments provide an understanding of existing offerings of the system and an understanding of existing conditions, size, age, strengths, weaknesses, opportunities, and maintenance or operational issues within parks. Based upon these assessments, comprehensive recommendations for classifications based on National Recreation and Park Association (NRPA) guidelines can be developed. Using these classifications, a standard for Level of Service to the residents of Raytown can be identified and allow for the formulation of capital improvement recommendations for future enhancements for the entire system.

#### 4.1.1 METHODOLOGY

Each park has been rated based on its physical condition (i.e., Excellent, Good, Fair, and Poor) and has also been categorized by its type (Mini Park, Neighborhood Park, Community Park, City Park).

Scale of Conditions	
Assessment Finding	General Description
<b>Excellent</b>	Park/amenities are in excellent condition with little or no maintenance problems noted. Park/amenities do not feature any major design issues that contribute to diminished use or maintenance.
<b>Good</b>	Park/amenities are in good condition and feature only minor maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and/or heavy use. Park/amenities may only feature minor design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).
<b>Fair</b>	Park/amenities are in fair condition and indicate ongoing maintenance problems. Generally, most maintenance issues with these park/amenities appear to be the result of age and heavy use. Some maintenance issues may be compounded over time due to being deferred because of budget and/or resource limitations.
<b>Poor</b>	Park/amenities are in poor condition and clearly show ongoing maintenance problems that ultimately may result in suspended use for repair/replacement. Maintenance issues with these park/amenities are the result of age and heavy use, and generally are compounded over time due to deferred maintenance as a result of budget and/or resource limitations. Park/amenities may feature major design issues that contribute to diminished use or maintenance (i.e. drainage, structural, utilities, etc.).

#### 4.1.2 SYSTEM SUMMARY

Parks were assessed regarding to their existing facilities, programs, and community/contextual relationship. The following table summarizes the overall condition of each park.

Scale of Conditions		
Park	Classification	Overall Condition
Sarah Colman-Livengood	Neighborhood	Good
C. Lee Kenagy	Neighborhood	Good
Southwood	Mini	Fair
Minor Smith	Mini	Fair
Little Blue Trace	Sports Complex	Good
Henry C. Kritser	Mini	Fair
Rice Tremonti Farm Home	Historical	Fair

#### Major Themes

##### *Strengths*

- Parks are very well maintained and the majority of the parks have good quality landscape.
- Parks seemed to be really embraced and appreciated by the entire community.
- Park shelters are constantly being utilized by local and surrounding residents.

##### *Challenges*

- A lack of signage for a majority of the parks makes them difficult to find.
- Most of the parks have rather old and outdated facilities and equipment.
- Vandalism and crime is quite common throughout most community parks.

##### *Opportunities*

- Build new or convert current facilities that can be rented out by the public.
- Increase the amount of quality sponsorships and partnerships the parks department currently has.

#### 4.1.3 INDIVIDUAL PARK ASSESSMENTS

##### Sarah Colman-Livengood Park

**Location:** 5912 Lane Ave  
**Size:** 15 ac  
**Classification:** Neighborhood  
**Overall Condition:** Good  
**Description:** This park includes two shelter houses for rental, four lighted tennis courts, a lighted softball field, basketball court, playground, horseshoe pit and a 0.63 mile walking trail.

Amenity/Asset	General Condition
Shelter Houses (2)	Good
Softball Field	Good
Tennis Courts (4)	Excellent
Basketball Court	Fair
Playground	Fair
Horseshoe Pit	Fair
Walking Trail	Fair
Parking Lot	Good
Sidewalks	Good
Restrooms	Fair
Signage	Good
Landscape	Excellent
Benches	Fair
Lighting	Good
Water Fountains	Fair
Fencing	Good

### Strengths

- Sarah Colman-Livengood Park is the community's signature park, which serving local residents with multiple recreation activities.
- This park hosts many community events, such as "Movie in the Park Night".
- The park is also one of two parks with multiple rentable shelters.
- This is one of the few parks near the "north-side" of the city.
- The park has one of the city's nicest lighted softball diamonds.

### Challenges

- Vandalism makes it hard to keep park in good condition.
- Sarah Colman-Livengood Park has a poor reputation when it comes to safety
- Sarah Colman-Livengood is considered one of the few parks that still suffers do to social/racial tension.



***Sarah Colman-Livengood Park Entrance Sign***

### Opportunities

- The park has plenty of open green space which could be used for a possible amphitheater, addition sport fields, or other recreational activity.
- The park's horse shoe pit is current underutilized and could be removed and converted into something else (Ex. pickleball court, Frisbee golf hole).
- Current playground equipment is confined and outdated, open greenspace allows room for expansion and new equipment.



**Photos this page (clockwise from top left): Playground #1; Medium Sized Shelter with new picnic tables; Playground #2 with Medium Shelter; Example of Playground Benches; (4) Lighten Tennis Courts with Surrounding Walking Trail**

### C. Lee Kenagy Park

**Location:** 79th & Raytown Rd

**Size:** 18 ac

**Classification:** Neighborhood

**Overall Condition:** Good

**Description:** This park includes 6 shelter houses (2 for rental), 4 lighted tennis courts, 2 playgrounds, softball field, a 0.44 mile walking trail, a fishing pond, and the "Raytown Skate Park" for skateboards and rollerblades.

Amenity/Asset	General Condition
Shelter Houses (6)	Good
Tennis Courts (4)	Fair
Softball Field (1)	Fair
Fishing Pond	Good
Playgrounds (2)	Good
Walking Trail	Fair
Skate Park	Good
Parking Lot	Good
Sidewalks	Fair
Restrooms	Fair
Signage	Good
Landscape	Good
Benches	Good
Lighting	Fair
Fencing	Fair

### Strengths

- C. Lee Kenagy Park has two new playgrounds.
- The park is home to Raytown Skate Park.
- C. Lee Kenagy has the best landscape of all the community parks.
- This is the only park with a water feature.

### Challenges

- Vandalism makes it difficult to preserve the park's good landscape and facilities.
- Find a way to keep pond retention stones from falling and being kicked into the pond.
- Being able to obtain more private properties adjacent to the park.

### Opportunities

- The addition of a small community dog park within the parks open greenspace.
- Buying additional property around the park and expanding the facility.



*C. Lee Kenagy Park Entrance Sign*



***Photos this page (clockwise from top left): Raytown Skate Park; Fishing Pond; Park Flower Garden***

Southwood Park

**Location:** 81st & Arlington  
**Size:** 10 ac  
**Classification:** Mini  
**Overall Condition:** Fair  
**Description:** This park includes a basketball court, 1 tennis court, shelter house and a playground.

Amenity/Asset	General Condition
Shelter House	Good
Tennis Court	Fair
Playground	Good
Basketball Court	Fair
Parking Lot	Fair
Signage	Fair
Landscape	Good
Benches	Good
Lighting	Fair
Fencing	Fair
Multipurpose Court	Poor

### Strengths

- Southwood Park has new playground equipment and play area.
- The park has lots of open greenspace.

### Challenges

- This park has parking restrictions with very limited parking spaces.
- Southwood Park is rather hard to find, the location is rather hidden.
- Continuous vandalism has forced park staff to remove amenities and equipment (restrooms, water fountains, benches).
- A lot of the open greenspace is oddly shaped and hilly, making it difficult to use.
- Do to past instances; the park has a poor reputation when it comes to safety.



***Southwood Park Entrance Sign***

### Opportunities

- Do to the park's hidden location; more signage on main roads may help residents find the park more easily.
- Parks Department could use open greenspace as rentable land for youth sport practices.
- With an excess of open greenspace the park could had addition recreational activities such as Frisbee golf or volleyball.



***Photos this page (clockwise from top left): Example of Fair Parking Lot Conditions; Playground with New Equipment; Open Green Space Area***

**Minor Smith Park**

**Location:** 81st & Ash  
**Size:** 10 ac  
**Classification:** Mini  
**Overall Condition:** Fair  
**Description:** This park includes a basketball court, two lighted tennis courts, shelter house, playground and two walking trails (outside loop is 0.43 miles and inside loop is 0.31 miles in length).

Amenity/Asset	General Condition
Shelter House	Fair
Tennis Courts (2)	Fair
Playground	Excellent
Basketball Court	Fair
Walking Trails	Fair
Parking Lot	Fair
Sidewalks	Fair
Restrooms	Poor
Signage	Good
Landscape	Good
Benches	Fair
Lighting	Fair
Water Fountains	Fair

### Strengths

- Minor Smith Park has brand new playground equipment and playground area.
- The park’s entrance sign is in good condition and nicely displayed.

### Challenges

- This park is relatively hidden and may be hard for residents to find.
- Most of the park’s open greenspace is on a hill which makes it difficult to use the land for recreational activities.
- The park is small in size, with not much potential to grow.

### Opportunities

- Do to the park’s hidden location; more signage on main roads may help residents find the park more easily.
- With the basketball court being outdate, this would be a great time to consider renovations to update this key park feature.
- With the amount of open flat land being limit, Minor Smith Park would be a prime location for a smaller amenity such as a sand volleyball court or a Frisbee golf hole.



***Minor Smith Park Entrance Sign***



***Photos this page (clockwise from top left): Example of Good Landscape Quality; Brand New Playground with Medium Sized Shelter; Open Green Space Area***

**Little Blue Trace Park**

**Location:** 350 Hwy & Noland Rd  
**Size:** 33 ac  
**Classification:** Sports Complex  
**Overall Condition:** Good  
**Description:** This park includes four lighted softball fields, two soccer fields, and restroom facilities.

Amenity/Asset	General Condition
Softball Fields (4)	Fair
Soccer Fields (2)	Good
Parking Lot	Fair
Restrooms	Good
Signage	Fair
Landscape	Good
Lighting	Good
Fencing	Fair

### Strengths

- Little Blue Trace Park is one of Raytown’s nicest sport facilities.
- The park has plenty of parking for sporting events.
- Softball fields had proper lighting and bleachers needed to host games or tournaments.

### Challenges

- The park experiences theft and vandalism which both make it difficult to keep facilities in good condition.
- Little Blue Trace is located on the outskirts of Raytown, meaning residents have to travel further to get to this particular park.
- The park is hidden behind a forest of trees making it almost impossible to see from the road



*Little Blue Trace Park Entrance Sign*

### Opportunities

- Since neither of the soccer fields are being utilized, this space could be converted into an alternative sporting field (football, baseball, lacrosse).
- With Little Blue Trace being such a prominent sports facility, it would be a great location for small shelters and/or a concession stand



***Photos this page (from left to right): Restroom Facility with Ball Field #2; Soccer Field #1***

### Henry C. Kritser Park

**Location:** 75th & Westridge & Woodson  
**Size:** 12 ac  
**Classification:** Mini  
**Overall Condition:** Fair  
**Description:** This park includes two playgrounds, two shelter houses, ball fields, a shuffleboard court, and a walking trail with four loops.

Amenity/Asset	General Condition
Shelter Houses (2)	Good
Playgrounds (2)	Good
Softball Field (3)	Poor
Shuffleboard Court	Fair
Walking Trails	Good
Parking Lot	Fair
Sidewalks	Good
Restrooms	Good
Signage	Good
Landscape	Good
Benches	Fair
Lighting	Poor
Water Fountains	Good

### Strengths

- Henry C. Kritser Park has the city’s nicest and longest paved walking trail.
- The park has plenty of parking spaces with three different parking lots.
- Kritser has four different walking trail loops which gives residents multiple options depending on how far they want to walk.
- The park has multiple entries which make it easily accessible for residents to get into

### Challenges

- It makes it difficult to keep up with all of the required maintenance when you have multiple ball fields.
- The cost and maintenance on lighting equipment can be expensive when you have three separate parking lots  
The cost for repairs and upkeep of walking trails can become really expensive as the trail get older.



*Little Blue Trace Park Entrance*

### Opportunities

- By adding lighting elements around the walking trail it will allow residents to walk during the day or at night.
- With the park being in a residential area there might be opportunities to buy private properties and expand the park.
- With there being poor safety reputations at other community park, but adding addition lighting in the parking lots as well as the parks could help put residents more at ease.



***Photos this page (clockwise from top left): Playground #1 with Small Sized Shelter; Walking Trail near Medium Sized Shelter; Walking Trail near Playground #2, Playground #2 with Park Bench; Shuffleboard Court***

### Rice Tremonti Farm Home

**Location:** 8801 E. 66th Street  
**Size:** 4 ac  
**Classification:** Historical  
**Overall Condition:** Fair  
**Description:** This site is home to a historic farm home built in 1844.

Amenity/Asset	General Condition
Historic Farm Home	Fair
Walking Trails	Fair
Parking Lot	Poor
Signage	Good
Landscape	Good

### Strengths

- Rice Tremonti Farm Home has a great volunteer staff that keeps the house functional.
- The Farm Home is located just off Interstate 350, which makes it easily accessible for tourists

### Challenges

- Limit finances make it difficult to keep the Rice Tremonti Farm Home in good condition.
- The hours of operation limit the amount of people that are actually able to tour the house.
- Very low awareness of the home by travelers and local residents.



*The Rice-Tremonti Farm Home Entrance Sign*

### Opportunities

- Increases the hours of operation could lead to more awareness and tours of the facility.
- Buying additional property around the Rice Tremonti Farm House in order to expanding and restore the historic facility.
- The addition of exterior lights and benches.



**Photos this page (clockwise from top left): Front View of Rice-Tremonti Farm House; Dining Room; Bedroom #2 (kids' room); Slave Cabin (Aunt Sophie's); Bedroom #1 (parent's room)**

## 4.2 RECREATION PROGRAM ASSESSMENT

### 4.2.1 INTRODUCTION

As part of the master planning process, the consulting team performed a Program Assessment of the programs and services offered by the Raytown Parks and Recreation Department (RPRD or Department). The assessment offers an in-depth perspective of program and service offerings and helps identify strengths, weaknesses, and opportunities regarding programming. The assessment also assists in identifying core programs, program gaps within the community, key system-wide issues, and areas of improvement and in determining future programs and services for residents.

The consulting team based these program findings and comments from a review of information provided by the department including program descriptions, participation statistics, financial data, website content, focus groups, stakeholder interviews, and discussions with staff. This report addresses the program offerings from a systems perspective for the entire portfolio of programs, as well as individual program information.

### 4.2.2 OVERVIEW OF PROGRAMS

RPRD provides basic and somewhat limited activities and services to the residents of Raytown. Department staff is responsible for the management and implementation of recreation programs, special community-wide events, and the operation of multiple facilities. Employees are engaged year round in planning, implementing, conducting, and evaluating programs and events.

All functions within the Department combine to provide over a hundred programs in the ten core program areas of Adult and Youth Sports, Special Events, and Aquatics. The Department also operates specialized facilities such as the Rice Tremonti Farm Home, the Raytown BMX Track, Super Splash USA, and a variety of neighborhood and community parks. Signature community events hosted throughout the year by RPRD include Free Movies in the Park, Annual Fishing Derby, and the Raytown Arts & Music Festival at Kenagy Park.

In addition to the provision of services provided directly by RPRD, partnerships with other organizations are utilized throughout the service area. Through formal and informal cooperative relationships, partners assist with delivering select programs, training of staff, granting access to specialized facilities, and providing support to programs with supplies and materials.

### 4.2.3 PRIORITIES AND CORE PROGRAMS

#### FRAMEWORK

The mission of the Raytown Parks and Recreation Department is:

- To serve the residents of Raytown and the general public by providing a pleasant, safe, and well-maintained parks, recreational facilities, and equipment at a reasonable cost to the participant a variety of recreational programs that are designed, scheduled and staffed to maximize accessibility.

- To provide a working environment for its staff that promotes safety, open communication, and fair treatment.
- To provide the City of Raytown and its taxpayers a department that effectively and efficiently uses its funding and resources to generate a sense of pride in the community.

To help achieve this mission, it is important to identify Core Program Areas based on current and future needs to create a sense of focus around specific program areas of greatest importance to the community. Public recreation is challenged by the premise of being all things to all people, especially in a community such as Raytown. The philosophy of the Core Program Area assists staff, policy makers, and the public focus on what is most important. Program areas are considered as Core if they meet a majority of the following categories:

- The program area has been provided for a long period of time (over 4-5 years) and/or is expected by the community.
- The program area consumes a relatively large portion (5% or more) of the agency's overall budget.
- The program area is offered 3-4 seasons per year.
- The program area has wide demographic appeal.
- There is a tiered level of skill development available within the programs area's offerings.
- There is full-time staff responsible for the program area.
- There are facilities designed specifically to support the program area.
- The agency controls a significant percentage (20% or more) of the local market.

### OVERVIEW OF RPRD CORE PROGRAM AREAS

In consultation with Department staff, the planning team identified the following Core Program Areas currently being offered by RPRD:

#### ADULT & YOUTH SPORTS

The purpose of adult and youth sports is to provide healthy recreational programs for youth, adults, and seniors. Goals of these programs are to teach sports fundamentals and sportsmanship, provide fun, enjoyment, and game competition, and build and maintain mind and body through teamwork and vigorous exercise. Programs in this area include both league play and lessons.

Examples of Adult & Youth Sports Programs include:

- Adult Tennis Instruction
- Youth Basketball League
- Coed Softball League
- Girls Volleyball
- Pickleball Clinics

### SPECIAL EVENTS

Community involvement in parks and recreation is enhanced by providing special events unique to Raytown. These programs are often held in conjunction with a partner to leverage community resources and often enjoy a loyal following of community members. Goals is to bring residents together to socialize and enjoy park amenities.

Examples of programs within Special Events include:

- Fishing Derby
- Raytown Arts & Music Festival
- Mayor’s Christmas Tree Lighting
- Petting Zoo
- Raytown Senior Expo
- Trees for Raytown

### AQUATICS/SUPER SPLASH USA

Group and private swimming lessons for youth and adults are provided along with water aerobics at the Super Splash USA facility. This facility is a good draw for residents in and near the community, as it also includes splash pads and other water fun equipment. Goal is to provide residents the opportunity for a fun and safe way to cool off in the summer months while teaching swimming fundamentals.

Examples of programs within Aquatics include:

- Group Swim Lessons
- Private Swim Lessons
- Water Aerobics



### PARTICIPATION BY CORE PROGRAM AREA

Core Program Area	2013-14		2014-15 (YTD)	
	# Teams	# of Participants	# Teams	# of Participants
<b>Adult and Youth Sports</b>	54	526	51	410
<b>Special Events</b>	3,158		6,501	
<b>Aquatics-Super Splash Attend.</b>	25,935		28,657	

### CORE PROGRAM PORTFOLIO OBSERVATIONS

These existing Core Program Areas provide a basic suite of programs that serve the community at present. Additions or modifications to core programs areas should be based on input from stakeholders and should be a strategic decision. Based upon input from community members, stakeholders, staff, and the observations of the planning team, as well as demographic and recreation trends and available resources, the Department should consider the following adjustments to their portfolio of Core Program Areas over the next five years:

- Consider adding a Core Program Area for Health & Fitness and offering more programs with the objective of introducing the community to active lifestyles, healthy living, and regular exercise.
- Ensure that you are providing opportunities for Adaptive Programming within your current offerings, as an objective and priority across all Core Program Areas to promote inclusion throughout all RPRD offerings.
- Based on current and future demographics, consider breaking out Senior Programs as a separate offering for community members. This will allow you to provide additional offerings in this area.
- All Ages Programming is sometimes cited as a separate Core Program Area. It can include open swimming time, open field time, and open BMX time. These activities are not necessarily programs because they do not have program elements such as a manageable pattern of participant development; a formal beginning, middle, and end; and the ability to design the program to achieve measureable objectives. Instead, these should be considered services. Regardless, it is possible to define objectives, establish funding policies, create marketing strategies, and evaluate service delivery effectiveness.
- All Core Program areas should have a Mini Business Plan that identifies unique descriptions, goals, and desired outcomes for each Core Program Area and lists the programs or services offered within each. The Plans should also identify participation statistics, major competitors / other service providers, key staff responsible for program development and evaluation, and performance measures to assess the effectiveness of the Core Program Area.

#### 4.2.4 AGE SEGMENT ANALYSIS

The table below depicts the degree to which each age segment is served by RPRD. Degree to which these age segments are targeted are noted with a Primary (noted with a 'P') or Secondary (noted with an 'S') designation.

Age Segment	Target
Preschool	S
Elem. School (Grade K-5)	P
Middle School (Grades 6-8)	P
High School (Grades 9-12)	S
Young Adult (Age 18-24)	P
Adults (25-44)	P
Middle-age Adults (Age 45-64)	P
Senior Adults (Ages 65+)	P
Families	P

RPRD provides events or programs for all ages, but preschool and high school are the least target for programming. Findings from the analysis show that the Department provides a basic balance of programs across age segments based on the demographics of the city and event and program offerings. In the future, RPRD should conduct this assessment of age segments by Core Program Area; this enables you to better see underserved populations within the city.

While Special Events provides offerings to all ages, RPRD should make sure it is providing enough offerings to youth at the preschool and high school ages. Based on the demographics, Raytown has a larger senior population relative to other cities of similar size. Therefore, RPRD should ensure that it is providing adequate senior program and event opportunities.

This balance should be adjusted moving forward, and the Department should update this Age Segment Analysis every year to note changes in Core Program Areas or to refine age segment categories. Given the growing population trend for residents ages 55 and over, and the growing demand for services in this age bracket, it is also recommended that the Department further segment this group into 55-70 and 71 and over. These two sub-segments will have increasingly different needs and expectations for programming in coming years, and program planning will be needed to provide differing requirements.

Age Segment Analyses should ideally be done for every program offered by the Department, not just for each Core Program Area. Program coordinators/managers should include this information when creating or updating program plans for individual programs. An Age Segment Analysis can also be incorporated into Mini Business Plans for comprehensive program planning.

#### 4.2.5 PROGRAM LIFECYCLE ANALYSIS

A Program Lifecycle Analysis involves reviewing every program identified by RPRD staff members to determine the stage of growth or decline for each. This provides a way of informing strategic decisions about the overall mix of programs managed by the agency to ensure that an appropriate number of programs are “fresh” and that relatively few programs, if any, need to be discontinued. This analysis is not based on strict quantitative data but, rather, is based on staff members’ knowledge of their program areas. The table below shows the percentage distribution of the various life cycle categories of the Department’s programs. These percentages were obtained by comparing the number of programs in each individual stage with the total number of programs listed by staff members.

<i>Lifecycle Stage</i>	<i>Description</i>	<i>Actual Program Distribution</i>		<i>Recommended Distribution</i>
<i>Introduction</i>	<i>New program; modest participation</i>	15%	53% total	50-60% total
<i>Take-Off</i>	<i>Rapid participation growth</i>	15%		
<i>Growth</i>	<i>Moderate, but consistent population growth</i>	23%		
<i>Mature</i>	<i>Slow participation growth</i>	16%	16%	40%
<i>Saturation</i>	<i>Minimal to no participation growth; extreme competition</i>	23%	31% total	0-10% total
<i>Decline</i>	<i>Declining participation</i>	8%		

Overall, the Program Lifecycle Analysis results indicate a fair balance of all programs across the early stages, but unbalanced distribution in the mature and late stages of the program lifecycle. A combined total of 53% of programs fall into the Introduction, Take-Off, and Growth stages. These are the newest within the Department’s portfolio of programs and are characterized by growing popularity and participation. RPRD is doing a good job of keeping the overall mix of Department programs novel, relevant, and attractive to participants, the consulting team recommends maintaining this total be between 50-60%.

However, it is also important to have a stable core segment of programs that are in the Mature stage. Currently the Department has about only about 16% of their programs in this category. The consulting team recommends this be about 40% so as to provide stability to the overall program portfolio, but without dominating the portfolio with programs that are advancing to the later stages of the lifecycle. Programs in the Mature stage should be tracked for signs they are entering the Saturation or Decline stages. According to staff, there is an on-going process to evaluate program participation and trends to ensure that program offerings continue to meet the community’s needs.

A total of about 31% of programs are in the Saturation or Decline stages. This is a high number and the distribution of early and late programs without a solid base of stable programs in the Mature stages suggest RPRD might want to reevaluate program offerings. Programs in the Decline stage must be closely reviewed to evaluate repositioning them or eliminating them. The consulting team’s recommendation is to modify these programs to begin a new lifecycle with the Introductory stage as well as to elevate early stage programs to the Mature stage.

The consulting team suggests a thorough check of all programs to ensure RPRD is getting the full picture of their program lifecycle. Staff should complete a Program Lifecycle Analysis on an annual basis and ensure that the percentage distribution closely aligns with desired performance. Furthermore, RPRD could include an annual performance measures for each Core Program Area to track participation growth, customer retention, and percentage of new programs offered as an incentive for additional innovation and alignment with community trends.

#### 4.2.6 PROGRAM FUNDING, COST RECOVERY, AND PRICING

Finding ways to sustain cost recovery and improve service pricing strategies while providing key programs to the community is a priority for the Raytown Parks and Recreation Department. To that end, the consulting team assessed program cost recovery and pricing strategies based on information provided by staff members.

##### COST RECOVERY STRATEGIES

According to information provided to the consulting team, cost recovery performance is currently tracked well through a revenue/expense worksheet for most programs. RPRD should be commended for diligent cost, revenue, and participation tracking in this way. Currently, cost recovery standards exist for sports programs (at ~140%) while events are offered for free and are a cost sink. The consulting team recommends using Core Program Areas as an additional basis for categorization. Cost recovery targets should be identified for each Core Program Area, and continue to be tracked for specific programs or events. The previously identified Core Program Areas would serve as an effective breakdown for tracking cost recovery metrics, which would theoretically group programs with similar cost recovery and subsidy goals.

Determining cost recovery performance and using it to inform pricing decisions involves a three-step process:

1. Classify all programs and services based on the public or private benefit they provide.
2. Conduct a Cost of Service Analysis to calculate the full cost of each program.
3. Establish a cost recovery percentage, through Department policy, for each program or program type based on the outcomes of the previous two steps, and adjust program prices accordingly.

The following three sections provide further detail on this process.

### CLASSIFICATION OF PROGRAMS AND SERVICES

Conducting a classification of services informs how each program serves the overall organization mission, the goals and objectives of each Core Program Area, and how the program should to be funded with regard to tax dollars and/or user fees and charges. How a program is classified can help to determine the most appropriate management, funding, and marketing strategies.

Program classifications are based on the degree to which the program provides a public benefit versus a private benefit. Public benefit can be described as everyone receiving the same level of benefit with equal access, whereas private benefit can be described as the user receiving exclusive benefit above what a general taxpayer receives for their personal benefit.

The three classifications used are Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, financial sustainability, personal benefit, competition in the marketplace, and access by participants. The table below describes each of the three classifications in these terms.

	<i>ESSENTIAL Programs</i>	<i>IMPORTANT Programs</i>	<i>VALUE-ADDED Programs</i>
<i>Public interest; Legal Mandate; Mission Alignment</i>	<ul style="list-style-type: none"> <li>· <i>High public expectation</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>High public expectation</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>High individual and interest group expectation</i></li> </ul>
<i>Financial Sustainability</i>	<ul style="list-style-type: none"> <li>· <i>Free, nominal or fee tailored to public needs</i></li> <li>· <i>Requires public funding</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Fees cover some direct costs</i></li> <li>· <i>Requires a balance of public funding and a cost recovery target</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Fees cover most direct and indirect costs</i></li> <li>· <i>Some public funding as appropriate</i></li> </ul>
<i>Benefits (i.e., health, safety, protection of assets).</i>	<ul style="list-style-type: none"> <li>· <i>Substantial public benefit (negative consequence if not provided)</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Public and individual benefit</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Primarily individual benefit</i></li> </ul>
<i>Competition in the Market</i>	<ul style="list-style-type: none"> <li>· <i>Limited or no alternative providers</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Alternative providers unable to meet demand or need</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Alternative providers readily available</i></li> </ul>
<i>Access</i>	<ul style="list-style-type: none"> <li>· <i>Open access by all</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Open access</i></li> <li>· <i>Limited access to specific users</i></li> </ul>	<ul style="list-style-type: none"> <li>· <i>Limited access to specific users</i></li> </ul>

With assistance from Department staff, a classification of services (presented below and on the following pages) was conducted of the recreation programs offered by RPRD. *This may not be representative of all program offerings at Raytown and staff should check and complete with full program offerings.*

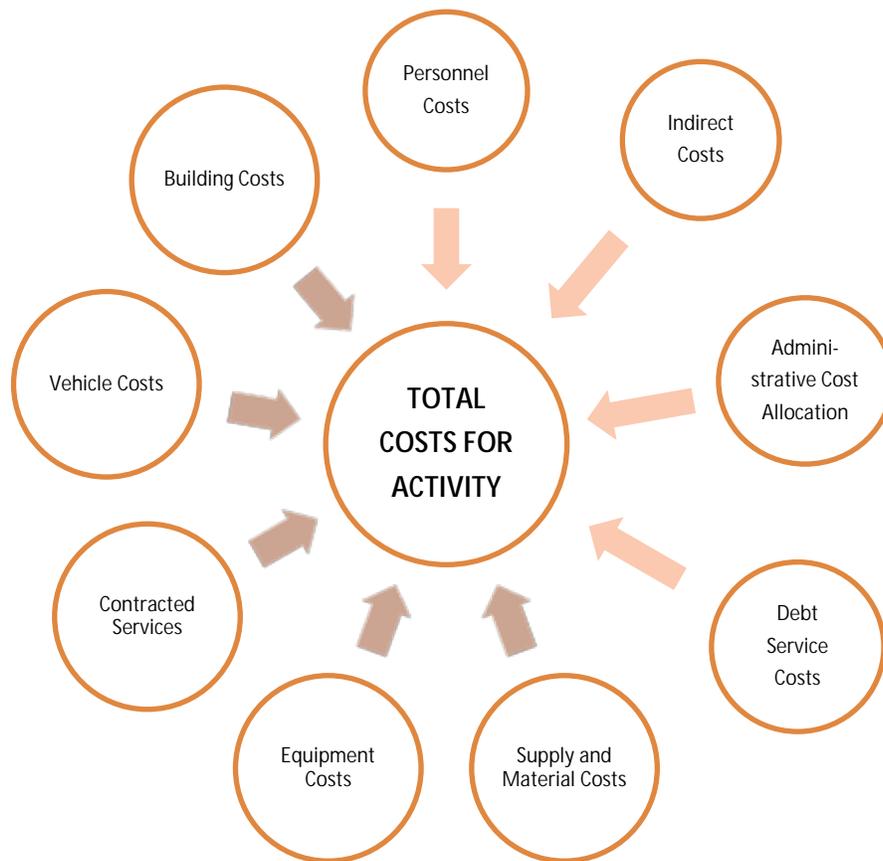
Core Program Area	ESSENTIAL Programs
Adult & Youth Sports	<ul style="list-style-type: none"> <li>· Youth Basketball League</li> <li>· 50+ Softball League</li> <li>· Tennis Lessons, Youth &amp; Adult</li> </ul>
Special Events	<ul style="list-style-type: none"> <li>· Fishing Derby</li> </ul>
Aquatics/Super Splash USA	<ul style="list-style-type: none"> <li>· Group Swim Lessons</li> </ul>

Core Program Area	IMPORTANT Programs
Adult & Youth Sports	<ul style="list-style-type: none"> <li>· Adult Softball Leagues</li> <li>· Youth Volleyball</li> </ul>
Special Events	<ul style="list-style-type: none"> <li>· Kids Day at Kenagy</li> <li>· Mayor’s Christmas Tree Lighting</li> <li>· Arts and Music Festival</li> <li>· Movies in the Park</li> </ul>
Aquatics/Super Splash USA	<ul style="list-style-type: none"> <li>· Private Swim Lessons</li> </ul>

Core Program Area	VALUE-ADDED Programs
Adult & Youth Sports	<ul style="list-style-type: none"> <li>· Pickleball Clinics</li> <li>· Adult Tennis League</li> </ul>
Special Events	<ul style="list-style-type: none"> <li>· Bark in the Park</li> </ul>
Aquatics/Super Splash USA	<ul style="list-style-type: none"> <li>· Water Aerobics</li> </ul>

### UNDERSTANDING THE FULL COST OF SERVICE

To properly fund all programs, either through tax subsidies or user fees, and to establish the right cost recovery targets, a Cost of Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost of Service Analysis not only helps determine the true and full cost of offering a program, but provides information that can be used to price programs based upon accurate delivery costs. The figure below illustrates the common types of costs that must be accounted for in a Cost of Service Analysis.



The methodology for determining the total Cost of Service involves calculating the total cost for the activity, program, or service, then calculating the total revenue earned for that activity. Costs (and revenue) can also be derived on a per unit basis. Program or activity units may include:

- Number of participants
- Number of tasks performed
- Number of consumable units
- Number of service calls
- Number of events
- Required time for offering program/service.

Agencies use Cost of Service Analyses to determine what financial resources are required to provide specific programs at specific levels of service. Results are used to determine and track cost recovery as well as to benchmark different programs provided by RPRD between one another. Cost recovery goals are established once Cost of Service totals have been calculated. Department staff should be trained on the process of conducting a Cost of Service Analysis and the process undertaken on a regular basis. See Appendix A for a sample Cost of Service Analysis.

### COST RECOVERY POLICY AND PRICING STRATEGIES

Cost recovery targets should reflect the degree to which a program provides a public versus private good. Programs providing public benefits (i.e. Essential programs) should be subsidized more by the Department; programs providing private benefits (i.e., Value-Added programs) should seek to recover costs and/or generate revenue for other services. To help plan and implement cost recovery policies, the consulting team has developed the following definitions to help classify specific programs within program areas.

	ESSENTIAL Programs	IMPORTANT Programs	VALUE-ADDED Programs
Description	<ul style="list-style-type: none"> <li>Part of the organizational mission</li> <li>Serves a majority of the community</li> <li>“We must offer this program”</li> </ul>	<ul style="list-style-type: none"> <li>Important to the community</li> <li>Serves large portions of the community</li> <li>“We should offer this program”</li> </ul>	<ul style="list-style-type: none"> <li>Enhanced community offerings</li> <li>Serves niche groups</li> <li>“It is nice to offer this program”</li> </ul>
Desired Cost Recovery	<ul style="list-style-type: none"> <li>None to Moderate</li> </ul>	<ul style="list-style-type: none"> <li>Moderate</li> </ul>	<ul style="list-style-type: none"> <li>High to Complete</li> </ul>
Desired Subsidy	<ul style="list-style-type: none"> <li>High to Complete</li> </ul>	<ul style="list-style-type: none"> <li>Moderate</li> </ul>	<ul style="list-style-type: none"> <li>Little to None</li> </ul>

Programs in the Essential category are critical to achieving the departmental mission and providing community-wide benefits and, therefore, generally receive priority for tax-dollar subsidization. Programs falling into the Important or Value-Added classifications generally represent programs that receive lower priority for subsidization. Important programs contribute to the organizational mission but are not essential to it; therefore, cost recovery for these programs should be high (i.e., at least 80% overall). Value Added programs are not critical to the mission and should be prevented from drawing upon limited public funding, so overall cost recovery for these programs should be near or in excess of 100%.

The pricing of programs should be established based on the Cost of Service Analysis, overlaid onto programs areas or specific events, and strategically adjusted according to market factors and/or policy goals. According to RPRD staff, the Department currently uses several pricing strategies (see Table on next page).

Method	Currently Used	Current Practice
Age Segment	Yes	Adult vrs. Child pricing difference Tennis and Super Splash
Family/Household Status	Yes	Price Breaks on Free or reduced lunch at School
Residency	No	
Weekday/Weekend	No	
Prime/Non-Prime Time	No	
Group Discounts	Yes	Super Splash, and Sibling discount for Basketball/Volleyball
By Location	No	
By Competition (Market Rate)	No	
By Cost Recovery Goals	Yes	All Sports have a cost recovery goal of %140
By Customer's Ability to Pay	Yes	Scholarships available for kids on free or reduced lunches

Sports league fees are increased by \$15 after the deadline to encourage pre-registration.

Currently, RPRD uses Age Segment, Family/Household Status, Group Discounts, Ability to Pay, and Cost Recovery Goals as pricing strategies. Strategies not currently used include Residency, Weekday/Weekend, Prime/Non-prime, Location, and Competition/Market Rate.

Overall, the degree to which pricing strategies are used currently is good but could be stronger with the adoption of additional strategies that meet with community needs and ability to pay. Resident versus non-resident pricing should be implemented. Resident rates demonstrate to the community that there is a tangible benefit to living in Raytown in the form of a monetary discount for services. Pricing based on service or value to the community should also be considered. For example, as mentioned above, cost recovery for Essential programs should be lower than that for Value-added programs. Staff should continue to monitor the effectiveness of the various pricing strategies they employ and make adjustments as necessary within the policy frameworks that guide the overall pricing philosophies of the Department. It is also important for yearly competitor and other service providers to be benchmarked, shopped, and evaluated, in order to monitor changes and track how those other providers compare with the Department's programs.

Furthermore, and as mentioned previously in this chapter, the planning team recommends that Mini Business Plans (2-3 pages) for each Core Program Area be created on a yearly basis. These plans should evaluate the Core Program Area based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, Cost of Service, pricing strategy for the next year, and marketing strategies that are to be implemented. If developed regularly and consistently, they can be effective tools for budget construction and justification processes outside of the marketing and communication planning process.

#### 4.2.7 PROGRAM STANDARDS AND PERFORMANCE MANAGEMENT

The relationship between meeting the needs of the community, achieving the agency mission, and executing service delivery is of critical importance. With an understanding of this important dynamic, the following section provides an analysis of the service system and includes building on the service foundation that already exists within the agency. As observed from the discussions with and data from the staff, the community seems to be generally satisfied with the offerings provided by RPRD. Based on the consulting team's observations, the Department's operations and program offerings are somewhat limited for the size community it serves. Enhancements to performance management practices would yield overall improvements to the services provided to the community. This section is intended to

provide resources and insight to move RPRD to a higher standard in diversity of program offerings and sophistication in quality management to move it into the realm of national best practices.

### PROGRAM STANDARDS

The practice of using program standards is essential for agencies desiring to perform at high levels and that aspire to be community and industry leaders. One of the most significant issues in managing a recreation program system includes the challenges faced with the complexity associated with thousands of service transactions, in-person and online, from multiple staff members dealing with a diverse audience at a variety of facilities within the system. Furthermore, the heavy reliance on part-time and seasonal staff in the service delivery process creates even greater challenges. These dynamics result in significant program and service quality variation.

RPRD is currently collecting some information on performance measures through its Program Sheets which track revenues and expenses by program/event within the annual budget. Current measures in place include:

- Participation levels
- Participant-to-staff ratios

Some select performance measures may be used across all Core Program Areas, while others are used only for particular program types. This is acceptable, and even desirable, as long as the universal measures are reflective of core performance outcomes applicable across all departmental programming, and that specific/specialized measures are used to track critical attributes unique to certain programs. According to the planning team's observations of other agencies, however, there is a danger of using performance measurement in excess, creating a situation wherein staff are hampered by the bureaucratic process of tracking performance rather than benefiting from it. Again, this issue can be mitigated by identifying critical program outcomes, developing a limited yet comprehensive set of performance metrics, and deploying them across the agency with an emphasis on efficient measurement by staff.

Additional performance metrics for RPRD staff to consider, if they align with desired organizational or programmatic area outcomes, include the following:

- Program cancelation rates
- Customer satisfaction levels.
- Program cost per participant
- Service cost per resident
- Program or facility availability by geography
- Program availability distribution by age group

### QUALITY MANAGEMENT METHODS

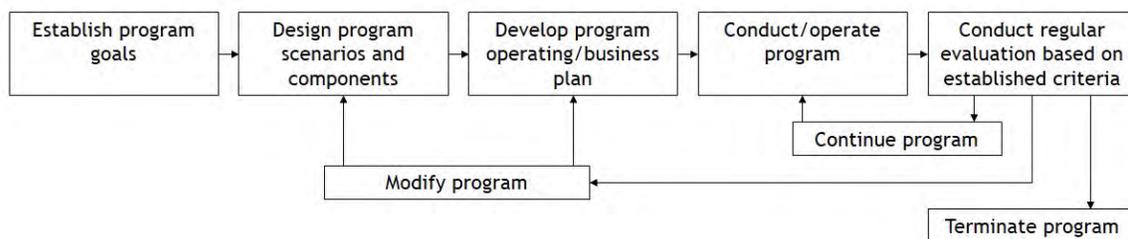
Public input and customer feedback is currently collected as a quality management strategy, and these efforts should continue and be integrated into the overall quality and performance measures for the organization. Consider evaluating through public input at the Core Program Area level, and even adding survey feedback to the Program Sheets that already include revenue, cost, and participation

information. This can help staff evaluate the lifecycle stage of the program and relevance to the community. Current public input and feedback strategies used by the Department include:

- Participant surveys (post-program)
- Park Board Committee input
- Focus Groups
- In-park or on-site surveys
- Website and social media feedback

Given the organizational goals of the Department, trends in the park and recreation profession, and the level of performance reflected by RPRD staff in the area of programming, the consulting team recommends the following methods and best practices in order to maintain a culture of quality management in program delivery. These overall approaches reflect some of the observations presented previously and also include additional considerations based upon best practices and the organizational goals of the Department. Some practices are already periodically undertaken by RPRD in conjunction with other organizational processes and are re-emphasized here due to their criticality. Others represent new practices to be implemented.

- Annual Review Process: Staff present their yearly goals for program areas to senior leadership and/or an advisory board. This would include policy reviews, financial and registration performance, customer issues, and plans for the future. This process helps to ensure good communication and cooperation for supporting departments, such as parks, administration and technology as well.
- Documented Program Development Process: This is required in order to reduce service variation and assist in training new staff. A common approach is to use a process map that provides guidance to staff for consistently developing new programs. It can help to diminish the learning curve for new staff and reinforce program development as a core competency. This is created in a flow chart format showing the steps in the process for program development including writing class descriptions, process steps, hiring staff, using contractual employees, and the list of standards.



- Instructor/Contractor Tool Kit: Kits need to be created by the staff that outline information about the department, including mission, vision, values, goals, organizational structure, roster of users, program guides, program standards, evaluation forms, registration forms, important phone numbers, name tags, thank you cards, and program learning objectives.
- On-going Connections with Part-time and Seasonal Staff: There should be on-going processes and events to connect part-time and seasonal programming staff, as well as some contractors, with full-time personnel through meetings, email, newsletters, staff recognition, and random visits by management. This also assists with determining and managing job satisfaction of these employees.

- Ongoing Identification of Customer Requirements: Staff identifies customer requirements for core program areas on an ongoing basis. This is important to emphasize with staff that directly interface with customers. Requirements relate to those service attributes that are most important to a customer, and requirements should be developed with customer input. Each core program area should include a listing of approximately five key customer requirements. For example, in a sports skills program, key requirements could include: overall safety of the program, instructional quality, convenience and ease of registration, cost of the program, and skill development.
- Ongoing Environmental Scan of Best Practices: Staff identify key competitors or similar providers, both locally and nationally, of core program areas. Every year staff should develop a matrix of information to compare services in areas that have the greatest importance to customers. Benchmarking other nationally renowned agencies also can provide a process to continuously improve programming.
- Staff Training & Development: Ensure that staff are provided basic life safety training in CPR and First Aid, and specialty staff (especially part time or contractors) have applicable enhanced life safety training for their role (ex., lifeguards). Customer service training will also enhance the quality of services RPRD can provide to the public within resource constraints. A regular quality check of part time and contracted instructors will also help ensure high customer satisfaction marks.

#### 4.2.8 VOLUNTEER AND PARTNERSHIP MANAGEMENT

Today's economic climate and political realities require most public park and recreation departments to seek productive and meaningful partnerships with both community organizations and individuals to deliver quality and seamless services to their residents. These relationships should be mutually beneficial to each party to better meet overall community needs and expand the positive impact of the agency's mission. Because of the resource constraints facing RPRD, effective partnerships and meaningful volunteerism are a key strategy areas for the agency to meet the needs of the community in the years to come. RPRD has strong volunteer support currently, and those individuals should continue to be maintained and cultivated in the coming years, especially with the dissolution of Friends of Raytown Parks in 2015.

#### VOLUNTEERS

When managed with respect and used strategically, volunteers can serve as the primary advocates for RPRD and its offerings. Best practices that the Department should be aware of in managing volunteers include:

- Involve volunteers in cross-training to expose them to various departmental functions and increase their skill. This can also increase their utility, allowing for more flexibility in making work assignments, and can increase their appreciation and understanding of the Department.
- Ensure a staff person has responsibility as the designated Volunteer Coordinator, who should stay fully informed about the strategic direction of the agency overall, including strategic initiatives for all divisions. Periodically identify, evaluate, or revise specific tactics the volunteer services program should undertake to support the larger organizational mission.

- A key part of maintaining the desirability of volunteerism in the agency is developing a good reward and recognition system. The consultant team recommends using tactics similar to those found in frequent flier programs, wherein volunteers can use their volunteer hours to obtain early registration at programs, or discounted pricing at certain programs, rentals or events, or any other Department function. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- Categorize and track volunteerism by type and extent of work, such as:
  - Regular volunteers: Those volunteers whose work is considered to be continuous, provided their work performance is satisfactory and there is a continuing need for their services.
  - Special event volunteers: Volunteers who help out with a particular event with no expectation that they will return after the event is complete.
  - Episodic volunteers: Volunteers who help out with a particular project type on a recurring or irregular basis with no expectation that they will return for other duties.
  - Volunteer interns: Volunteers who have committed to work for the agency to fulfill a specific higher-level educational learning requirement.
  - Community service volunteers: Volunteers who are volunteering over a specified period of time to fulfill a community service requirement
- Encourage employees to volunteer themselves in the community. Exposure of RPRD staff to the community in different roles (including those not related to parks and recreation) will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

## PARTNERSHIPS

RPRD has a strong partnership network that is essential for the success of the organization and shows strong signs of further growth. Current partners include the Chamber of Commerce, Raytown Rotary Club, Raytown Main Street Association, churches, civic groups, and nonprofit sport clubs and organizations. A community and organizational goal for RPRD is to further expand and formalize partnerships for the agency. The initial step in developing multiple partnerships in the community that expand upon existing relationships is to have an overall partnership philosophy that is supported by a policy framework for managing these relationships.

Many times partnerships are inequitable to the public agency and do not produce reasonable shared benefits between parties. The recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to manage against potential internal and external conflicts. Certain partnership principles must be adopted by the Department for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships require a working agreement with measurable outcomes and will be evaluated on a regular basis. This should include reports to the agency on the performance and outcomes of the partnership.
- All partnerships should track costs associated with the partnership investment to demonstrate the shared level of equity.
- All partnerships should maintain a culture that focuses on collaborative planning on a regular basis, regular communications, and annual reporting on performance and outcomes.

Partnerships can be pursued and developed with other public entities such as neighboring cities, schools, colleges, state or federal agencies; nonprofit organizations; as well as with private, for-profit organizations. There are recommended standard policies and practices that will apply to any partnership, and those that are unique to relationships with private, for-profit entities.

#### POLICY RECOMMENDATIONS FOR ALL PARTNERSHIPS

All partnerships developed and maintained by RPRD should adhere to common policy requirements. These include:

- Each partner will meet with or report to Department staff on a regular basis to plan and share activity-based costs and equity invested.
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year to meet the desired outcomes.
- Each partner will focus on meeting a balance of equity agreed to and track investment costs accordingly.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- If conflicts arise between partners, the RPRD Director, along with the other partner's highest ranking officer assigned to the agreement, will meet to resolve the issue(s) in a timely manner. Any exchange of money or traded resources will be made based on the terms of the partnership agreement.
- Each partner will meet with the other partner's respective board or managing representatives annually, to share updates and outcomes of the partnership agreement.

#### POLICY RECOMMENDATIONS FOR PUBLIC/PRIVATE PARTNERSHIPS

The recommended policies and practices for public/private partnerships that may include businesses, private groups, private associations, or individuals who desire to make a profit from use of RPRD facilities or programs are detailed below. These can also apply to partnerships where a private party wishes to develop a facility on park property, to provide a service on publically-owned property, or who has a contract with the agency to provide a task or service on the agency's behalf at public facilities. These unique partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, RPRD staff and political leadership must recognize that they must allow the private entity to

meet their financial objectives within reasonable parameters that protect the mission, goals and integrity of the Department.

- As an outcome of the partnership, RPRD must receive a designated fee that may include a percentage of gross revenue dollars less sales tax on a regular basis, as outlined in the contract agreement.
- The working agreement of the partnership must establish a set of measurable outcomes to be achieved, as well as the tracking method of how those outcomes will be monitored by the agency. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to the agency, and overall coordination with the Department for the services rendered.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years.
- If applicable, the private contractor will provide a working management plan annually they will follow to ensure the outcomes desired by RPRD. The management plan can and will be negotiated, if necessary. Monitoring of the management plan will be the responsibility of both partners. The agency must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved and the terms of the partnership agreement are adhered to.
- The private contractor cannot lobby agency advisory or governing boards for renewal of a contract. Any such action will be cause for termination. All negotiations must be with the RPRD Director or their designee.
- The agency has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal counsels. If none can be achieved, the partnership shall be dissolved.

#### PARTNERSHIP OPPORTUNITIES

These recommendations are an overview of existing partnership opportunities available to RPRD, as well as a suggested approach to organizing partnership pursuits. This is not an exhaustive list of all potential partnerships that can be developed, but can be used as a tool of reference for the agency to develop its own priorities in partnership development. The following five areas of focus are recommended:

1. Operational Partners: Other entities and organizations that can support the efforts of RPRD to maintain facilities and assets, promote amenities and park usage, support site needs, provide programs and events, and/or maintain the integrity of natural/cultural resources through in-kind labor, equipment, or materials.
2. Vendor Partners: Service providers and/or contractors that can gain brand association and notoriety as a preferred vendor or supporter of RPRD in exchange for reduced rates, services, or some other agreed upon benefit.
3. Service Partners: Nonprofit organizations and/or friends groups that support the efforts of the agency to provide programs and events, and/or serve specific constituents in the community collaboratively.

4. Co-Branding Partners: Private, for-profit organizations that can gain brand association and notoriety as a supporter of RPRD in exchange for sponsorship or co-branded programs, events, marketing and promotional campaigns, and/or advertising opportunities.
5. Resource Development Partners: A private, nonprofit organization with the primary purpose to leverage private sector resources, grants, other public funding opportunities, and resources from individuals and groups within the community to support the goals and objectives of the agency on mutually agreed strategic initiatives.

#### 4.2.9 MARKETING AND PROMOTION ASSESSMENT

RPRD staff members are engaged in marketing and promotion to varying degrees. The Department produces an online and print Activity Directory, flyers, brochures, and use direct mail. They also maintain a newly launched website, Facebook, and Twitter account to keep residents engaged and informed through social media. Use of Marquees and Word of Mouth is done particularly well, with in-facility signage and QR codes providing some success. Paid advertisements, radio, and newsletters are other ways the Department gets the word out.

The Parks and Recreation Department lacks a marketing coordinator position so frequently depends upon support from the City and other strategic Partners to play a role in marketing and public communication. This is frequently challenging, however, due to the high demand for RPRD marketing and the limited capacity of its resources.

Despite these efforts and accomplishments, it is a priority of the department to enhance communication and establish marketing plans/assessments to increase public awareness of department programs and services. These goals were also articulated by focus groups, and are prevalent throughout the organization.

Effective communication strategies require striking an appropriate balance between the content with the volume of messaging while utilizing the “right” methods of delivery. The department has multiple subjects and areas of focus that needs to be addressed in communications. There needs to be a reliance upon multiple types of media to deliver those messages. Similarly, the community must perceive the interconnectedness of the whole messaging process so that it is not received as fragmented and overwhelming.

While several facilities have developed their own marketing plans, a Department-wide strategic marketing plan is recommended that addresses the following:

- Target audiences/markets identification
- Key messages for each target market
- Communication channels/media for each target market
- Graphic identity and use protocols
- Style handbook for all marketing material
- Social media strategies and tactics
- Communication schedule

- Marketing roles and responsibilities
- Staffing requirements

An effective marketing plan must build upon and integrate with supporting plans, such as this master plan, and directly coordinate with organization priorities. The plan will also provide specific guidance as to how the Department's identity and brand needs to be consistently portrayed across the multiple methods and deliverables used for communication.

Other recommendations for marketing and promotion include:

- Budget for a marketing and sponsorship coordinator dedicated to the Parks and Recreation Department. If funding is not available for a full-time position, consider a part-time position and make it the first priority of the incumbent to develop a comprehensive Department Marketing Plan to assess needs, skills, and funding. Tie performance metrics to job evaluations, including revenue generation to offset the cost of the position.
- Create a dedicated budget for marketing for events, facilities, programs, and general awareness of the RPRD system. Use the Department Marketing Plan to inform what messages are delivered to what segments of the community using the most appropriate delivery methods.
- Establish priority segments to target in terms of new program/service development and communication tactics.
- Build volunteerism to serve marketing and communication efforts. Recruit new volunteers with new skills as the marketing program grows.
- Establish and review regularly performance measures for marketing.
- Enhance relationships with partners that can leverage marketing efforts through cross-promotion.

#### 4.2.10 SUMMARY OF PROGRAM ASSESSMENT RECOMMENDATIONS

##### PROGRAM PORTFOLIO

- Consider adding Health & Fitness and potentially separate out Senior Programs as Core Program Areas.
- Consider incorporating Adaptive Programming into program offerings as an objective and priority across all other Core Program Areas to promote inclusion throughout all RPRD offerings.
- Develop a Mini Business Plan for every Core Program Area that identifies unique descriptions, goals, and desired outcomes for each Core Program Area and lists the programs or services offered within each.

##### AGE SEGMENTS

- Analyze Age Segments by Core Program Area to ensure full coverage based on demographics.
- Given the growing population trend for residents ages 55 and over, and the growing demand for services in this age bracket, segment senior programming into sub-segments such as 55-70 and 71 and over.
- Conduct an Age Segment Analysis for every program on an annual basis.

##### PROGRAM LIFECYCLE

- Continue to keep about 50-60% of all programs in the Introductory, Take-Off, or Growth lifecycle stages in order to align with trends and help meet the evolving needs of the community.
- Strive to keep about 40% of programs in the Mature stage to provide stability to the overall program portfolio.
- Programs falling into the Saturated or Decline stage should be reprogrammed to bring them back to the Mature stage or retired to create room for new programs in the Introductory stage.
- Complete a Program Lifecycle Analysis on an annual basis to ensure that the percentage distribution aligns with Department goals and best practices.

##### PROGRAM FUNDING, COST RECOVERY, AND PRICING

- Use programmatic areas as a basis for cost recovery goals. The Core Program Areas identified in this plan should serve as an effective breakdown, because they group programs with similar attributes.
- Cost recovery targets should be identified for each Core Program Area, at the least, and for specific programs or events at the most. Current Program Sheets are an effective way to track key performance metrics and evaluate individual program success.
- On an annual basis, review the classification of programs as Essential, Important, and Value-Added and apply true cost of service pricing to each program area before updating cost recovery goals.
- Use the spectrum of public-to-private benefit to inform cost recovery targets and pricing strategies. Programs providing public benefits should be subsidized more by the agency.
- Value-Added programs, which are less critical to for further away from the agency mission, should aim to yield a higher cost recovery rate to sustain themselves, leaving the limited tax-based appropriations to fund Essential and Important programs.
- Consider expanding the use of pricing strategies, particularly Residency-based discounts and cost recovery goals based on public benefit vs. value-add to the community.

- Mini Business Plans should be developed for each Core Program Area. Additional planning regarding cost controls, cost recovery, and pricing is recommended. Mini Business Plans will help monitor the success of achieving outcomes, help control cost recovery, guide operational adjustments, and serve as budget development tools.

#### PROGRAM STANDARDS AND PERFORMANCE MANAGEMENT

- Continue to use surveys and other public input mechanisms to solicit feedback from customers; do this on a program-by-program basis by incorporating it into Program Sheets already developed for budgeting.
- Develop and implement consistent Department-wide program management and quality standards.
- Conduct an annual review process so that staff and leadership can review policies, operations, issues, and plans for the future.
- Begin documenting the program development process to formalize and coordinate program lifecycles in a strategic way.
- Develop an instructor/contractor tool kit or resource package with critical information and information on strategic frameworks.
- Create on-going connections with part-time and seasonal staff to integrate them to the Department and to help manage satisfaction and performance.
- Identify customer requirements for Core Program Areas (at least) and use them for performance management.
- Conduct an environmental scan of best practices every few years to inspire innovation and help make corrections to program operations.
- Develop and implement quality control mechanisms for instructors and contractors to ensure effectiveness and build credibility.

#### VOLUNTEER MANAGEMENT

- Involve volunteers in cross-training to expose them to various departmental functions and increase their skill.
- Standardize volunteer recognitions tactics. Identify and summarize volunteer recognition policies in a Volunteer Policy document.
- Regularly update volunteer position descriptions. Include an overview of the volunteer position lifecycle in the Volunteer Policy, including the procedure for creating a new position.
- Add end-of-lifecycle process steps to the Volunteer Policy to ensure that there is formal documentation of resignation or termination of volunteers. Also include ways to monitor and track reasons for resignation/termination and perform exit interviews with outgoing volunteers when able.
- Categorize and track volunteerism by type and extent of work, such as regular volunteers, special event volunteers, episodic volunteers, volunteer interns, and community service volunteers.
- Encourage employees to volunteer in the community. Exposure of RPRD staff to the community in different roles will raise awareness of the agency and its volunteer program. It also helps staff understand the role and expectations of a volunteer if they can experience it for themselves.

### PARTNERSHIP MANAGEMENT

- Formalize and continually maintain an overall partnership philosophy supported by a policy framework.
- Require all partnerships to have a working agreement with measureable outcomes evaluated on a regular basis.
- Require all partnerships to track costs to demonstrate the shared level of equity and investment.
- Maintain a culture of collaborative planning for all partnerships, focusing on regular communications and annual reporting.

### MARKETING AND COMMUNICATIONS

- Develop a comprehensive Department Marketing Plan that addresses target markets, messages for each target, communication channels, staff roles and responsibilities, and staffing requirements.
- Tie the marketing plan directly to the department mission and vision, as well as other critical planning tools.
- Establish a full- or part-time marketing and sponsorship coordinator position dedicated to RPRD. Tie performance metrics to job evaluations, including revenue generation to offset the cost of the position.
- Create a dedicated budget for marketing for events, facilities, programs, and general awareness of the RPRD system.
- While it is important to serve all members of the community, establish priority segments to target in terms of new program/service development and communication tactics to reach them.
- Use community and participant input to inform marketing efforts.
- Build volunteerism in the marketing and communication efforts, and recruit new volunteers with new skills as the marketing program grows.
- Establish performance measures for marketing efforts and review them regularly.
- Enhance relationships with partners that can leverage marketing efforts through cross-promotion.

## 4.3 LEVEL OF SERVICE ANALYSIS AND PRIORITIES

### 4.3.1 LEVEL OF SERVICE STANDARDS OVERVIEW

Level of Service (LOS) standards are guidelines that define service areas based on population that support investment decisions related to parks, facilities and amenities. LOS standards can and will change over time as the program lifecycles change and demographics of a community change.

PROS evaluated park facility standards using a combination of resources. These resources included market trends, demographic data, recreation activity participation rates, community and stakeholder input, NRPA PRORAGIS data, the statistically valid community survey, and general observations. This information allowed standards to be customized to RPRD.

These LOS standards should be viewed as a guide. The standards are to be coupled with conventional wisdom and judgment related to the particular situation and needs of the community. By applying these standards to the population of Raytown, gaps or surpluses in park and facility types are revealed.

There are multiple needs to be met in Raytown to properly serve the community today and in the future. The existing level of service is relatively low compared to best practices. As can be seen on the following page, RPRD currently provides a total LOS of 5.99 acres of parkland per 1,000 residents.

Cities similar to Raytown generally offer approximately 7-10 ac/1,000. To move into the realm of best practices for a community with a demography such as Raytown, the planning team has recommended a conservative LOS standard of 9 ac/1,000 as an overall goal for parkland. This means that as of today, RPRD is deficient by 90 acres.

To keep up with the projected population growth, but also while accounting for parkland planned to be developed, the City would need to add a total of 92 acres to the parks and recreation system by the year 2020 in order to achieve the recommended, yet conservative, standard.

The standards that follow are based upon population figures for 2015 and 2020, the latest estimates available at the time of analysis.

**Raytown Level of Service Standards**

Version: Dec 14, 2015

2015 Inventory - Developed Facilities										2015 Facility Standards		2020 Facility Standards	
Park Type	Raytown	Total Inventory	Current Service Level based upon population	NRPA/ BEST PRACTICES	Recommended Service Levels: Revised for Local Service Area	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	2015 Facility Standards	2020 Facility Standards		
Neighborhood Parks	19.00	19.00	0.64 acres per	1.00 acres per	1.000 acres per	1.000 acres per	3 Acre(s)	Need Exists	3 Acre(s)	3	3		
Community Parks	79.00	79.00	2.67 acres per	2.00 acres per	1.000 acres per	1.000 acres per	10 Acre(s)	Need Exists	10 Acre(s)	11	11		
Special Use Parks/Facilities	19.00	19.00	0.64 acres per	2.00 acres per	1.000 acres per	1.000 acres per	11 Acre(s)	Need Exists	11 Acre(s)	11	11		
Undeveloped Parkland	60.00	60.00	2.03 acres per	2.00 acres per	1.000 acres per	1.000 acres per	- Acre(s)	Meets Standard	- Acre(s)	-	-		
<b>Total Park Acres</b>	<b>177.00</b>	<b>177.00</b>	<b>5.99 acres per</b>	<b>9.00 acres per</b>	<b>1.000 acres per</b>	<b>1.000 acres per</b>	<b>8 Acre(s)</b>	<b>Need Exists</b>	<b>8 Acre(s)</b>	<b>10</b>	<b>10</b>		
<b>OUTDOOR AMENITIES:</b>													
Shelters	12.00	12.00	1.00 site per	1.00 site per	5.000 site per	2.200 site per	1 Sites(s)	Need Exists	1 Sites(s)	2	2		
Multi-Purpose Fields	2.00	2.00	1.00 field per	1.00 field per	5.000 field per	10.000 field per	1 Field(s)	Need Exists	1 Field(s)	1	1		
Ball Fields	7.00	7.00	1.00 field per	1.00 field per	5.000 field per	4.300 field per	-	Meets Standard	-	-	-		
Basketball Courts	3.00	3.00	1.00 court per	1.00 court per	2.000 court per	5.000 court per	3 Court(s)	Need Exists	3 Court(s)	3	3		
Tennis Courts	11.00	11.00	1.00 court per	1.00 court per	2.000 court per	2.250 court per	2 Court(s)	Need Exists	2 Court(s)	2	2		
Playgrounds	7.00	7.00	1.00 site per	1.00 site per	2.000 site per	3.000 site per	3 Site(s)	Need Exists	3 Site(s)	3	3		
Off Leash Dog Parks	-	-	1.00 site per	1.00 site per	40.000 site per	40.000 site per	1 Site(s)	Need Exists	1 Site(s)	1	1		
Skate Park	1.00	1.00	1.00 site per	1.00 site per	40.000 site per	40.000 site per	-	Meets Standard	-	-	-		
Trails, (Miles Paved)	3.34	3.34	0.11 miles per	1.00 miles per	2.000 miles per	1.000 miles per	4 Mile(s)	Need Exists	4 Mile(s)	4	4		
Outdoor Pools	1.00	1.00	1.00 site per	1.00 site per	30.000 site per	30.000 site per	-	Meets Standard	-	-	-		
<b>INDOOR AMENITIES:</b>													
Recreation/Aquatic Centers (Sq Ft)	-	-	SF per	2.00 person	SF per	2.00 person	59,146	Need Exists	59,146	Square Feet	Square Feet		
2015 Estimated Population	29,573	29,573											
2020 Estimated Population	29,861	29,861											

Notes:

First Baptist ROC (indoor recreation center) is approx 300,000 sq. ft. Memberships available to general public.

Raytown Quality Schools Wellness Center (indoor recreation and aquatic center) is under construction and scheduled to open Jan 2016; approx 40,000 sq. ft. Memberships available to general public.

#### 4.4 PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility/amenity needs and recreation program needs for the community served by RPRD. This model evaluates both quantitative and qualitative data.

- Quantitative data includes the statistically-valid community survey, which asked residents to list unmet needs and rank their importance.
- Qualitative data includes resident feedback obtained in community input, stakeholder interviews, staff input, local demographics, recreation trends, and planning team observations.

A weighted scoring system is used to determine the priorities for parks and recreation facilities and recreation programs.

Data Source	Component	Weighting
Quantitative Data	<b>Unmet Needs Reported by the Community Survey</b> – This is used as a factor from the total number of households stating whether they have a need for a facility/program and the extent to which their need for facilities and recreation programs has been met. Survey participants were asked to identify this for 24 different facilities and 20 recreation programs.	35%
	<b>Importance Rankings Reported by the Community Survey</b> – This is used as a factor from the importance allocated to a facility or program by the community. Each respondent was asked to identify the top four most important facilities and recreation programs.	35%
Qualitative Data	<b>Synthesis of Trends and Anecdotal Information</b> – This factor is derived from the planning team’s evaluation of program and facility priority based on survey results, community input, stakeholder interviews, staff input, local demographics, and recreation trends.	30%

These weighted scores provide an overall score and priority ranking for the system as a whole. The results of the priority ranking are tabulated into three categories: High Priority (top third), Medium Priority (middle third), and Low Priority (bottom third).

<b>Facility</b>	<b>Overall Rank</b>
Walking & biking trails	1
Indoor fitness & exercise facilities	2
Indoor running/walking track	3
Indoor swimming pools/leisure pool	4
Senior center	5
Nature center & trails	6
Indoor lap lanes for exercise swimming	7
Small neighborhood parks	8
Off-leash dog park	9
Greenspace & natural areas	10
Playground equipment	11
Outdoor swimming pools/water parks	12
Large community parks	13
Outdoor amphitheater	14
Splash pad	15
Disc golf	16
Adult softball fields	17
Youth soccer fields	18
Outdoor basketball courts	19
Indoor ice arena	20
Youth baseball & softball fields	21
Outdoor tennis courts	22
Skateboarding park	23
Youth football fields	24
BMX/mountain bike park	25

<b>Program</b>	<b>Overall Rank</b>
Adult fitness & wellness programs	1
Adult programs for 50 years & older	2
Special events (i.e. concerts, movies, etc.)	3
Water fitness programs	4
Nature programs/environmental education	5
Adult continuing education programs	6
Youth Learn to Swim programs	7
Adult sports programs	8
Travel programs	9
Programs for teens	10
Adult art, dance, performing arts	11
Youth fitness & wellness programs	12
Youth art, dance, performing arts	13
Programs for people with disabilities	14
Before & after school programs	15
Birthday parties	16
Youth sports programs	17
Youth summer camp programs	18
Golf lessons & leagues	19
Preschool programs	20
Tennis lessons & leagues	21

## 4.5 CAPITAL IMPROVEMENT PLAN

The Raytown Parks and Recreation Department's Capital Improvement Plan (CIP) is a ten-year projection of planned physical improvements to the park system. The CIP provides expenditure projections and a blueprint for spending priorities to support the desired outcomes of the Department and the Parks and Recreation Master Plan.

One of the core functions of the Department is to preserve and protect existing park system assets. The public and stakeholder engagement conducted as part of the Master Plan found that residents expect the park system to be well maintained. With this in mind, the CIP provides necessary funding for the ongoing deferred capital maintenance and/or replacement of existing assets while also allocating funds for new parks and recreation facilities.

As part of the master planning process, the Department's existing CIP was reviewed by the planning team. Recommended revisions were made and are summarized on the following pages. A CIP list is provided for the following areas:

- Park Facilities
- Equipment
- Aquatics
- BMX Park
- Administration / Park Shop

Capital investments have been classified into two categories: items needed to "Sustain" the system, and items that are needed to "Enhance" the system. "Sustain" items should receive priority for funding; "Enhance" items are also very important but may be dependent upon funding.

The CIP should be viewed as a working document, updated annually or semi-annually to reflect actual revenue collections, refined cost projections, and potential changes in community or park system needs. Opportunities for supplemental revenue sources and/or partnerships to help share costs will need to be explored to accelerate new capital development during this planning period.

### 4.5.1 PARK FACILITIES

Description	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
<b>Park Facilities</b>											
<b>SUSTAIN</b>											
Playground Replacement-Minor-Smith, Colman		75,000			75,000						150,000
Playground Replacement-Kenagy, Southwood, Krister		50,000									50,000
Replace Roof/Maintenance Shop				5,000			5,000	25,000			25,000
Replace various picnic tables, grills, trash containers					10,000						10,000
Replace Colman ballfield scoreboard						70,000					70,000
Parking Lot Asphalt Overlays-Colman, Krister, LBT, Kenagy, Minor Smith, Southwood			70,000								70,000
Hike/bike trail improvements-Kenagy, Colman			3,000								3,000
Tennis Court Rescoating-Kenagy/M-S/Southwood				8,000							8,000
Colman playground replacement						15,000			100,000		100,000
<b>Sub-Total Park Facilities SUSTAIN</b>	<b>20,000</b>	<b>125,000</b>	<b>73,000</b>	<b>16,000</b>	<b>85,000</b>	<b>85,000</b>	<b>5,000</b>	<b>25,000</b>	<b>100,000</b>	<b>-</b>	<b>534,000</b>
<b>ENHANCE</b>											
Replace Kenagy Electronic LED Message Sign										25,000	25,000
Colman ballfield improvements			5,000					5,000			10,000
Multi-Purpose Courts/Tennis Court improvements-Minor Smith, Kenagy							30,000				30,000
Greenhouse Infrared Heating System											-
New Park Shelters-Minor Smith, East Kenagy		8,000									8,000
New Park Maintenance Building/Greenhouse				200,000							200,000
North Skatepark-Colman or other location			250,000								250,000
Southwood Lagoon-disc golf course				5,000							5,000
Southwood Lagoon-trails					25,000						25,000
New park in NE Raytown											-
Walking Trail lighting						30,000					30,000
Community Center											-
Dog Park		300,000									300,000
Skate park lighting-Kenagy											-
Replace parking barriers-LBT								50,000			50,000
Replace Playground Equipment-LBT		12,000									12,000
Replace Kenagy fountain			5,000								5,000
Skate park improvements-Kenagy							30,000				30,000
Shelter Improvements-Kenagy											14,000
<b>Sub-Total Park Facilities ENHANCE</b>	<b>52,000</b>	<b>312,000</b>	<b>260,000</b>	<b>213,000</b>	<b>225,000</b>	<b>35,000</b>	<b>90,000</b>	<b>55,000</b>	<b>-</b>	<b>25,000</b>	<b>1,267,000</b>
<b>Total Park Facilities</b>	<b>72,000</b>	<b>437,000</b>	<b>333,000</b>	<b>229,000</b>	<b>310,000</b>	<b>120,000</b>	<b>95,000</b>	<b>80,000</b>	<b>100,000</b>	<b>25,000</b>	<b>1,801,000</b>

### 4.5.2 EQUIPMENT

Description	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
<b>Parks-Equipment</b>											
<b>SUSTAIN</b>											
1982 Ford Diesel Tractor Model 1500											15,000
1989 John Deere Tractor Model 2355D											20,000
1996 Ford Ranger		20,000		18,000							18,000
2005 Toro 48" walk-behind mower						13,000					13,000
2007 Western 8' snow plow		3,000									3,000
1996 International Dump Truck			38,000							55,000	38,000
2001 Bobcat Model 773											55,000
1990 Jacobsen Aerator	4,000										4,000
1991 White Roto Tiller Model 580	12,000										12,000
1992 Kifco Water Reel Model B-130		7,000									7,000
2000 Westheller Sprayer		5,000									5,000
2001 Viccon Spreader		5,000									5,000
Drill press				1,000							1,000
Table Saw					1,000						1,000
Misc Tools and Equipment	3,000						3,000				6,000
1950 Lincoln Welder	4,000										4,000
1995 Air Compressor										1,500	1,500
2013 Shop HVAC						3,500					3,500
<b>Sub-Total Parks-Equipment SUSTAIN</b>											<b>212,000</b>
<b>ENHANCE</b>											
2011 Ford Ranger-Shap			19,000								19,000
2011 For Ranger-Schynvick			19,000								19,000
2014 F-150-Trash truck										28,000	28,000
2013 Toro Z568 Mower							18,000				18,000
2007 Ford F350 4 x 4 one ton dump truck			30,000								30,000
2011 Cyclone Rake Leaf Vacuum					5,000						5,000
2013 Motorola Two-way radios				8,000							8,000
2013 Toro Groundmaster				18,000							18,000
2007 Millermatic Model 210 MIG welder			4,500								4,500
2009 Fuel Pump					5,000						5,000
<b>Sub-Total Parks-Equipment ENHANCE</b>											<b>154,500</b>
<b>Total Parks-Equipment</b>											<b>366,500</b>

4.5.3 AQUATICS

Description	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
<b>Aquatics</b>											
<b>SUSTAIN</b>											
Minor & Misc. Repairs	20,000	20,000	20,000	20,000	20,000	20,000		20,000		20,000	160,000
Sewer Improvements	15,000	15,000									30,000
Jackson Hole slides (2)	30,000										30,000
New roofing and siding-50 m filter building					25,000					20,000	45,000
Renovate SS bridge			200,000	100,000					87,000		387,000
Hirate sand filters-Cat pool (PB,slide pool repl. 2014)											100,000
Hirate sand filters-Pebble Beach, slide pool											87,000
Paint pools										40,000	40,000
Paint buildings	10,000	100,000									110,000
Lifeguard chairs	5,000				6,000		10,000			15,000	30,000
Concession Awnings	9,000						11,000				20,000
Deck furniture						4,000					4,000
DE filter bags				6,000	3,000						9,000
Liquid Chlorine Poly tanks (3)											6,000
Chemical controllers		12,000									12,000
Various recirculation pumps-Cat, filtration, activity			10,000								10,000
Missouri Fury fiberglass slides	9,000	75,000									84,000
Diving board										3,000	3,000
Guard chair umbrellas	6,000										6,000
Various hardware-nozzles, stairs, etc	2,500			2,500		5,000					10,000
Treat Wood decks										4,000	4,000
Maxi-Sweep & Aqua Vac pool vacuums	3,600		5,000								8,600
Pool ladders		7,000									7,000
Funbrellas, shade structures, awnings, canopies	5,500										5,500
Various pool chlorination pumps-liquid chlorine and acid pumps					9,000						9,000
Tumblebuckets		6,000									6,000
Restroom ventilators	6,000							7,000			13,000
Replace Nature slide and Crawl pad-Pebble		6,000									6,000
Avlanche fiberglass and paint tower		50,000		50,000							100,000
Signage	2,000			2,000							4,000
Replace Guard equipment, rescue tubes	2,000			2,000							4,000
Office Furniture and Equipment	3,000					5,000					8,000
Safe											-
Computers/Printer		3,000									3,000
Time Clock			2,500								2,500
HVAC	1,000										1,000
Benso Freezer	30,000										30,000
Halon Fire Extinguisher System		2,000									2,000
Restroom toilets, sinks, dryers, partitions	5,000					7,000					12,000
Concession Tables											4,000
Flooring-Staff Room/concession/bathrooms		5,000									5,000
Public and staff lockers				7,000							7,000
<b>Sub-Total Aquatics SUSTAIN</b>	<b>113,600</b>	<b>281,000</b>	<b>291,500</b>	<b>193,500</b>	<b>38,000</b>	<b>74,000</b>	<b>28,000</b>	<b>20,000</b>	<b>87,000</b>	<b>102,000</b>	<b>1,228,600</b>
<b>ENHANCE</b>											
New Attraction											120,000
Bing-Bam-Boo	20,000				120,000						140,000
Replace Frogge		20,000									20,000
Replace Water Ways				28,000							28,000
Rock at Catalina (replaced 2012)						25,000					25,000
Parking lot asphalt overlay	50,000	50,000									100,000
Cash registers (7)					8,500						8,500
Concession Equipment-fryers, warmers, etc.			10,000								10,000
Lily pad and logs (renovated 2013)			4,300				22,000				26,300
Sinco Net at log walk (replaced 2013)											4,300
Audio system & speakers						13,000					13,000
Huckleberry Hill deck, other deck structures							14,000			10,000	24,000
Jackson Hole Structure							35,000				35,000
Surveillance equipment and cameras	4,000	10,000			12,000	6,000					32,000
Ice machines (2)	1,000										1,000
Staff refrigerator											1,000
<b>Sub-Total Aquatics ENHANCE</b>	<b>75,000</b>	<b>80,000</b>	<b>14,300</b>	<b>28,000</b>	<b>140,500</b>	<b>44,000</b>	<b>71,000</b>	<b>-</b>	<b>-</b>	<b>10,000</b>	<b>462,800</b>
<b>Total Aquatics</b>	<b>188,600</b>	<b>361,000</b>	<b>305,800</b>	<b>221,500</b>	<b>178,500</b>	<b>118,000</b>	<b>99,000</b>	<b>20,000</b>	<b>87,000</b>	<b>112,000</b>	<b>1,691,400</b>

4.5.4 BMX

Description	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
<b>BMX</b>											
<b>SUSTAIN</b>											
<b>ENHANCE</b>											
Starting Gate Shelter/Site Improvements			30,000		4,000						4,000
Concession Building and Equipment			30,000		4,000						30,000
<b>Sub-Total BMX ENHANCE</b>			30,000		4,000						34,000
<b>Total BMX</b>			30,000		4,000						34,000

4.5.5 ADMINISTRATION / PARK SHOP

Description	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	Total
<b>Administration/Park Shop</b>											
<b>SUSTAIN</b>											
Replace/Remodel Park Office & Maintenance Shop		20,000				750,000		30,000			770,000
Replace Office/Shop Roof			10,000								30,000
Replace Shop Siding			10,000								10,000
Dell Optiplex 755-PC's, servers, monitors				4,000							4,000
Replace Office Carpet		20,000	20,000	4,000		750,000		30,000			824,000
<b>Sub-Total Administration SUSTAIN</b>											
<b>ENHANCE</b>											
Parking Area Asphalt Overlay		20,000									20,000
2010 Canon Copier-Model C5030	10,000				2,000			2,000			10,000
Furniture, Fixtures & Equipment									8,000		8,000
HVAC	10,000	20,000			2,000			2,000			42,000
<b>Sub-Total Administration ENHANCE</b>											
<b>Total Administration</b>											
	10,000	40,000	20,000	4,000	2,000	750,000		32,000	8,000		866,000

#### 4.6 FINANCIAL IMPLICATIONS

The total value of the CIP over its ten-year horizon is approximately \$4.76 million. “Sustain” items total \$2.80 million (or 59%) and “Enhance” items total \$1.96 million (or 41%). On average, \$279,860 are required each year for “Sustain” projects, and \$196,030 for “Enhance” for an annual total of \$475,890.

The existing 1/8 cent Park Sales Tax has provided the Department approximately \$280,000 per year in funding for capital improvement projects. Beginning in 2017, the sales tax will be divided with City stormwater priorities at a 75% (parks) / 25% (stormwater) split, with parks guaranteed at least \$200,000.

The table below illustrates that this newly adjusted annual level of funding of \$200,000 is insufficient to sustain the parks and recreation system. In order to simply maintain the same level of service and status quo, RPRD would require an additional \$79,860 - approximately the amount of the stormwater assessment. In order to move the system forward, keep up with changing community needs, and address deferred maintenance, RPRD would require an additional \$275,890 per year.

Average Annual Requirement to SUSTAIN System	\$ 279,860
Average Annual Requirement to SUSTAIN + ENHANCE System	475,890
Current Park Sales Tax Revenue (estimated)	280,000
Future Sales Tax Revenue (estimated and adjusted for division with Stormwater)	200,000
Future Surplus (Shortfall) to SUSTAIN System	(79,860)
Future Surplus (Shortfall) to SUSTAIN + ENHANCE System	(275,890)

The planning team recommends that the Department, Parks Board, and City explore an increase of the existing sales tax of 1/8 cent to a higher level. The table below shows that an increase to a 1/4 cent sales tax would provide enough funding to sustain the system and achieve some enhancements. An increase to 3/8 cent would allow the system to achieve all capital improvement priorities. One enhancement to the park system could include a renovation to Super Splash USA (discussed in the next chapter). If this occurs, many aquatics projects currently listed in the CIP would become unnecessary and would be replaced with the renovation project.

	1/8 Cent (Current)	1/4 Cent	3/8 Cent	1/2 Cent
Total Sales Tax Revenue (estimated)	\$ 280,000	560,000	840,000	1,120,000
Parks and Recreation (75%)	200,000	420,000	630,000	840,000
Stormwater (25%)	80,000	140,000	210,000	280,000
Forecast Surplus (Shortfall) to SUSTAIN System	(79,860)	140,140	350,140	560,140
Forecast Surplus (Shortfall) to SUSTAIN + ENHANCE System	(275,890)	(55,890)	154,110	364,110

## Chapter Five – SUPER SPLASH USA ANALYSIS

*Prepared by Waters Edge Aquatic Design*

### 5.1 INTRODUCTION

The City of Raytown owns and operates Super Splash USA, an outdoor waterpark located along Raytown Road near 55<sup>th</sup> Street. The swimming pool first opened in 1963, and the original pool structures included the current deeper water pool located on the west. The City of Raytown acquired the facility in 1988, and began operating it under the name Super Splash USA.

In the early 1990's, the deep water pool was modified to include water slides and water walk features. Two shallow pools were also added, including a toddler pool referred to as "Pebble Beach", and a leisure pool referred to as "Catalina Cove". An additional building with filters for these two pools was added to the north side of the site. An additional filter was also added to supplement the original system for the lap pool.

In recent years, the facility has experienced numerous maintenance issues along with poor attendance—resulting in substantial operating deficits for the city. Engineers with Water's Edge Aquatic Design have performed site reviews in effort to prepare this report.

What follows is a report that focuses on identifying issues with the facility, and offering options for improvements. As such, the general tone of the report will appear to focus on negative issues. However, the purpose of this report is not to fully describe the positive, well-maintained, aspects of the pool, but to assist the City with identifying improvements needs and for future planning purposes.

A brief history of the pool is provided in the History section. An explanation of the standards and guidelines Water's Edge Aquatic Design utilized in the evaluation are summarized in the Standards and Guidelines Summary. The Summary of Findings and Recommendations section outlines what was observed and what is suggested for improvements. A detailed discussion of the findings is outlined in the Findings section. A detailed discussion of the recommendations based on the findings follows in the Recommendations section.

### 5.2 HISTORY

The pool was originally constructed in 1963. It has undergone various improvements over the years with the most notable improvements occurring in the early 1990's, and thereafter. These improvements included modifications/additions as follows:

- Modifications to the existing deep water lap pool
- Waterslides for the main pool in 1991, including two open flume body slides and two drop slides.
- Also in 1991, the addition of the shallow play pool "Pebble Beach"
- The addition of the zero-depth entry pool "Catalina Cove" in 1993, along with a building expansion for concessions
- Construction of new dressing rooms in 2001
- Addition of the adventure slide "Rocky Mountain Avalanche" in 2003.



### 5.3 SUMMARY OF FINDINGS AND RECOMMENDATIONS

The Super Splash facility was reviewed to assess its physical condition as well as the operational conditions for the facility. It is apparent that there are many areas in which the facility is deficient-causing a substantial amount of maintenance effort and expense. The facility has needed substantial repairs in each of the past couple of years, causing large expenses that create operating deficits of over \$160,000 in each season.

In addition, there have been multiple aquatic centers and community water parks that have been constructed in the vicinity. This has increased the competition for patrons of Super Splash and attendance has decreased over the past years, resulting in a loss of revenue as well.

As the condition of Super Splash was assessed, several options were considered to reduce maintenance and also reduce operating subsidies. Options considered included the following:

- Close Super Splash
- Replace Super Splash with a smaller facility at a new location
- Renovate Super Splash- improving the physical condition, reducing the maintenance, and providing new features to spark interest and attendance.

After studying the options, **our opinion is that the most beneficial option is to renovate Super Splash.** The renovation should include a combination of repairs/replacement that improves the conditions of existing features and amenities, but also modifies and enhances the facility in an effort to reduce overall expenses and operating subsidy. Renovation also provides for more features and amenities at a lesser cost, when compared with the option of constructing a new aquatic center.

A list of recommended improvement is shared in later sections of the report. Our Opinion of Project Cost for the improvement options listed is \$4,750,000- which includes the costs of construction, design

and construction administration services, and a project budget contingency. More information regarding findings, current operating conditions, and the potential options are included in this report.

## 5.4 FINDINGS

### 5.4.1 GENERAL

- The facility provides approximately 24,000 square feet (sf) of water surface from the main pool, Pebble Beach and Catalina Cove.
- The facility has structures that range in age of over 50 years old to as new as 10 years old. The condition of the individual portions of the facility vary as the age of the facility does. The largest concern appears to be with water loss from the pool structures and systems. The water loss and conditions causing it are getting worse over time, making it more difficult to maintain and operate the pools.
- The buildings range significantly in age, with the newest structure being the bathrooms. This structure is in fair condition. The original buildings contain the main pool filter systems and administrative areas.

### 5.4.2 SWIMMING POOL BASIN AND STRUCTURE

- The main pool structure, constructed in 1963, is in fair condition considering its age- but does show some cracking and deteriorated concrete areas. The Pebble Beach and Catalina Cove structures are in fair condition. However, each structure shows signs of stress cracking- possibly from movement or erosion in the structures' subgrades. The Catalina Cove has a crack at the northwest corner of the zero-depth entry area that caused substantial water loss during the early 2015 summer.
- The main pool still has the original perimeter edge consisting of an exposed aggregate finish and precast concrete gutter blocks. This edge gives this pool a dated look, and also can be difficult to maintain.

### 5.4.3 WATER LOSS

- Water loss has been reported as a significant issue by the city staff. There is a recent history where one or more of the pool basins has experienced large amounts of water loss. Each time the city staff locates piping that has broken, then repaired and the pool put back into service.
- The exception to this is the Pebble Beach Pool, which has experienced piping issues beyond repair. The staff has therefore bypassed the original recirculation piping and has constructed a temporary system to distribute the filtered water. The temporary system is not optimum for even distribution, but does allow for the treated water to recirculate through the basin. The original piping has been abandoned as it appears to have too many breaks.
- We believe that the below-deck piping is likely the largest contributor to the water loss events for each of the pools. See the narrative below for below-grade piping.

### 5.4.4 POOL INLETS, DRAINS, AND BELOW DECK RECIRCULATION PIPING

- The below-deck piping material varies depending upon when the pool was constructed. We are not certain of the piping material for the original pool, but we believe it consists of a combination of copper pipe (for smaller inlet piping) and either cement-lined ductile iron or cast iron pipe for the larger pipes.

- Thin-wall copper piping was a common material choice for swimming pool piping during this era. Our experience is that this piping is often the weak link to the piping systems and can begin leaking as soon as 15 years after put into service. The copper piping around the main pool has well passed its life expectancy.
- The addition to the main pool, along with Catalina Cove and Pebble Beach were constructed using PVC piping. However, it is not certain what piping material was used. The city staff has reported finding SDR 26 drainage pipe when fixing piping breaks in the recirculation piping. This is a common drainage pipe, but is a thinner-walled pipe material than we would recommend for swimming pool recirculation piping.
- Ongoing breaks in the below-grade piping are a significant concern and cost for the facility.

#### 5.4.5 POOL FEATURES

The major play features at the pool include one-meter diving, water slides, and a variety of spray features. The features vary in age and condition. A listing of the major features is as follows.

- One-meter diving stand and board, which appears to be in fair condition.
- A pair of open flume water slides that were installed in the early 1990's, which are in fair condition. These slides have recently been renovated by being recoated. The pumps for these slides include vertical turbine pumps that are located outside, exposed to sunlight exposure and rain.
- A pair of drop slides in the deep end of the main pool, were constructed in the early 1990's and are in poor condition.
- The Avalanche Slide, constructed in 2003, is in poorer condition. In particular, the metal tower structure is corroding rapidly.
- Miscellaneous play features within the Pebble Beach area include sprays, crawl netting, and soft slide surfacing. The crawl netting and soft slide surfacing are in poor condition.
- The Water Wars water balloon game is located on the deck adjacent to Catalina Cove Pool. It is starting to show signs of fading and wear from exposure to sun light and chlorine.
- Features in the Catalina Cove Pool include a toddler slide, a Tumblebucket spray feature, rockscape waterfalls, and a set of deck top drop slides. Each of these features are in fair condition, but showing signs of wear. The set of drops slides is in poorer condition, and may need to be replaced in the near future.

#### 5.4.6 POOL DECK AND SURROUNDING

- The concrete deck is in overall poor to fair condition. There are areas where the concrete deck has either heaved or settled, creating cracks in the deck and trip hazards- this occurs primarily around the Pebble Beach and Catalina Pools. The worst cases appear to be located at the ramped area between the two pools.
- The deck surrounding the main pool has the appearance as though it has not been replaced in quite some time, and may be the original pool deck constructed in the 1960's.

#### 5.4.7 WATER TREATMENT SYSTEMS

##### RECIRCULATION AND FILTRATION

- In addition to the piping located below the pool deck, the recirculation systems are comprised of recirculation pumps, wall inlets, filters, main drains, and valves. There are a total of four recirculation systems, which include the following:

- The original main pool piping and diatomaceous earth filters
- The added pressure sand filter system and recirculation for the main pool
- Pebble Beach system
- Catalina Cove system
- The original diatomaceous earth (DE) type filter is an effective style as it filters contaminants from the water at a relatively small particulate size. However, the filter system is rather old at over 50 years. This style is also very maintenance heavy as it requires a substantial amount of time and labor to clean, when compared to other more conventional filter types.
- The remaining filters are pressure sand type. The filters for the Pebble Beach Pool and the addition for the main pool have recently been replaced- making them new and in good condition.
- The Catalina Pool filter is still original from the early 1990's construction, and is in need of replacement. We speculate that the filter tanks are steel tanks with an epoxy paint coating. If this is true, we anticipate that the epoxy paint coating has worn away and the filter is corroding from the inside out.
- The recirculation piping includes below-grade piping as described in the previous paragraphs.

#### CHEMICAL FEED EQUIPMENT

- The chemical feed systems consist of sodium hypochlorite (liquid bleach) for disinfection, which is stored in bulk chemical tanks and is fed using chemical feed pumps. Sodium hypochlorite is a cost effective form of disinfection, and is commonly used on many facilities.
- As sodium hypochlorite raises the pH, chemicals are also required to balance the pH back to neutral. Acid is used to balance the pH. It is stored and fed from drums located in the filter area.
- Most of the feed systems are newly constructed and in fair condition.

#### 5.4.8 BUILDING STRUCTURES

- The buildings include four separate buildings, including the original buildings constructed in the 1960's.
- The original buildings include two buildings connected by an overhanging roof structure. These buildings house the original filter room, staff areas, and concessions. The condition is fair, with a few exceptions. The exceptions include:
  - Below-grade sanitary sewer piping that is in poor condition. The pool staff had this piping investigated recently. It was reported that the piping is corroding and failing.
  - The foundation for a portion of the building appears to be heaving and settling slightly- causing cracks in the masonry walls and making it difficult to open and close doors at times.
  - The roof overhang between the two buildings includes a steel structure that is painted. The steel structure is corroding through the paint coating.
- The newer buildings include that filter building that was constructed in the 1990's and the bathhouse (containing the dressing rooms) was constructed in 2001. An entry kiosk was also constructed in 2001, and is connected to the original building. These buildings are in fair condition. The exception is that the floor coating for the dressing rooms is failing and in need of replacement.

## 5.5 OPERATIONS EXPENSES, REVENUE, AND ATTENDANCE

For aquatic master planning, it is important to consider how the facility serves the community needs and programs. Successful planning relies on a process that includes an understanding of current operations, community needs, market analysis, demographic projections and appropriate goal setting.

### 5.5.1 BENEFITS TO THE COMMUNITY

Increases in aquatic recreation are an integral part of establishing and sustaining a higher quality of life while highlighting an image and character that is unique to the City of Raytown. To meet this goal, aquatic services impact the community as follows:

- By providing social benefits by connecting people within the community regardless of background, ability or income;
- By providing economic benefits through improving the quality of life in the community and helping to attract residents and businesses to the city;
- By providing benefits to individuals and the community by promoting physical fitness and teaching citizens how to swim;
- By providing safe and healthy recreation by developing outdoor and indoor aquatic opportunities.

### 5.5.2 CURRENT POOL USE AND FINANCIAL OPERATIONS

A typical season is approximately 80 to 90 days. Seasonal attendance at Super Splash has averaged approximately 30,000 guests during each the last few years, which equates to an average daily attendance of approximately 330 to 375 guests each day.

The revenue collected during the last couple of years included approximately \$280,000 during 2015, and \$260,000 during 2014. When dividing the revenue by the attendance, we calculate a ratio of approximately \$8.50 to \$9.25 collected per attendee. This ratio is positive, and is a higher ratio that found at many other public facilities. The seasonal attendance of 30,000 guests is also a positive ratio- and calculates to be approximately 5% of the population base of 600,000 people at a 10 mile radius.

Seasonal expenses for the years 2014 and 2015 were approximately \$419,000 and \$456,000, respectively. This created operating deficits of over \$160,000 for each of the past two years. This is a substantial operating deficit- operating at a cost recovery of just over 60%.

In comparing with past operating records, the current level of deficits are being caused by a combination of lower recent attendance along with higher expenses.

### 5.5.3 PAST POOL USE AND FINANCIAL OPERATIONS

Historically, Super Splash experienced positive financial success since its inception in the early 1990's. There was very little market competition, creating high attendance and revenue. Private water parks, such as Oceans of Fun, provided water park attractions- but at a much higher entry price. Nearby cities who could operate facilities at similar entry fees did not provide similar water park attractions until much later- into the 2000's.

Attendance was much higher into the 2000's, with a peak attendance of 75,000 following the installation of the Avalanche Slide. More typical attendance during that decade was approximately 40,000 to 45,000 guests. From 2011 on, the attendance has dropped to the current level of approximately 30,000 guests.

The significant drop in attendance is most likely a result of complacency stemming from a mostly unchanged facility, combined with a substantial increase in market competition. While Super Splash was unique in the 1990's, it is now one of many community water park facilities in the area.

#### 5.5.4 OPERATIONS POTENTIAL

The increase in competing facilities means that it is unlikely to return to its original level of attendance and financial success. However, it should be very feasible to improve the operating conditions to an 85 to 90% cost recovery. This could reduce the operating subsidies dramatically- perhaps down to under \$30,000 for a season.

Improvements in reducing the subsidy would likely come by a reduction in the operating expenses. However, a modest increase in attendance could also occur, resulting in a modest increase in revenue. If new features or amenities were added, it would spark new interest in the facility- providing an increase in attendance. However, given the number of competing facilities, we would expect modest gains in attendance.

For Raytown's population of 30,000 and market competition, we believe that the attendance could increase to a seasonal attendance of 35,000 to 40,000 guests, with investments in new features. However, we would not anticipate much growth beyond that unless an extremely aggressive and dramatic water park were constructed.

The more feasible improvement in financial operations could come from a reduction in expenses. Given the water surface area of 24,000 square feet, we calculate an expense ratio of approximately \$17.50 and \$19.00 respectively for 2014 and 2015. These expense ratios are high, but not out of the ordinary. One thing to note is that each of the last two years included large repairs expenses of over \$100,000. When excluding the repair expenses, the unit expense ratio drops to approximately \$14 per square foot of water surface and the cost recovery increases to approximately 85%- which are very reasonable operating ratios.

It appears that the facility is being operated at a reasonable efficiency, so the more feasible option to reduce expenses would be to eliminate huge maintenance repairs and also reduce the overall size of the facility. Reducing the size of the facility is an effective way to reduce expenses as it reduces costs related to maintenance, utilities, pool chemicals, staffing, etc. The facility size could be reduced, as we believe its size currently exceeds the market demand- due to the portion of the demand currently being fulfilled by the increased number of competing facilities in the area.

#### 5.5.5 OPTIONS CONSIDERED

There is potential to improve outdoor swimming in the City of Raytown, reduce operating deficits, or do both - given the size, age, condition, and expenses of the existing Super Splash facility. The obvious choices include:

- Close Super Splash and do not provide an outdoor swimming facility
- Close Super Splash and construct a smaller facility at a new location
- Renovate Super Splash- improving the physical condition, reducing the maintenance demand and expenses, and providing new features to spark interest and attendance.

Several scenarios were considered as a part of the planning process. There are benefits and disadvantages of each scenario as follows.

- **Close Super Splash.** This option includes closing Super Splash, and choosing to not open a replacement outdoor swimming facility.
  - Benefits
    - § This would eliminate all operation deficits associated with operating and maintaining an aquatic center.
  - Disadvantages
    - § The Raytown residents would not have their own aquatic center to enjoy, and would have to travel to other communities.
    - § There would a loss of programs- such as swim lessons, aerobics fitness classes, etc., having to rely on other communities to provide these programs, making them less accessible.
    - § Loss of seasonal jobs for many of the Raytown community.
    - § Loss of revenue generated for local businesses, from daily attendance to the area.
    - § The aquatic center, and similar facilities, enhance the sense of community and pride.
- **Close Super Splash / Construct New Aquatic Center.** This includes closing Super Splash and finding a new location to construct a small family aquatic center. To provide the features desired of a new aquatic center, the typical size of the facility should be approximately 9,000 to 12,000 sf of water. A minimum of 3 to 5 acres would be needed for the aquatic center at a new location. The project cost of a new facility would likely by \$5,000,000 to \$6,500,000, which does not include any cost for land acquisition.

An example of a new aquatic center could be as shown below.



The features could include:

- Zero-depth entry
- Spray features
- Current channel
- Lap exercise lanes
- Water slides
- Diving
- Bathhouse and filter areas
- Parking

The following includes benefits and disadvantages of this option.

- Benefits

- § This would substantially reduce the operating deficits associated with operating and maintaining Super Splash- by operating a smaller and more efficient facility.
- § A new location could be selected, that is potentially more beneficial than the current location- more centrally located, more visible, etc.
- § The facility would be entirely new, making it very pleasant for the community and easier to maintain.

- Disadvantages

- § There are not many available properties currently owned by the City that could accommodate the aquatic center. The aquatic center would potentially take away other current park amenities, or could cost significant amount to purchase reasonable property at a preferred location.
- § With all new construction, the facility would cost more and would provide less water and amenities than the currently provided with Super Splash.
- § Super Splash would either be demolished, or be left as an abandoned facility. Estimates to demolish Super Splash are in the \$300,000 to \$400,000 range. If not demolished, the facility would deteriorate become unsightly. It could also become a playground for trespassers.

· **Renovate Super Splash.** This option involves renovating Super Splash with the intent to reduce maintenance, improve the physical condition, extend the facility's life, and also modify the features and size with the intent to reduce operating expenses.

- Benefits

- § This would substantially reduce the operating deficits associated with operating and maintaining Super Splash at its current size and condition- by replacing items that cause substantial maintenance and expense, but also reducing staffing costs through redesign of the facility.
- § The capital expenditure would be less, and the facility would provide more amenities than if constructed entirely new.
- § The facility would be renovated and have a fresh look, which would spark interest in the facility- potentially increasing attendance from the current level.
- § New park property would not need to be acquired, nor would existing park property have to be repurposed.

- o Disadvantages

- § The current location for Super Splash is not optimum as it is not very visible, nor is it easily accessible from major corridors or highways. These are attributes that generally contribute to higher levels of attendance and revenue.

## 5.6 OPTIONS AND RECOMMENDATIONS

In considering the various options, we believe that the option of renovating Super Splash is the most feasible. This option will substantially improve the operating conditions of the facility, and also provides the most service and amenities at a budget that is more feasible for funding.

The renovation option would include a combination of:

- Removing portions of the facility to downsize the overall facility and reduce operating expenses.
- Replacing a portion of the facility with newer amenities that would spark interest in the facility, but also reduce the current operating expenses on maintenance, utilities, and staffing.

The result of the recommended renovation option reduces the total water surface area from approximately 24,000 sf of water surface, to approximately 13,000 sf of water surface. A substantial area of shallow water would be replaced with a wet deck area, which provides a fun play area for smaller kids. A wet deck provides entertainment but also eliminates the pool of water that must be lifeguarded closely for drowning prevention.

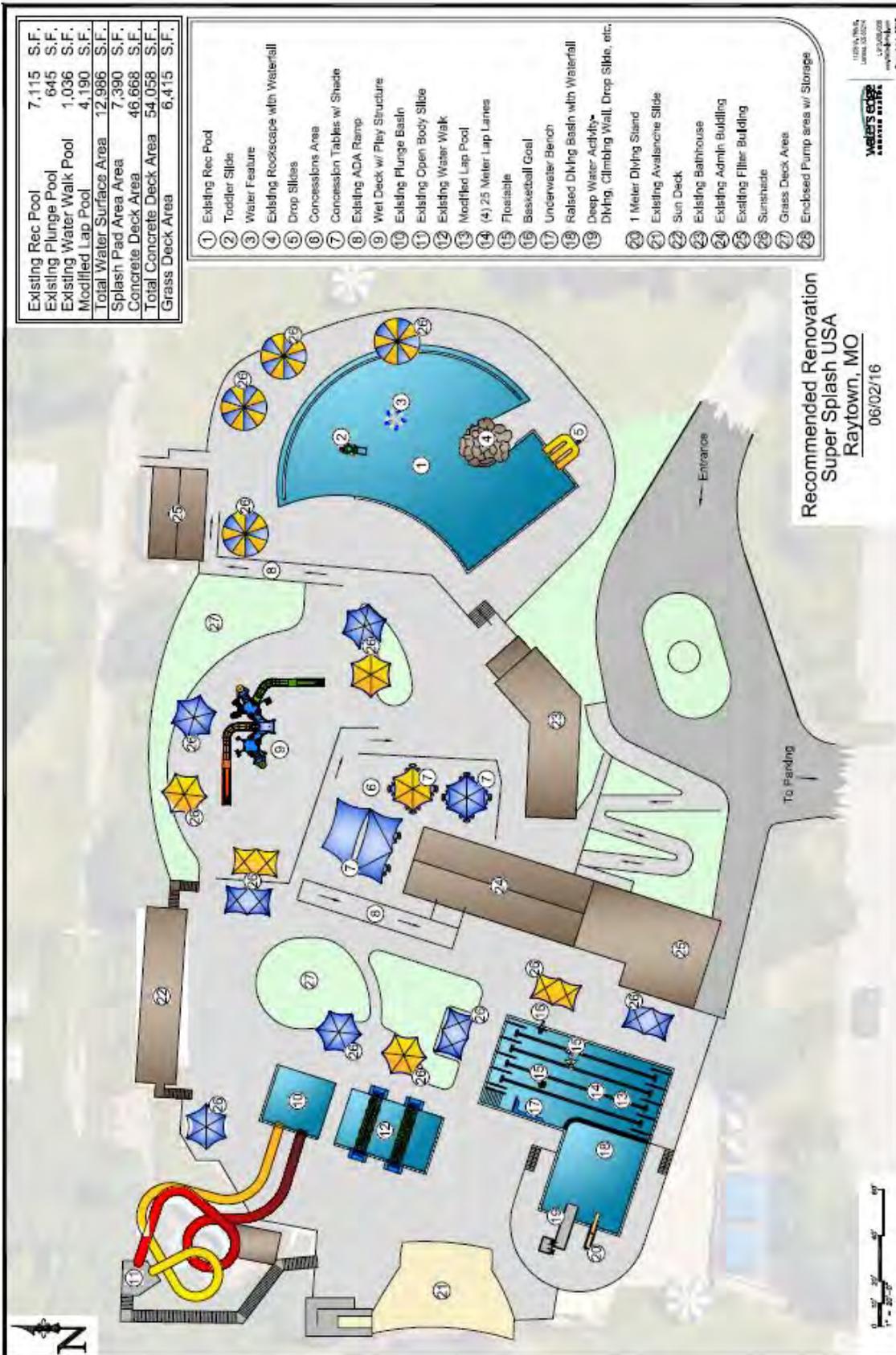
A list of recommendations are as follows:

- Preserve the Catalina Pool as follows
  - o Repair the pool structure
  - o Replace the basin coating
  - o Replace the recirculation piping and pool deck
  - o Replace the aging play features
  - o Replace the filters
- Remove the Pebble Beach Pool, and replace with a wet deck and large interactive play structure.
- Renovate and downsize the main pool as follows:
  - o Preserve the water walk area
  - o Reduce the overall pool size by reducing the lap area
  - o Preserve the deep area
  - o Remove the failing deep water drop slides- consider reconstructing deep area to allow deeper water and three meter diving
  - o Repair the pool structures
  - o Replace the top perimeter of the gutter system
  - o Replace the recirculation piping and filter system
  - o Replace the pool deck
  - o Reconstruct the sun deck area adjacent to the main pool
- Preserve and renovate the large water slides, including
  - o Replace the pumps

- Clean and recoat the Avalanche slide structure, to slow down corrosion of the structure and extend the life expectancy
- Provide a roof to protect the pumps from the elements
- Provide modest renovation to the buildings
- Provide lighting for night swimming.

A concept drawing showing the improvements is shown on the following page. Our Opinion of Cost for this renovation project is approximately \$4,750,000. This projection includes:

- Cost of construction
- General contractor's overhead and profit
- Non-construction project costs- such as design and construction administration services
- A 15% project budget contingency.



## Chapter Six – STRATEGIC RECOMMENDATIONS

The Implementation Plan (see Appendix) provides a summary of the key action items recommended throughout the Parks and Recreation Master Plan. Items are organized into five major sections:

- Parkland and Trails
- Maintenance
- Recreation Facilities
- Recreation Programs
- Administration, Finance, and Governance

In addition to these three sections, the **Departmental Vision and Mission Statements** are included at the beginning of the Implementation Plan to provide a framework and filter for all of the items contained within. If it becomes necessary to make trade-off decisions about when to implement certain tactics given limited resources, items that most support the vision and mission statements should be prioritized. **Vision Statements** specific to Parkland & Trails, Maintenance, Recreation Facilities, Recreation Programs, and Administration are also provided to assist with prioritization and decision-making.

Within each section, key **Strategies** for implementation are listed. These strategies represent the major ideas or philosophies recommended by the consulting team that are required by the Department to implement the Master Plan. To help achieve each Strategy, Tactics are identified along with recommendations for the **Group Responsible**, **Start Date** (i.e., when to initiate the tactic, not necessarily complete it), and **Performance Measures**.

The Implementation Plan is intended to serve as a dynamic document, reviewed on a regular basis by Department staff and the Parks Board, to plan work tasks and support decision-making in order to carry out the Master Plan. By reviewing the Implementation Plan quarterly or annually, accomplishments can be noted, adjustments can be made, and new items can be added.

### 6.1 VISION

The following Vision presents how the City of Raytown Parks and Recreation Department desires to be viewed in the future:

*Our Vision is to create and maintain high-quality parks, trails, facilities, and programs that enhance the quality of life for all who live, work, and recreate in Raytown.*

### 6.2 MISSION

The following is the Mission for how the City of Raytown Parks and Recreation will implement the Vision:

*Our Mission is to:*

- *Serve the residents of Raytown and the general public by providing pleasant, safe, and well-maintained parks, recreational facilities, and equipment at a reasonable cost to*

*the participant a variety of recreational programs that are designed, scheduled and staffed to maximize accessibility.*

- Provide a working environment for its staff that promotes safety, open communication, and fair treatment.*
- Provide the City of Raytown and its taxpayers a department that effectively and efficiently uses its funding and resources to generate a sense of pride in the community.*

## 6.3 STRATEGIC FRAMEWORK

The following section outlines the Vision, Goals and Specific Strategies for the five major sections of the Implementation plan. These are broad strategies, while the detailed tactics to fulfill them are provided in the Appendix. The recommendations are meant to serve as a guide and should be flexible to adapt to changing trends and needs over time. This will ensure that the Master Plan truly serves as a living document, which is dynamic and proactively meeting community needs and vision over time.

### 6.3.1 PARKLAND & TRAILS

#### VISION

RPRD acquires, plans and appropriately develops the right amount of parkland and trails to create equitable access levels desired by the community for neighborhood parks, community parks, trail corridors, and athletic fields given available resources.

#### STRATEGIES

- 1.1 Ensure the growth of the parks system keeps pace with the needs of the community but does not outpace the financial or organizational resources of the Department.
- 1.2 Improve the network of open space corridors and trails that connect neighborhoods, schools, commercial areas, and other Raytown destinations to parks and facilities. The trails would also ideally link with state and regional trail systems or parkland.
- 1.3 Help Raytown become a "community for all ages" by emphasizing age-friendly design principles and programming in parks and on trails.
- 1.4 Promote a stronger relationship between the park and trails system and Raytown's historical resources, downtown area, and other aspects of community heritage.

### 6.3.2 MAINTENANCE

#### VISION

RPRD provides clean, safe, memorable environments in accordance with maintenance standards that exceed users' expectations and provide an enjoyable experience.

#### STRATEGIES

- 2.1 Bring parks and trails into compliance with health, safety, and welfare standards.

- 2.2 Establish consistent and comprehensive maintenance standards for parks, trails, and facilities to uphold the quality of user experience and promote financial sustainability.
- 2.3 Promote financial sustainability by calculating and tracking the true cost of maintenance operations.
- 2.4 Develop or update design standards for parks, trails, and facilities that consider operational requirements, flexible uses, desired user experiences, and revenue generation.
- 2.5 Develop an asset management plan with a lifecycle replacement schedule to govern capital investment in existing facility infrastructure.

### 6.3.3 RECREATION FACILITIES

#### VISION

RPRD designs and maintains destination park and recreation facilities that support neighborhood and community needs while meeting a cost recovery goal that keeps the facilities productive, adaptable, and financially sustainable.

#### STRATEGIES

- 3.1 Ensure the enhancement and development of recreation facilities keeps pace with the needs of Raytown but does not outpace the financial or organizational resources of the Department.
- 3.2 Optimize the operation of facilities in the Raytown system to meet the needs of the community.
- 3.3 Improve key facilities and amenities to address deficiencies and/or meet changing needs of the community.

### 6.3.4 RECREATION PROGRAMS

#### VISION

RPRD develops, provides, and manages recreation programs that are fully accessible to the community and support health and wellness, family values, social equity, economic vitality, and overall quality of life in safe and enjoyable environments.

#### STRATEGIES

- 4.1 Implement consistent program management principles for all programs to ensure equitable service delivery, quality delivery, and long-term financial sustainability.
- 4.2 Develop a standard-based approach to program management focus on quality service delivery and to support informed management decision-making.
- 4.3 Align program offerings with community needs and priorities.
- 4.4 Develop a stronger volunteer system that builds advocacy and support for the RPRD system.
- 4.5 Strategically design and offer selected special events within the Raytown system for regional economic impact.

## 6.3.5 ADMINISTRATION, FINANCE, AND GOVERNANCE

### VISION

RPRD maximizes every available resource to fully support the Department's operations and mission to provide parks, facilities, and services that enhance Raytown's quality of life.

### STRATEGIES

- 5.1 Develop a long term financial plan for the Department that supports Raytown's community needs and the critical actions required to address them.
- 5.2 Update policies and procedures on an annual basis. Ensure all full time staff have access to them, and that they create maximum flexibility for staff in the field to do their work in a timely manner.
- 5.3 Monitor organizational effectiveness.
- 5.4 Leverage partnerships to achieve business outcomes and enhance service delivery.
- 5.5 Develop a stronger and more strategic approach to marketing programs, services, facilities, and events.





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# City of Raytown, MO Parks and Recreation Master Plan



## Strategic Recommendations and Implementation Action Plan

July 19, 2016





## Vision

The following Vision presents how the City of Raytown Parks and Recreation Department desires to be viewed in the future:

*Our Vision is to create and maintain high-quality parks, trails, facilities, and programs that enhance the quality of life for all who live, work, and recreate in Raytown.*

## Mission

The following is the Mission for how the City of Raytown Parks and Recreation will implement the Vision:

*Our Mission is to:*

- *Serve the residents of Raytown and the general public by providing pleasant, safe, and well-maintained parks, recreational facilities, and equipment at a reasonable cost to the participant a variety of recreational programs that are designed, scheduled and staffed to maximize accessibility.*
- *Provide a working environment for its staff that promotes safety, open communication, and fair treatment.*
- *Provide the City of Raytown and its taxpayers a department that effectively and efficiently uses its funding and resources to generate a sense of pride in the community.*



## Parkland and Trails

**Community Vision:** RPRD acquires, plans and appropriately develops the right amount of parkland and trails to create equitable access levels desired by the community for neighborhood parks, community parks, trail corridors, and athletic fields given available resources.

Strategy	Tactics	Group Responsible	Performance Measure	Start Date
1.1 Ensure the growth of the parks system keeps pace with the needs of the community but does not outpace the financial or organizational resources of the Department.	Acquire and develop parkland and trails according to the Level of Service recommendations put forth in this Master Plan.	Director	Progress toward all LOS standards	2016
	Add 3 acres of neighborhood park acreage by 2020.	Director	Progress toward LOS standard of 0.75 ac/1,000 pop.	2016
	Add 11 acres of community park acreage by 2020.	Director	Progress toward LOS standard of 3.00 ac/1,000 pop.	2016
	Add 11 acres of special use park acreage by 2020.	Director	Progress toward LOS standard of 1.00 ac/1,000 pop.	2016
	Annually assess progress towards Level of Service recommendations and update CIP accordingly.	Director	LOS spreadsheet revision submitted to Director & Park Board by start of each FY	2016
	Prioritize development of a park in north Raytown, particularly north of 63rd Street and east of Raytown Trafficway.	Director	Site selected; Development of master plan	2017
	As recommended in the City Comprehensive Plan, plan for development of a park at property near City Hall.	Director	Development of master plan for park site	2018
	Develop master plans for new parks and create/update master plans when major amenities are added to existing parks.	Director	At least 1 park master plan every other year is developed or updated	2018
	Develop a controlled growth plan for related staffing needs with contingency for outside funding and partnerships.	Director	Staff and funding plan updated annually	2018



Strategy	Tactics	Group Responsible	Performance Measure	Start Date
1.2 Improve the network of open space corridors and trails that connect neighborhoods, schools, commercial areas, and other Raytown destinations to parks and facilities. The trails would also ideally link with state and regional trail systems or parkland.	Add 4 miles of trail by 2020.	Director	Progress toward LOS standard of 0.25mi/1,000 pop.	2016
	Prioritize trail development that links parkland to trails that creates regional loop trails.	Director & Park Superintendent	Number of trail miles in regional loop	2017
	Collaborate with Public Works/Transportation staff to identify potential expansion of multimodal transportation infrastructure and funding opportunities.	Director & Park Superintendent	Prioritized list of expansion projects jointly developed with Public Works / Transportation	2017
	Continue existing and grow new partnerships with other providers and nonprofits that create open space greenway and trail corridors throughout the metropolitan area, in particular for the Rock Island Corridor Trail and Katy Trail.	Director & Park Superintendent	Number of partnerships; Number of trail miles developed through partnership	2017
	Ensure public transportation hubs are adequately connected to the trail system.	Director	Number of transportation hubs connected to trails	2018
1.3 Help Raytown become a "community for all ages" by emphasizing age-friendly design principles and programming in parks and on trails.	Annually assess and evaluate accessibility issues in parks and on trails and prioritize corrective actions. Update the CIP as necessary to resolve critical issues.	Director & Park Superintendent	Percentage of trails that are ADA compliant; Total number miles of trails that are ADA compliant	2017
	Annually assess and identify natural, historic, and cultural areas that warrant additional or different preservation/restoration efforts.	Director & Park Superintendent	Projects specified in CIP and funded	2017
	Improve signage for parks and trailheads for easier wayfinding and in increase community awareness of Raytown parks.	Director & Park Superintendent	Signage project funded in CIP	2018
	Actively seek and integrate with other City of Raytown planning efforts that promote age-friendly city goals.	Director	List of inter-departmental projects identified and funded	2018
	Incorporate CPTED (Crime Prevention Through Environmental Design) Standards into park planning efforts.	Director	Adopted design or design standards reflecting CPTED	2019
1.4 Promote a stronger relationship between the park and trails system and Raytown's historical resources, downtown area, and other aspects of community heritage.	Find ways to connect downtown to the park system to leverage economic impact, provide additional recreational opportunities, and acknowledge the significance of the heritage and history of Raytown.	Director	New/improved pedestrian connections to downtown; new/improved park or recreational opportunities; new interpretive resources/media.	2018
	Develop a master plan or strategic plan for public art in the park system, including dedicated funding for acquisition and ongoing maintenance.	Director & Park Board	Development and approval of Parks Public Art Master Plan	2019



## Maintenance

**Community Vision:** RPRD provides clean, safe, memorable environments in accordance with maintenance standards that exceed users' expectations and provide an enjoyable experience.

Strategy		Tactics	Group Responsible	Performance Measure	Start Date
2.1	Bring parks and trails into compliance with health, safety, and welfare standards.	Bring the playground equipment, structures, pathways, and other park fixtures evaluated as poor or non-compliant into compliance.	Park Superintendent	1-2 amenities improved each quarter	2016
		Conduct an ADA accessibility audit of all parks, trails, and facilities.	Park Superintendent	Completion of audit	2017
		Based on the findings of the ADA audit, establish a systemwide accessibility goal and prioritize accessibility improvements and include them in operational and/or CIP budget requests.	Park Superintendent	Accessibility goal created; Inclusion in 10-yr CIP	2017
2.2	Establish consistent and comprehensive maintenance standards for parks, trails, and facilities to uphold the quality of user experience and promote financial sustainability.	Compile and evaluate existing formal and informal maintenance standards.	Director & Park Superintendent	Approval of maintenance standards	2017
		Apply the maintenance and operational standards in managing facilities throughout the Raytown system.	Park Superintendent	Continued implementation of standards	2017



Strategy	Tactics	Group Responsible	Performance Measure	Start Date
2.3 Promote financial sustainability by calculating and tracking the true cost of maintenance operations.	Develop and maintain a maintenance management plan for the Department to clearly identify and track standards, costs, and staff levels required.	Director & Park Superintendent	Development of maintenance management plan	2017
	Conduct a systemwide Cost of Service analysis for park maintenance in-house. If resources are not available to complete it in-house, seek assistance of a consultant.	Director & Park Superintendent	Completion of analysis; additional funding available for priority services/operations	2018
	Provide training for full time maintenance staff to create a true Cost of Service analysis for maintaining parks, trails, and amenities to determine unit costs.	Director	Completion of training; Completion of Cost of Service analysis for park and trail maintenance	2018
	Determine the true cost of maintenance services provided by RPRD to other city-owned public spaces (e.g., gateways), and seek fair and commensurate increases in operational funding as additional responsibilities are assigned to park maintenance staff.	Director & Park Superintendent	Identification of per unit costs	2018
	Each quarter, formally report out the operations and maintenance budget to full time staff so they know what they have to work with, and staff accountable to that budget.	Park Superintendent	Distribution of budget information; Reduction in budget overruns	2018
	Develop policy-supported criteria for contracting operations and maintenance services.	Director & Park Superintendent	Development of criteria; Adoption of policy	2018
2.4 Develop or update design standards for parks, trails, and facilities that consider operational requirements, flexible uses, desired user experiences, and revenue generation.	Compile and evaluate existing formal and informal design standards.	Director & Park Superintendent	Identification of standards	2017
	Based on the evaluation, develop comprehensive standards to address safety, branding, wayfinding, environmental sustainability, flexibility of use, costs, appropriate revenue development, etc., incorporating flexibility to address different user experiences and site contexts.	Director & Park Superintendent	Adoption of standards	2017
	Develop or update a Signage and Wayfinding plan for parks and facilities.	Park Superintendent	Adoption of plan	2018
2.5 Develop an asset management plan with a lifecycle replacement schedule to govern capital investment in existing facility infrastructure.	Develop an inventory of all Raytown parks, trails, facilities, and other amenities and update inventory changes annually.	Park Superintendent	Completion of inventory	2017
	Create a schedule to annually assess the condition of all items in the inventory and track that information in the facility database.	Park Superintendent	Development of schedule	2017
	Allocate sufficient funding in the capital improvements program to address identified needs.	Director	Development of CIP; Funding of CIP priorities	2017
	Continually monitor existing facility investment needs over time.	Director & Park Superintendent	List of needs updated annually	2017
	Develop cost-benefit criteria for investing in deferred maintenance and upgrades to existing facility infrastructure.	Director & Park Superintendent	Creation of criteria	2018

## Recreation Facilities

**Community Vision:** RPRD designs and maintains destination park and recreation facilities that support neighborhood and community needs while meeting a cost recovery goal that keeps the facilities productive, adaptable, and financially sustainable.

Strategy	Tactics	Group Responsible	Performance Measure	Start Date	
3.1	Ensure the enhancement and development of recreation facilities keeps pace with the needs of Raytown but does not outpace the financial or organizational resources of the Department.	Expand or develop recreation facilities according to the Facility Standards recommendations put forth in this Master Plan. Particular emphasis should be on trails, neighborhood parkland, dog park, amphitheater, disc golf, and large shelters.	Director	Progress toward LOS standard	2016
		Annually assess progress towards Level of Service recommendations and update CIP accordingly.	Director	LOS spreadsheet revision submitted to Director & Park Board by start of each FY	2016
		Solicit bids for an online facility and program registration/reservation system (e.g., ActiveNet, RecTrac, MaxGalaxy) to improve scheduling, customer service, and efficiency.	Director & Sports/Spec Events Mgr	Receipt of bids; cost-benefit analysis conducted by staff to determine if cost of system is beneficial.	2017
3.2	Optimize the operation of facilities in the Raytown system to meet the needs of the community.	Use parks and recreation facilities to help define Raytown as a family friendly city to live, work, and play in.	Director & Sports/Spec Events Mgr	Increased recognition of partners, city staff, and public of RPRD's role	2016
		Pursue funding to renovate Super Splash USA to enhance safety, user experience, operational efficiency, and to restore it as a source of community pride. (See Strategy 5.1. If funding cannot be secured to update the facility, develop a plan to permanently close the facility.)	Director	Project funding secured; Construction documents developed; Facility renovated; Cost recovery rate increased	2017
		Partner with the Raytown Schools Wellness Center to enhance and expand the programming at that facility. Start with limited, strategic involvement in facility operations or programming to build success, then pursue additional funding to continue to expand involvement to increase the level of service to Raytown residents.	Director & Sports/Spec Events Mgr	Partnership agreement leading to additional level of service	2017



Strategy		Tactics	Group Responsible	Performance Measure	Start Date
3.3	Improve key facilities and amenities to address deficiencies and/or meet changing needs of the community.	Add or enhance one major park amenity or recreation facility each year.	Director & Park Superintendent	Projects funded in CIP; Number of improvements implemented	2017
		Review the CIP annually to re-prioritize the 10-year outlook based upon changing needs and likelihood of funding.	Director	Annual update to CIP; annual report to the Park Board	2017
		Evaluate all RPRD facilities for code compliance and develop a plan to address those in non-compliance.	Park Superintendent	Evaluation completed annually; priority list of needs developed and addressed or included in CIP as appropriate	2017
		Improve ADA pedestrian routes within facilities.	Director & Park Superintendent	Prioritized list of improvements; number of improvements implemented	2017
		Consider adding a dog park to an existing or new park to meet growing community demand.	Director & Park Superintendent	Feasibility analysis undertaken with total cost of service estimated	2018

## Recreation Programs

**Community Vision:** RPRD develops, provides, and manages recreation programs that are fully accessible to the community and support health and wellness, family values, social equity, economic vitality, and overall quality of life in safe and enjoyable environments.

Strategy	Tactics	Group Responsible	Performance Measure	Start Date
4.1 Implement consistent program management principles for all programs to ensure equitable service delivery, quality delivery, and long-term financial sustainability.	Develop a Recreation Program Cost Recovery Policy for all programs, or Core Program Areas at a minimum, to clarify and gain consensus on which programs should be subsidized by tax dollars versus user fees or a blend of both.	Director & Sports/Spec Events Mgr	Policy developed and adopted by Park Board	2017
	Develop a Recreation Program Pricing Policy to identify which forms of pricing strategies are authorized for each type of program in order to achieve cost recovery goals.	Director & Sports/Spec Events Mgr	Development and adoption of policy	2017
	Enhance program management sheets to collect and track information needed to make data-driven decisions about programs. Recommended additions include Lifecycle Stage, Classification (Essential, Important, or Value-Added), Target Cost Recovery, and Actual Cost Recovery.	Sports/Spec Events Mgr	Program sheets revised; Data tracked and reviewed annually and used in decision-making	2017
	Develop Mini Business Plans for each Core Program Area that identifies goals, outcomes, financials, and marketing strategies.	Sports/Spec Events Mgr	Development of plan for each Core Program Area	2018
	Provide training for full time recreation staff to conduct Cost of Service analyses to understand the cost of providing each program.	Director & Sports/Spec Events Mgr	Training developed and provided	2018
4.2 Develop a standard-based approach to program management focus on quality service delivery and to support informed management decision-making.	Identify performance management standards based upon key outcomes for all programs and services.	Sports/Spec Events Mgr	Development of standards	2017
	Enhance staff training on standards for the delivery of recreation programs.	Director & Sports/Spec Events Mgr	Completion of training	2018
	Document the program development process to formalize and coordinate program lifecycles in a strategic way.	Sports/Spec Events Mgr	Documentation of process; Regular utilization for creating new and retiring old programs	2018



4.3	Align program offerings with community needs and priorities.	Track national and regional trends for programs and services and how they may apply to Raytown.	Sports/Spec Events Mgr	Trend report revised or updated annually; new information used in decision-making and program design	2017
		Consider adding Health & Fitness and potentially separating out Senior Programs as Core Program Areas as additional programming space becomes available.	Sports/Spec Events Mgr	Development of program plans for each new Core Program Area.	2017
		Consider incorporating Adaptive Programming into program offerings as an objective and priority across all other Core Program Areas, as additional programming space becomes available, to promote inclusion throughout all RPRD offerings.	Sports/Spec Events Mgr	Adaptive and inclusion goals are represented in program plans for all Core Program Areas; Increase in number of participants in inclusion/adaptive programs	2017
		Segment senior programming into sub-segments such as 55-70 and 71 and over by creating services for active older adults with a focus on wellness and healthy lifestyles.	Sports/Spec Events Mgr	Reduction in unmet need for health/wellness programs for residents in this demographic; Increase in number of participants	2017
		Annually assess if RPRD programs are meeting the needs of underserved or growing populations, particularly tweens, teens, single parents, individuals with low incomes, and individuals with transportation/mobility disadvantages.	Sports/Spec Events Mgr	Annual report and presentation to the Board to identify underserved populations and ways to serve them.	2017
		Track the lifecycle of all programs to ensure they match the distribution recommended in the Program Assessment.	Sports/Spec Events Mgr	Completion of analysis and annual update	2017
		Terminate programs that fall into the decline and or saturation phase.	Sports/Spec Events Mgr	Termination of programs; Redevelopment of new programs	2017
		Through collaboration, partnership, or rental agreement, work with other service providers and/or facility owners (e.g., Raytown Schools Wellness Center, the ROC) to bring programming closer to all residents.	Director & Sports/Spec Events Mgr	Reduction in number of residents citing location as barrier to participation; increased participation numbers	2017
		Undertake a demand analysis of existing programs offered within the service area.	Sports/Spec Events Mgr	Completion of market analysis	2018
Institute a monitoring program to track the need to modify programs over time.	Sports/Spec Events Mgr	Development of metrics	2018		



Strategy		Tactics	Group Responsible	Performance Measure	Start Date
4.4	Develop a stronger volunteer system that builds advocacy and support for the RPRD system.	Create more exposure and enhance cross marketing for volunteer opportunities.	Director & Sports/Spec Events Mgr	Increase of volunteer individuals and hours	2017
		Ensure volunteer record keeping systems are coordinated so that it is easy to determine who is volunteering and where.	Director	Use of consistent system	2018
		Keep volunteers fully informed of department activities to gain support and advocacy from this important pool of agency representatives.	Director & Sports/Spec Events Mgr	Number of volunteer communications	2018
4.5	Strategically design and offer selected special events within the Raytown system for regional economic impact.	Convene a meeting of regional event providers to determine the types of events that satisfy a regional market demand and are appropriate for Raytown facilities.	Director & Sports/Spec Events Mgr	Occurance of meeting; List of events and facilities	2018
		Determine RPRD's role in providing the identified events.	Director & Sports/Spec Events Mgr	Partnership agreements; Staffing adjustments	2018
		Track the economic impacts of regional events within the RPRD system.	Director & Sports/Spec Events Mgr	Annual report on economic impact	2019

## Administration, Finance, and Governance

**Community Vision:** RPRD maximizes every available resource to fully support the Department's operations and mission to provide parks, facilities, and services that enhance Raytown's quality of life.

Strategy	Tactics	Group Responsible	Performance Measure	Start Date
5.1 Develop a long term financial plan for the Department that supports Raytown's community needs and the critical actions required to address them.	Pursue an increase of the park sales tax in order to fund essential deferred maintenance and park improvement projects.	Director; Park Board President	Approval of referendum	2016
	Initiate a rolling 10-year CIP process to identify project priorities, to provide necessary funding for deferred capital maintenance and/or replacement of existing assets, and to allocate funds for new parks and recreation facilities.	Director	Ten-year CIP updated annually; CIP prioritization criteria.	2016
	Use a minimum of a three-year financial management plan for the general operations and capital funds. Use a ten-year plan for long-term total projections.	Director	Development of three-year financial plan; Development of 10-yr long term plan	2017
	Establish dedicated reserves for emergency repair and storm damage.	Director	Dedicated funding established	2017
	Establish dedicated reserves for facility replacement and infrastructure improvements.	Director	Dedicated funding established	2017
	Provide or acquire training for manager- and supervisor-level staff to determine their true unit costs to produce a unit of service.	Director	Training provided; Number of analyses conducted	2018
5.2 Update policies and procedures on an annual basis. Ensure all full time staff have access to them, and that they create maximum flexibility for staff in the field to do their work in a timely manner.	Develop and track Key Performance Indicators tied to Department-wide goals.	Director, Park Superintendent, & Sports/Spec Events Mgr	KPIs identified and tracked regularly; quarterly reports made to Director and Park Board	2017
	Establish a communication network that involves managers regarding posting performance outcomes monthly.	Director	Performance outcomes jointly developed between managers and staff; methods for tracking and communicating are clearly established	2017
	Train staff on existing policies and procedures and gain their input into how to make them more user friendly and less buracratic.	Director	Training provided; Policies revised as needed; Policies distributed	2017
	Teach staff how to effectively use marketing data to make informed decisions when programming their facilities and managing their parks.	Director	Training provided; Evidence of data-driven decisions	2018



5.3	Monitor organizational effectiveness.	Implement performance evaluations tied to stated operational goals and objectives to maximize employee capabilities. Evaluations for full time staff should be conducted quarterly; evaluations for part-time and seasonal staff should be conducted at least semi-annually.	Director	Evaluations conducted as described; criteria are linked to operational/department goals	2017
		Update Department policies or develop a staffing plan to retain and recognize quality employees.	Director	Policies/plan updated; turnover rate of quality employees decreases	2017
		Develop a succession plan for key positions in the system.	Director	Development of plan	2018
		Conduct a salary assessment every five years to ensure the Department is meeting the pay level requirements to keep effective staff in place.	Director	Completion of assessment; Necessary salary adjustments	2018
5.4	Leverage partnerships to achieve business outcomes and enhance service delivery.	Maintain a culture of collaborative planning for all partnerships, focus on regular communications and annual reporting.	Director	All formal partnerships produce annual report and are presented to Park Board	2017
		Formalize and continually maintain an overall partnership philosophy supported by a policy framework.	Director	Adoption of policy	2017
		Require all partnerships to have a working agreement with measurable outcomes evaluated on a regular basis.	Director	Approval of agreement; Annual report of outcomes	2017
		Require all partnerships to track costs to demonstrate the shared level of equity and investment.	Director	Annual report of outcomes	2017
		Continue to promote the growth of the Friends of Raytown Parks to provide advocacy and additional resources for the park system.	Director	Development of strategic or business plan	2017
		Cultivate additional partnerships with schools, libraries, and nonprofits, particularly to provide expanded programming for seniors, teens, tweens, and other populations with barriers to participation.	Director & Sports/Spec Events Mgr	Additional partnerships Additional programs	2017
5.5	Develop a stronger and more strategic approach to marketing programs, services, facilities, and events.	Develop a strategic marketing plan for the department, including a style guide, that addresses marketing objectives, targets, messages, budgets, and timelines.	Director & Sports/Spec Events Mgr	Development of marketing plan	2017
		Update the Department logo	Director	New logo approved by Park Board	2017
		Provide training to all full time staff and key part time/seasonal program staff on how to effectively use marketing data to make informed decisions when programming facilities and maintaining/operating parks.	Director	Training developed and provided; additional staff use marketing data on regular basis	2018
		Incorporate more special events throughout the park system to expose residents and new users to PARD facilities and programs.	Director & Sports/Spec Events Mgr	Additional events Revenue generated	2018

**DRAFT**  
**MINUTES**  
**RAYTOWN BOARD OF ALDERMEN**  
**JULY 19, 2016**  
**REGULAR SESSION No. 31**  
**RAYTOWN CITY HALL**  
**10000 EAST 59<sup>TH</sup> STREET**  
**RAYTOWN, MISSOURI 64133**

**OPENING SESSION**  
**7:00 P.M.**

Mayor Michael McDonough called the July 19, 2016 Board of Aldermen meeting to order at 7:00 p.m. Sue Klotz of Blue Ridge Boulevard United Methodist Church provided the invocation and led the pledge of allegiance.

**Roll Call**

The roll was called and the attendance was as follows:

Present: Alderman Josh Greene, Alderman Jim Aziere, Alderman Jason Greene, Alderman Janet Emerson, Alderman Mark Moore, Alderman Steve Meyers, Alderman Bill Van Buskirk, Alderman Eric Teeman  
Absent: Alderman Karen Black

**Proclamations**

Mayor Michael McDonough presented a proclamation to Romeo Bagunu of Raytown High School for his accomplishments at the National Forensic League tournament in Salt Lake City, UT.

**Public Comments**

Richard Tush spoke regarding the Sunshine Law.

Harvey Bruce spoke regarding the City spending taxpayers' money and storm water drainage issues.

Josh Greene spoke regarding the loss of Aldermen Steve Mock and the need for residents to volunteer.

Pete Ramsel, Greg Phillips and Barb Schlapia spoke in favor of the 3D Development senior housing development plan.

Blossom Davidson Robinson, Barbara Lakler, Edwin Douglas and Saphira Rain spoke against the 3D Development senior housing development plan.

Greg Phillips spoke regarding maintenance concerns of his property sold to 3D Development.

**Communication from the Mayor**

Mayor Michael McDonough thanked Raytown residents for their support and kind gestures after Alderman Steve Mock's death.

Mayor McDonough encouraged Raytown residents to pray for area law enforcement amidst the recent violence against police officers.

Mayor McDonough reported that he attended the Main Street public and silent auction. Money from the event will go toward purchasing lights for the downtown area during the holidays. Residents should contact April Harrington, Pam Clark or Sue Frank if they would like to donate money for lights that will decorate the downtown area.

Mayor McDonough announced that Morgana's Gluten Free Bakery was scheduled to open soon and will be located next to Clark's Appliances.

### **Communication from the City Administrator**

No comments.

### **Committee Reports**

Alderman Meyers thanked Mark Loughry, Interim City Manager, for establishing new practices and procedures at City Hall.

Alderman Teeman announced the Arts and Music Festival was soon approaching; volunteers are needed to help out with the event. Please contact the Parks & Recreation Department if you would like to help out during the event.

Alderman Teeman announced that the Park Board completed its Master Plan and was scheduled to present it to the Board of Aldermen on August 9, 2016.

Alderman Josh Greene reported that the Finance Committee met and discussed the possibility of adding a new vendor to assist with Nuisance Abatement issues. Alderman Greene also announced that the committee discussed future funding for Raytown EMS.

Alderman Emerson announced that the Raytown Area Chamber of Commerce was scheduled to host the Annual Senior Celebration at The Point on August 6, 2016.

Alderman Emerson reminded residents to stop by the Raytown Farmers Market on Thursdays and Saturdays.

Alderman Emerson, seconded by Alderman Josh Greene, made a motion to move items R-2888-16 and R-22892-16 before the Public Hearing. The motion was approved by a vote of 8-0-1.

Ayes: Aldermen Emerson, Josh Greene, Moore, Teeman, Aziere, Van Buskirk, Meyers, Jason Greene

Nays: None

Absent: Alderman Black

### **1. CONSENT AGENDA**

All matters listed under the Consent Agenda are considered to be routine by the Board of Aldermen and will be enacted by one motion without separate discussion or debate. The Mayor or a member of the Board of Aldermen may request that any item be removed from the consent agenda. If there is no objection by the remaining members of the board, such item will be removed from the consent agenda and considered separately. If there is an objection, the item may only be removed by a motion and vote of the board.

Approval of the Regular July 5, 2016 Board of Aldermen meeting minutes.

**R-2888-16: A RESOLUTION** AUTHORIZING AND APPROVING THE APPOINTMENT OF JAMES BRADSHAW TO THE ELECTED OFFICIALS COMPENSATION REVIEW BOARD. Point of Contact: Teresa Henry, City Clerk

**R-2892-16: A RESOLUTION** AUTHORIZING AND APPROVING THE APPOINTMENT OF CHARLES D. WILSON, JR. TO THE ELECTED OFFICIALS COMPENSATION REVIEW BOARD. Point of Contact: Teresa Henry, City Clerk

Alderman Josh Greene, seconded by Alderman Aziere, made a motion to approve the consent agenda. The motion was approved by a vote of 7-1-1.

Ayes: Aldermen Josh Greene, Aziere, Teeman, Meyers, Moore, Emerson, Jason Greene

Nays: Alderman Van Buskirk

Absent: Alderman Black

### **PUBLIC HEARING**

**LEGISLATIVE SESSION**

**REGULAR AGENDA**

2. **R-2884-16: A RESOLUTION** SUPPORTING AN APPLICATION SUBMITTED TO THE MISSOURI HOUSING AND DEVELOPMENT CORPORATION BY 3 DIAMOND DEVELOPMENT FOR A PROPOSED DEVELOPMENT OF DIAMOND SENIOR APARTMENTS OF RAYTOWN NEAR THE INTERSECTION OF 55TH STREET AND BLUE RIDGE CUTOFF. Point of Contact: Ray Haydaripoor, Acting Development & Public Affairs Director.

The resolution was read by title only by Teresa Henry, City Clerk.

Ray Haydaripoor, Acting Development & Public Affairs Director, provided the Staff Report and remained available for discussion.

Discussion included clarification regarding what passing the resolution means, the need for free enterprise, the need for sidewalks, the need for a traffic study, how the proposed development is needed for the community, the current property maintenance issues, zoning for the property, how the City should concentrate on single family housing, grading/drainage issues and dangerous infrastructure around the proposed development.

Alderman Van Buskirk, seconded by Alderman Jason Greene, made a motion to adopt. The motion was approved by a vote of 5-3-1.

Ayes: Aldermen Van Buskirk, Jason Greene, Josh Greene, Teeman, Meyers

Nays: Aldermen Moore, Aziere, Emerson

Absent: Alderman Black

3. **R-2889-16: A RESOLUTION** AUTHORIZING AND APPROVING AN AGREEMENT WITH LAWN LOGIC, LLC FOR MOWING AND NUISANCE ABATEMENT SERVICES IN EXCESS OF \$15,000.00 BUT WITHIN BUDGETED AMOUNTS FOR FISCAL YEAR 2015-2016. Point of Contact: Ray Haydaripoor, Acting Development & Public Affairs Director.

The resolution was read by title only by Teresa Henry, City Clerk.

Ray Haydaripoor, Acting Development & Public Affairs Director, provided the Staff Report and remained available for discussion.

Discussion included specific services the company provides and how the City had a difficult time in the past finding quality mowers.

Alderman Teeman, seconded by Alderman Josh Greene, made a motion to adopt. The motion was approved by a vote of 7-0-1-1.

Ayes: Aldermen Teeman, Josh Greene, Jason Greene, Van Buskirk, Aziere, Emerson, Meyers

Nays: None

Abstain: Alderman Moore

Absent: Alderman Black

4. **R-2890-16: A RESOLUTION** AUTHORIZING AND APPROVING AN AGREEMENT WITH WIEDENMANN, INC. FOR AN EMERGENCY STORMWATER REPAIR PROJECT LOCATED AT THE INTERSECTION OF CRESCENT AND ELM IN AN AMOUNT NOT TO EXCEED \$41,581.92 AND AMENDING THE FISCAL YEAR 2015-2016 BUDGET. Point of Contact: Kati Horner Gonzalez, Acting Director of Public Works.

The resolution was read by title only by Teresa Henry, City Clerk.

Jason Hanson, City Engineer, provided the Staff Report and remained available for discussion.

No discussion.

Alderman Emerson, seconded by Alderman Aziere made a motion to adopt. The motion was approved by a vote of 8-0-1.

Ayes: Aldermen Emerson, Aziere, Jason Greene, Meyers, Teeman, Josh Greene, Van Buskirk, Moore

Nays: None

Absent: Alderman Black

5. **R-2891-16: A RESOLUTION** AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO AN AGREEMENT WITH VANCE BROTHERS, INC. FOR THE 2016 LIGHTWEIGHT AGGREGATE SEAL PROJECT IN A TOTAL AMOUNT NOT TO EXCEED \$352,000.00. Point of Contact: Kati Horner Gonzalez, Acting Director of Public Works.

The resolution was read by title only by Teresa Henry, City Clerk.

Jason Hanson, City Engineer, and Tony Mesa, Public Works Superintendent, provided the Staff Report and remained available for discussion.

Discussion included pressure washing the surface before pavement is put down, poor workmanship of past pavement projects completed by Vance Brothers, excess gravel on the roadways after projects were completed, City considering a 5-year street maintenance plan, options for resurfacing material and the need for Public Works to inform Vance Brothers of their poor workmanship with past projects.

Alderman Van Buskirk, seconded by Alderman Teeman made a motion to adopt. The motion was approved by a vote of 8-0-1.

Ayes: Aldermen Van Buskirk, Teeman, Josh Greene, Jason Greene, Moore, Aziere, Meyers, Emerson

Nays: None

Absent: Alderman Black

6. **SECOND Reading: Bill No. 6415-16, Section IV-A. AN ORDINANCE** ESTABLISHING A PROCEDURE TO DISCLOSE POTENTIAL CONFLICTS OF INTEREST AND SUBSTANTIAL INTERESTS FOR CERTAIN MUNICIPAL OFFICIALS IN THE CITY OF RAYTOWN, MISSOURI. Point of Contact: Teresa Henry, City Clerk.

The bill was read by title only by Teresa Henry, City Clerk.

Alderman Josh Greene, seconded by Alderman Aziere, made a motion to adopt. The motion was approved by a vote of 8-0-1.

Ayes: Aldermen Josh Greene, Aziere, Van Buskirk, Teeman, Jason Greene, Meyers, Moore, Emerson

Nays: None

Absent: Alderman Black

**It Became Ordinance No.:** 5550-16

## **DISCUSSION ITEM**

### **7. Use Tax Election Information for Public**

Mark Loughry, Interim City Administrator announced that brochures and rack cards were scheduled to be delivered to City Hall for Aldermen and Staff to take and distribute in the community.

Alderman Van Buskirk questioned whether or not informational meetings were scheduled for the public to attend.

Mayor Michael McDonough announced that several area car dealerships and businesses were providing campaign material to distribute throughout the area communities.

## **ADJOURNMENT**

Alderman Moore, seconded by Alderman Teeman made a motion to adjourn. The motion was approved by a majority of those present.

The meeting adjourned at 10:06 p.m.

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Teresa Henry, City Clerk

**CITY OF RAYTOWN  
Request for Board Action**

**Date:** August 2, 2016  
**To:** Mayor and Board of Aldermen  
**From:** Captain Doug Goode

**Resolution No.:** R-2893-16

**Department Head Approval:** \_\_\_\_\_

**Finance Director Approval:** \_\_\_\_\_ (only if funding is requested)

**City Administrator Approval:** \_\_\_\_\_



**Action Requested:** A resolution approving the expenditure in excess of \$15,000.00 to Dell Corporation for the purchase of a Dell Storage SAN.

**Recommendation:** Approve the resolution.

**Analysis:** The Police Department utilizes an IT hardware replacement schedule. This allows the department to better forecast expenditures and avoid large, single time expenses of hardware replacement. A storage SAN is scheduled for replacement.

The Dell Corporation provides special government pricing through MHEC Agreement MHEC-07012015 Contract Code 99AGZ. Their cooperative bid pricing makes a responsible choice for our IT needs. This project was presented to the Special Sales Tax Oversight Committee on January 19, 2016 and was found to meet the intent of the Capital Sales Tax.

**Alternatives:** Not purchase the hardware and risk equipment failure and loss of productivity.

**Budgetary Impact:**

- Not Applicable
- Budgeted item with available funds
- Non-Budgeted item with available funds through prioritization
- Non-Budgeted item with additional funds requested

Amount requested:	\$19,777.33
Department:	Police
Fund:	Capital Sales Tax

**Additional Reports Attached:** Dell Quote, MHEC-07012015 Contract

**A RESOLUTION AUTHORIZING AND APPROVING THE PURCHASE OF COMPUTER EQUIPMENT AND SUPPLIES FROM DELL MARKETING, L.P. OFF THE MIDWESTERN HIGHER EDUCATION COMMISSION AGREEMENT IN AN AMOUNT NOT TO EXCEED \$19,777.33 FOR FISCAL YEAR 2015-2016**

**WHEREAS**, all departments within the City of Raytown purchase computer equipment and supplies in the normal course of business; and

**WHEREAS**, the City has determined that the most efficient manner in which to utilize its purchasing power to obtain such computer equipment and supplies is to utilize a purchasing conglomeration; and

**WHEREAS**, the City of Raytown in the adoption of its purchasing policy has approved the practice of purchasing goods and services through an intergovernmental purchasing agreement competitively bid for such purposes; and

**WHEREAS**, funds for such purpose are budgeted from the Capital Improvement Sales Tax and such expenditure has been reviewed and on January 19, 2016 was recommended by the Special Sales Tax Oversight Review Committee as being consistent with voter intent; and

**WHEREAS**, the Board of Aldermen find it is in the best interest of the citizens of the City of Raytown to authorize and approve the expenditure of funds for the purchase of computer equipment and supplies from Dell Marketing, L.P. off the Midwestern Higher Education Commission Agreement MHEC-07012015 Contract Code 99AGZ in an amount not to exceed \$19,777.33; and

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF RAYTOWN, MISSOURI, AS FOLLOWS:**

**THAT** the expenditure of funds for the purchase of computer equipment and supplies from Dell Marketing, L.P. off the Midwestern Higher Education Commission Agreement MHEC-07012015 Contract Code 99AGZ in an amount not to exceed \$19,777.33 is hereby authorized and approved; and

**FURTHER THAT** the City Administrator is hereby authorized to execute all agreements or documents necessary to approve the purchase of goods and services contemplated herein and the City Clerk is authorized to attest thereto.

**PASSED AND ADOPTED** by the Board of Aldermen and **APPROVED** by the Mayor of the City of Raytown, Missouri, the 9<sup>th</sup> day of August, 2016.

\_\_\_\_\_  
Michael McDonough, Mayor

ATTEST:

Approved as to Form:

\_\_\_\_\_  
Teresa M. Henry, City Clerk

\_\_\_\_\_  
Joe Willerth, City Attorney



## QUOTATION

Quote #: 730491929  
 Customer #: 144823536  
 Contract #: 99AGZ  
 Customer Agreement #: MHEC-07012015  
 Quote Date: 06/21/2016  
 Customer Name: RAYTOWN POLICE DEPT

Date: 6/21/2016

Thanks for choosing Dell! Your quote is detailed below; please review the quote for product and informational accuracy. If you find errors or desire certain changes please contact your sales professional as soon as possible.

### Sales Professional Information

<b>SALES REP:</b>	GENYFFER REYES	<b>PHONE:</b>	1800 - 4563355
<b>Email Address:</b>	<a href="mailto:Genyffer_Reyes@DellTeam.com">Genyffer_Reyes@DellTeam.com</a>	<b>Phone Ext:</b>	80000

### GROUP: 1 QUANTITY: 1 SYSTEM PRICE: \$19,777.33 GROUP TOTAL: \$19,777.33

Description	Quantity
PowerVault MD3220i, 1G iSCSI (210-ABIU)	1
Ship Group,MD3220I,Dell Americas Organization (340-AFGF)	1
PowerVault MD32xxl 4G Cache Controller (403-BBCW)	1
PowerVault MD32xxl 4G Cache Controller (403-BBCW)	1
HD Multi-Select (341-4158)	1
Bezel Option, MD3220I (313-9920)	1
ReadyRails II Static Rails for 4-post Racks (770-BBCL)	1
Thank you for choosing Dell ProSupport Plus. For tech support, visit <a href="http://www.dell.com/contactdell">http://www.dell.com/contactdell</a> (951-2015)	1
Dell Hardware Limited Warranty Initial Year (954-6107)	1
Dell Hardware Limited Warranty Extended Year(s) (954-6108)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, Initial Year (954-6148)	1
ProSupport Plus: Mission Critical 4-Hour 7x24 On-Site Service with Emergency Dispatch, 2 Year Extended (954-6149)	1
ProSupport Plus: 7x24 HW/SW Tech Support and Assistance, 3 Year (954-6164)	1
Power Supply, AC 600W, Redundant (332-0747)	1
Power Cord, NEMA 5-15P to C13, 15 amp, wall plug, 6 feet / 2 meter (310-9965)	1
Power Cord, NEMA 5-15P to C13, 15 amp, wall plug, 6 feet / 2 meter (310-9965)	1
ProDeploy Dell Storage MD Series 3XXX 2U SAN - Deployment (805-4586)	1
ProDeploy Dell Storage MD Series 3XXX 2U SAN - Deployment Verification (805-4587)	1
Declined Remote Consulting Service (973-2426)	1
License Key, PowerVault MD3 512 per array Snapshots & Virtual Disk Copy (331-4986)	1
1TB 7.2K RPM Near-Line SAS 12Gbps 2.5in Hot-plug Hard Drive (400-ALUT)	14
600GB 10K RPM SAS 12Gbps 2.5in Hot-plug Hard Drive (400-AJPJ)	10

### SOFTWARE & ACCESSORIES GROUP TOTAL: \$0.00

Product	Quantity	Unit Price	Total
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Dell Education Services - PowerVault - NO TRAINING Selected (971-6451)	1	\$0.00	\$0.00
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<b>*Total Purchase Price:</b>		<b>\$19,777.33</b>
<b>Product Subtotal:</b>		\$19,777.33
<b>Tax:</b>		\$0.00
<b>Shipping &amp; Handling:</b>		\$0.00
<b>State Environmental Fee:</b>		\$0.00
<b>Shipping Method:</b>		LTL 5 DAY OR LESS

(\* Amount denoted in \$)

Order this quote easily online through your [Premier page](#), or if you do not have Premier, using [Quote to Order](#)

#### Statement of Conditions

The information in this document is believed to be accurate. However, Dell assumes no responsibility for inaccuracies, errors, or omissions, and shall not be liable for direct, indirect, special, incidental, or consequential damages resulting from any such error or omission. Dell is not responsible for pricing or other errors, and reserves the right to cancel orders arising from such errors.

Dell may make changes to this proposal including changes or updates to the products and services described, including pricing, without notice or obligation.

#### Terms of Sale

This quote is valid for 30 days unless otherwise stated. Unless you have a separate written agreement that specifically applies to this order, your order will be subject to and governed by the following agreements, each of which are incorporated herein by reference and available in hardcopy from Dell at your request:

If this purchase is for your internal use only: Dell's Commercial Terms of Sale ([www.dell.com/CTS](http://www.dell.com/CTS)), which incorporate Dell's U.S. Return Policy ([www.dell.com/returnpolicy](http://www.dell.com/returnpolicy)) and Warranty ([www.dell.com/warrantyterms](http://www.dell.com/warrantyterms)).

If this purchase is intended for resale: Dell's Reseller Terms of Sale ([www.dell.com/resellerterms](http://www.dell.com/resellerterms)).

If this purchase includes services: in addition to the foregoing applicable terms, Dell's Service Terms ([www.dell.com/servicecontracts/global](http://www.dell.com/servicecontracts/global)).

If this purchase includes software: in addition to the foregoing applicable terms, your use of the software is subject to the license terms accompanying the software, and in the absence of such terms, then use of the Dell-branded application software is subject to the Dell End User License Agreement - Type A

([www.dell.com/AEULA](http://www.dell.com/AEULA)) and use of the Dell-branded system software is subject to the Dell End User License Agreement - Type S ([www.dell.com/SEULA](http://www.dell.com/SEULA)).

You acknowledge having read and agree to be bound by the foregoing applicable terms in their entirety. Any terms and conditions set forth in your purchase order or any other correspondence that are in addition to, inconsistent or in conflict with, the foregoing applicable online terms will be of no force or effect unless specifically agreed to in a writing signed by Dell that expressly references such terms.

#### Additional Terms for Public Customers

If you are a department, agency, division, or office of any district, state, county or municipal government within the United States ("Public Customer"), the following terms ("Public Customer Terms") apply in addition to the foregoing terms: A. If any portion of the foregoing terms and conditions (or any terms referenced therein) is prohibited by law, such portion shall not apply to you. Notwithstanding anything to the contrary, the End User License Agreements shall take precedence in all conflicts relevant to your use of any software. B. By placing your order, you confirm that (1) you are a contracting officer or other authorized representative of Public Customer with authority to bind the Public Customer to these terms and conditions, and (2) you have read and agree to be bound by these terms and conditions.

#### Pricing, Taxes, and Additional Information

All product, pricing, and other information is valid for U.S. customers and U.S. addresses only, and is based on the latest information available and may be subject to change. Dell reserves the right to cancel quotes and orders arising from pricing or other errors. Sales tax on products shipped is based on your "Ship To" address, and for software downloads is based on your "Bill To" address. Please indicate any tax-exempt status on your

PO, and fax your exemption certificate, including your Customer Number, to the Dell Tax Department at 800-433-9023. Please ensure that your tax-exemption certificate reflects the correct Dell entity name: Dell Marketing L.P. Note: All tax quoted above is an estimate; final taxes will be listed on the invoice. If you have any questions regarding tax please send an e-mail to [Tax\\_Department@dell.com](mailto:Tax_Department@dell.com).

For certain products shipped to end-users in California, a State Environmental Fee will be applied to your invoice. Dell encourages customers to dispose of electronic equipment properly.

All information supplied to RAYTOWN POLICE DEPT for the purpose of this proposal is to be considered confidential information belonging to Dell.

**About Dell**

Dell Inc. listens to customers and delivers innovative technology and services they trust and value. Uniquely enabled by its direct business model, Dell is a leading global systems and services company and No. 34 on the Fortune 500. For more information, visit [www.dell.com](http://www.dell.com).

**Privacy Policy**

Dell respects your privacy. Across our business, around the world, Dell will collect, store, and use customer information only to support and enhance our relationship with your organization, for example, to process your purchase, provide service and support, and share product, service, and company news and offerings with you. Dell does not sell your personal information. For a complete statement of our Global Privacy Policy, please visit [dell.com/privacy](http://dell.com/privacy).

MASTER PRICE AGREEMENT  
BETWEEN  
MIDWESTERN HIGHER EDUCATION COMMISSION  
AND  
DELL MARKETING L.P.  
EFFECTIVE JULY 1, 2015 through JUNE 30, 2018

THIS AGREEMENT, and amendments and supplements thereto, is made between the Midwestern Higher Education Commission (hereinafter MHEC) located at 105 Fifth Avenue South, Suite 450 Minneapolis, MN 55401, on behalf of the Eligible Organizations located in the MHEC member states, and Dell Marketing L.P., (hereinafter Dell) One Dell Way, Round Rock TX, 78682. For purposes of this Master Agreement MHEC and Dell are referred to collectively as the "Parties" or individually as "Party".

**Whereas**, the Midwestern Higher Education Compact (Compact) is an interstate compact of twelve Midwestern states, such states being Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin (Member States); and MHEC, a nonprofit 501(c) (3), is a statutorily created governing body of the Compact established for the purposes, in part, of determining, negotiating and providing quality and affordable services for the Member States, the entities in those Member States, and the citizens residing in those Member States; and

**Whereas**, MHEC has established a Technology Initiative for the purpose of which is to determine, negotiate and make available quality and affordable technology products and services to the not-for-profit and public education related entities in the MHEC Member States; and

**Whereas**, MHEC has entered into separate agreements with the Southern Regional Education Board (SREB) and the Western Interstate Commission for Higher Education (WICHE) respectively to allow entities in the SREB Member States and the WICHE Member States access MHEC's Technology Initiative contracts, including this Master Agreement; and

**Whereas**, SREB Member States refers to any state that is a member or an affiliate member of SREB. Current SREB Member States are: Alabama, Arkansas, Delaware, Florida, Georgia, Kentucky, Louisiana, Maryland, Mississippi, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, and West Virginia; and

**Whereas**, WICHE Member States refers to any state that is a member or an affiliate member of SREB. Current WICHE Member States are: Alaska, Arizona, California, Colorado, Hawai'i, Idaho, Montana, Nevada, New Mexico, Oregon, Utah, Washington, Wyoming and U.S. Pacific Territories and Freely Associated States; and

**Whereas**, Dell offers certain quality technology related products and services; and

**Whereas**, MHEC conducted a competitive sourcing event for Network Hardware and Related Services in April 2014 and upon completion of the competitive process awarded Dell: Category 1: Network Equipment; and Category 2: Wireless Equipment; and

**Whereas**, MHEC conducted a competitive sourcing event for Computing Hardware and Related Services in August 2014 and upon completion of the competitive process awarded to Dell: Category 1: Desktop Hardware; Category 2: Laptop Hardware; Category 3: Tablet Devices; and Category 4: Server and Storage Hardware; and

Therefore, in consideration of mutual covenants, conditions, and promises contained herein, MHEC and Dell agree as follows:

## 1. Definitions

**Authorized Agents:** refers to marketing agents, agents or order fulfillers authorized by Dell to provide Products and Services under this Master Agreement. Dell will list Authorized Agents on an internet site accessible to MHEC, its Member States and Eligible Organizations. Dell will provide to MHEC the general criteria used to authorize agents. At any time during the term of this Master Agreement should MHEC protest the inclusion of a firm on this list pursuant to commercially justifiable cause, Dell may require that firm to undergo re-approval.

**Dell-branded Products:** refers to any information technology products that are marked with the "Dell" brand, including all Standard Configurations thereof, but does not include any of the following items: (i) software, sound cards, speakers, external devices, accessories or parts added to the Dell-branded hardware products after they are shipped from Dell; (ii) accessories or parts added to the Dell-branded hardware products through Dell's Custom Factory Integration Services at Procuring Eligible Organization's request; (iii) accessories or parts that are not installed in the Dell factory; (iv) Third Party Software and Peripheral products; or (v) monitors, keyboards and mice, to the extent that they are not included in Dell's products listed online.

**Documentation:** refers to the any documentation made available by Dell to Procuring Eligible Organization relating to any Equipment or Software purchased as well as any manuals relating to the Equipment or Software.

**Deliverables:** refers to the tangible materials, including reports, studies, base cases, drawings, findings, software, manuals, procedures, and recommendations that Dell delivers to Procuring Eligible Organization under a Statement of Work.

**Eligible Organizations:** This Master Agreement shall be the framework under which Eligible Organizations can acquire Products as defined in section Products and acquire Services as defined in section Services from Dell. Eligible Organizations shall include:

1. All not-for-profit private and public institutions and/or systems of higher education (colleges, universities, community colleges, technical institutions and equivalent institutions) located in a Member State, SREB Member State or WICHE Member State;
2. All K-12 schools and school districts located in a Member State, SREB Member State or a WICHE Member State;
3. All city, county, and other local governments located in a Member State, SREB Member State or WICHE Member State;
4. All state governments and their departments of a Member State, SREB Member State or WICHE Member State;
5. Eligible Organizations located in a Member State, SREB Member State or WICHE Member State that terminates its association with MHEC, SREB or WICHE respectively, will no longer be eligible to acquire Products or Services pursuant to this Master Agreement. Termination by any Member State, SREB Member State or WICHE Member State shall not prohibit or restrict Dell from negotiating or contracting with such Member State, SREB Member State or WICHE Member State or entities within such states outside of MHEC. MHEC shall promptly notify Dell in writing of the termination of any membership in MHEC, SREB or WICHE. If any Member State, SREB Member State or WICHE Member State so terminates its membership, such termination

shall not affect the validity or enforceability of or constitute a default under any Order then in effect with any Eligible Organization. Similarly, MHEC shall promptly notify Dell if other states join MHEC, SREB or WICHE after which such states shall be deemed to be a Member State, SREB Member State or WICHE Member State for purposes of this Master Agreement.

**Equipment:** refers to Dell's full line of new or refurbished hardware for: a) network and related equipment and components, b) wireless and related equipment and components, c) desktops and related equipment and components, d) laptops and related equipment and components, e) tablet devices and related equipment and components, f) server and storage and related equipment and components; made available for sale by Dell to Eligible Organizations under this Master Agreement.

**Large Order Negotiated Prices:** refers to the price offered to specific Eligible Organizations under defined additional terms and conditions. Selection and pricing of large order negotiated prices shall be by mutual agreement of the Eligible Organization and Supplier. Large Order Negotiated Prices shall apply only to those items that meet the applicable additional terms and conditions negotiated by Supplier and the Eligible Organization.

**Master Agreement Promotional Prices:** refers to special prices that are offered nationally or regionally under this Master Agreement to a specific category of customers intended to include Eligible Organizations for defined time periods under defined terms and conditions.

**Member State:** refers to any state that is a member, or an affiliate member, of the Midwestern Higher Education Compact ("MHEC"). For purposes of this Master Agreement the current MHEC Member States are Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota and Wisconsin.

**Order:** refers to an Eligible Organization's purchase order or other ordering document evidencing its intent to procure Products or Services from Supplier under the terms and conditions of this Master Agreement.

**Price Agreement:** refers to an indefinite quantity contract, which requires Dell to furnish Products or Services to a Procuring Eligible Organization that issues a valid Order document.

**Procuring Eligible Organization:** refers to an Eligible Organization which desires to purchase under this Master Agreement and has executed an Order.

**Products:** refers to the full line of information technology Equipment, Software and Documentation Dell makes available under this Master Agreement.

**Promotional Prices:** refers to prices that Dell offers nationally or regionally to a specific category of customers intended to include similarly situated public entity and institutional Eligible Organizations for defined time periods in similar quantities and under the promotional price offer's defined terms and conditions.

**Retail Price List:** refers to the Dell's retail price list and is a complete list of Products and Services with the corresponding retail prices for those Products and Services made available for purchase by Eligible Organizations under this Master Agreement. The Retail Price List contains an item number, item description and the retail price for each Product. Retail Price List is set forth online at <http://ftpbox.us.dell.com/slg/weekly/dellpricereport.pdf> and may be modified at any time.

**Services:** refers to the services offered by Dell under this Master Agreement including: pre-implementation de-sign, installation/de-installation, migration, optimization, maintenance, technical support, training, and services accessible over the internet. These services are as follows:

1. Support Services: such as warranty services, maintenance, installation, de-installation, factory integration, (software or equipment components), asset management, and recycling/disposal.
2. Training and certification.
3. Professional Services: such as assessments, disaster recovery planning and support, services desk/help desk, software and application development, and any other directly related technical support and/or IT related service required for the effective operation of a product offered or supplied.
4. IT as a Service: refers to the delivery of a variety of hybrid services and applications accessible on demand over the internet including:
  - A. Software-as-a-service (SaaS): refers to a software delivery method that provides access to software and its functions remotely as a web-based service.
  - B. Infrastructure-as-a-service (IaaS): refers to computer infrastructure, such as virtualization, being delivered as a service.
  - C. Platform-as-a-service (PaaS): refers to a computing platform being delivered as a service.
  - D. Storage-as-a-service: refers to a storage model where an entity rents or leases storage space.
  - E. Desktop-as-a-service (DaaS): refers to virtual desktop infrastructure (VDI).
  - F. Disaster recovery-as-a-service (DRaaS) refers to backup and restore data services.

Eligible Organizations purchasing on-site Support, on-site Training, Professional, or IT as a Service shall negotiate the terms and conditions of such purchase with the Vendor, including, as applicable, service level agreements and/or statements of work.

**Software:** refers to Dell's full offerings of a) network related software, b) wireless related software, c) desktop related software, d) laptop related software, e) tablet devices related software, and f) server and storage related software made available under this Master Agreement. Software shall mean software, library, utility, tool, or other computer or program code, each in object (binary) code form, as well as the related media, printed materials, online and electronic documentation and any copies thereof. Software shall include updates, upgrades, maintenance releases, revisions, and enhancements to the licensed software. Software may include software accessed by Eligible Organization through the Internet or other remote means (such as websites, portals, "hosted" and "cloud-based" solutions).

**System Software:** means Software that provides basic hardware functionality and provides a platform for applications to run (e.g., firmware and BIOS software), and any Software specifically designated by Dell as System Software the purpose of which is to operate and manage the Products in which it is embedded.

**Application Software:** means computer programs that are designed to perform specialized data processing tasks for the user and any Software specifically designated by Dell as Application Software.

**Supplier:** refers to Dell or an Authorized Agent.

**Third Party Products:** refers to any Equipment ("Third Party Equipment") or Software ("Third Party Software") other than parts that are Dell branded or originally listed as components of Dell-branded Products. Third Party Software is not considered components of Dell-branded Products.

**Third Party Services:** refers to any Services performed by someone other than Dell or its subcontractors.

## 2. Scope of Work

Procuring Eligible Organizations shall purchase from Supplier, and Supplier shall distribute to Procuring Eligible Organizations Products and Services in accordance with the terms of this Master Agreement. All Eligible Organizations are qualified to purchase under this Master Agreement, including those Eligible Organizations currently under a separate agreement with Supplier. This Master Agreement is a Price Agreement. Accordingly, Supplier shall provide Products or Services only upon the issuance and acceptance by Supplier of a valid Order. Orders may be issued to purchase any Products or any Services listed on the Retail Price List. A Procuring Eligible Organization may purchase any quantity of Products or Services listed in Dell's Retail Price List at the prices stated herein. For Large Order Negotiated Prices, Supplier and Eligible Organization may negotiate quantity discounts below the Products and Services Pricing for a given purchase order. As it sees fit, Supplier may offer under this Master Agreement Promotional Price discounts that result in prices below those listed in the Product and Services Price List. Dell is solely responsible for fulfillment of the responsibilities under the terms and conditions of this Master Agreement. MHEC shall not be liable for any Eligible Organization that executes an Order under this Master Agreement. An Eligible Organization shall not be responsible for any other Eligible Organization that executes its own Order under this Master Agreement.

## 3. Purchasing Under Master Agreement

- A. **Products:** Procuring Eligible Organization shall purchase from Supplier the Products listed on the Retail Price List under the terms and conditions of this Master Agreement by delivering to Supplier an Order. The Order should include: (i) Procuring Eligible Organization by name and address; (ii) the quantity, and description of the Product that Procuring Eligible Organization desires to purchase or license; (iii) the price of the Product in accordance with this Master Agreement; (iv) the "bill-to" address; (v) the "ship-to" address; (vi) the requested delivery dates and shipping instructions; (vii) a contact name and telephone number; and (viii) reference to this Master Agreement. Supplier must notify Procuring Eligible Organization if it intends to substitute any item(s) that has been ordered by the Procuring Eligible Organization using this contract; the Procuring Eligible Organization will then have the option to cancel the order if such substitute item is not acceptable. The substitute item must be at an equivalent or better technology level than the original product ordered, and at the same price. Failure to comply may result in return of merchandise at Supplier's expense.
- B. **Services:** Procuring Eligible Organization shall purchase Services from Supplier under the terms and conditions of this Master Agreement by delivering to Supplier an Order. The Order should include: (i) Procuring Eligible Organization by name and address; (ii) the description of the Service (s) that Procuring Eligible Organization desires Supplier to perform; (iii) the price of the Service in accordance with this Master Agreement; (iv) the "bill-to" address; (v) the requested performance dates; (vi) a contact name and telephone number; and (vii) reference to this Master Agreement. Eligible Organizations purchasing on-site Support, on-site Training, Professional, or IT as a Service shall negotiate the terms and conditions of such purchase with the Vendor, including, as applicable, service level agreements and/or statements of work.
- C. Each Order that is accepted by Supplier will become a part of the Agreement as to the Products and/or Services listed on the Order only; no additional terms or conditions will be added to this Agreement as a result of the acceptance of the Order, nor will such terms affect any purchase. An Order from an Eligible Organization accepted by Supplier is binding.
- D. All Products furnished will be subject to acceptance pursuant to the terms and conditions of Section 7.A ("Acceptance") by Procuring Eligible Organization after delivery. No substitutions or

cancellations are permitted without notification to the Procuring Eligible Organization. Nothing in this Section precludes any agreements for the use of electronic purchase orders.

- E. Procuring Eligible Organization may request in writing changes to an Order ("Change Request") that Supplier has previously accepted up until the time Dell begins manufacturing the Products or performing the Services. In response to a Change Request, Supplier will provide written quotations to Procuring Eligible Organization, including any changes to prices, license fees, shipment or completion dates. A Change Request is a separate Order subject to the terms and conditions of this Master Agreement and Dell's change order process.
- F. Supplier will accept a purchasing card for order placement in addition to accepting a purchase order.
- G. When Equipment purchased on this contract requires installation, the Supplier must provide the cost of installation as a separate line item on their quotation. The installation cost must include all packing, freight, insurance, set-up, instruction, and operation manual charges. Equipment must be set in place in an area designated by Procuring Eligible Organization personnel, demonstrated to be in operating condition, and approved by Procuring Eligible Organization personnel. Upon request, Dell will provide a Services quote with a Statement of Work to remove any and all debris from the Procuring Eligible Organization's site. Upon installation, all operating instructions will be provided either physically or electronically to Procuring Eligible Organization's personnel identified on the purchase order.

#### **4. Quantity Guarantee**

This Master Agreement is not a purchase order, nor does it guarantee any purchases to be made by any Eligible Organization. This Master Agreement is not an exclusive agreement. MHEC and Eligible Organizations may obtain information technology products and services from other sources during the term of the Master Agreement.

#### **5. Master Agreement Term**

This Master Agreement will be formed upon execution by the Parties, and shall remain in effect, unless otherwise terminated pursuant to the terms of the Master Agreement, for a period of three (3) years from the Effective Date. The Master Agreement may be mutually renewed for four (4) additional one-year terms, upon written agreement of the Parties, unless terminated pursuant to the terms of this Agreement.

#### **6. Order of Precedence**

Where the terms and conditions of this Master Agreement are in conflict with an Eligible Organization's state and/or institutional laws or regulations, the Eligible Organization and Dell may enter into an addendum to amend the terms and conditions of the Master Agreement to conform to the Eligible Organization's state and/or institutional laws or regulations. Likewise, a Procuring Eligible Organization and Dell may enter into an addendum to supplement or modify this Agreement for specific Products or Services. The terms and conditions of the addendum shall only be applicable between the Eligible Organization that entered into the addendum and Dell.

In the event of any conflict among these documents, the following order of precedence shall apply:

- A. Mutually agreed upon Statement of Work ("SOW") or Service Level Agreement ("SLA")
- B. License terms applicable to the software license or software service purchased hereunder
- C. Executed addendum, not to include Purchase Orders, between Eligible Organization and Dell

- D. The terms and conditions of this Master Agreement or any MHEC-Dell addenda to this Master Agreement and its Exhibits
- E. The list of Products and Services contained in the Order

## 7. Payment Provisions

- A. **Acceptance.** A Procuring Eligible Organization shall determine whether all Products and Services delivered meet the Dell's published specifications. No payment shall be made for any Products or Services until the Eligible Organization has accepted the Products or Services. Unless otherwise agreed upon between the Eligible Organization and Dell, the Eligible Organization shall within fifteen (15) calendar days from the date of delivery, issue a written notice of partial acceptance or rejection of the Products or Services; otherwise the Products or Services shall be deemed accepted.
- B. **Return Policy.** Procuring Eligible Organization may return Dell branded products in accordance with the terms of Dell's Return Policy as shown in Exhibit C. Restocking fees may apply. Restocking fees will be disclosed to the Procuring Eligible Organization when an RMA is requested.
- C. **Payment of Invoice.** Payments shall be delivered to Dell at the address shown on the invoice. Payments shall be made within thirty (30) days from the date of invoice. In the event that Dell is required to pursue the collection of past due amounts not subject to a good faith dispute between Dell and the Procuring Eligible Organization, Dell will be entitled to recover interest accrued at the lesser of 1.5% per month or in accordance with the applicable state laws of the Procuring Eligible Organization.
- D. **Dispute Notice.** Procuring Eligible Organization shall make a good faith effort to notify Supplier of any billing discrepancies or disputes about an invoice within fifteen (15) business days after receiving it, specifying with particularity the basis of any such dispute ("Dispute Notice") or in accordance with the applicable state laws of the Procuring Eligible Organization. Tender of a Dispute Notice does not relieve Procuring Eligible Organization of its obligations to pay the undisputed portion of any invoice subject to a Dispute Notice. Any amounts that were the subject of a Dispute Notice and are subsequently resolved in favor of Supplier will be subject to interest charges accruing from the original due date.
- E. **Partial Shipment.** In the event an order is shipped incomplete (partial), the Procuring Eligible Organization must pay for each shipment as invoiced by Supplier unless the Procuring Eligible Organization has clearly specified "No Partial Shipment" on each purchase order.
- F. **Payment of Taxes.** The prices listed under this Master Agreement do not include, and Procuring Eligible Organization shall reimburse Supplier for, any and all taxes and/or duties assessed against or payable by Supplier in connection with the sale of Equipment, licensing of Software or Documentation, or performance of Services except for taxes imposed upon Suppliers net income. Unless the Procuring Eligible Organization provides a proof of tax exemption, taxes will be additive to the contracted price.

## 8. Shipping

Dell shall ship the Products F.O.B. destination. Title to Products shall pass to Procuring Eligible Organization upon delivery to Procuring Eligible Organization's destination point. Risk of loss or damage to the Products shall pass to Procuring Eligible Organization upon delivery to the Procuring Eligible Organization. Dell shall bear the risk of loss with respect to returned Products except for loss or damage directly attributable to the negligence of the Eligible Organization. Standard 3-5 day ground shipping will

be included in the price of the equipment. All equipment must be shipped fully configured with the required memory, components, and selected or specified operating system, unless as otherwise noted.

## 9. Product Delivery

- A. Unless otherwise agreed to by Procuring Eligible Organization and Supplier, Supplier agrees to deliver Products to Procuring Eligible Organization within thirty (30) days after receipt of a valid Order. If delivery cannot be made within thirty (30) calendar days, Supplier will notify Procuring Eligible Organization within five (5) business days following Order placement, and Procuring Eligible Organization as its exclusive remedy, can cancel the order by written, electronic, or facsimile notification. Failure of the Supplier to adhere to delivery schedules as specified or to promptly replace defective product shall render the Supplier liable for all costs in excess of the contract price when alternate procurement is necessary. Suppliers acknowledge that all locations of any particular Eligible Organization may not be within the MHEC region.
- B. If deliveries prove to be unsatisfactory, or other problems arise, MHEC reserves the right to delete Product or Services from the Master Agreement and/or cancel Master Agreement for cause. Similarly, if deliveries prove to be unsatisfactory or other problems arise under the agreement for a Procuring Eligible Organization, the Procuring Eligible Organization retains all of its remedies for a default. Failure of MHEC or the Procuring Eligible Organization to exercise its rights of termination for cause or other remedies for default due to a Supplier's failure to perform as required in any instance shall not constitute a waiver of termination rights or other default remedies in any other instance.
- C. Suppliers may choose to deliver products electronically where practicable. This option must be under the independent control of each Procuring Eligible Organization.

## 10. Price Guarantees

The Procuring Eligible Organization shall pay the lower of the prices contained in the Master Agreement, Announced Master Agreement Promotional Price, Dell's publically announced Promotional Price (provided that the Procuring Eligible Organization notifies Dell of the applicability of a specified Promotional Price), or Large Order Negotiated Price at the time of Order (provided that, with respect to the applicability of Large Order Negotiated Prices, such Procuring Eligible Organization is a party to the Large Order Negotiated Price negotiations and the purchase is part of the project for which the Large Order Negotiated Price was negotiated). When Eligible Organizations purchase under this Master Agreement, Dell shall not sell Products or Services to Eligible Organizations at prices higher than those awarded via this Master Agreement and in instances where this Provision is applied, this Master Agreement contract number shall be referenced in the Supplier's quote.

## 11. Product Pricing

Dell agrees to maintain Product Pricing in accordance with the following provisions:

- A. Retail Price List for all Equipment, Software and Documentation will be set forth at <http://ftpbox.us.dell.com/slg/weekly/dellpricereport.pdf> Changes to retail prices generally take effect immediately, and Dell reserves the right to change retail prices at any time.
- B. Discount Percentage Pricing: The prices for Products are the Retail Price List less applicable discount as specified in Exhibit A. Except as set forth in Section 10 "Price Guarantees" or Section 37 "Administrative Reporting and Fees," the discount percentages set forth in Exhibit A shall remain firm during the term of this Master Agreement. Dell shall add new Product(s) to Retail Price List as

new Product(s) become available for sale. The pricing for all new Products shall be at the price discount levels provided herein, or as agreed to by the Parties.

- C. Dell may revise or discontinue Product offerings at any time without prior notice to MHEC. A change in a Product may occur between the time that Procuring Eligible Organization orders a Product and the time that Dell ships the Product. As a result, Products shipped may display minor differences from the Products Procuring Eligible Organization ordered, but they will meet or exceed all material specifications of the Products Procuring Eligible Organization ordered.
- D. Quarterly Reviews and Product Roadmaps: Dell agrees to meet with MHEC on at least a quarterly basis to discuss Product Roadmaps, which will consist of a six-month forecast of any Products, including the specific configuration bundles for which Eligible Organizations receive special pricing. Dell targets an 18-month lifecycle for its standard platforms and often exceeds this goal. In addition, standard platforms offer a minimum 60-90 day overlap between a system that is due to become end-of-life and its successor. Dell agrees to provide advance notice of introduction, transition, and end-of-life information for Products, system platforms, peripherals, and software. In addition, at such Quarterly Reviews, Dell agrees to work with MHEC to identify configurations, bundles, and/or promotional pricing that would provide the most value under this Master Agreement and/or to specific Procuring Eligible Organization(s). Configurations, bundles, and/or promotional pricing will be offered and continuously available throughout the term of this Master Agreement.
- E. Products purchased shall be new, current models manufactured with 100% new OEM parts. All Products should be offered in current production as of the date of the award. For purpose of this contract, "current production" shall mean that the equipment model is being manufactured as new equipment for the United States market. Dell will delete obsolete and discontinued Products from the Retail Price List on a timely basis.
- F. Prices will be F.O.B. destination (interior/ground floor or inside dock), and freight pre-paid and allowed, to any and all locations of the Procuring Eligible Organization. Prices must include all packing, freight, insurance charges and installation/operation manuals.

## 12. Services Pricing

Dell agrees to maintain the Service Pricing in accordance with the following provisions:

- A. For any standard Services, in which the Services and corresponding SKU are on Retail Price List, the pricing will be as described in the Products Section for Discount Percentage Pricing, and the applicable discount percentage as noted in Exhibit A will apply. Except as set forth in Section 10, "Price Guarantees" or Section 37 "Administrative Reporting and Fees," the discount percentage set forth in Exhibit A shall remain firm for the term of the Master Agreement.
- B. For any custom Services that are not included on the Retail Price List, the prices for such Services purchased under this Master Agreement will be as mutually agreed upon by both Dell and Procuring Eligible Organization and as set forth in a Dell quote or an applicable SOW or negotiated agreement.
- C. Specific geographic restrictions on the availability of Services must be conveyed to the Procuring Eligible Organization.
- D. Dell may offer a direct or indirect leasing program as a financial Service under a separate leasing agreement.
- E. Any purchase by Procuring Eligible Organizations of IT as a Service is pursuant to the terms of the Dell Services Description accompanying the Services and the Services Acceptable Use Policy, which is

available for review at [www.dell.com/termsandconditions](http://www.dell.com/termsandconditions) or any other negotiated agreement between Eligible Organization and Dell.

### 13. License and Proprietary Rights

The terms applicable to any software are in its license agreement, included with the Software media packaging, or presented to Procuring Eligible Organization during the installation or use of the Software. For Dell-branded System Software, Procuring Eligible Organization's use of such Software is subject to the Dell-branded System Software End User License Agreement (EULA) as set forth in Exhibit B, attached hereto. If a separate license agreement exists between Procuring Eligible Organization and the manufacturer or the owner of the Software, that license agreement will control and will apply according to its terms and conditions.

### 14. Proprietary Rights

All right, title, and interest in and to the intellectual property (including all copyrights, patents, trademarks, trade secrets, and trade dress) embodied in the Software, Products, Deliverables and all content and other items included with or as part of the Products, Services, Software, or Deliverables, such as text, graphics, logos, button icons, images, audio clips, information, data, feedback, photographs, graphs, videos, typefaces, music, sounds, and software, as well as the methods by which any Services are performed and the processes that make up the Services, shall belong solely and exclusively to Supplier or its suppliers or licensors, and Procuring Eligible Organization shall have no rights whatsoever in any of the above, except as expressly granted in this this Master Agreement.

### 15. Warranties

- A. **Equipment:** Dell warrants that any Dell branded products shall be free from defects in material and workmanship under normal use, will conform to the specifications within the product documentation accompanying the product, and that the Equipment shall remain in good working order for the applicable warranty period from the date of Invoice. The applicable warranty period will be determined by such factors as the type of Warranty or Product purchased. If any Equipment is not as warranted in this Section, then Dell shall repair or replace the Equipment in accordance with the applicable warranty. In repairing or replacing any Equipment or part of any Equipment under this warranty, Dell may use new, remanufactured, reconditioned, refurbished, or functionally equivalent Equipment or parts of Equipment. For any Equipment or parts thereof repaired, replaced or corrected under this Section, the warranty period applicable to the Equipment will continue for the remainder of the original warranty period. If, Dell determines that it cannot, in a commercially reasonable manner repair or replace any Equipment, then Dell may, in its sole discretion, refund to Procuring Eligible Organization the price of the Equipment.
- B. EXCEPT AS EXPRESSLY STATED IN THIS AGREEMENT OR IN THE APPLICABLE PRODUCT OR SERVICE DOCUMENTATION, DELL (INCLUDING ITS AFFILIATES, CONTRACTORS, AND AGENTS, AND EACH OF THEIR RESPECTIVE EMPLOYEES, DIRECTORS, AND OFFICERS), ON BEHALF OF ITSELF AND ITS SUPPLIERS AND LICENSORS (COLLECTIVELY, THE "DELL PARTIES") MAKES NO EXPRESS OR IMPLIED WARRANTY WITH RESPECT TO ANY OF THE PRODUCTS, SOFTWARE, DELIVERABLES OR SERVICES, INCLUDING BUT NOT LIMITED TO ANY WARRANTY (a) OF MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE, PERFORMANCE, SUITABILITY, OR NON-INFRINGEMENT; (b) RELATING TO THIRD-PARTY PRODUCTS; OR (c) RELATING TO THE RESULTS OR PERFORMANCE OF THE SOLUTION, INCLUDING THAT THE SOLUTION WILL BE PROVIDED WITHOUT INTERRUPTION OR ERROR.
- C. WARRANTIES DO NOT COVER DAMAGE DUE TO EXTERNAL CAUSES, SUCH AS ACCIDENT, ABUSE, PROBLEMS WITH ELECTRICAL POWER, SERVICE NOT PERFORMED OR AUTHORIZED BY DELL

- (INCLUDING INSTALLATION OR DE-INSTALLATION), USAGE NOT IN ACCORDANCE WITH THE DOCUMENTATION, NORMAL WEAR AND TEAR, OR USE OF PARTS AND COMPONENTS NOT SUPPLIED OR INTENDED FOR USE WITH THE SOLUTION. WARRANTIES DO NOT APPLY TO THIRD-PARTY PRODUCTS. ANY WARRANTY ON A THIRD-PARTY PRODUCT IS PROVIDED BY THE PUBLISHER, PROVIDER, OR ORIGINAL MANUFACTURER.
- D. NOTHING IN THIS SECTION SHALL EXCLUDE OR LIMIT DELL'S WARRANTY OR LIABILITY FOR LOSSES THAT MAY NOT BE LAWFULLY EXCLUDED OR LIMITED BY APPLICABLE LAW. SOME JURISDICTIONS DO NOT ALLOW THE EXCLUSION OF CERTAIN WARRANTIES OR CONDITIONS OR THE LIMITATION OR EXCLUSION OF LIABILITY FOR LOSS OR DAMAGE CAUSED BY NEGLIGENCE, BREACH OF CONTRACT, BREACH OF IMPLIED TERMS, OR INCIDENTAL OR CONSEQUENTIAL DAMAGES. SOME JURISDICTIONS DO NOT ALWAYS ENFORCE CLASS ACTION OR JURY WAIVERS, AND MAY LIMIT FORUM SELECTION CLAUSES AND STATUTE OF LIMITATIONS PROVISIONS, AS SUCH, ONLY THE LIMITATIONS THAT ARE LAWFULLY APPLIED TO PROCURING ELIGIBLE ORGANIZATION IN PROCURING ELGIBILE ORGANIZATIONS'S JURISDICTION WILL APPLY TO PROCURING ELIGIBLE ORGANIZATION, AND DELL'S LIABILITY WILL BE LIMITED TO THE MAXIMUM EXTENT PERMITTED BY APPLICABLE LAW.
- E. **HIGH-RISK DISCLAIMER:** DELL SHALL NOT BE LIABLE TO THE PROCURING ELIGIBLE ORGANIZATION FOR USE OF THE SOLUTION IN HAZARDOUS OR HIGH-RISK ENVIRONMENTS REQUIRING FAIL-SAFE PERFORMANCE, IN WHICH THE FAILURE OR MALFUNCTION OF THE SOLUTION COULD LEAD DIRECTLY TO DEATH, PERSONAL INJURY, OR SEVERE PHYSICAL OR PROPERTY DAMAGE. SUCH USE IS AT PROCURING ELIGIBLE ORGANIZATION'S OWN RISK, EVEN IF DELL KNOWS OF SUCH USE, AND DELL EXPRESSLY DISCLAIMS ANY EXPRESS OR IMPLIED WARRANTY OF FITNESS FOR SUCH HIGH-RISK ACTIVITIES.
- F. **Services:** Dell represents and warrants that the Services provided under this Master Agreement will be performed in a skillful, competent, timely, professional and workmanlike manner, and that the Dell employees, agents and contractors assigned to perform Services under this Master Agreement have the proper skill, training and background so as to be able to perform in a skillful, competent, timely, professional and workmanlike manner. Any additional warranty for Services will be decided on a case by case basis and be mutually agreed upon in a SOW.
- G. **Third-Party Products and Services Warranties:** Dell does not warrant Third-Party Products or Services. Any warranty provided on Third-Party Product(s) or Service(s) is provided by the publisher, original manufacturer, or service provider and may vary from product to product or service to service. Such warranties shall be provided to the Procuring Eligible Organization with the Third Party Products and Services.
- H. Dell warrants that Procuring Eligible Organization shall acquire good and clear title to Dell-branded Products being purchased under this Master Agreement, free and clear of all liens and encumbrances. For any non-Dell branded Products, Dell warrants that it has the right to provide such Products to the Procuring Eligible Organization.
- I. **Environmental Factors:** Many Eligible Participants are committed to promoting environmentally sound procurement, usage and disposal methods which are in compliance with State, County, and Municipal regulations. Dell agrees to maintain for the term of this Master Agreement, and all renewals/extensions thereof, programs as described in the following paragraphs.
- A. **Takeback/Recycling of Equipment.** Costs are as listed on the Retail Price List subject to applicable discounts.

- B. Environment: Compliance with the following standards applicable to IT providers in the United States: Blue Angel, EcoLogo, Energy Star, EPEAT (by level), Green Guard, and TCO.
- C. Product labeling of compliance with Items B above, as well as identification of such information on the web site.

**16. Termination**

- A. At any time MHEC may terminate this Master Agreement, in whole or in part, by giving Dell ninety (90) days written notice; provided however, neither MHEC nor Eligible Organization has the right to terminate a specific Order for convenience after the Product has begun production or been shipped for such Products that don't require production. At any time, Dell may terminate this Master Agreement, in whole or in part, by giving MHEC ninety (90) days written notice. Such termination shall not relieve Dell of any warranty or other service obligations incurred under the terms of this Master Agreement.
- B. Either Party may terminate this Master Agreement for cause based upon material breach of the Master Agreement by the other Party, provided that the non-breaching Party shall give the breaching Party written notice specifying the breach and shall afford the breaching Party a reasonable opportunity to correct the breach. If within thirty (30) days after receipt of a written notice the breaching Party has not corrected the breach or, in the case of a breach that cannot be corrected in thirty (30) days, begun and proceeded in good faith to correct the breach, the non-breaching Party may declare the breaching Party in default and terminate the agreement effective immediately. The non-breaching party shall retain any and all remedies available to it under the law.
- C. In the event that either Party be adjudged insolvent or bankrupt by a court of competent jurisdiction, or upon the institution of any proceedings by or against it seeking relief, reorganization or arrangement under any laws relating to insolvency, or upon any assignment for the benefit of creditors, or upon the appointment of a receiver or trustee of any of its property or assets, or upon the liquidation, dissolution or winding up of its business, then and in any such event this Master Agreement may immediately be terminated or cancelled by the other Party hereto.
- D. In the event this Master Agreement expires or is terminated for any reason, a Procuring Eligible Organization shall retain its rights in all Product and Services accepted prior to the effective termination date or ordered before the effective termination date and ultimately accepted.

**17. Non-Appropriation**

This provision applies only to publicly funded Eligible Organizations. The terms of this Master Agreement and any Order issued for multiple years under this Master Agreement is contingent upon sufficient appropriations being made by the legislature or other appropriate governing entity. Notwithstanding any language to the contrary in this Master Agreement or in any purchase order or other document, Procuring Eligible Organization may terminate its obligations under this Master Agreement if sufficient appropriations are not made by the governing entity to pay amounts due for multiple year agreements. The Procuring Eligible Organization's decision as to whether sufficient appropriations are available shall be accepted by Dell and shall be final and binding. A Procuring Eligible Organization shall provide sixty (60) days' notice, if possible, of its intent to terminate this contract for non-appropriation. The Procuring Eligible Organization shall send to Dell a notice of its Governing Body's decision not to appropriate funds for the installment sale payments for the subsequent fiscal year. Such termination shall relieve the Procuring Eligible Organization, its officers and employees from any responsibility or liability for the payment of any future Orders. However, all outstanding invoices from Dell will be paid by the Procuring Eligible Organization.

**18. Records and Audit**

Dell agrees to maintain records directly related to the Invoices and Purchase Orders under this Master Agreement for a period of three (3) years or such term as required by applicable law from the date of receipt of final payment after termination of the Master Agreement. These records shall be subject to inspection, which may be initiated no more than twice annually, with reasonable advance notice, by Procuring Eligible Organization and appropriate governmental authorities within Procuring Eligible Organization's state. The Procuring Eligible Organization shall have the right to request copies of invoices either before or after payment. Payment under this Master Agreement shall not foreclose the right of the Procuring Eligible Organization to recover excessive or illegal payments.

**19. Independent Contractor**

Dell, its agents, and employees are independent contractors and are not employees of MHEC or any Eligible Organization. Dell has no authorization, express or implied to bind MHEC or any Eligible Organization to any agreements, settlements, liability or understanding whatsoever, and agrees not to perform any acts as agent of MHEC or any Eligible Organization, except as expressly set forth herein. Nothing in this Master Agreement is intended, or shall be deemed, or construed to constitute a partnership or a joint venture between the Parties.

**20. Patent, Copyright, Trademark and Trade Secret Indemnification**

Dell will indemnify, defend and hold MHEC and Eligible Organization harmless from any third party claim that any Dell-branded Product or Service provided to Eligible Organization pursuant to this Master Agreement infringes on another person's or entity's United States patent, copyright, trade secret or any other proprietary right of a third party. Dell will have no obligation under this section with respect to any Claim of infringement resulting from (a) Services performed, or Product provided, pursuant to Eligible Organization's specification or design; (b) an Eligible Organization's unauthorized modification of a Product; or (c) any combination, operation, or use of the Product with systems other than those provided by Dell to the extent that such a Claim is caused by such modification, combination, operation, or use of the Product. Following notice of a Claim or a threat of actual suit, Dell will, at its own expense and option, (1) resolve the claim in a way that permits continued ownership and use of the affected Product or Service; (2) provide a comparable replacement at no cost; or (3) in the case of a Product accept return of the Product, freight collect, and provide a reasonable depreciated refund and in the case of a Service, provide a refund less a reasonable adjustment for beneficial use, but in no event shall refund of Product or Service relieve Dell from its obligations to defend and indemnify MHEC and Eligible Organizations.

With respect to any claim that Non-Dell branded Product(s) or Service(s) infringes upon another person's or entity's patent, copyright, trade secret or other intellectual property rights in the United States, Dell agrees to pass through to the appropriate Eligible Organization any rights to indemnification protection for which Dell currently or subsequently has in place with the manufacturer, licensor and publisher.

**21. Indemnification**

Dell will indemnify, protect, save and hold harmless MHEC and Eligible Organizations, as well as the representatives, agents and employees of MHEC and Eligible Organizations, from any and all third party claims or causes of action related to a claim of personal injury or damage to tangible property, including all reasonable attorneys' fees incurred by MHEC and/or Eligible Organizations, directly arising from intentionally wrongful actions or omissions or the negligent performance of the Master Agreement by Dell, Dell's agents, employees, or subcontractors. MHEC and/or Eligible Organization shall give Dell

written notice, by registered mail, promptly after it becomes aware of any claim to be indemnified hereunder. For state entities, Dell will coordinate with state's attorney general as required by state law. Dell will control the defense of any such claim or action at Dell's own expense. MHEC and/or Eligible Organization agree that Dell may employ attorneys of its own choice to appear and defend the claim or action and that MHEC and/or Eligible Organization shall do nothing to compromise the defense of such claim or action or any settlement thereof and shall provide Dell with all reasonable assistance that Dell may require.

## **22. Limitation of Liability**

Dell shall not be liable to MHEC or any individual Eligible Organization for any direct damages in excess of \$500,000 or the price of the Product(s) or Service(s) purchased per Order subject to such claim, whichever is greater. The foregoing limitation does not apply to any indemnification obligations under this Master Agreement or to damages resulting from personal injury or tangible property damage caused by Dell's negligence or willful misconduct. NEITHER DELL, MHEC NOR ANY ELIGIBLE ORGANIZATION SHALL BE LIABLE FOR ANY SPECIAL, INDIRECT, INCIDENTAL, CONSEQUENTIAL OR PUNITIVE DAMAGES ARISING OUT OF OR RELATING TO THIS MASTER AGREEMENT, WHETHER THE CLAIM ALLEGES TORTUOUS CONDUCT (INCLUDING NEGLIGENCE) OR ANY OTHER LEGAL THEORY. DELL IS NOT RESPONSIBLE FOR LOSS OF OR RECOVERY OF DATA, PROGRAMS, OR LOSS OF USE OF SYSTEM(S) OR NETWORK OR EXCEPT AS SET FORTH IN THIS AGREEMENT, THE PROCUREMENT OF SUBSTITUTE PRODUCTS, SOFTWARE OR SERVICES.

THESE LIMITATIONS, EXCLUSIONS, AND DISCLAIMERS SHALL APPLY TO ALL CLAIMS FOR DAMAGES, WHETHER BASED IN CONTRACT, WARRANTY, STRICT LIABILITY, NEGLIGENCE, TORT, OR OTHERWISE, TO THE EXTENT PERMITTED BY APPLICABLE LAW. INSOFAR AS APPLICABLE LAW PROHIBITS ANY LIMITATION ON LIABILITY HEREIN, THE PARTIES AGREE THAT SUCH LIMITATION WILL BE AUTOMATICALLY MODIFIED, BUT ONLY TO THE EXTENT SO AS TO MAKE THE LIMITATION COMPLIANT WITH APPLICABLE LAW. THE PARTIES AGREE THAT THESE LIMITATIONS OF LIABILITY ARE AGREED ALLOCATIONS OF RISK CONSTITUTING IN PART THE CONSIDERATION FOR DELL PROVIDING PRODUCTS, SOFTWARE, OR SERVICES TO PROCURING ELIGIBLE ORGANIZATION, AND SUCH LIMITATIONS WILL APPLY NOTWITHSTANDING THE FAILURE OF ESSENTIAL PURPOSE OF ANY LIMITED REMEDY AND EVEN IF A PARTY HAS BEEN ADVISED OF THE POSSIBILITY OF SUCH LIABILITIES OR FAILURES.

## **23. Confidentiality**

- A. While Dell is providing Services hereunder, Eligible Organization or Dell may disclose to the other certain business information identified as confidential ("Confidential Information"). All such information shall be marked or otherwise designated as "Confidential" or "Proprietary". In order for such information to be considered Confidential Information pursuant to this Section 23 of the Master Agreement, it must conform to the data practices laws or similar type laws of the State in which the Eligible Organization is located or was founded. Information of a proprietary nature which is disclosed orally to the other party shall not be treated as Confidential Information unless it is stated at the time of such oral disclosure that such information is Confidential Information and such information is reduced to writing and confirmed as Confidential Information to the recipient within ten (10) days after oral disclosure. Both Eligible Organization and Dell agree that, with respect to Confidential Information it receives (as "Recipient") from the other (as a "Discloser") in connection with this Master Agreement or an Order pursuant to this Master Agreement, that it (i) will use such Confidential Information solely for the purposes contemplated by the Master Agreement or an Order placed under this Master Agreement, (ii) shall not use any such Confidential Information for any other purpose and in particular shall not so use such Confidential Information in any manner either to the detriment of the Discloser or for the benefit of the Recipient or any third

party, and (iii) shall receive and hold such Confidential Information in trust and confidence for the benefit of the Discloser.

- B. Each Party will make reasonable efforts not to disclose the other Party's Confidential Information to any third party, except as may be required by law, unless such Confidential Information: (i) was in the public domain prior to, at the time of, or subsequent to the date of disclosure through no fault of the non-disclosing party; (ii) was rightfully in the non-disclosing party's possession or the possession of any third party free of any obligation of confidentiality; or (iii) was developed by the non-disclosing party's employees or agents independently of and without reference to any of the other party's Confidential Information. Confidential Information shall remain the property of and be returned to the Discloser (along with all copies or other embodiments thereof) within fifteen (15) days of (a) the termination or completion of the Order under this Master Agreement, or (b) the earlier receipt by the Recipient from the Discloser of a written demand following a breach by Eligible Organization or Dell of this Master Agreement or an Order under this Master Agreement directing that Confidential Information described generally or specifically in such demand be returned to the Discloser.
- C. In such cases where Confidential Information is required to be disclosed to a third party for purposes of providing Services, all disclosure of Confidential Information will be in accordance with the separate non-disclosure agreement between Dell and the third party.
- D. If a separate, written nondisclosure agreement exists between Eligible Organization and Dell, that agreement will control and will apply according to its terms and conditions to all Confidential Information the parties exchange with each other.
- E. Notwithstanding anything to the contrary in this Agreement or amendment to this Master Agreement, both Eligible Organization and Dell agree to comply with the data practices or similar type laws of the State in which Eligible Participant is located or founded, to the extent applicable to the scope of services performed by Supplier.

#### **24. FERPA (and Other Privacy Laws)**

Where applicable to the scope of services Dell is providing, and only to the extent directly applicable to Dell and its Services, Dell agrees to comply with the Family Education Rights and Privacy Act (FERPA), the Health Insurance Portability and Accountability Act (HIPAA), the Gramm-Leach Bliley Act (GLBA) and all other applicable state and federal privacy laws. To the extent an Eligible Organization discloses any information to Dell subject to aforementioned privacy laws, Eligible Organization agrees to advise Dell of the disclosure of such information; and Eligible Organization represents and warrants to Dell that it has obtained any required consents to disclose such information. In addition, to the extent that Dell is or becomes a Business Associate as defined in HIPAA, both Parties acknowledge that a separate mutually agreeable Business Associate Agreement may be required and will govern according to its terms.

With regard to FERPA, for purposes of this Agreement, Dell is a contractor or outside service provider with whom the Procuring Eligible Organization has outsourced institutional services or functions that it would otherwise use employees to perform. For purposes of FERPA, the Procuring Eligible Organization has determined that Supplier, and its employees acting in the course of their employment under this Agreement, is a school official with a legitimate educational interest in obtaining access to education records and will only provide Dell with access to those particular education records in which Dell has a legitimate educational interest. Further, the Procuring Eligible Organization represents and warrants that it has obtained any required consents to disclose such records to Supplier and the Procuring Eligible Organization represents and warrants that it has or will make all required notifications required to disclose such records to Supplier. Supplier shall be under the direct control of the Procuring Eligible

Organization with respect to its maintenance and use of personally identifiable information from education records provided under this Agreement. Supplier shall not further disclose any personally identifiable information from education records to any third party unless that third party likewise has a legitimate educational interest in obtaining access to education records and unless authorized to so further disclose by the Procuring Eligible Organization. For purposes of this Agreement, the Procuring Eligible Organization has determined that those Supplier contractors performing institutional services or functions that the Procuring Eligible Organization would otherwise use employees to perform shall have such legitimate educational interest in instances where contractor requires access to education records in order to fulfill its responsibilities under this Agreement. Such access shall be limited to the specific educational records necessary for the performance of services and in such instances contractor shall have the same obligations pursuant to this section as Supplier and Supplier shall inform said contractors of its obligations. Supplier agrees to hold non-public information that is subject to FERPA requirements, which may include personally identifiable information, in strict confidence and agrees to implement and maintain safe guards to protect the security, confidentiality and integrity of any such non-public personal information it receives from Procuring Eligible Organizations. Suppliers shall not disclose such non-public personal information received from or on behalf of Procuring Eligible Organization except as permitted or required by this Agreement or addendum, as required by law, or otherwise authorized in writing by Procuring Eligible Organization.

#### **25. Amendments**

Except as provided for in Section 6 "Order of Preference"; Section 12 "Product Pricing"; and Section 13 "Service Pricing"; this Master Agreement shall only be amended by written instrument executed by the Parties.

#### **26. Scope of Agreement**

This Master Agreement incorporates all of the agreements of the Parties concerning the subject matter of this Agreement, and all prior agreements have been merged into this Master Agreement. No prior agreements, verbal or otherwise, of the Parties or their agents shall be valid or enforceable unless embodied in this Master Agreement.

#### **27. Invalid Term or Condition**

If any term or condition of this Master Agreement shall be held invalid or unenforceable, the remainder of this Master Agreement shall not be affected and shall be valid and enforceable.

#### **28. Enforcement of Agreement**

A Party's failure to require strict performance of any provision of this Master Agreement shall not waive or diminish that Party's right thereafter to demand strict compliance with that or any other provision. No waiver by a Party of any of its rights under this Master Agreement shall be effective unless express and in writing, and no effective waiver by a Party of any of its rights shall be effective to waive any other rights.

#### **29. Web Site Maintenance**

Dell agrees to maintain and support Internet website(s) for access to the Retail Price List, Product descriptions, Product specifications, Service descriptions, Service specifications and other aids in accordance with instructions provided by MHEC. In addition, Dell will provide electronic commerce assistance for the electronic submission of purchase orders, purchase order tracking and reporting. Dell shall notify MHEC when there are additions and/or deletions made to the list of Authorized Resellers.

**30. Equal Opportunity Compliance**

Dell agrees to abide by all applicable Federal and state laws, regulations, and executive orders pertaining to equal employment opportunity. In accordance with such laws, regulations, and executive orders, Dell agrees that it does not discriminate, on the grounds of race, color, religion, national origin, sex, age, veteran status or handicap. If Dell is found to be not in compliance with applicable Federal or state requirements during the life of this Master Agreement, Dell agrees to take appropriate steps to correct these deficiencies.

**31. Compliance with Law**

Dell shall comply with all applicable laws and governmental regulations, which by their terms, apply to Dell's performance under an Order pursuant to this Master Agreement. Eligible Organization agrees to comply with all applicable laws and governmental regulations in connection with this Master Agreement. MHEC agrees to comply with all applicable laws and governmental regulations in connection with this Master Agreement.

**32. Applicable Law**

- A. As between Eligible Organization and Dell, this Master Agreement will be construed in accordance with, and its performance governed by the laws of the state in which the Eligible Organization resides. Venue for all legal proceedings arising out of this Master Agreement, or breach thereof, shall be in a state or federal court with competent jurisdiction located in the state in which the Eligible Organization resides.
- B. As between MHEC and Dell this Master Agreement will be construed in accordance and its performance governed by the laws of the state of Minnesota. Venue for all legal proceedings arising out of this Master Agreement, or breach thereof, shall be in a state or federal court with competent jurisdiction located in the State of Minnesota.
- C. As between Eligible Organization, MHEC, and Dell this Master Agreement will be construed in accordance with and its performance governed by the laws of the state in which the Eligible Organization resides. Venue for all legal proceedings arising out of this Master Agreement, or breach thereof, shall be in a state or federal court with competent jurisdiction located in the state in which the Eligible Organization resides.

**33. Conflict of Interest**

Dell warrants to the best of its knowledge and belief that it presently has no interest direct or indirect, which would give rise to organizational conflicts of interest.

**34. Assignment**

Neither Party shall sell, transfer, assign or otherwise dispose of the Master Agreement or any portion thereof or of any right, title, or interest herein without the prior written consent of the other Party. This consent requirement includes reassignment of this Master Agreement due to change in ownership, merger, or acquisition of a Party or its subsidiary or affiliated corporations. Nothing in this Section shall preclude Dell from employing a subcontractor in carrying out its obligations under this Master Agreement. Dell's use of such subcontractors will not release Dell from its obligations under this Master Agreement.

**35. Survival**

Certain paragraphs of this Master Agreement including but not limited to Indemnification; and Limitation of Liability shall survive the expiration of this Master Agreement. Software licenses, warranty

and service agreements, and non-disclosure agreements that were entered into under terms and conditions of this Master Agreement shall survive this Master Agreement.

**36. Notification**

- A. **Between the Parties:** Whenever under the terms of this Master Agreement any notice is required or permitted to be given by one Party to the other, such notice shall be given in writing and shall be deemed to have been sufficiently given for all purposes hereof if given by facsimile or mail, postage prepaid, to the Parties at the addresses set forth below, or at such other address as the Parties may direct in writing from time to time:

To MHEC:	To Dell:
MHEC	Dell Marketing LP
105 Fifth Avenue South	One Dell Way
Suite 450	Mailstop RR 1-33
Minneapolis, Minnesota 55401	Round Rock, Texas 78682
Attn: Nathan Sorensen	Attn: Contract Manager
Facsimile: 612-767-3353	Fax: 512-283-9092

Changes in the above information will be given to the other Party in a timely fashion.

- B. **To Eligible Organization:** Notices shall be sent to Eligible Organization’s business address. The term “business address” shall mean the “Bill to” address set forth in an invoice submitted to Eligible Organization.

**37. Administrative Reporting and Fees**

On a calendar-quarterly basis (where quarter one is January 1 – March 31 and the quarter one report is due by April 30), Dell will, in a timely manner, make available to MHEC utilization reports and information generated by this Master Agreement, reflecting net Product and Service sales to Eligible Organizations. The information and reports shall be accompanied with a check payable to the Midwestern Higher Education Commission for an amount equal to one fourth of one percent (0.25%) of the net Product and Service sales for that quarter period (the “Fee”). MHEC, from time to time may provide a written request to Dell to change the percentage of the Fee it will receive as a result of this Master Agreement. Any change in the Fee may also require a change in the Product or Service pricing.

**38. MHEC Not Liable For Eligible Organizations**

MHEC is not liable to Dell for the failure of any Eligible Organization to make any payment or to otherwise fully perform pursuant to the terms and conditions of an Order and/or the Master Agreement. Dell, in its sole discretion, may discontinue selling Products or Services to any Eligible Organization who fails to make payments or otherwise fully perform pursuant to the terms and conditions of the Master Agreement.

### **39. Announcements and Publicity**

Any announcements and publicity given to MHEC (or an Eligible Organization) resulting from this Master Agreement must receive the prior approval of MHEC (or Eligible Organization). Such approval shall not be unreasonably withheld. Dell will not make any representations of MHEC's (or an Eligible Organization's) opinion or position as to the quality of effectiveness of the Products, Supplies and/or Services that are the subject of this Master Agreement without the prior written consent of MHEC (or Eligible Organization), which shall not be unreasonably withheld.

### **40. Marketing**

Dell will assist MHEC in developing and implementing appropriate marketing strategies including seminars, printed materials and a full service, on-line MHEC-specific web site to receive information on products, supplies, services and prices and to place Orders.

### **41. Oversight Committee**

An Oversight Committee comprised of representatives of Eligible Organizations shall be appointed by MHEC to assist and support MHEC and Dell in developing and refining the implementation of this Master Agreement. This shall include, but not be limited to, assistance with marketing strategies, representing the interests of Eligible Organizations in assuring quality and timely products and services, web presence; and to advise Dell on the effectiveness of its implementation progression. At the very least there will be an annual meeting between Dell and MHEC (and perhaps members of the Oversight Committee) to perform a contract health check; including items such as those above.

### **42. Force Majeure.**

Neither Dell nor MHEC nor Procuring Eligible Organization shall be liable to each other during any period in which its performance is delayed or prevented, in whole or in part, by a circumstance beyond its reasonable control, which circumstances include, but are not limited to, the following: act of God (e.g., flood, earthquake, wind); fire; war; act of a public enemy or terrorist; act of sabotage; epidemic; strike or other labor dispute; riot; piracy or other misadventure of the sea; embargo; inability to secure materials and / or transportation; or, a restriction imposed by legislation, an order or a rule or regulation of a governmental entity. If such a circumstance occurs, the Party unable to perform shall undertake reasonable action to notify the other Parties of the same.

### **43. Sovereign Immunity.**

Notwithstanding anything to the contrary in this Master Agreement or Order under this Master Agreement, this Master Agreement shall not be construed to deprive a Eligible Organization of its applicable sovereign immunity, or of any legal requirements, prohibitions, protections, exclusions or limitations of liability applying to this Master Agreement or afforded by Eligible Organization's State law applicable to the Eligible Organization. Nothing herein will be construed to prevent any breach of contract claim under this Master Agreement.

### **44. Compliance with Laws and Export.**

A. **Compliance with Laws.** Procuring Eligible Organization and Dell agree to comply with all laws and regulations applicable to such party in the course of performance of its obligations under this Agreement. Procuring Eligible Organization acknowledges that the Products, Software and Services provided under this Agreement, which may include technology, authentication and encryption, are subject to the customs and export control laws and regulations of the United States ("U.S."); may be rendered or performed either in the U.S., in countries outside the U.S., or outside of the borders of the country in which Procuring Eligible Organization or its systems are located; and may also be

subject to the customs and export laws and regulations of the country in which the Products, Software and Services is rendered or received. Each party agrees to abide by those laws and regulations applicable to such party in the course of performance of its obligations under this Agreement. Procuring Eligible Organization also may be subject to import or re-export restrictions in the event Procuring Eligible Organization transfers the Products, Software or Deliverables from the country of delivery and Procuring Eligible Organization is responsible for complying with applicable restrictions. If any software provided by Procuring Eligible Organization and used as part of the Products, Software and/or Services contains encryption, then Procuring Eligible Organization agrees to provide Dell with all of the information needed for Dell to obtain export licenses from the U.S. Government or any other applicable national government and to provide Dell with such additional assistance as may be necessary to obtain such licenses. Notwithstanding the foregoing, Procuring Eligible Organization is solely responsible for obtaining any necessary permissions relating to software that it exports. Dell also may require export certifications from Procuring Eligible Organization for Procuring Eligible Organization-provided software. Dell's acceptance of any order for Products, Software and Services is contingent upon the issuance of any applicable export license required by the U.S. Government or any other applicable national government. Dell is not liable for delays or failure to deliver Products, Software or Services resulting from Procuring Eligible Organization's failure to obtain such license or to provide such certification.

- B. **Regulatory Requirements.** Dell is not responsible for determining whether any Third-Party Product to be used in the Products, Software and Services satisfies the local regulatory requirements of the country to which such Products, Software and Services are to be delivered or performed, and Dell shall not be obligated to provide any Products, Software and Services where the resulting Products, Software and Services is prohibited by law or does not satisfy the local regulatory requirements.
- C. **Excluded Data.** Procuring Eligible Organization acknowledges that no part of the Products, Software and Services is designed with security and access management for the processing and/or storage of the following categories of data: (1) data that is classified and/or used on the U.S. Munitions list, including software and technical data; (2) articles, services and related technical data designated as defense articles and defense services; (3) ITAR (International Traffic in Arms Regulations) related data; and (4) except for personally identifiable information referenced in Section 23, personally identifiable information that is subject to heightened security requirements as a result of Procuring Eligible Organization's internal policies or practices, industry-specific standards or by law (collectively referred to as "Excluded Data"). Procuring Eligible Organization hereby agrees that Procuring Eligible Organization is solely responsible for reviewing data that it will provide to Dell (or to which Dell will have access) to ensure that it does not contain Excluded Data.

#### 45. Miscellaneous.

All Parties to this Master Agreement may retain a reproduction (e.g., electronic image, photocopy, facsimile) of this Master Agreement that shall be considered an original and shall be admissible in any action to enforce this Master Agreement. Dell may accept this Master Agreement either by its authorized signature or a signed Order. Except as provided for in this Master Agreement, all changes to this Master Agreement must be made in writing signed by both Parties; accordingly any additional terms on the Procuring Eligible Organization's ordering documents shall be of no force or effect.

The Parties, by their representatives signing below, agree with the terms of this Master Agreement and further certify that their respective signatories are duly authorized to execute this Agreement.

Midwestern Higher Education  
Commission

Dell Marketing L.P.

Signature: Larry Isaak

Lauren Newberry

Name: Larry Isaak

Lauren D. Newberry

Title: President

Contracts Consultant

Midwest Higher Education Compact

Dell Marketing L.P.

Address: 105 Fifth Avenue South Suite 450

One Dell Way, RR 8-07

Minneapolis, Minnesota, 554401

Round Rock, Texas 78682

Date: 6-17-15

June 17, 2015

**Exhibit A – Discount Category Pricing****Dell Pricing Level Discount Matrix (“Matrix”):**

<b>Product Category</b>	<b>Product Category Classifications</b>	<b>MHEC Discount</b>
A	Most PowerEdge Servers, PowerEdge Racks; Most CloudEdge; PowerApp Appliance Servers; PowerVault Storage Products; Precision Workstations; OptiPlex Desktops; Most Customer Kits; Latitude Notebooks; Selected Toner; Selected Dell Cisco Switches; Dell Wyse	14.0%
F	Selected Toner	1.5%
H	Base Ships Fast SKUs (Latitude, Optiplex, and Precision); Non-configurable/stocked Dell-branded Products (e.g., Smart Selection), Future Products to be Determined.	6.0%
M	3rd Party Software & Peripherals - Mainstream Products	6.0%
O	Selected service on PowerEdge departmental servers; Directline Service; 4-Hr On-Site Critical Care Plus; Business Care Plus On-Site Service (all years)	13.25%
R	Selected Services such as On-site – Next Business Day, On-site (extended yrs), Critical Care On-site Service (all yrs); and other svcs	5.0%
S	Selected Inspirons; Dell Compellent; Dell EqualLogic; Dell Kace; Selected Dell Printers; PowerConnect; Dell Projectors; Dell AIM; Selected PowerEdge; Vostro Notebooks; XPS Notebooks; Alienware Notebooks; Most Dell Cisco switches; Mellanox switches; Dell Force10; Dell AppAssure, Dell SonicWALL	3.0%
U	Spare Parts	0.5%
V	Peripherals and Services with discounts that vary based upon the system in which the item is installed	Varies per base sku
X	Selected Dell Printers; Selected Dell Monitors; Selected CloudEdge; Selected PowerEdge; Sonic Data Center Solutions; Selected 3rd Party Software & Peripherals; Non-Discountable Products	0.5%
Z	Selected Inspirons; Vostro Desktops & Notebooks; XPS Desktops; Alienware Desktops; Non-Discountable Service (except where contractually required)	0.5%
Z1 and Z5	Non-discountable Service	0.0%

*The product classifications identified above are in place as of the Effective Date of this Agreement. These classifications affect Dell Public Sector customers and Dell may change product availability or classification category for all customers without notice. Reference the Dell Retail Price List to verify the applicable Product Category for each sku on Dell’s Quote. The descriptions herein are general in nature and are not all inclusive. Any product category not listed herein shall be deemed a non-discountable product or service offering and receive zero percent contractual discount.*

**Revenue Gates**

Dell will offer the following discounts associated with single transactions.

<b>Minimum Dollar Volume Associated with Single Transaction</b>	<b>Maximum Dollar Volume Associated with Single Purchase Order</b>	<b>Category A Discount in addition to the Initial Pricing Level Discount</b>
\$50,000	\$99,999	Greater than or equal to 1%
\$100,000	\$199,999	Greater than or equal to 2%
\$200,000	\$499,999	Greater than or equal to 4%
\$500,000	\$999,999	Greater than or equal to 6%
\$1,000,000	No Maximum	Greater than or equal to 8%

**Dell will offer the following discounts associated with cumulative purchases under the MHEC contract.**

During the course of the Master Agreement Dell shall increase the base Category A discount by ½% within fifteen business days after submission of quarterly reporting period indicating sales threshold of \$2B / \$4B / \$6B has been achieved.

**Exhibit B. Dell-branded System Software End User License Agreement (EULA)**

This EULA is for System Software. System Software provides basic hardware functionality and platforms for applications to run (like firmware and BIOS), manages products in which it is embedded and includes software specifically designated by Dell.

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THIS END USER LICENSE AGREEMENT ("EULA") IS A LEGAL AGREEMENT BETWEEN YOU (EITHER AN INDIVIDUAL OR AN ENTITY) AND DELL PRODUCTS L.P., A TEXAS LIMITED PARTNERSHIP, OR DELL GLOBAL B.V. (SINGAPORE BRANCH), THE SINGAPORE BRANCH OF A COMPANY INCORPORATED IN THE NETHERLANDS WITH LIMITED LIABILITY ON BEHALF OF ITSELF, DELL INC. AND DELL INC.'S DIRECT AND INDIRECT SUBSIDIARIES (COLLECTIVELY, "DELL"). THIS AGREEMENT GOVERNS ALL SOFTWARE ("SOFTWARE") AND ANY UPGRADES, UPDATES, PATCHES, HOTFIXES, MODULES, ROUTINES, FEATURE ENHANCEMENTS AND ADDITIONAL VERSIONS OF THE SOFTWARE THAT REPLACE OR SUPPLEMENT THE ORIGINAL SOFTWARE (COLLECTIVELY "UPDATES") AND THEIR ASSOCIATED MEDIA, PRINTED MATERIALS, ONLINE OR ELECTRONIC DOCUMENTATION, DISTRIBUTED BY OR ON BEHALF OF DELL UNLESS THERE IS A SEPARATE LICENSE AGREEMENT BETWEEN YOU AND THE MANUFACTURER OR OWNER OF THE SOFTWARE OR UPDATE. IF THERE IS NO SEPARATE LICENSE AGREEMENT THEN THIS AGREEMENT GOVERNS YOUR USE OF UPDATES, AND SUCH UPDATES WILL BE CONSIDERED SOFTWARE FOR ALL PURPOSES OF THIS EULA. THE "SOFTWARE" SHALL MEAN COLLECTIVELY THE SOFTWARE PROGRAM AND UPDATES AND ANY COPIES THEREOF. THIS EULA, IN AND OF ITSELF, DOES NOT ENTITLE YOU TO ANY UPDATES AT ANY TIME IN THE FUTURE. BY EXPRESSLY ACCEPTING THESE TERMS OR BY DOWNLOADING, INSTALLING, ACTIVATING AND/OR OTHERWISE USING THE SOFTWARE, YOU ARE AGREEING THAT YOU HAVE READ, AND THAT YOU AGREE TO COMPLY WITH AND ARE BOUND BY THE TERMS AND CONDITIONS OF THIS EULA AND ALL APPLICABLE LAWS AND REGULATIONS. IF YOU DO NOT AGREE TO BE BOUND BY THE TERMS AND CONDITIONS OF THIS EULA, THEN YOU MAY NOT DOWNLOAD, INSTALL, ACTIVATE OR OTHERWISE USE ANY OF THE SOFTWARE AND YOU MUST PROMPTLY RETURN THE SOFTWARE; AND WHERE SOFTWARE WAS LOADED BY OR ON BEHALF OF DELL AS INCLUDED IN YOUR PURCHASE OF SPECIFIC HARDWARE (INCLUDING COMPONENTS OR ASSEMBLIES), YOU MUST RETURN THE ENTIRE HARDWARE/SOFTWARE PACKAGE AS DIRECTED BY DELL OR ITS RESELLER (IF APPLICABLE) FOR A FULL REFUND. IF YOU ARE ACCEPTING THESE TERMS AND CONDITIONS ON BEHALF OF AN ENTITY, YOU ACKNOWLEDGE THAT YOU HAVE THE APPROPRIATE AUTHORITY TO ACCEPT THESE TERMS AND CONDITIONS ON BEHALF OF SUCH ENTITY.

**1. License.** Subject to the terms, conditions and restrictions of this EULA (as a condition to the grant below), Dell hereby grants you a limited, personal, nonexclusive, and except as otherwise set forth in Section 6 below, nontransferable, nonassignable license, without rights to sublicense, to install or have installed, display and use the Software (in object code form only) solely for internal purposes, only on as many computers, devices and/or in such configurations as expressly permitted by Dell (e.g., as set forth in the applicable Dell sales quote or invoice), or on one computer device if no other entitlement is specified, and for such period specified in a term license, or perpetually if no term is specified.

**2. License Limitations and Conditions.** This license is conditioned upon Dell receiving your timely payment of any fees or royalties applicable to the Software or to any hardware in which the Software may be loaded. You may not copy the Software except for a reasonable number of copies solely as needed for backup or archival purposes or as otherwise expressly permitted in Section 1 "License" above. You may not modify or remove any titles, trademarks or trade names, copyright notices, legends, or other proprietary notices or markings on or in the Software. The rights granted herein are limited to

Dell's and its licensors' and suppliers' intellectual property rights in the Software and do not include any other third party's intellectual property rights. If the Software was provided to you on removable media (e.g., CD, DVD, or USB drive), you may own the media on which the Software is recorded but Dell, Dell's licensor(s) and/or supplier(s) retain ownership of the Software itself and all related intellectual property rights. If the package accompanying your Dell computer or device contains optical discs or other storage media, you may use only the media appropriate for your computer or device. You may not use the optical discs or storage media on another computer, device or network, or loan, rent, lease or transfer them to another user except as permitted by this Agreement. You are not granted any rights to any trademarks or service marks of Dell or any of its licensors or suppliers. The use of any other software, including any software package or file, whether licensed to you separately by Dell or by a third party, is subject to the terms and conditions that come with or are associated with such software.

**3. Rights Reserved.** THE SOFTWARE IS LICENSED, NOT SOLD. Except for the license expressly granted in this EULA, Dell, on behalf of itself and its licensors and suppliers, retains all right, title, and interest in and to the Software and in all related content, materials, copyrights, trade secrets, patents, trademarks, derivative works and any other intellectual and industrial property and proprietary rights, including moral rights, registrations, applications, renewals and extensions of such rights (the "Works"). The rights in these Works are valid and protected in all forms, media and technologies existing now or hereafter developed and any use other than as expressly set forth herein, including the reproduction, modification, distribution, transmission, adaptations, translation, display, republication or performance of the Works is strictly prohibited. Dell, on behalf of itself and its licensors and suppliers, retains all rights not expressly granted herein.

**4. Restrictions.** Except as otherwise provided herein or expressly agreed by Dell, you may not, and will not allow a third party to: (A) sell, lease, license, sublicense, assign, distribute or otherwise transfer or encumber by any means (including by lien, hypothecation or otherwise) in whole or in part the Software; (B) provide, make available to, or permit use of the Software in whole or in part by, any third party, including contractors, without Dell's prior written consent, unless such use by the third party is solely on your behalf, is strictly in compliance with the terms and conditions of this EULA, and you are liable for any breach of this EULA by such third party (a "Permitted Third Party"); (C) copy, reproduce, republish, upload, post or transmit the Software in any way; (D) decompile, disassemble, reverse engineer, or otherwise attempt to derive source code (or underlying ideas, algorithms, structure or organization) from the Software program, in whole or in part; (E) modify or create derivative works based upon the Software; (F) use the Software on a service bureau, rental or managed services basis or permit other individuals or entities to create Internet "links" to the Software or "frame" or "mirror" the Software on any other server or wireless or Internet-based device; (G) use the Software to create a competitive offering; or (H) share or publish the results of any benchmarking of the Software without Dell's prior written consent. You may not, and will not allow a Permitted Third Party to, use the Software in excess of the number of licenses purchased from or expressly authorized by Dell.

**5. Compliance.** Upon request by Dell, you will certify in writing that all use of Software is in compliance with the terms of this EULA, indicating the number of Software licenses deployed at that time. As long as You own the hardware system which the Software is loaded, You grant Dell, or an agent selected by Dell, the right to perform, during normal business hours, a reasonable audit of your compliance with this EULA. You agree to cooperate and provide Dell with all records reasonably related to your compliance with this EULA.

**6. Transferability.** You have the limited right to transfer Software on a permanent basis as part of the

sale or transfer of the hardware system on which the Software is loaded, provided that: (i) you retain no copies of any version of the Software, (ii) the transfer includes the most recent update and all prior versions of the Software.

**7. Support and Subscription Services Not Included.** Dell does not provide any maintenance or support services under this EULA. Maintenance and support services, if any, are provided under a separate agreement, which may be located at [www.dell.com/servicecontracts/global](http://www.dell.com/servicecontracts/global).

**8. Termination.** Dell may terminate this EULA immediately and without prior notice if you fail to comply with any term or condition of this EULA or if Dell does not receive timely payment for the licenses to the Software or for the hardware to which Software is loaded, if any. In addition, Dell may terminate any license to Software distributed for free, at any time in its sole discretion. This EULA will terminate automatically if you fail to comply with any of its terms or if the license term ends. You may terminate this EULA at any time on written notice to Dell. In the event of termination of this EULA, all licenses granted hereunder shall automatically terminate and you must immediately cease use of the Software and return or destroy all copies of the Software. The parties recognize and agree that their obligations under Sections 2, 3, 4, 5, 8, 9, 10, 11, 12, 14, 15, 16, 17, 18, 19, 20, 21, and 22 of this EULA, as well as obligations for payment, shall survive the cancellation, termination and/or expiration of this EULA, and/or the licenses granted hereunder. Dell will not have any obligation upon the termination of this EULA to refund any portion of any license fee.

**9. Export, Import and Government Restrictions.** The Software is subject to U.S. export laws as well as the laws of the country where it is delivered or used. You agree to abide by these laws. Under these laws, the Software may not be sold, leased or transferred to embargoed countries (currently Cuba, Iran, North Korea, Sudan and Syria), other restricted countries, restricted end-users, or for restricted end-users. You specifically agree that the Software will not be used for activities related to weapons of mass destruction, including but not limited to, activities related to the design, development, production or use of nuclear materials, nuclear facilities, or nuclear weapons, missiles or support of missile projects, or chemical or biological weapons. You understand that certain functionality of the Software, such as encryption or authentication, may be subject to import or export restrictions in the event that you transfer the Software from the country of delivery and you are responsible for complying with applicable restrictions.

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Insofar as applicable law prohibits any limitation on liability herein, the parties agree that such limitation will be automatically modified, but only to the extent required to make the limitation compliant with applicable law.

**12. Development Tools.** If the Software includes development tools, such as scripting tools, APIs ( application programming interface s), or sample scripts (collectively "Development Tools") and unless there is a separate agreement between you and Dell for the Development Tools, you may use such Development Tools to create new scripts and code for the purpose of customizing your use of the Software (within the parameters set forth in this EULA and within the parameters set forth in the Development Tools themselves ) and for no other purpose. NOTWITHSTANDING ANYTHING TO THE CONTRARY IN THIS EULA, THE DEVELOPMENT TOOLS ARE PROVIDED "AS IS" WITHOUT INDEMNITY OR WARRANTY OF ANY KIND, WHETHER EXPRESS, IMPLIED, STATUTORY, OR OTHERWISE. DELL BEARS NO LIABILITY FOR ANY DIRECT, INDIRECT, INCIDENTAL, PUNITIVE, SPECIAL OR CONSEQUENTIAL DAMAGES RESULTING FROM USE (OR ATTEMPTED USE) OF THE DEVELOPMENT TOOLS AND HAS NO DUTY TO PROVIDE SUPPORT TO YOU.

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**16. High-Risk Disclaimer and Excluded Data.** The Software is not designed or intended for high-risk applications, for use as online control systems or use in hazardous environments requiring fail-safe performance, such as in the operation of nuclear facilities, aircraft navigation or communications systems, air traffic control, life support, weapons systems or in any other device or system in which function or malfunction of the software could result in death, personal injury or physical or environmental damage. You acknowledge that Software provided under this EULA is not designed with security and access management for the processing and/or storage of the following categories of data and software: (A) classified data and software; (B) data and software controlled under the International Traffic in Arms Regulations ("ITAR"); and (C) except for personally identifiable information as identified in Master Price Agreement MHEC-07012015, personally identifiable information that is subject to heightened security requirements as a result of your internal policies or practices or by law (collectively referred to as "Excluded Data"). You hereby agree that you are solely responsible for reviewing data that the Software will provide to Dell (or to which Dell will have access) to ensure that it does not contain Excluded Data.

**17. Right to Preliminary and Injunctive Relief.** You agree that money damages would be an inadequate remedy for Dell in the event of a breach or threatened breach by you of the provisions set forth in this EULA; therefore, you agree that in the event of a breach or threatened breach of any such provisions, Dell may, in addition to any other remedies to which it is entitled, be entitled to such preliminary or injunctive relief (including an order prohibiting you from taking actions in breach of such provisions), without the need for posting bond, and specific performance as may be appropriate to preserve all of

Dell's rights. All rights and remedies afforded Dell by law shall be cumulative and not exclusive.

**18. Choice of Law.** The parties agree that the provisions of the Uniform Computer Information Transactions Act ("UCITA"), as it may have been or hereafter may be in effect in any jurisdiction, shall not apply to this EULA, and the parties waive any and all rights they may have under any laws(s) adopting UCITA in any form.

**19. No Waiver.** No waiver of breach or failure to exercise any option, right, or privilege under the terms of this EULA on any occasion by either party shall be construed to be a waiver of a subsequent breach or right to exercise any option, right, or privilege.

**20. No Assignment.** Except as provided in Section 6, Procuring Eligible Organization may not assign or transfer its interests, rights or obligations under this EULA, in whole or in part, whether voluntarily, by contract, or by merger (whether that party is the surviving or disappearing entity), stock or asset sale, consolidation, dissolution, through government action or order, or otherwise. Any attempt to assign this EULA without prior written consent from an authorized executive officer of Dell shall be null and void.

**21. Entire Agreement.** Unless you have entered into another written agreement with respect to the Software which has been signed by you and an authorized representative of Dell, including but not limited to the Master Price Agreement MHEC-07012015 or an order under Master Price Agreement MHEC-07012015, and which conflicts with the terms of this EULA, you agree that this EULA supersedes all prior written or oral agreements, warranties or representations with respect to use of the Software. If any term (or part thereof) of this EULA is found to be invalid or unenforceable, the remaining provisions (including other valid parts within the effected term) will remain effective. You acknowledge that you have read this Agreement, that you understand it, that you agree to be bound by its terms, and that this is the complete and exclusive statement of the Agreement between you and Dell regarding the Software.

(S Version - Rev. 01142014)

## Exhibit C – Dell Return Policy

### U.S. Return Policy

Direct (applies only to purchases directly from Dell — by internet, phone or Dell Direct Store)

**Dell values its relationship with you, and offers you the option to return most products you purchase directly from Dell.** You may return eligible products for a credit or a refund of the purchase price paid, less shipping and handling, and any applicable restocking fees, as set forth in detail below.

**Extended Holiday Returns:** Extended returns on purchases made 11/9/14 to 12/25/14, return deadline is 1/15/15 or 30-days from invoice date, whichever is later. Exceptions to Dell's standard return policy still apply, and certain products are not eligible for return at any time. Television returns are subject to restocking fees.

**21-Day Return Period for Certain Products and Accessories:** Unless you have a separate agreement with Dell, or except as provided below, all hardware, accessories, peripherals, parts may be returned within 21 days from the date on the packing slip or invoice for a credit or a refund of the purchase price paid, less shipping and handling, and any applicable restocking fees (as further described below). Any product returned to Dell **without prior authorization** from Dell will be considered an **unauthorized** return, and the customer will not receive credit for the product and Dell will not ship the product back to you.

#### Exceptions to Dell's 21-Day Return Period:

- **Software may not be returned at any time**, unless the software being returned is:
  1. Application software or operating systems installed by Dell on a returnable system which is being returned within the applicable return period; or
  2. Media-based software that is unopened and still in its sealed package or, if delivered electronically, software that you have not accepted by clicking "I agree to these Terms and Conditions."
- Except as otherwise set forth herein, new **PowerEdge™**, **PowerConnect™** and **PowerVault™** products purchased directly from Dell may be returned within 30 days from the date on the packing slip or invoice.
- Unless you have a separate agreement with Dell, or except as provided below, all returnable products purchased directly from Dell by large enterprise or public customers may be returned within 30 days from the date on the packing slip or invoice.
- **Dell EqualLogic™** and **EqualLogic**-branded products, **Dell|EMC** and **EMC**-branded products, **Dell Compellent™** and **Compellent**-branded products, **Dell KACE™** and **KACE**-branded products, **Dell Force10™** and **Force10**-branded products, **PowerVault ML6000** tape libraries, **PowerVault DL and DR** products, **Dell SonicWALL™** and **SonicWALL**-branded products, **Dell Wyse™** and **Wyse**-branded products, **Dell Quest™**, **Quest™**, **ScriptLogic™** and **VKernel™** branded products, **Dell Software** branded products, **Dell AppAssure™** and **AppAssure™** branded products, **Dell StatSoft** and **StatSoft**-branded products, non-Dell-branded enterprise products, enterprise software, and customized products **may not be returned at any time**.
- Licenses purchased under any type of volume license agreement may be returned only with the express approval of the publisher, which in many circumstances will not be granted.

- Non-Dell branded **mobile phone** offers fulfilled by third-party partners are subject to partner return policies, which may have shorter return periods.

**Restocking Fees:** Unless the product is defective or the return is a direct result of a Dell error, Dell may charge a restocking fee of up to 15% of the purchase price paid, plus any applicable sales tax.

**Promotional Items:** If you return a purchased item that qualified you for a discount, promotional item or promotional card ( for example, buy a service, get a computer half off; buy a computer, get a free printer; buy a TV, get a promotional gift card) and either (i) do not also return the discounted or promotional item or (ii) have already redeemed the promotional card, Dell may deduct the value of the discount, promotional item or redeemed card from any refund you receive for the return of the purchased item.

**How to Return a Product:** Before returning a product, you **MUST** first contact Dell customer service and obtain a Credit Return Authorization (CRA) number before the end of the applicable return period. Dell will not accept returns without a CRA number. To find the appropriate phone number or to send an email to customer service to request a CRA number, go to [www.dell.com/contact](http://www.dell.com/contact) or see the "Contacting Dell" or "Getting Help" section of your customer documentation. To initiate a return online, please click [here](#). **NOTE:** You must ship the product to Dell within 5 days of the date that Dell issues the Credit Return Authorization number and **MUST** follow these steps:

- Ship back **all** products you are seeking to return to Dell and for which you received a CRA number. For partial returns, your credit may be less than the invoice or individual component price due to bundled or promotional pricing or any unadvertised discounts or concessions.
- Return the products in their original packaging, in as-new condition, along with any media, documentation and any other items that were included in your original shipment.
- Ship the products at your expense, and insure the shipment or accept the risk of loss or damage during shipment.

Upon receipt of your return, Dell will issue a credit or a refund of the purchase price paid, less shipping and handling, and any applicable restocking fees subject to this policy.

**Note:** Before you return the product to Dell, make sure to **back up any data on the hard drive(s) and on any other storage device in the product. Remove any and all confidential, proprietary and personal information as well as removable media such as flash drives, CDs and PC Cards. Dell is not responsible for any confidential, proprietary or personal information; lost or corrupted data; or damaged or lost removable media that may be included with your return.**

Rev. 09182014

**CITY OF RAYTOWN**  
**Request for Board Action**

**Date:** August 3, 2016

**Resolution No.:** R-2894-16

**To:** Mayor and Board of Aldermen

**From:** Kati Horner Gonzalez, Acting Director of Public Works

**Department Head Approval:** \_\_\_\_\_

**Finance Director Approval:** \_\_\_\_\_ (only if funding is requested)

**City Administrator Approval:** \_\_\_\_\_



**Action Requested:** Adopt a resolution in support for the issuance of \$20 million in bonds by the Little Blue Valley Sewer District to make improvements to the incinerator to meet air emission guidelines.

**Background:** The Little Blue Valley Sewer District (LBVSD or District) has received an Administrative Consent from the Missouri Department of Natural Resources to make updates to the existing incineration facilities at the LBVSD treatment plant. These updates will bring the treatment plant in compliance with EPA emissions standards. As a part of the Consent which was finalized in February, LBVSD has four years to design and implement the necessary upgrades to bring the air emissions within compliance. As a result, the District is requesting a resolution of support for the issuance of \$20 million in bonds to pay for incinerator updates.

During this time, the facility will continue to operate as normal except for portions of the construction phase. During those phases, sludge will be hauled to the Johnson County landfill instead of being incinerated. If the updates are not made, the incinerator will be taken out of service. This will result in approximately \$3 million per year in hauling and disposal fees to a landfill. Currently the Courtney Ridge landfill is not accepting sludge from LBVSD or Kansas City, Missouri and it must be hauled to Johnson County.

The bonds to be issued will be in the amount of \$20 million and will be sold publicly. The anticipated debt service is \$1.3 million per year and will be paid off in 2036. There will be no change in the 2010 financial forecast with this bond issue through a number of implementations made by LBVSD. These implementations include overtime management practices, attrition, the implementation of new shift schedules that manage overtime and keep the facility running 24/7 to increase plant efficiency through the elimination of cool-down and warm-up operations.

In order for the bonds to be issued, 10 of 13 customer agencies must approve the issuance of the bonds through resolution. The District plans to issue the bonds in November if customer approval can be attained by mid-September.

**Alternatives:** Do not pass the resolution.

**Budgetary Impact:**

No Anticipated Impact

**Attachments:** Fact sheet and Presentation slides

**A RESOLUTION AUTHORIZING THE AFFIRMATIVE ASSENT OF THE CITY OF RAYTOWN, MISSOURI ON THE QUESTION OF WHETHER LITTLE BLUE VALLEY SEWER DISTRICT SHOULD ISSUE REVENUE BONDS PAYABLE FROM REVENUES TO BE DERIVED FROM THE OPERATION OF THE LITTLE BLUE VALLEY SEWER SYSTEM IN AN AMOUNT NOT TO EXCEED \$20,000,000 FOR THE PURPOSE OF IMPROVING, EXTENDING OR REHABILITATING THE LITTLE BLUE VALLEY SEWER DISTRICT SYSTEM INCLUDING, BUT NOT LIMITED TO ADVANCED AIR EMISSIONS CONTROLS FOR THE ATHERTON WASTEWATER TREATMENT FACILITIES**

**WHEREAS**, the Little Blue Valley Sewer District (the "District") operates a sewer system (the "System") pursuant to Section 204.250 et seq. for the primary benefit of the customers within the District (the "Customers"); and

**WHEREAS**, the District has undertaken a review of the existing wastewater facilities of the System and has approved a Phase III Improvements Program for the improvement, extension and rehabilitation of the Little Blue Valley Sewer District System, including the provision of Advanced Air Emissions Controls for the Atherton Wastewater Treatment Facilities (the "Phase III Improvements") with an estimated project cost of \$20,000,000; and

**WHEREAS**, the District has determined that it is in the best interests of the District to finance the Phase III Improvements through the issuance of revenue bonds payable from the revenues to be derived from the operation of the System; and

**WHEREAS**, in accordance with Section 204.370 of the Revised Statutes of Missouri, the District has submitted to Customers, as defined therein, the question of whether the District shall issue revenue bonds in one or more series payable from the revenues to be derived from the operation of the System in the amount not to exceed \$20,000,000 for the purpose of the Phase III Improvements; and

**WHEREAS**, the Board of Aldermen of the City of Raytown, Missouri do hereby find and determine that it is in the best interest of the safety, health and welfare of its constituents to give its affirmative assent to such question.

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF RAYTOWN, MISSOURI, AS FOLLOWS:**

**THAT**, the Board of Aldermen of the City of Raytown, Missouri do hereby find and determine that it is in the best interest of the safety, health and welfare of its constituents to give its affirmative assent to such question.

**FURTHER THAT** the City Administrator and/or his designee is authorized and directed to take such further action, and to execute such other documents, certificates and instruments as may be necessary or desirable to carry out and comply with the intent of this Resolution and is authorized to give the written affirmative assent and the City Clerk is authorized to attest thereto to the following submitted question by the District:

Shall the Little Blue Valley Sewer District issue its revenue bonds in one or more series, payable from the revenues to be derived from the operation of the System in an amount not to exceed \$20,000,000 for the purpose of improving, extending or rehabilitating the Little Blue Valley Sewer District System including, but not limited to advanced air emissions controls for the Atherton Wastewater Treatment Facilities?

In accordance with Section 204.370, approval of the proposition shall require the written assent of three-quarters of the Customers.

**RESOLUTION NO.: R-2894-16**

**PASSED AND ADOPTED** by the Board of Aldermen and **APPROVED** by the Mayor of the City of Raytown, Missouri, the 9<sup>th</sup> day of August, 2016.

\_\_\_\_\_  
Michael McDonough, Mayor

ATTEST:

Approved as to Form:

\_\_\_\_\_  
Teresa M. Henry, City Clerk

\_\_\_\_\_  
Joe Willerth, City Attorney



## LITTLE BLUE VALLEY SEWER DISTRICT



# ADVANCED AIR EMISSIONS CONTROLS BOND ISSUE

## OVERVIEW

The Little Blue Valley Sewer District has always been in the business of protecting public health and the environment. Since 2010, we have made considerable improvements to our existing facilities and processes in order to seek optimization, **greater efficiency**, and **effectiveness**. These evaluations resulted in:

- savings on energy costs
- savings on reheat costs
- savings on labor costs
- reduction of mercury emissions by 50%

Working under a consent order, the Little Blue Valley Sewer District is required to meet new state and federal regulatory requirements that are created by the Environmental Protection Agency (EPA) and enforced by the Missouri Air Pollution Control Program.

Due to a changing regulatory climate, we must continue to invest in our Atherton facility by upgrading our sewage sludge incinerator to include **advanced air emissions controls**.

Under the new air emissions regulations, we are violating the air quality standards for mercury

## APPROVE \$20 MILLION IN REVENUE BONDS

*Boost community benefits at the  
same cost to the customer*

and nitrogen oxides. While we have reduced our mercury emissions by 50% in recent years, the new regulations call for a further 99% reduction. Operational improvements and source controls will not correct this problem. Our only solution is to install advanced air emissions controls.

Although this significant improvement comes with a price, your **financial impact is essentially zero** due to the various efficiencies and cost savings that were put into place during the Phase II Program.

By approving the issuance of \$20 million additional revenue bonds, **there will be no appreciable change to the current financial forecast**. The bonds will not extend the duration of current service agreements as the 2016 bonds will be retired in 2036, four years before the 2010 bonds are paid off in 2040.

## FUND OR LOSE

Unless we achieve air quality standards in a 4-year time frame, we will be required to cease operation of the incinerator. Without a working incinerator, sewage sludge will be hauled to the landfill at an **added cost of \$3 million per year.**

It is fiscally responsible to invest in this essential upgrade rather than spending millions of dollars on hauling costs that lack long-term value to our customers.



The advanced air emissions controls upgrade is identified within the Phase III Improvements Program at the Atherton Plant. Phase III bonds will be paid off with the same operating budgets approved in 2010 for the Phase II bonds. Unanticipated operational efficiencies offset the \$20 million bond repayment costs!

## COMMUNITY BENEFITS

By upgrading our sewage sludge incinerator, we will be able to continue the benefits to the community from Phase II and add benefits from Phase III at the same cost to our customer.

1

### Improving air quality

- Reduced mercury emissions
- Reduced nitrogen oxide emissions
- Reduced other pollutants including: lead, cadmium, dioxins and furans, sulfur dioxide

2

### Using less resources

- Reduced electricity use
- Reduced need for natural gas
- Reduced need for polymer

3

### Saving money

- Reduced labor costs
- Increased energy efficiency
- Reduced operations costs

4

### Contain Service Costs to 2010 Forecast

- No Budgetary Impacts-Financial forecasts for the 2010 Phase II Program are unchanged, as the costs of Phase III are negated by better-than-anticipated cost controls

## ADVANCED AIR EMISSIONS CONTROLS SCHEDULE





# **Little Blue Valley Sewer District**

## **Approval of \$20 Million Revenue Bond Issue-Phase III Improvements**

### **Advanced Air Emissions Controls**

**Greg Boettcher, P.E.  
Executive Director**

**Jeff Shook, P.E.  
Assistant Director**

# PRESENTATION OUTLINE

- **Executive Summary**
- **Little Blue Valley Sewer District**
- **Necessity for Phase III Improvements**
- **Timelines**
- **Financial Implications**
- **Request Approval of \$20 Million Phase III Revenue Bonds**

# EXECUTIVE SUMMARY

- **Little Blue Valley Sewer District is a wholesale regional utility formed and governed by its 14 Customers (mission)**
- **In 2010 a \$118 million Phase II Revenue Bond was approved (2040)**
- **Phase II included replacement of a 25-year old incinerator**
- **Changes in air pollution control standards (during course of Project) resulted in permit non-compliance**
- **Advanced controls must be completed by February 2020 (AAOC)**
- **Advanced controls cost is \$20 million**

# EXECUTIVE SUMMARY

- **Operational efficiencies, optimizations and cost controls have occurred with the Phase II construction**
- **An updated financial forecast, incorporating the Phase III Bond repayment and the expenditure reductions offset each other**
- **A \$20 million revenue bond does not change service costs (customer charges) from those approved in 2010!**
- **Details of this “no impact” additional bonding follow**

# DISTRICT OVERVIEW

- **Formed in 1968 as regional wastewater system**
  - **Self-Governed by 14 Customers which include:**

**City of Belton**

**City of Blue Springs**

**Fort Osage School District**

**City of Grandview**

**City of Independence**

**County of Jackson**

**City of Kansas City**

**City of Lake Tapawingo**

**City of Lee's Summit**

**Middle Big Creek Sewer Subdistrict**

**City of Raymore**

**City of Raytown**

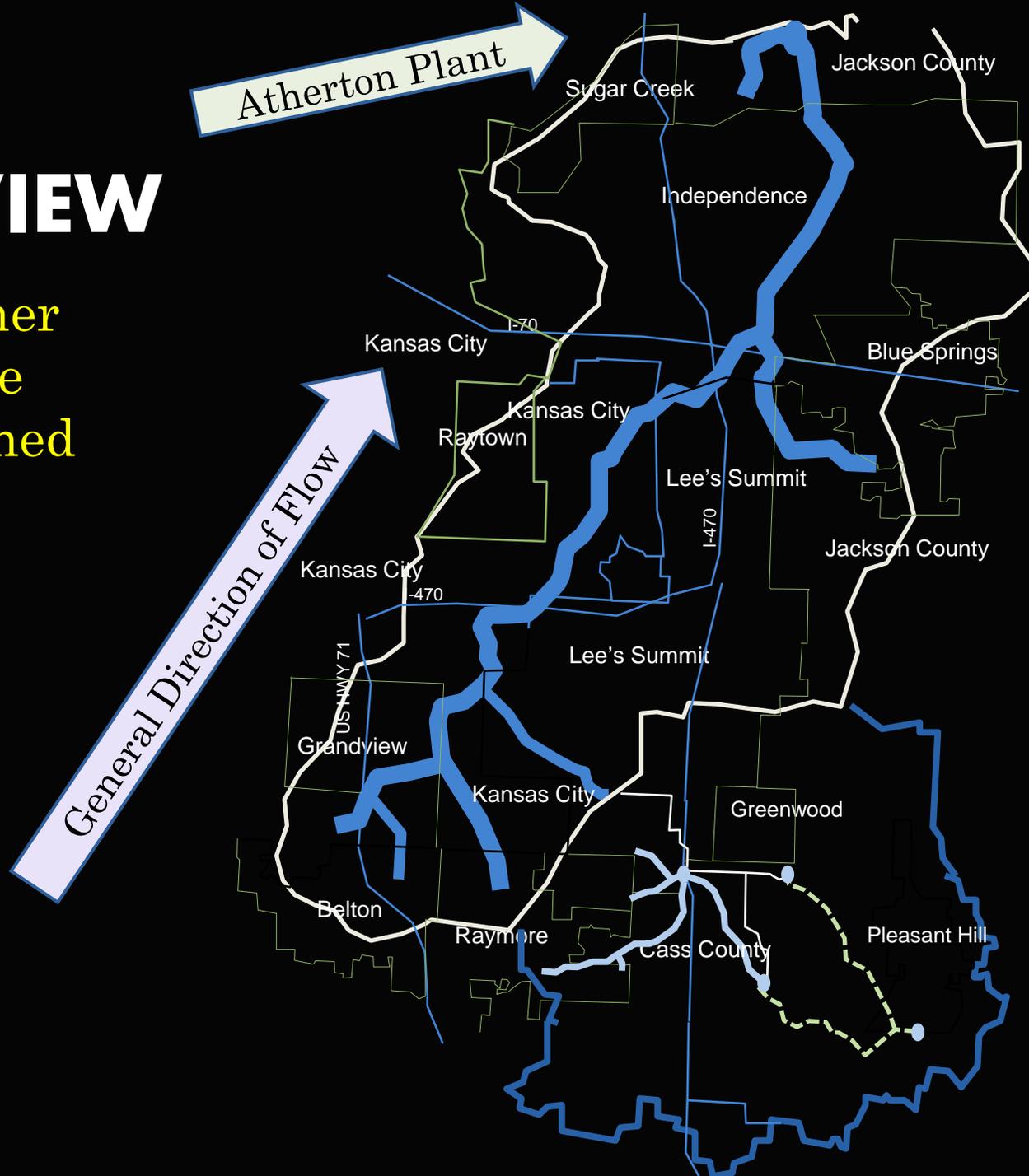
**City of Sugar Creek**

**Lake City Ammunitions Plant\***

**\*Only Political Subdivisions and Subdistrict (13 Customers) authorize revenue bonds**

# DISTRICT OVERVIEW

Those portions of Customer systems falling within the Little Blue River Watershed send wastewater to the regional conveyance and treatment facilities.



# DISTRICT OVERVIEW

- **District facilities serve 365,000 people**
- **Daily flows use 35 of the 52 million gallon capacity (4<sup>th</sup> largest)**
- **Current operating budget is \$27.5 million**
- **Staffed at 59 positions**
- **Service area includes those portions of Customer jurisdictions lying within the Little Blue River's watershed**

# DISTRICT OVERVIEW

- **In 2010, District Customers approved a \$118 million revenue bond issue to fund the Phase II Improvements Program:**
  - **Ultraviolet Disinfection** (required by March 2014)
  - **Fluidized Bed Sewage Sludge Incinerator** (replacing 25-year old unit)
  - **Excess Flow Holding Basin** (control of wet weather flows)
- **The Phase II Improvements are in service** (August 2014)

# Phase III Program Necessity

- **Water and air permits govern District Operations**
- **System designs incorporate future requirements into project budgets as warranted**
- **The incineration system has provisions to add future emission controls, but not the equipment itself**
- **In 2010, advanced controls were a long-range need and not included in project costs**

# Phase III Program Necessity

- **The incinerator improvements moved forward in 2012 as:**
  - **There were strong indications that new standards would be relaxed**
  - **There was no funding for the advanced controls**
  - **The existing 25-year old existing unit was failing**
  - **Justification for and design of advanced controls should use actual stack testing (not theoretical values)**
- **The Court ruled in favor of EPA in 2014**

# Phase III Program Necessity

- **Incinerator exhaust gas meets specified limits** (not the changed limits)
- **Stack gas testing in late 2014 finds 2 of 10 pollutants over limits** (nitrogen oxides and mercury)
  - **Non-compliance was discussed with Missouri Department of Natural Resources in order to:** (a) negotiate a reasonable compliance schedule, (b) resolve the matter out-of-court and (c) minimize penalties.
  - **An Administrative Order on Consent was entered on February 3, 2016 containing:**
    - \$6,000 penalty (payable to Jackson County School Fund)
    - 4-year compliance schedule with milestones
    - Within 60-days enter agreement for design of advanced air emissions control improvements
    - Return executed Order by February 22, 2016

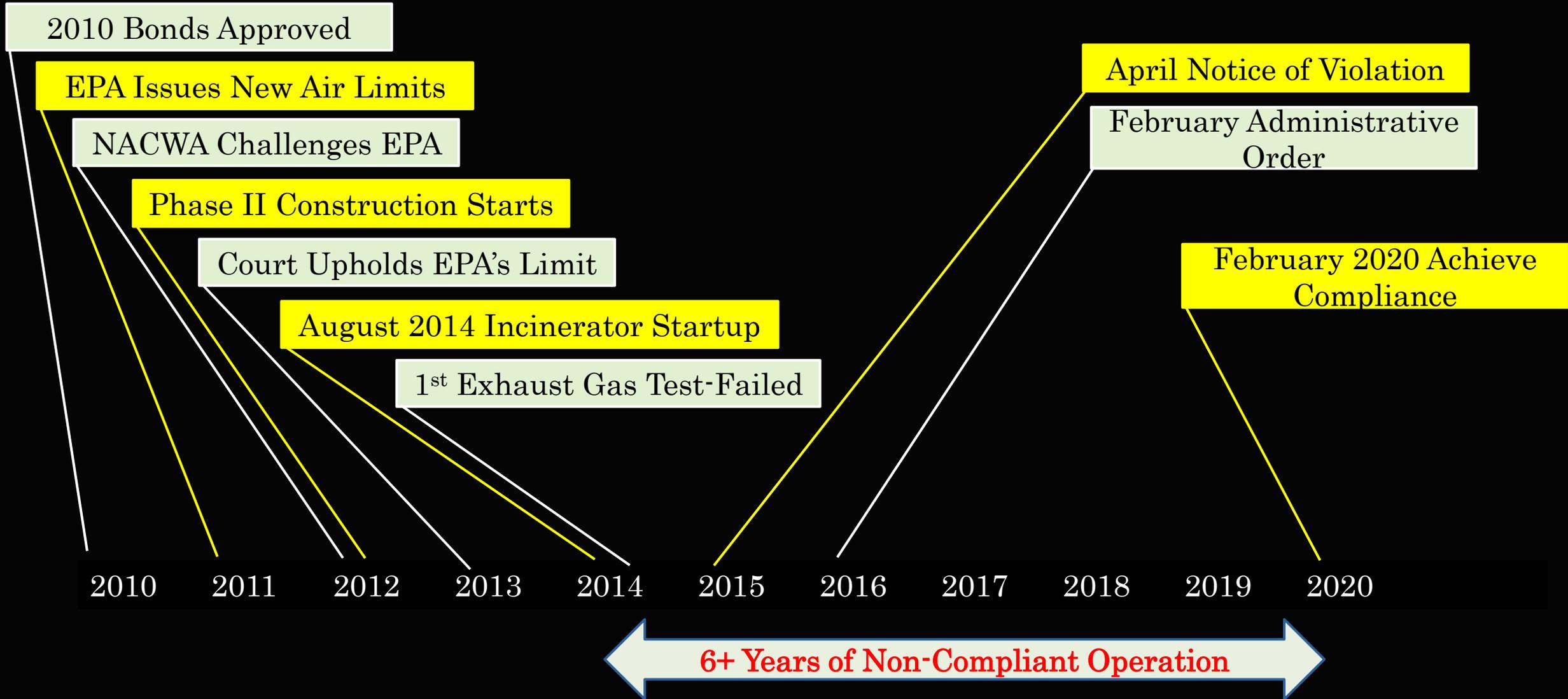
# PHASE III PROGRAM NECESSITY

- **Black & Veatch has estimated Phase III costs at \$20 million**
- **The improvements include:**
  - **Wet electrostatic precipitator** (to remove metals from exhaust gas)
  - **Ammonia injection** (to control nitrogen oxides)
  - **Carbon Adsorber Unit** (to reduce mercury to required limit)

[Link](#)

# TIMELINES

**Timing of events, absence of funds and need for actual stack test data necessitated advanced air emissions be a post-Phase II Activity**



# **FINANCIAL IMPLICATIONS**

**Two solutions are available:**

- (a) Bring Incinerator in compliance by adding advanced air emissions controls**
- (b) Cease incineration using landfilling for solids disposal**

# FINANCIAL IMPLICATIONS



# FINANCIAL IMPLICATIONS

**Proceeding with Advanced Air Emissions Controls by issuing \$20 million of new revenue bonds is the best solution**

**and**

**can be accomplished with **NO CHANGE** in the financial forecast (costs of service) from that approved in 2010 for the Phase II Bonding**

# **FINANCIAL IMPLICATIONS**

**Continuous improvement of service delivery**

**Operational Efficiencies Fully Offset the debt service costs for the Phase III Improvements Program**

# FINANCIAL IMPLICATIONS

Forecast	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
2010	5.95%	5.95%	5.95%	5.95%	2.96%	2.43%	-8.97%	-2.07%	3.55%	2.57%
2016	5.93%	5.67%	5.97%	5.73%	3.72%	2.18%	-10.07%	-2.67%	2.93%	1.92%



# Request Approval for Issuance of \$20 Million Revenue Bond Issue for Atherton Phase III Improvements

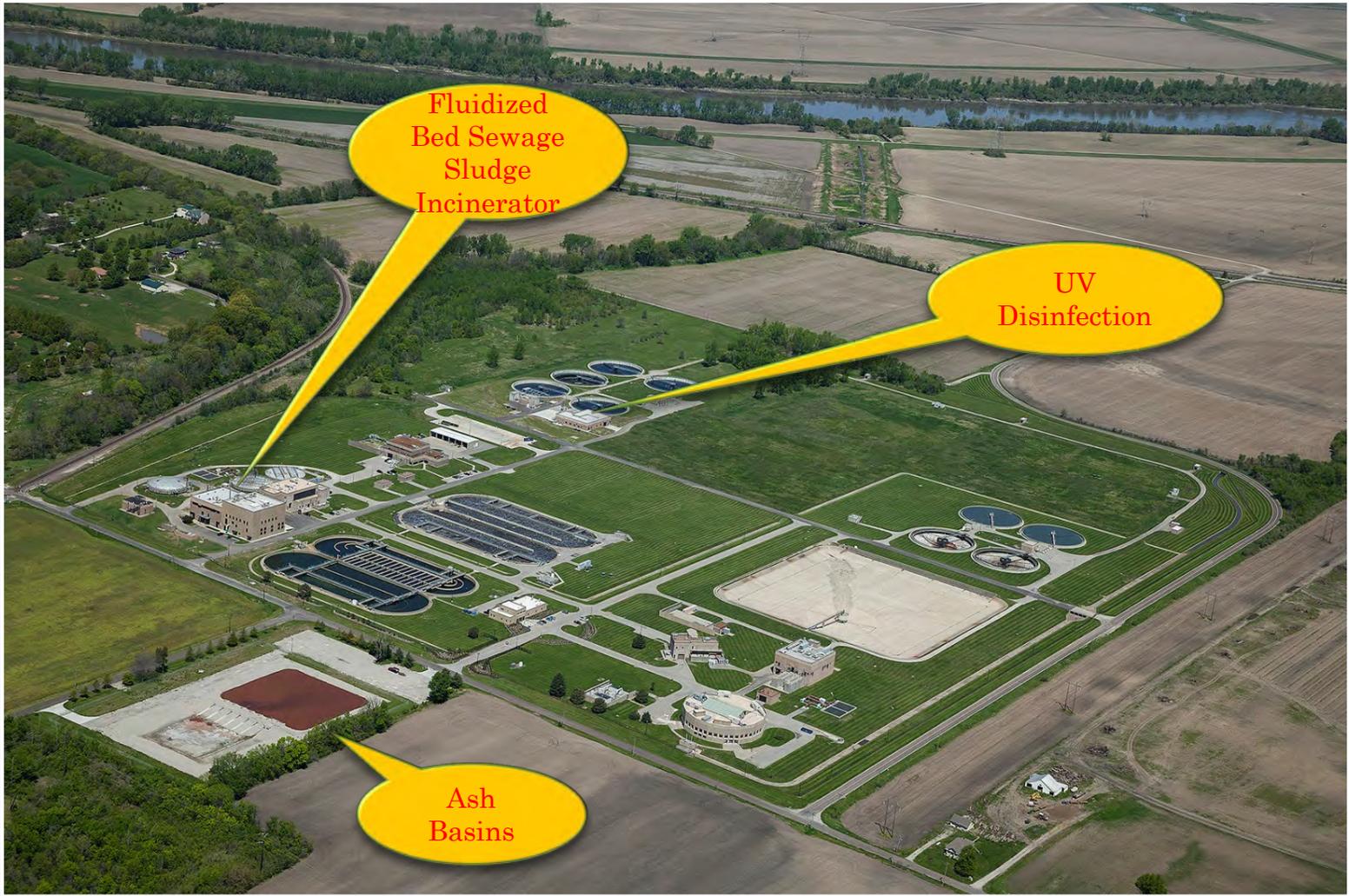
Bond Issuance, by Statute, Requires 75% Passage by Customers (10 of 13)

## Questions ?



# Atherton Wastewater Treatment Plant

52 million gallons per day capacity  
400 million gallons per day maximum



# Atherton Wastewater Treatment Plant

Fluidized Bed Sewage Sludge Incinerator  
60 dry tons of solids per day



[Return](#)

# Atherton Wastewater Treatment Plant

## Our Vision of Mission



[Return](#)

# Atherton Wastewater Treatment Plant

## Old Incineration System (1990 vintage)



PHASE 2 ATHERTON WWTP IMPVTS. % Date Created: Tuesday, May 08, 2012 % Filename: ATHWWTP\_P-Trn\_045.jpg %  
Description: VIEW TO E - AREA 3; INCINERATOR / SLUDGE BLDG OVERVIEWS; TO ALL BE DEMOLISHED SE CORNER %  
WHITING-TURNER CONTRACTING CO. % (P-Trn.com) DO NOT ALTER %



[Return](#)

# Atherton Wastewater Treatment Plant

## Our Vision of Mission



Return

# Advanced Air Emissions Controls System



Wet Electrostatic Precipitator



Aqua Ammonia



Carbon-Packed Adsorber



Return

**CITY OF RAYTOWN**  
**Request for Board Action**

**Date:** August 3, 2016

**Resolution No.:** R-2895-16

**To:** Mayor and Board of Aldermen

**From:** Kati Horner Gonzalez, Acting Director of Public Works

**Department Head Approval:** \_\_\_\_\_

**Finance Director Approval:** \_\_\_\_\_ (only if funding is requested)

**City Administrator Approval:** \_\_\_\_\_



**Action Requested:** Board of Aldermen approval of the Professional Services Agreement with Olsson Associates for design and construction services for the 83<sup>rd</sup> Street Bridge in an amount not to exceed \$408,071.96.

**Recommendation:** Staff recommends approval of the Professional Services Agreement.

**Analysis:** Per the direction of the Board, staff solicited design proposals for the replacement of the 83<sup>rd</sup> Street Bridge. One proposal was received for the replacement of the bridge from Olsson Associates. Upon review of the proposal, staff determined that the proposal met or exceeded all requirements of the proposal and awarded the project to Olsson Associates.

The design phase of the project will be divided into two phases: Preliminary Design and Final Design/Construction Services. Phase I has been completed and a presentation for the preliminary design findings and recommendations was given on June 21, 2016. The attached contract is for the Final Design and Construction Services for the selected/recommended improvement alternative which is the two-span full replacement option (presented as Bridge Option 1).

Phase II includes all right-of-way work including temporary construction easements, utility coordination, public involvement, progress meetings, environmental considerations, design of the new bridge and associated construction phasing, development of specifications and final cost estimations, and construction submittal review, inspection, and testing. The tentative schedule is as follows:

Notice to Proceed (Design)	August 9, 2016
Final Design	January 20, 2017
Bid Opening	February 22, 2017
Notice to Proceed (Construction)	March 17, 2017
End Construction	September 1, 2017

Public involvement, utility coordination, and project meeting dates and times are to be determined.

**Alternatives:** Delay design and replacement of 83<sup>rd</sup> Street Bridge.

**Budgetary Impact:**

- Not Applicable
- Budgeted item with available funds
- Non-Budgeted item with available funds through prioritization
- Non-Budgeted item with additional funds requested

Amount to Spend: \$408,071.96  
Fund: Transportation Sales Tax Fund

**Additional Reports Attached:** Professional Services Agreement, Scope of Services along with Costs and Expenses tables.

**A RESOLUTION AUTHORIZING A PROFESSIONAL SERVICES AGREEMENT WITH OLSSON ASSOCIATES FOR THE DESIGN AND CONSTRUCTION SERVICES OF THE 83<sup>RD</sup> STREET BRIDGE IN AN AMOUNT NOT TO EXCEED \$408,071.96 AND AMENDING THE FISCAL YEAR 2015-2016 BUDGET**

**WHEREAS**, the City desires to engage the services of a professional engineering firm for design and construction services in connection with the 83<sup>rd</sup> Street Bridge Project; and

**WHEREAS**, the City solicited proposals and received one proposal to provide such professional engineering services to design and construct such improvements and determined that Olsson Associates were best suited to perform such services; and

**WHEREAS**, the Scope of Basic Services as set forth in "Exhibit B" to be provided by Olsson Associates as described in the attached Professional Services Agreement, "Exhibit A", and the time periods for the performance of specific services in the contract are stipulated therein; and

**WHEREAS**, the City Administrator is authorized and empowered by the City to execute contracts providing for professional services for the Public Works Department, upon approval by the Board of Aldermen; and

**WHEREAS**, the Board of Aldermen find that Olsson Associates meet the necessary qualifications to provide such professional engineering services and that funds are available for such purposes by transferring funds and amending Resolution R-2808-15 adopting the budget for Fiscal Year 2015-2016; and

**WHEREAS**, the Board of Aldermen find that it is in the best interest of the citizens of the City of Raytown that the City enter into an agreement with Olsson Associates for such purposes;

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF RAYTOWN, MISSOURI, AS FOLLOWS:**

**THAT** an Agreement for Professional Services Agreement by and between the City of Raytown, Missouri and Olsson Associates in an amount not to exceed \$408,071.96 in substantially the same form as attached hereto as Exhibit "A" and incorporated herein, is hereby approved; and

**FURTHER THAT** the City Administrator is hereby authorized to execute any and all documents necessary in connection with such agreement and the City Clerk is authorized to attest thereto; and

**FURTHER THAT** the fiscal year 2015-2016 Budget approved by Resolution R-2808-15 is hereby amended as follows:

From:

To:

Unbudgeted Reserves  
Amount: \$408,071.96

Transportation Sales Tax Fund  
Amount: \$408,071.96

**PASSED AND ADOPTED** by the Board of Aldermen and **APPROVED** by the Mayor of the City of Raytown, Missouri, the 9<sup>th</sup> day of August, 2016.

\_\_\_\_\_  
Michael McDonough, Mayor

ATTEST:

\_\_\_\_\_  
Teresa M. Henry, City Clerk

Approved as to Form:

\_\_\_\_\_  
Joe Willerth, City Attorney

r

**GENERAL ENGINEERING SERVICES CONTRACT  
BETWEEN  
CITY OF RAYTOWN  
AND  
OLSSON ASSOCIATES**

THIS AGREEMENT made and entered into this \_\_\_ day of \_\_\_\_\_, 20\_\_\_, by and between the City of Raytown, Missouri, hereafter referred to as “CITY”, and Olsson Associates, hereinafter referred to as “ENGINEER”. For the consideration herein expressed, it is agreed by and between the CITY and ENGINEER as follows:

**ARTICLE I – SCOPE OF SERVICES**

ENGINEER shall prepare construction plans and associated services for the “83<sup>rd</sup> Street Bridge Project”, as further enumerated in Exhibit B (Attached).

**ARTICLE II – COMPENSATION**

For services provided under this contract, the CITY shall compensate the ENGINEER as follows:

A. Fee

The ENGINEER will provide the professional service described herein at actual hourly costs per the attached Schedule of Hourly Rates (Exhibit D).

Directly reimbursable fees shall be paid in accordance with the attached Schedule of Reimbursable Fees (Exhibit E).

The total amount paid to the ENGINEER shall be the actual hours expended multiplied by the hourly rate from Exhibit D, plus directly reimbursable fees as computed from Exhibit C, and the total shall not exceed \$408,071.96.

B. Method of Payment

Partial payments for work satisfactorily completed will be made to the ENGINEER upon receipt of itemized invoices by the CITY. Invoices will be submitted no more frequently than one invoice per month. Payment shall be issued within 45 days of receipt and review of invoice.

**ARTICLE III – SCHEDULE**

See Exhibit H

#### **ARTICLE IV – STANDARDS**

Design criteria will be in accordance with City of Raytown Specifications.

#### **ARTICLE V – COVENANT AGAINST CONTINGENT FEES**

The ENGINEER warrants that he has not employed or retained any company or person, other than a bona fide employee working for the ENGINEER, to solicit or secure this agreement, and that he has not paid or agreed to pay any company or person, other than a bona fide employee, any fee, commission, percentage, brokerage fee, gifts or any other consideration, contingent upon or resulting from the award or making of this contract. For breach or violation of this warranty, the CITY shall have the right to annul this agreement without liability, or in its discretion to deduct from the contract price or consideration or otherwise recover the full amount of such fee, commission, percentage, brokerage fee, gift or contingent fee, plus reasonable attorney's fee.

#### **ARTICLE VI – SUBLETTING, ASSIGNMENT OR TRANSFER**

No portion of the work covered by this contract, except as provided herein, shall be sublet or transferred without the written consent of the CITY. The subletting of the work shall in no way relieve the ENGINEER of his primary responsibility for the quality and performance of the work.

#### **ARTICLE VII – SUBLETTING, ASSIGNMENT ENDORSEMENT**

All plans, specifications and other documents shall be endorsed by the ENGINEER and shall reflect the name and seal of the Registered Professional Engineer endorsing the work.

#### **ARTICLE VIII – RETENTION OF RECORDS**

The ENGINEER shall maintain all records, survey notes, design documents, cost and accounting records, construction records and other records pertaining to this contract and to the project covered by this contract, for the period of not less than three years following final payment. Said records shall be made available for inspections by authorized representatives of the CITY, during regular working hours at the ENGINEER place of business.

#### **ARTICLE IX – OWNERSHIP OF DOCUMENTS**

Plans, tracing, maps and specifications prepared under this contract shall be delivered to and become the property of the CITY upon termination or completion of work. Copies of basic survey notes, design computations and other data prepared under this contract shall be made available for use by the CITY without restriction or limitations on its use. If the CITY incorporates any portion of the work into a project other than that for which it was performed, the CITY shall save the ENGINEER harmless from any claims and liabilities resulting from such use, the extent permitted by law.

## **ARTICLE X – TERMINATION**

The CITY may terminate the contract at any time by giving seven (7) days written notice. If the contract is terminated because the project is abandoned or postponed by the CITY, the ENGINEER will be paid for services performed to the date of termination.

If the contract is terminated due to the ENGINEER service being unsatisfactory in the judgment of the CITY, or if the ENGINEER fails to prosecute the work with due diligence, the CITY may procure completions of the work in such a manner as it deems to be in the best interest of the CITY. The ENGINEER will be paid for the services performed to the date of termination. The ENGINEER may terminate the agreement for non-payment, as defined in section IIB, by the CITY.

## **ARTICLE XI – DECISIONS UNDER THIS CONTRACT**

The CITY will determine the acceptability of work performed under this contract, and will decide all questions which may arise concerning the project. The CITY'S decisions shall be final and conclusive.

## **ARTICLE XII – SUCCESSORS AND ASSIGNS**

The CITY and the ENGINEER agree that this contract and all contracts entered into under the provisions of this contract shall be binding upon the parties hereto and their successors and assigns.

## **ARTICLE XIII – COMPLIANCE WITH LAWS**

The ENGINEER shall comply with federal, state and local laws, ordinances and regulations applicable to the work, including Title VI of the Civil Rights Act of 1964 and shall procure all licenses and permits necessary for the fulfillment of obligations under this contract.

## **ARTICLE XIV – RESPONSIBILITY FOR CLAIMS AND LIABILITY**

The ENGINEER agrees to hold harmless and indemnify the CITY from all claims and liabilities due to his negligent acts or the negligent acts of his employees, agents or subcontractors.

## **ARTICLE XV – NONDISCRIMINATION**

The ENGINEER, with regard to the work performed by it after award and prior to the completion of the contract work, will not discriminate on the grounds of race, color or national origin in the selection and retention of subcontractors. The ENGINEER will comply with Title VI of the Civil Rights Act of 1964, as amended. In all solicitations, either by competitive bidding or negotiation made by the ENGINEER for work to be performed under a subcontract, including procurement of material or equipment, each potential subcontract or supplier shall be notified by the ENGINEER'S obligations under this contract and the regulations relative to nondiscrimination on the grounds of color, race or national origin.

## **ARTICLE XVI – GENERAL CONSIDERATIONS**

- A. The City of Raytown expressly denies responsibility for or ownership of any item purchased until the same is delivered to and accepted by the City.
- B. The CITY and ENGINEER mutually agree, to the fullest extent permitted by law, to indemnify and hold each other harmless from any and all damages, liabilities or costs, including reasonable attorneys' fees and defense costs, relating to personal injury or property damage and arising from their own negligent acts, errors or omissions in the performance of their services under this Agreement, but only to the extent that each party is responsible for such damages, liabilities or costs on a comparative basis of fault.
- C. The ENGINEER agrees to maintain error and/or omission or liability insurance coverage in an amount equal to the CITY'S maximum tort liability exposure under Section 537.610 currently in the amount of \$2,734, 567.
- D. Insurance: The ENGINEER shall secure and maintain such insurance as will protect him from claims under the Worker's Compensation Acts, and insurance from claims for bodily injury, death, or property damage which may arise from the performance of his services under this agreement.
- E. The ENGINEER must be current with payment to the City of Raytown and/or Jackson County, Missouri regarding Personal Property and Real Estates Tax (if applicable).
- F. The following limitations of responsibility shall apply to the ENGINEER for services provided during construction of the project.
  - 1. Shall not be held responsible for Contractor's construction means, methods, techniques, sequences, procedures, or the safety precautions, or any programs indirect thereto.
  - 2. Shall not be held responsible for the Contractor's failure to perform the work in accordance with the Contract Documents.
  - 3. Shall not be held responsible for acts or omissions of the Contractor or any subcontractor or their agents or employees or any other persons performing any of the work.
- G. STANDARD OF CARE: In providing services under this Agreement, Engineer shall perform in a manner consistent with that degree of care and skill ordinarily exercised by members of the same profession currently practicing under similar circumstances at the same time and in the same or similar locality. Upon notice to Engineer and by mutual agreement between the parties, Engineer will, without additional compensation, correct those services not meeting such a standard.

H. **LIMITATION OF LIABILITY:** Notwithstanding any other provision of this Agreement, the Client agrees that, to the fullest extent permitted by law, Engineer's total liability to the Client for any and all injuries, claims, losses, expenses, damages, or claims expenses of any kind arising from any services provided by or through the Engineer under this Agreement, shall not exceed \$ 2,734,567. The Client acknowledges that such causes include, but are not limited to, negligence, statutory violations, misrepresentation, fraud, deceptive trade practices, breach of fiduciary duties, strict liability, breach of contract and/or breach of strict or implied warranty. This limitation of liability shall apply to all phases of Engineer's services performed in connection with the Project(s), whether subsequent to or prior to the execution of this Agreement.

Notwithstanding any other provision of this Agreement, and to the fullest extent permitted by law, neither the Client nor Engineer, their respective officers, directors, partners, employees, contractors or subconsultants shall be liable to the other or shall make any claim for any incidental, indirect or consequential damages arising out of or connected in any way to the Project or to this Agreement.



## **EXHIBIT B**

### **Scope of Services**

#### **PRELIMINARY AND FINAL ROADWAY AND BRIDGE DESIGN & CONSTRUCTION SERVICES**

#### **83<sup>rd</sup> STREET BRIDGE IN RAYTOWN, MO**

This exhibit is hereby attached to and made a part of the General Engineering Services Contract dated \_\_\_ day of \_\_\_\_\_, 20\_\_\_ between the City of Raytown (“Client”) and Olsson Associates (“Olsson”) providing for professional services. Olsson’s Scope of Services for the Agreement is indicated below.

#### **PROJECT DESCRIPTION AND LOCATION**

Project will be located at: Raytown, MO

Project Description: The project is the replacement of the 83rd Street Bridge, located approximately ¼ mile east of Raytown Road.

#### *GENERAL*

Services included in this proposal include utility coordination, environmental engineering, preliminary and final roadway and bridge design, streetlight design, traffic control, right-of-way appraisals, public involvement and preparation of construction bid documents 83<sup>rd</sup> Street Bridge Replacement. Construction inspection and material testing services are also included.

It is assumed that three plan submittals will be made that approximately coincide with following degrees of project completion.

- Preliminary & Right-of-way Plans
- Final Plans (unsigned/unsealed – 90%)
- Final Plans (signed/sealed – 100%)

It is understood that designs shall be configured to limit the acquisition or impacts to private rights-of-way. The roadway geometrics are to match or nearly match existing alignment and profile in an effort to develop solutions that fit within these right-of-way and anticipated budgetary constraints.

It is assumed that designs shall conform to City of Raytown, APWA, and MoDOT design criteria, where applicable.

### **Task 1: Project Management and Meetings**

Provide staff management, monthly invoicing, and progress reporting.

Olsson will provide monthly progress reports (6) and two review meetings for addressing preliminary and final plan review comments.

Time is included for coordination with sub-consultants, affected utility companies, property owners, City staff, MoDOT, and Environmental Review agencies.

### **Task 2: Utility Coordination (TREKK Design Group)**

#### *GENERAL*

Services included in this proposal include utility coordination and additional surveying services amending the original agreement. Additional services include coordination with utility companies to identify existing utility impacts from proposed bridge replacement and roadway modifications, acquisition of Ownership & Encumbrance Reports and preparation of easement exhibits for adjacent properties.

#### *PROJECT ADMINISTRATION*

Provide staff management, monthly invoicing, and progress reporting to Prime Consultant.

This task includes time to prepare a notice of impact to area utilities, collect initial responses and coordinate for incorporation into the project survey files.

#### *UTILITY COORDINATION*

This scope of services and the attached fee estimate include identifying and coordinating with the owners of existing utilities that are impacted by the bridge replacement and roadway modifications.

Plans will be printed and distributed to the Utility Companies for verification of ownership, type, size and location.

The Consultant will request that the Utility Companies return to the Consultant marked up plans with verification of the presence of affected property. The Consultant will incorporate the utility information into the survey base files and construction plans.

Identification and verification by the Utility Companies of major utility conflicts such as fiber optic lines, gas pipelines, crude oil pipelines, high-pressure waterlines, transmission lines, etc., will be accomplished at the earliest possible time. The Consultant and the City's Project Manager will discuss major conflicts and attempt to avoid them. If avoidance is not possible, the Consultant will then request the Utility Company to verify the conflict. Provide a preliminary relocation schedule, and as appropriate a preliminary estimate of potentially reimbursable costs associated with the utility relocation.

#### **Plan Submittal**

At reconciliation of each City review submittal, the plans will be distributed by the Consultant to public and private utilities for comment.

### Utility Review Meetings/Coordination

Three utility review meetings will be scheduled to coincide with plan submittals. In addition to one (1) utility coordination meeting to be held at the City of Raytown, the Consultant shall include time for coordination via the phone and group meetings with affected utilities. It is estimated that up to two additional meetings with specific, affected utilities may be necessary.

### Additional Survey Information for ROW Impacts (O&E and Easement Exhibits)

The Consultant shall order and obtain the Ownership & Encumbrance Reports for the two adjacent properties and incorporate any updates to right-of-way within the survey base file. The Consultant shall prepare up to two (2) easement exhibits.

### **Task 3: Bridge Design**

This scope of services and attached fee estimate were prepared with the assumption that a two-span prestressed girder bridge will be utilized. Designs prepared shall be in accordance with the specifications and standards utilized in MoDOT's Engineering Policy Guide and AASHTO LRFD Bridge Design Specifications where appropriate.

The following bridge design tasks are anticipated and included in this scope of services:

#### *Preliminary Bridge Design & Preliminary Bridge Plans*

- 1) Incorporate city review comments from conceptual plan submittal
- 2) Superstructure analysis
- 3) Abutment and pier layout
- 4) Select and layout roadway barriers, sidewalk and fencing
- 5) Select and layout bridge aesthetic enhancements
  1. Barrier installed form liners
  2. Sidewalk Imprinted Faux-Stone
  3. Concrete Tinting
- 6) Prepare & Submit Preliminary Bridge Plans (2 Sheets)
  1. General Plan
  2. General Elevation and Typical Section
- 7) Conduct Quality Control Review
- 8) Prepare & Submit Preliminary Bridge Cost Estimate

#### *Final Bridge Design & Final Bridge Plans*

- 1) Incorporate city review comments from preliminary plan submittal
- 2) Update and finalize superstructure design
- 3) Pier Design
- 4) Abutment Design
- 5) Deck Design
- 6) Deck Drainage Design
- 7) Connection Design
- 8) Bearing Design
- 9) Camber Calculations/Geometric Control
- 10) Approach and Sleeper Slab Layout
- 11) Expansion Device Layout

- 12) Prepare Bridge Rating Report and SIA Sheet
- 13) Prepare & Submit Final Bridge Cost Estimate
- 14) Prepare & Submit Project Manual including any required special provisions
- 15) Conduct Quality Control Review
- 16) Prepare & Submit Final Bridge Plans (26 Sheets)
  1. General Plan & Elevation
  2. General Notes & Quantities
  3. Soil Boring Data
  4. Demolition & Removal Details
  5. Substructure – End Bents 1 & 3 (Sheet 1 of 3)
  6. Substructure – End Bents 1 & 3 (Sheet 2 of 3)
  7. Substructure – End Bents 1 & 3 (Sheet 3 of 3)
  8. Substructure – Intermediate Bent 2 (Sheet 1 of 2)
  9. Substructure – Intermediate Bent 2 (Sheet 2 of 2)
  10. Intermediate Bent Diaphragm Details
  11. Vertical Drain at End Bents
  12. Framing Plan
  13. Prestressed Girder Details
  14. Miscellaneous Girder Details
  15. Plan of Slab Reinforcement
  16. Plan of Sidewalk Reinforcement
  17. Typical Section & Pouring Sequence
  18. Dead Load Deflection, Slab Elevation & Haunching Diagram
  19. Safety Barrier Curb Details
  20. Pedestrian Fence Details
  21. Utility and Conduit System Plan
  22. Bridge Approach Slab
  23. Bill of Reinforcing (Sheet 1 of 2)
  24. Bill of Reinforcing (Sheet 2 of 2)
  25. As Built Piling Data

The following special provisions are anticipated and included with this scope of services:

- 1) Demolition
- 2) Form Liners

#### **Task 4: Retaining Wall Design**

This scope of services and attached fee estimate were prepared with the assumption that the dilapidated portions of the four existing retaining walls will be rehabilitated and retrofitted. It is assumed the top 3 feet will be removed and replaced to provide a new barrier that matches the bridge located at the edge of the roadway. Additionally, designs and construction details will be required to extend the four retaining walls at each corner of the bridge. These new portions of wall are required to bridge the gap from the existing bridge length (161 feet) to the proposed (132 feet).

Designs prepared shall be in accordance with the specifications and standards utilized in MoDOT's Engineering Policy Guide and AASHTO LRFD Bridge Design Specifications where appropriate.

The following retaining wall design tasks are anticipated and included in this scope of services:

*Preliminary Retaining Wall Design & Preliminary Wall Plans*

- 1) Layout repairs and retrofit extents for four existing walls
- 2) Design reconstruction of top of walls to provide new crash barrier
- 3) Layout & preliminarily design full height retaining wall sections
- 4) Prepare & Submit Preliminary Retaining Wall Plans (6 Sheets) (4)
  1. General Plan & Elevation (4 Sheets)
  2. Typical Sections
  3. Details for Typical Full, Partial Depth Repairs & Top Reconstruction
- 5) Prepare & Submit Preliminary Wall Cost Estimate
- 6) Conduct Quality Control Review

*Final Retaining Wall Design & Final Retaining Wall Plans*

- 1) Incorporate city review comments from preliminary plan submittal
- 2) Incorporate Geotech findings and finalize retaining wall designs
- 3) Design fence base plate and anchor bolts
- 4) Expansion Device Layout
- 5) Prepare & Submit Final Wall Cost Estimate
- 6) Conduct Quality Control Review
- 7) Prepare & Submit Final Retaining Wall Plans for four walls (29 Sheets)
  1. General Plan & Elevation (4 Sheets)
  2. General Notes and Quantities
  3. Demolition & Removal Details (4 Sheets)
  4. Typical Sections
  5. Details of retaining wall top reconstruction (4 Sheets)
  6. Details for footing and wall widening (4 Sheets)
  7. Details for wall to abutment construction joint (4 Sheets)
  8. Details and Specifications for typical full & partial depth repairs
  9. Typical section with backfill & drainage specifications
  10. Pedestrian Fence Details
  11. Bill of Reinforcing (4 Sheets)

The following special provisions are anticipated and included with this scope of services:

- 1) Demolition & Surface Preparation
- 2) Backfill Stabilization and Compaction
- 3) Inspection and Acceptance of Work

**Task 5: Roadway Design**

This scope of services and the attached fee estimate were prepared with the assumption that the new structure and roadway profile will be established on the same, or very similar, to the

existing. The existing grades and vertical curve do not meet current design requirements, and will require a design exception from the Public Works Director. It is understood that this is necessary for developing a bridge replacement solution that will fit within the existing right-of-way.

The roadway design work near the bridge is anticipated to primarily address reconstruction of the approach pavement within the immediate vicinity of the bridge, shoulder reshaping and transitioning, sidewalk layout, erosion control, permanent striping, barrier end terminals, storm drainage, tabulation of roadway quantities and preparation of job special provisions. A stormwater pollution prevention plan (SWPPP) will be prepared for use by the Contractor to maintain during construction. The following roadway design tasks are anticipated and included in this scope of services.

*Preliminary Roadway Design & Preliminary Roadway/ROW Plans*

- 1) Typical Section & Pavement Section Design
- 2) Finalize Geometric Design (Alignment & Profile)
- 3) Finalize Curb & Sidewalk Transitions
- 4) Storm Drainage Design
- 5) Grading
- 6) Clearing & Grubbing Limits
- 7) Layout Easements
  1. Existing right-of-way and ownerships identified
  2. Grading limits & tree clearing identified
- 8) Prepare & Submit Preliminary/ROW Roadway Plans (6 Sheets)
  1. Cover Sheet
  2. Typical Sections
  3. General Plan & Elevation (2 Sheets)
  4. Alignment and Control
  5. Utility Conflicts
- 9) Prepare & Submit Preliminary Roadway Cost Estimate
- 10) Conduct Quality Control Review

*Final Roadway Design & Final Roadway Plans*

- 1) Prepare & Submit Final Roadway Plans (10 Sheets)
  1. Cover Sheet
  2. General Notes and Quantities
  3. Typical Sections
  4. General Plan & Elevation (2 Sheets)
  5. Alignment and Control
  6. Stormwater plan and details
  7. Curb & Misc. Details
  8. Seeding and Erosion Control Plan
  9. Pavement Marking & Signing
- 2) Prepare & Submit Final Roadway Cost Estimate
- 3) Conduct Quality Control Review

## **Task 6: Geotechnical Investigation**

A geotechnical assessment for the proposed bridge and roadway approaches will be completed. The geotechnical assessment will consist of a field exploration program, a laboratory testing program, geotechnical analyses, and a geotechnical report. The field exploration and laboratory testing programs will be performed in general accordance with the Missouri Department of Transportation's Technical Guidelines for Geotechnical Investigations.

### *Field Exploration*

A minimum nine (9) borings will be drilled for the proposed bridge and roadway as described herein:

- 1) Three (3) borings within the vicinity of the bridge near the proposed abutments and intermediate pier. Each boring will be advanced to refusal into the underlying bedrock and then cored a minimum of 30 feet additional.
- 2) Two (2) borings (one at each quadrant) to depths of 25 feet or auger refusal, whichever occurs first, below the existing ground surface within the vicinity of the proposed retaining walls, where accessible. Two of the bridge borings will be used for two of the quadrants. Where bedrock is encountered within 10 feet of the ground surface, the boring will be advanced 10 feet into the bedrock using rock coring techniques.
- 3) Two (2) borings to depths of 10 feet or auger refusal, whichever occurs first, along the proposed roadway alignment. One on each end of the bridge at the roadway approach.

The borings will be performed with an ATV or truck-mounted drill rig. Samples will generally be obtained at five-foot intervals using Shelby Tubes and a split barrel sampler. Rock coring operations will be conducted using a core barrel having an approximate diameter of 2 inches.

### *Laboratory Testing*

The laboratory testing program will be performed on select samples to evaluate engineering properties of the subsurface materials. The laboratory tests will be performed in general accordance with applicable standards. Anticipated laboratory testing is expected to involve moisture contents, Unconfined Compressive Strength Tests, Atterberg Limit Tests, CBR Tests, Standard Proctor tests, and Direct Shear Tests.

### *Engineering Analysis and Report*

The field exploration and laboratory test results will be used to evaluate the recommended foundation system for the proposed bridge. A geotechnical report will be submitted summarizing the following:

- 1) Generalized geotechnical site preparation concerns addressing fill, subgrade preparation, earthwork placement, excavatability of any bedrock, and suitability of on-site materials for use as structural fill.
- 2) Discussion on the effects of any structural fill placement on the existing soil strata.
- 3) Recommendations regarding the thickness, moisture and compaction criteria of any backfill or structural fill including an analysis of shrink/swell potential.

- 4) Discussion of anticipated groundwater concerns, along with recommendations for addressing these concerns during construction, if required.
- 5) Provide foundation recommendations that will include allowable and strength soil and bedrock bearing pressures. The recommendations for the foundation system will also discuss suitable foundation bearing material, possible over excavation/surcharge requirements, minimum footing sizes and acceptable bearing depths.
- 6) Anticipated total and differential settlement of structural elements.
- 7) Pavement subgrade preparation.
- 8) Lateral earth pressures for below grade structures and retaining walls.
- 9) Global stability analyses on proposed retaining walls.
- 10) Pavement and Subgrade design.

### *Boring Staking*

Boring locations will be staked at the desired locations by the Consultant's surveyors to ensure consistency with the project locations and project datum. These locations will be identified in the Plans.

### **Task 7: Environmental Permitting**

The Consultant will be responsible for meeting environmental and cultural resource requirements and getting the necessary approvals and permits for the City (LPA). It is assumed that federal funding will be utilized for this project and that the State's NEPA process and coordination with MoDOT staff shall be required. As necessary, the Consultant will prepare documentation and submission of Requests for Environmental Review services (RER) at the following project key stages.

#### Initial - Preliminary/Right of Way – Final Design

It is anticipated that State environmental staff will review the project to determine the appropriate National Environmental Policy Act (NEPA) classification at each key stage and dictate necessary approvals milestones as direct from the Federal Highway Administration (FHWA).

It is anticipated that this project will be awarded a Categorical Exclusion classification. This shall require the Consultant to perform the environmental design tasks identified below and prepare and submit letters which describes the project, anticipated impacts expected from the project, and any planned mitigation to compensate for the project's impacts.

The following environmental design tasks are identified as part of this scope of services:

- 1) Prepare and submit a 106 Cultural Assessment Review Letter to the State Historical Preservation Office (SHPO 106)
- 2) Inspection for identifying the presence of lead and asbestos
- 3) Threatened and Endangered Species (Bats)

It is anticipated that this project will fall under a Nationwide Permit that will not require

notification. The Consultant will prepare a state Land Disturbance Permit application for the City to submit to the State.

**Task 8: Public Involvement**

This scope of services includes providing assistance to City of Raytown staff for public involvement meetings. It is understood that meetings will be planned and facilitated by City staff, but Olsson will provide assistance with scheduling, preparation of presentation materials (up to 3 full size boards), and attending the meetings to assist with answering questions about the project. It is anticipated that this public meeting will seek to identify and discuss existing property impacts, project considerations, schedules for design and construction with affected stakeholders. It is assumed that one public hearing will be held with a maximum duration of 3 hours.

**Task 9: Traffic Control and Streetlight Design**

*Traffic Control*

The Consultant will prepare traffic control plans that detail the temporary signing required for a full bridge closure and signed detour route. (3 Sheets in Final Roadway Plans)

*Street Lighting Design*

The Consultant will prepare plan sheets for the design of street lighting along 83rd Street from 200 feet west of the bridge to 200 feet east of the bridge. A photometric study will be provided with obtainable light levels documented for the purpose of illuminating the structure and approaches to enhance vehicular and pedestrian user safety and improve security. It is assumed that structure level lighting will be designed for low-to-moderate range light levels in an effort to avoid light pollution to nearby residential zones. Final plan submittal will include street lighting layout, wiring, quantities, and appropriate details. (2 Sheets in Final Roadway Plans)

**Task 10: ROW Assistance (Huffman Corridor Consulting)**

It is understood that six (6) temporary easements from adjacent residences are planned for this project. It is anticipated that a valuation estimate will be sufficient to meet State and Federal requirements and that appraisals may be waived.

We will review the title history, conduct a valuation estimate and negotiation services for each tract. Our work will comply with the Uniform Relocation Assistance Act, MoDOT LPA requirements, and the policies and procedures of the City of Raytown, MO.

It should be noted that this proposal does not include appraisals, which would be required for permanent acquisitions, or litigation support – though such services are available by supplemental agreement.

**Task 11: Bid Phase Services**

Upon incorporating review comments from the City, the Consultant shall prepare and submit all drawings, project manual, geotechnical engineering report, and an updated total project cost estimate for the final PS&E review. Consultant shall submit a CD with electronic files and three

hard copies of the bid package to the City's Project Manager.

- 1) Attend Pre-Bid Meeting
- 2) Answer Design Questions
- 3) Prepare Addenda
- 4) Evaluate Bids and make recommendations to the City

**Task 12: Construction Services – Project Management**

Provide staff management, monthly invoicing, and progress reporting.

Olsson will provide monthly progress reports (6) and attend the pre-construction meeting.

Time is included for three site visits to assist the contractor in the field during construction. This may include identifying conflicts that were unknown during design, observation, constructability review, and providing recommendations.

**Task 13: Construction Services – Review of Shop Drawings & Material Submittals**

Services provided under this task include time for the project manager and designer(s) to respond to requests for information (RFI's), advising the City, tracking and approving change order requests, review and approval of shop drawings and material submittals. This includes coordination time with suppliers and the contractor for each of these types of submittals. It is anticipated that the following items will be required for review and approval;

Prestressed Girders and Deck Panels
Diaphragms
Fence Fabrication Drawings
Joint Filler
Material Certifications
Curb Inlets & RCP
Protective Coatings
Concrete Mix Designs
Backfill and Asphalt
Traffic Equipment

**Tasks 14-16 Construction Services – Inspection & Material Testing**

The scope of this work includes the project observation, construction administration and documentation, and materials testing for the above referenced project.

The Consultant shall provide a lead representative, materials testing and project manager. The tasks shall consist of the following items:

- Pre-construction reviews of plans, quantities, and specifications
- Utility coordination assistance during construction
- Review of shop drawings and material submittals
- Coordination and handling of design issues during construction
- Daily construction inspection and documentation
- Daily construction administration and coordination with the City

- On site and lab testing of soils, concrete and asphaltic concrete pavement
- Post construction activities to determine that the project is completed and accepted by all parties

The detailed scope of services is as follows. The lead construction observer and project manager will:

- 1) Take responsible charge for the daily administration of the project.
- 2) Serve as the point of contact between the business/property owners affected by construction, and the City of Raytown, Missouri.
- 3) Help to facilitate the coordination of utilities during construction.
- 4) Attend progress meetings at least weekly and at other times required or required by progress of the work. The contractor will be responsible for scheduling progress meetings, presiding at the meetings, and preparing and distributing the meeting minutes.
- 5) Provide daily observation of the project traffic control and notify the contractor when deficiencies are observed.
- 6) Be on-site when the contractor is working on contract items that require inspection as designated in the Contract Documents. It is anticipated that this will include work on items for contract pay and any subsidiary item to that line item.
- 7) Compile a daily diary that documents weather conditions, contractor(s) construction activity, contractor's personnel and equipment utilized.
- 8) Receive contractor requests for interpretation or clarification on the intent of the plans and/or specifications during construction and issue written responses as required. Coordinate with the Owner the communication of such responses to the contractor.
- 9) Provide field book documentation of contract pay items as they are incorporated into the project.
- 10) Review material shop drawings and/or certifications prior to their incorporation into the project.
- 11) Advise Owner and the contractor or its superintendent immediately of the commencement of any work requiring a shop drawing submission if the submission has not been accepted by the design professional or Owner.
- 12) Keep and maintain project files of the contractor's certifications of materials incorporated into the project.
- 13) Determine whether or not the contractor is generally adhering to the specifications and plan documents, and schedule through on-going observations.
- 14) Report to Owner, giving opinions and suggestions based on the observations regarding defects or deficiencies in the contractor's work and relating to compliance with plans, specifications, and design concepts.
- 15) Assist the Owner in the preparation and review of change orders.
- 16) Verify pay items with the contractor and review monthly pay applications and recommend and present pay applications to the Owner.
- 17) Monitor the Contractors progress regarding erosion control measures, necessary repairs to BMP's, and required documentation/entries into the SWPPP manual.
- 18) Perform necessary soil, concrete and asphaltic concrete testing, and subcontract specialized tested as needed.

- 19) Provide transportation, equipment, tools and incidentals as necessary to perform construction site monitoring services.
- 20) Attend two walk-throughs upon completion of the project. Compile notes and distribute the final punch list to the prime contractor and to the Owner.
- 21) Prior to final walk-through submit to the contractor a list of items observed to require completion or correction.
- 22) Complete and submit to the Owner the final paperwork required by the contract documents.
- 23) Review the final pay estimate and the final change order and submit to the Owner.
- 24) Attend one (1) final close out meeting with the Owner.
- 25) Conduct wage rate interviews for each worker classification during the project per 29 CFR 5.6 (a)(3). Anticipate up to 6 interviews for this project at fifteen (15) minutes per interview.

#### Construction Task Assumptions

- 1) A Construction time frame of 128 calendar days, commencing in 2017 and ending in 2017. A field inspector will be provided for a total of 90 work days. Should the estimated hours be exceeded a supplemental agreement will be provided.
- 2) A full-time daily involvement by a lead inspector.
- 3) Rock and sand products for concrete will be accepted based on certificates of compliance supplied by the contractor and/or the producer, unless any such item is to be tested in accordance with the Missouri Department of Transportation LPA guidelines.
- 4) Manufactured items shall be accepted based on certificates of compliance, shop drawings, catalog data, etc. where so indicated.
- 5) No review of payrolls will be performed by Olsson.
- 6) Should the construction time extend into calendar year 2018 rates are subject to adjustment per the base agreement, not to exceed 1.8% of the base agreement.
- 7) The attached hourly breakdown is an estimate of where resources will be allocated for the project. Olsson can re-allocated unused portions to cover areas where additional services are required.

#### Construction Task Exclusions

- 1) No inspections have been identified in association with any maintenance bond correction period. Those services can be contracted at a later date if requested by the City.
- 2) No time has been included in this fee estimate for surveying associated with utility relocations, setting project control for the contractor prior to construction, or staking of temporary easements.
- 3) No time has been included for Olsson's inspectors to document changes in construction for preparation of as-built drawings. The contractor is to be responsible for providing as-built elevations, geometric amendments, and limits of wall reconstruction for the structures.

### **Deliverables**

Preliminary & Right-of-Way Plans copies	PDF (via email) & (3) Bound, full size
Final Plans (unsigned/unsealed) copies	PDF (via email) & (3) Bound, full size
Final Plans (signed/sealed)	PDF (via CD) & (3) Bound, full size copies
Project Manual	PDF (via CD) & (3) Bound, 8.5x11 copies
City Contract	
Bid Form	
Specifications	
Geotechnical Report	
SWPPP	PDF (via CD) & (1) 8.5x11 copy
Prepare Land Disturbance Permit	PDF (via CD) & (1) 8.5x11 copy

### **City Provided Information**

The City will supply the following:

- Tenant names (if known)
- Available water and sewer locations, size, and materials
- Copies of available inspection reports and as-built plans (if available)
- Available drainage studies
- Assist Consultant by coordinating with private property owners to gain right-of-entry for geotechnical investigations
- Assist Consultant by removing vegetation underneath bridge on east side of creek and vegetation with small trees on south side of bridge, east of the creek to provide accessibility for geotechnical investigations.
- Available current and future traffic volumes and reports if needed
- City Construction Contract Documents and Division One for the Project Manual
- City will sell or distribute plans during the bidding phase
- City will be responsible for any fees associated with permits

### **Assumptions and Exclusions**

- The City shall provide a design exception relieving Olsson Associates of professional liability pertaining to the substandard roadway profile to be reconstructed on the bridge.
- Assumed that this project shall conform to LPA Design and Construction Guidelines
- No design of sanitary sewer, water main, or other utility relocations are included.
- Pavement life cycle cost analysis is not included in this scope.
- City and Federal funds will be used for the construction of this project.
- City will cover any required 3<sup>rd</sup> party ROW preparation/filing fees.
- No post construction survey will be necessary for As-built plans.
- Expenses associated with the public involvement meeting are anticipated to include the subcontracting of a stenographer for generation of an official transcript, materials and generation of comment cards and a project fact sheet that will be made available to attendees. Expenses associated with these services including the rental of an appropriate facility and provision of condiments are assumed to be the responsibility of the City of Raytown. These items are not included in this scope and fee proposal.

**EXHIBIT E**  
**Schedule of Reimbursable Fees**  
**SUMMARY**  
**DESIGN & CONSTRUCTION SERVICES**

Task No.	Task Description	Fee Estimate
<b>Design Services</b>		
1	Project Management & Meetings	\$11,000.00
2	Utility Coordination (TREKK)	\$9,085.46
3	Bridge Design	\$85,490.00
4	Retaining Wall Design	\$58,370.00
5	Roadway Design	\$23,981.00
6	Geotechnical Investigation	\$9,400.00
7	Environmental Permitting	\$5,064.00
8	Public Involvement	\$2,960.00
9	Traffic Control and Streetlight Design	\$7,512.00
10	ROW Assistance (Huffman CC)	\$24,000.00
11	Bid Phase Services	\$3,360.00
-	Expenses	\$17,408.00
	<b>Subtotal</b>	<b>\$257,630.46</b>
<b>Construction Services</b>		
12	Project Management	\$10,195.00
13	Review of Shop Drawings & Material Submittals	\$16,317.00
14	Pre-Construction Phase (Pre-con, Review, Insp. Mgmt)	\$6,020.00
15	Construction Phase (Inspection, Testing, Reports)	\$103,886.00
16	Post-Construction Phase (Punch List, Final Docs)	\$4,220.00
-	Expenses	\$9,803.50
	<b>Subtotal</b>	<b>\$150,441.50</b>
<b>TOTAL PROJECT COST</b>		<b>\$408,071.96</b>

**EXHIBIT E (continued)**  
**Schedule of Reimbursable Fees**

Task No.	Description of Work Items / Tasks	Team Lead	Sen Proj Eng	Proj Eng	Assoc Eng	Sr Tech	Tech	Sr Scien	Proj Scien	Admin	Const. Mgr	Lead Insp.	Lead Insp. OT	Test. Tech.	Total Manhours	Total Fee (A+B+C)
<b>1</b>	<b>Project Management &amp; Meetings</b>															
	Project Management	4	16	40						8					68	\$8,480.00
	Invoicing			4						8					12	\$960.00
	Progress Reports (6)			3											3	\$360.00
	Review Meetings (2)	4		4											8	\$1,200.00
<b>1</b>	<b>Project Management &amp; Meetings</b>	8	16	51	0	0	0	0	0	16	0	0	0	0	91	\$11,000.00
<b>2</b>	<b>Utility Coordination (TREKK)</b>															
	See attached man-hours spreadsheet															
<b>2</b>	<b>Utility Coordination (TREKK)</b>															\$0.00
<b>3</b>	<b>Bridge Design</b>															
	<i>Preliminary Bridge Design &amp; Plans</i>															
	Incorporate city comments from conceptual plans			2											2	\$240.00
	Superstructure Analysis			4	12										16	\$1,740.00
	Abutment and pier layout			4	8										12	\$1,320.00
	Select and layout barriers, sidewalk and fencing			2	4										6	\$660.00
	Select and layout bridge aesthetic enhancements			2											2	\$240.00
	<i>Prepare and Submit Preliminary Bridge Plans (2 Sheets)</i>															
	General Plan			2	4										6	\$660.00
	General Elevation & Typical Section			2	4										6	\$660.00
	Prepare and Submit Preliminary Bridge Cost Estimate			2	2										4	\$450.00
	Conduct Quality Control Review		4	4											8	\$1,100.00
	<i>Final Bridge Design &amp; Plans</i>															
	Incorporate city comments from preliminary plans			2											2	\$240.00
	Update and finalize superstructure design			8	16										24	\$2,640.00
	Pier Design			8	32										40	\$4,320.00
	Abutment Design			8	32										40	\$4,320.00
	Deck Design			2	4										6	\$660.00
	Deck Drainage Design			2	4										6	\$660.00
	Connection Design			2	4										6	\$660.00
	Bearing Design			4	8										12	\$1,320.00
	Camber Calculations & Geometric Control			4	8										12	\$1,320.00
	Approach and Sleeper Slab Layout			1	2										3	\$330.00
	Expansion Device Layout			1	2										3	\$330.00
	<i>Prepare and Submit Final Bridge Plans (25 Sheets)</i>															
	General Plan and Elevation		4	4	8	16									28	\$2,920.00
	General Notes and Quantities		2	2	4	8	8								18	\$1,880.00
	Soil Boring Data				2	4	8								10	\$1,010.00
	Demolition and Removals		4	4	8	12									24	\$2,520.00
	Substructure - End Bent 1 & 2 (Sheet 1 of 3)		4	4	8	16									28	\$2,920.00
	Substructure - End Bent 1 & 2 (Sheet 2 of 3)		4	4	4	16									24	\$2,500.00
	Substructure - End Bent 1 & 2 (Sheet 3 of 3)		4	4	4	16									24	\$2,500.00
	Substructure - Int Bent 2 (Sheet 1 of 2)		4	4	8	16									28	\$2,920.00
	Substructure - Int Bent 2 (Sheet 2 of 2)		2	2	4	16									22	\$2,260.00
	Intermediate Bent Diaphragm Details		4	4	8	16									28	\$2,920.00
	Vertical Drain at End Bents		1	1	4	8									13	\$1,340.00
	Framing Plan		1	1	4	8									13	\$1,340.00
	Prestressed Girder Details		4	4	8	12									20	\$2,120.00
	Miscellaneous Girder Details		4	4	8	12									24	\$2,520.00
	Plan of Slab Reinforcement		2	2	4	8									18	\$1,860.00
	Plan of Sidewalk Reinforcement		2	2	4	8									18	\$1,860.00

**EXHIBIT E (Continued)**  
**Schedule of Reimbursable Fees**

Task No.	Description of Work Items / Tasks	Team Lead	Sen Proj/Eng	Proj/Eng	Assoc Eng	Sr Tech	Tech	Sr Scien	Proj Scien	Admin	Const. Mgr	Lead Insp.	Lead Insp. OT	Test. Tech.	Total Manhours	Total Fee (A+B+C)
	Typical Section & Pouring Sequence			4	8	12									24	\$2,520.00
	Dead Load Deflection, Slab Elevation & Haunching			2	8	8									18	\$1,880.00
	Barrier Curb Details			4	8	12									24	\$2,520.00
	Pedestrian Fence Details			4	8	12									24	\$2,520.00
	Conduit System			1	4	12									17	\$1,740.00
	Bridge Approach Slab			1	4	12									17	\$1,740.00
	Bill of Reinforcing (Sheet 1 of 2)			4	8	4									16	\$1,720.00
	Bill of Reinforcing (Sheet 2 of 2)			4	8	4									16	\$1,720.00
	As-Built Piling Data			1	2	4									7	\$730.00
	Prepare Bridge Rating Report & SIA Sheet			4	8										12	\$1,320.00
	Prepare and Submit Final Bridge Cost Estimate			4	4										8	\$900.00
	Prepare and Submit Project Manual			16	8										24	\$2,760.00
	Conduct Quality Control Review		4	16	8										28	\$4,160.00
<b>3</b>	<b>Bridge Design</b>	<b>4</b>	<b>20</b>	<b>169</b>	<b>318</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>791</b>	<b>\$85,490.00</b>
<b>4</b>	<b>Retaining Wall Design</b>															
	<i>Preliminary Retaining Wall Design &amp; Plans</i>															
	Layout repairs and retrofit extents for four existing walls			8	8										16	\$1,800.00
	Design reconstruction of top of walls			4	8										12	\$1,320.00
	Preliminary design of new full height sections			2	8										10	\$1,080.00
	<i>Prepare and Submit Preliminary Retaining Wall Plans (6 Sheets)</i>															
	General Plan & Elevation (4 Sheets)			8	8	16									32	\$2,400.00
	Typical Sections			4	4	12									20	\$2,100.00
	Details for Typical Full & Partial Repairs, Top Reconstruction			4	4	12									20	\$2,100.00
	Prepare and Submit Preliminary Wall Cost Estimate			4	4										8	\$900.00
	Conduct Quality Control Review		4	4											8	\$1,100.00
	<i>Final Retaining Wall Design &amp; Plans</i>															
	Incorporate city comments from preliminary plans			2											2	\$240.00
	Incorporate Geotech findings and finalize designs			8	8										16	\$1,800.00
	Design fence base plate and anchor bolts			2	6										8	\$870.00
	Expansion Device Layout			1	4										5	\$540.00
	<i>Prepare and Submit Final Retaining Wall Plans (29 Sheets)</i>															
	General Plan & Elevation (4 Sheets)			4	16	20									40	\$4,160.00
	General Notes and Quantities			4	8	8									20	\$2,120.00
	Demolition and Removal Details (4 Sheets)			4	8	20									32	\$3,320.00
	Typical Sections			2	8	16									26	\$2,680.00
	Detail of Retaining wall top Reconstruction (4 Sheets)			4	16	20									40	\$4,160.00
	Details for Footing and Wall Widening (4 Sheets)			4	16	20									40	\$4,160.00
	Details for wall to abutment construction joint (4 Sheets)			4	16	20									40	\$4,160.00
	Details and Specs for typical repairs			4	12	16									32	\$3,340.00
	Typical Section with Backfill/Drainage Specs			2	8	12									22	\$2,280.00
	Pedestrian Fence Details			4	12	16									32	\$3,340.00
	Bill of Reinforcing (4 Sheets)			4	16	8									28	\$2,960.00
	Prepare and Submit Final Wall Cost Estimate			4	4										8	\$900.00
	Conduct Quality Control Review		4	12	8										24	\$3,540.00
<b>4</b>	<b>Retaining Wall Design</b>	<b>4</b>	<b>16</b>	<b>103</b>	<b>202</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>541</b>	<b>\$58,370.00</b>
<b>5</b>	<b>Roadway Design</b>															
	Typical Section and Pavement Section Design			2	4										6	\$660.00
	Finalize Geometric Design (Alignment & Profile)			2	4										6	\$660.00
	Finalize Curb & Sidewalk Transitions			2	4										6	\$660.00

**EXHIBIT E (Continued)**  
**Schedule of Reimbursable Fees**

Task No.	Description of Work Items / Tasks	Team Lead	Sen Proj Eng	Proj Eng	Assoc Eng	Sr Tech	Tech	Sr Scien	Proj Scien	Admin	Const. Mgr	Lead Insp.	Lead Insp. OT	Test. Tech.	Total Manhours	Total Fee (A+B+C)
	Storm Drainage Design		8	16											24	\$3,160.00
	Grading			2	4										6	\$660.00
	Clearing and Grubbing Limits			1	4										5	\$540.00
	Layout Easements			1	2										3	\$330.00
	<i>Prepare and Submit Preliminary Roadway Plans (6 Sheets)</i>															
	Cover Sheet			1	2		4								7	\$658.00
	Typical Sections			1	2		4								7	\$658.00
	General Plan & Elevation (2 Sheets)			2	4	4	12								22	\$2,044.00
	Alignment and Control			2	4		4								10	\$988.00
	Utility Conflicts			2	4		4								10	\$988.00
	Prepare and Submit Preliminary Roadway Cost Estimate		1	2											3	\$395.00
	Conduct Quality Control Review	2	4	2											8	\$1,220.00
	<i>Prepare and Submit Final Roadway Plans (9 Sheets)</i>															
	Cover Sheet			1	2		4								7	\$658.00
	General Notes and Quantities			1	4	4	4								13	\$1,268.00
	Typical Sections			1	2		4								7	\$658.00
	General Plan & Elevation (2 Sheets)			1	4	2	8								15	\$1,396.00
	Alignment and Control			1	2		4								7	\$658.00
	Stormwater Plan and Details			2	4		4								10	\$988.00
	Curb and Misc. Details			2	4		4								10	\$988.00
	Seeding and Erosion Control Plan			2	4		4								10	\$988.00
	Pavement Marking and Signing			2	4		4								10	\$988.00
	Prepare and Submit Final Roadway Cost Estimate		2	2											4	\$550.00
	Conduct Quality Control Review	2	4	2											8	\$1,220.00
<b>5</b>	<b>Roadway Design</b>	4	19	55	68	10	68	0	0	0	0	0	0	0	224	\$23,981.00
<b>6</b>	<b>Geotechnical Investigation</b>															
	Review existing plan information			2											2	\$240.00
	Analysis		4	32											36	\$4,460.00
	Coordination for Traffic Control			2											2	\$240.00
	Prepare Geotechnical Report		4	32											36	\$4,460.00
<b>6</b>	<b>Geotechnical Investigation</b>	0	8	68	0	0	0	0	0	0	0	0	0	0	76	\$9,400.00

**EXHIBIT E (Continued)**  
**Schedule of Reimbursable Fees**

Task No.	Description of Work Items / Tasks	Team Lead	Sen Proj Eng	Proj Eng	Assoc Eng	SrTech	Tech	Sr Scien	Proj Scien	Admin	Const. Mgr	Lead Insp.	Lead Insp. OT	Test. Tech.	Total Manhours	Total Fee (A+B+C)
7	<b>Environmental Permitting</b>															
	Field Inspection/Site visit								8	2					10	\$856.00
	Regulatory Data Collection/Review								8						8	\$736.00
	Coordination with Regulatory Agencies								8						8	\$736.00
	Reports							4	16						20	\$1,920.00
	Conduct Quality Control Review							4	4						8	\$616.00
7	<b>Environmental Permitting</b>	0	0	0	0	0	0	8	44	2	0	0	0	0	54	\$5,064.00
8	<b>Public Involvement</b>															
	Presentation Boards (3)			4			8								12	\$1,280.00
	Planning assistance			4											4	\$480.00
	Meeting	4													8	\$1,200.00
8	<b>Public Involvement</b>	4	0	12	0	8	0	0	0	0	0	0	0	0	24	\$2,960.00
9	<b>Traffic Control and Streetlight Design</b>															
	Temporary Signing for Closure		1	4											5	\$635.00
	Detour Route		2	4											6	\$790.00
	Photometric Analysis		4	12											16	\$2,060.00
	Review existing plans		2	2											2	\$240.00
	Final Plans preparation		2	4			8	16							30	\$2,902.00
	Quantities		1	2											3	\$395.00
	Conduct Quality Control Review	1	2												3	\$490.00
9	<b>Traffic Control and Streetlight Design</b>	1	12	28	0	8	16	0	0	0	0	0	0	0	65	\$7,512.00
10	<b>ROW Assistance (Huffman CC)</b>															
	See attached expenses spreadsheet															
10	<b>ROW Assistance (Huffman CC)</b>															
11	<b>Bid Phase Services</b>															
	Preparation of Bid Package			8											8	\$960.00
	Attend Pre-Bid meeting	2		2											4	\$600.00
	Answer Design Questions			4											4	\$480.00
	Prepare Addenda			4	4										8	\$900.00
	Evaluate Bids and Make Recommendations	1		2											3	\$420.00
11	<b>Bid Phase Services</b>	3	0	20	4	0	0	0	0	0	0	0	0	0	27	\$3,360.00
12	<b>Project Management</b>															
	Project Management	2	24	8						8					42	\$5,520.00
	Invoicing			4						8					12	\$960.00
	Progress Reports (6)		3												3	\$465.00
	Pre-Construction Meeting	2	2												4	\$670.00
	Site Visits (3)		12	6											18	\$2,580.00
12	<b>Project Management</b>	4	41	18	0	0	0	0	0	16	0	0	0	0	79	\$10,195.00
13	<b>Review of Shop Drawings &amp; Material Submittals</b>															
	Shop Drawings		4	12											16	\$2,060.00
	Prestressed Girders and Deck Panels			4											4	\$480.00
	Diaphragms			4											4	\$480.00
	Fence Fabrication Drawings		4	12											16	\$2,060.00
	Joint Filler			2											2	\$240.00
	Material Certifications		1	4											5	\$635.00
	Curb Inlets & RCP		1	4											5	\$635.00
	Protective Coatings			4											4	\$480.00

**EXHIBIT E (Continued)**  
**Schedule of Reimbursable Fees**

Task No.	Description of Work Items / Tasks	Team Lead	Sen Proj Eng	Proj Eng	Assoc Eng	Sr Tech	Tech	Sr Scien	Proj Scien	Admin	Const. Mgr	Lead Insp.	Lead Insp. OT	Test. Tech.	Total Manhours	Total Fee (A+B+C)
	Concrete Mix Designs		2	8											10	\$1,270.00
	Backfill and Asphalt		1	4											5	\$635.00
	Traffic Equipment		2	4											6	\$790.00
	RFIs, Change Order Requests	2	16	16											34	\$4,760.00
	Prepare As-Builts			8			16								24	\$2,272.00
13	Review of Shop Drawings & Material Submittals	2	31	82	0	0	16	0	0	0	0	0	0	0	131	\$16,317.00
14	Pre-Construction Phase (Pre-con, Review, Insp. Mgmt)															
	Attend Pre-Construction Meeting									2	5	5			12	\$1,380.00
	Plan & Construction Document Review											10			10	\$920.00
	Project Documentation Set-Up															
	Field Books/Project Files/QH Checks											30			30	\$2,760.00
	Inspection Management										6				6	\$960.00
14	Pre-Construction Phase (Pre-con, Review, Insp. Mgmt)	0	0	0	0	0	0	0	0	2	11	45	0	0	58	\$6,020.00
15	Construction Phase (Inspection, Testing, Reports)															
	Daily Observation/Documentation/Coordination, etc.											720	137		857	\$85,146.00
	Materials Testing									4				157	161	\$9,660.00
	Shop Drawing & Material Submittal Coord										8				8	\$1,280.00
	Inspection										45				45	\$7,200.00
	Insp. Mgmt. Meetings, Reports, Utility Coordination															
	Contractor Issues, RFI & Plan Interpretation Coord.															
	Estimate & CO's															
	Clerical - Reports, Etc.									10					10	\$600.00
15	Construction Phase (Inspection, Testing, Reports)	0	0	0	0	0	0	0	0	14	53	720	137	157	1081	\$103,886.00
16	Post-Construction Phase (Punch List, Final Docs)															
	Punch List & Remedial Work Inspection											30			30	\$2,760.00
	Final Documentation									3	8				11	\$1,460.00
16	Post-Construction Phase (Punch List, Final Docs)	0	0	0	0	0	0	0	0	3	8	30	0	0	41	\$4,220.00
	<b>Total Manhours Project (Olsson)</b>	34	163	606	592	522	100	8	44	53	72	795	137	157	3283	\$347,775.00

**EXHIBIT D**  
**Schedule of Hourly Rates**

<b>Personnel</b>		<b>Total Hr.</b>	<b>2016 \$ Per Hr.</b>	<b>Total Cost</b>
Team Leader	Team Lead	34	\$180.00	\$6,120
Senior Project Engineer	Sen Proj Eng	163	\$155.00	\$25,265
Project Engineer	Proj Eng	606	\$120.00	\$72,720
Associate Engineer	Assoc Eng	592	\$105.00	\$62,160
Senior Technician	SrTech	522	\$100.00	\$52,200
Design Technician	Tech	100	\$82.00	\$8,200
Senior Project Scientist	Sr Scien	8	\$112.00	\$896
Project Scientist	Proj Scien	44	\$92.00	\$4,048
Administrative Assistant	Admin	53	\$60.00	\$3,180
Const. Manager	Const. Mgr	72	\$160.00	\$11,520
Lead Inspector	Lead Insp.	795	\$92.00	\$73,140
Lead Inspector OT	Lead Insp. OT	137	\$138.00	\$18,906
Testing Technician	Test. Tech.	157	\$60.00	\$9,420
	-			
	-	3283		\$347,775

Special Services not included in above categories will be provided on a special labor rate schedule. Rates subject to change based upon annual updates to Billing Rates.

<b>EXHIBIT E</b>					
<b>Schedule of Reimbursable Expenses</b>					
Expenses	Amount		\$ Ea.		Cost
<b>ROW Services (Huffman CC - Pass Through)</b>					
Valuation Estimate	6	Each @	1500.00		\$9,000.00
Negotiations/Paperwork	6	Each @	2500.00		\$15,000.00
			<b>Total (Task #10)</b>		<b>\$24,000.00</b>
<b>Design Phase</b>					
Mileage	200	Miles @	0.540		\$108.00
Presentation Boards	3	Each @	50.00		\$150.00
Plotting/Printing	200	Plots @	0.25		\$50.00
Postage & Shipping Charges	1	Each @	25.00		\$25.00
			<b>Subtotal (A)</b>		<b>\$333.00</b>
<b>Field Exploration (Drilling Cost - Pass Through)</b>					
Mobilization of Drill Rig & Crew	1	Each @	500.00		\$500.00
ATV Surcharge (if required)	4	Days @	350.00		\$1,400.00
Traffic Control	1	Each @	2500.00		\$2,500.00
Access/Movement Between Borings	6	Hours @	190.00		\$1,140.00
Auger Drilling and Sampling					
0 - 20'	100	Feet @	12.00		\$1,200.00
Rock Coring Setup	5	Each @	110.00		\$550.00
Rock Coring Setup	110	Feet @	43.00		\$4,730.00
			<b>Subtotal (B)</b>		<b>\$12,020.00</b>
<b>Laboratory Testing - Geotech</b>					
Water Content Test	15	Each @	11.00		\$165.00
Dry Density Determination	15	Each @	21.00		\$315.00
Unconfined Compression Test (Soil)	5	Each @	47.00		\$235.00
Unconfined Compression Test (Rock)	8	Each @	80.00		\$640.00
Atterberg Limits	4	Each @	90.00		\$360.00
CBR Test	1	Each @	675.00		\$675.00
Standard Proctor	1	Each @	165.00		\$165.00
Direct Shear (Retaining Walls)	2	Each @	1250.00		\$2,500.00
			<b>Subtotal (C)</b>		<b>\$5,055.00</b>
<b>Total Design Phase Expenses (A+B+C)</b>					<b>\$17,408.00</b>

EXHIBIT E (Continued)					
Schedule of Reimbursable Expenses					
Expenses	Amount		\$ Ea.		Cost
<b>Construction Phase</b>					
Mileage	9525	Miles @	0.540		\$5,143.50
Concrete Cylinders	145	Each @	15.00		\$2,175.00
Proctors	2	Each @	150.00		\$300.00
Proctors - Fly Ash	1	Each @	225.00		\$225.00
Gradations	5	Each @	100.00		\$500.00
Atterberg Limits	2	Each @	255.00		\$510.00
Deleterious	1	Each @	90.00		\$90.00
Pavement Cores	4	Each @	190.00		\$760.00
Copies and Mailing	1	Each @	100.00		\$100.00
<b>Total Construction Phase Expenses</b>					<b>\$9,803.50</b>

## Exhibit F - Construction Testing Fee Basis

**83rd Street Bridge Over White Oak Branch Tributary**  
**Raytown, Missouri**  
**Estimate of Construction Phase Hours and Vehicle Usage**



<b>Construction Phase</b>		Start					End	Phase Totals
		6/12/2017	Jun	Jul	Aug	Sep	Oct	
	Cal Days	19	31	31	30	17	128	
	Week Days	15	21	23	20	12	91	
	<b>Est. Working Days</b>	<b>15</b>	<b>20</b>	<b>23</b>	<b>20</b>	<b>12</b>	<b>90</b>	
	Saturdays	2	5	4	5	2	18	
Lead Inspector  \$92.00	Est. Avg. Hrs/Day	9	10	10	9.5	8.5		
	Est. Saturdays Worked	0	0	0	0	0	0	
	Est. Straight Time Hours	120	160	184	160	96	<b>720</b>	
	Est. Overtime Hours	15	40	46	30	6	<b>137</b>	
Const. Manager  \$160.00	<b><u>Calendar Year 2017</u></b> Const. Manager - 18 wks @ 2.5 hr/wk =						45	

<b>Estimate of Mileage</b>							
<b>Pre-Construction Phase</b>							165
3 trips =		—————→					
Construction Phases		Jun	Jul	Aug	Sep	Oct	Total 2016
Sr. Inspector	Avg. Mi/Day	55	55	55	55	55	
	Est. Miles	825	1100	1265	1100	660	4950
Const. Manager	Est. Miles	300	300	300	300	300	1500
<b>Post-Construction Phase</b>							220
4 trips		—————→					6835

**83rd Street Bridge Over White Oak Branch Tributary**  
**Raytown, Missouri**  
**Construction Materials Testing**



<b>CONCRETE ITEMS</b>		<b>Assumptions (Slump, Air, Temp., Cylinders)</b>					
Item	Est. Cu Yd	Est. # of Tests	Tech Hrs. per Test	Est. Tech Hrs.	Est. # of Cylinders	Est. Miles	Est. Clerical Hrs. for Reports
CG-1 Curb & Gutter	20	3	3	9	15	165	0.25
Conc. Sidewalk 4"	8	2	3	6	10	110	0.25
Approach Slab (12")	85	4	3	12	10	220	0.25
Slab on Concrete I-Girder	185	4		14	20	55	0.25
Sidewalk (Bridges)	14	2	3	6	10	110	0.25
Drilled Shafts (42" dia.)	13	3	1.5	4.5	15	165	0.25
Rock Sockets (36")	7	3	1.5	4.5	0	0	0.25
Class B Concrete (Substructure)	158	6	3	18	30	330	0.25
Barrier Curb on Bridge (and Walls)	65	3	3	9	15	165	0.25
MSE Wall Footing	30	8	3	24	20	400	0.25
<b>TOTALS</b>	<b>585</b>	<b>38</b>		<b>107</b>	<b>145</b>	<b>1720</b>	<b>2.5</b>

@ \$15/cyl

\$ 2,175.00

<b>ASPHALTIC CONCRETE</b>		<b>Assumptions (In-Place Densities &amp; Physical Properties)</b>				
Item	Tons	Est. # of Site Visits	Tech Hrs. per Site Visit	Est. Tech Hrs.	Est. Miles	Est. Clerical Hrs. for Reports
12" Asphaltic Concrete	372	4	4	16	220	0.25
Assume 4 days for Cores @ \$190.00/day = \$760.00						
<b>TOTALS</b>				<b>16</b>	<b>220</b>	<b>0.25</b>

<b>SOILS</b>		<b>Assumptions (In-Place Moisture/Density &amp; Proctors)</b>				
Item	Qty.	Est. # of Site Visits	Tech Hrs. per Site Visit	Est. Tech Hrs.	Est. Miles	Est. Clerical Hrs. for Reports
Compaction of Earthwork	5025 SY	2	4	8	110	0.25
Type 1 Agg. Base	590 SY	2	4	8	110	0.25
<b>TOTALS</b>				<b>16</b>	<b>220</b>	<b>0.5</b>
Assume 2 Proctors Throughout Construction @ \$150/proctor = \$300.00						
Assume 2 Atterberg Limits @ \$85/ea. = \$170.00						

<b>AGGREGATES</b>		<b>Assumptions</b>					
Item	Est. Tons	Est. # of Gradation Tests	Est. Deleterious Tests	Moisture & Density	Est. Tech Hrs.	Est. Miles	Est. Clerical Hrs. for Reports
Type 1 Aggregate Base	200	1		2 days	8	110	0.25
CA - Concrete	520	2	1	N/A	5	110	0.25
FA - Concrete	520	2		N/A	5	110	0.25
<b>TOTALS</b>		<b>5</b>	<b>2</b>		<b>18</b>	<b>330</b>	<b>0.75</b>

@ \$100/test @ \$90/test

\$ 500.00 \$ 180.00

<b>RECAP OF TESTING</b>	Units	Unit Cost	Est. Total Cost
Estimated Testing Tech Hrs.	157	\$ 51.00	\$ 8,007.00
Estimated Clerical Hours	4	\$ 56.00	\$ 224.00
Estimated Mileage	2490	\$ 0.75	\$ 1,867.50
Concrete Cylinders	145	\$ 15.00	\$ 2,175.00
Proctors	2	\$ 150.00	\$ 300.00
Gradations	5	\$ 100.00	\$ 500.00
Atterberg Limits	2	\$ 255.00	\$ 510.00
Deleterious	1	\$ 90.00	\$ 90.00
Pavement Cores	4	\$ 190.00	\$ 760.00
<b>ESTIMATED TOTAL TESTING FEES</b>			<b>\$ 12,573.50</b>



**2016 Fee Estimate Worksheet**

Project Name & Number 83rd Street Bridge Easement Exhibits/Utility Coordination Raytown

WORK TASK DESCRIPTION	Project Principal	Senior Administration	Survey Manager (PLS)	Utility Locator	Survey Crew	Exhibits (Each)	Mileage	Direct Expenses	Labor Sub-Total	Units Sub-Total	Direct Exp Sub-Total	TOTAL
<b>Project Administration</b>									\$ 867.86	-	\$ -	\$ 867.86
Kick-off Meeting									\$ -			
Project Administration	2	2	2						\$ -			
<b>Topographic Survey</b>						2		300	\$ -	1,000.00	\$ 600.00	\$ 1,600.00
Produce Easement Exhibits/Title Work									\$ -			
Topographic Survey									\$ -			
Locate Utilities									\$ -			
Produce Base Map									\$ -			
Re-establish Property lines									\$ -			
Stream Profiles/X Sections/ CL Profiles									\$ -			
Stake Easements and ROW									\$ -			
Locate Bore Holes (1 trip only)									\$ -			
<b>Construction Staking - Not included</b>									\$ -		\$ -	\$ -
Verify/Establish Control									\$ -			
Construction Staking									\$ -			
Re-Staking									\$ -			
<b>Utility Coordination</b>									\$ 6,596.00	-	\$ 21.60	\$ 6,617.60
Conduct Utility Investigations and Surveys									\$ -			
Utility Field Locates									\$ -			
Contact Utilities and Distribute Design Plans				40					\$ -			
Obtain GIS / Utility Information from City									\$ -			
Field Review of Design Alignment									\$ -			
Prepare Utility Strip Map				12			40		\$ -			
Utility Review Meeting(s) - Up to 3				16					\$ -			
Document and Maintain Records									\$ -			
<b>TOTAL MAN-HOURS / QUANTITY</b>	2	2	2	68	0	2	40		\$ -			
<b>UNIT RATE</b>	\$199.50	\$117.43	\$117.00	\$97.00	\$145.00	\$500.00	\$0.54		\$ -			
<b>TREKK DESIGN GROUP FEE TOTAL</b>	\$399.00	\$234.86	\$234.00	\$6,596.00	\$0.00	\$1,000.00	\$21.60	\$	\$7,463.86	\$1,000.00	\$621.60	\$9,085.46

## EXHIBIT H

### Project Schedule

#### PRELIMINARY AND FINAL ROADWAY AND BRIDGE DESIGN & CONSTRUCTION SERVICES

#### 83<sup>rd</sup> STREET BRIDGE IN RAYTOWN, MO

This exhibit is hereby attached to and made a part of the General Engineering Services Contract dated July 5, 2016 between the City of Raytown (“Client”) and Olsson Associates (“Olsson”) providing for professional services. Olsson’s Project Schedule for the Agreement is indicated below.

#### PROJECT DESCRIPTION AND LOCATION

Project will be located at: Raytown, MO

Project Description: The project is the replacement of the 83rd Street Bridge, located approximately ¼ mile east of Raytown Road.

#### SCHEDULE

NTP for Design	August 9, 2016
Utility Notice & Meeting #1	August 31, 2016
Preliminary & ROW Plans for City Review	September 16, 2016
City Review	2 weeks
Utility Notice & Meeting #2	September 18, 2016
Begin Appraisals	September 30, 2016
Public Meeting	October 20, 2016
Final Plans (unsigned/unsealed – 90%)	November 11, 2016
City Review of 90% Plans	3 weeks
Utility Notice & Meeting #3	December 16, 2016
Final Plans (signed/sealed – 100%)	December 30, 2016
City Review of 100% Plans	2 weeks
Submit Bid Set PS&E	January 20, 2017
Advertisement	January 25, 2017
Pre-Bid Meeting (If needed)	February 8, 2017
Bid Opening	February 22, 2017
Award Job	February 28, 2017
NTP for Contractor	March 17, 2017
End Construction	September 1, 2017

**CITY OF RAYTOWN  
Request for Board Action**

**Date:** August 3, 2016  
**To:** Mayor & Board of Aldermen  
**From:** Kevin Boji, Parks & Recreation Director

**Resolution No.:** R- 2896-16

**Department Head Approval:** \_\_\_\_\_

**Finance Director Approval:** \_\_\_\_\_ (only if funding is requested)

**City Administrator Approval:** \_\_\_\_\_

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**Action Requested:** Board of Alderman approval of an amendment to the Park Fund budget of \$29,172.37 for professional services with PROS Consulting Inc. for Phase II of a Park Master Plan.

**Recommendation:** Staff recommends approval.

**Analysis:** The Park Master Plan is a planning document to guide future park development for the next 10-15 years. The process includes a comprehensive audit of the City's park facilities, identifying system weaknesses, evaluating recreation programs and exploring new opportunities to generate additional revenue. The plan has the potential to produce positive economic development and become an integral part of the City of Raytown's comprehensive plan.

The Board of Alderman approved Resolution R-2746-15 on February 12, 2015 authorizing a professional services agreement with PROS Consulting, Inc. for \$78,275.00 plus 15% contingency for a total cost of \$90,000.00.

Total project cost is split over two fiscal years. The fiscal year 2014-2015 budget (Phase I) was \$50,000.00. The fiscal year 2015-2016 budget (Phase II) is \$40,000.00. Of the fiscal year 2014-2015 \$50,000.00 budgeted, only \$20,827.63 was spent. PROS Consulting, Inc. has been paid \$46,969.73 in total with \$26,142.10 of the total in fiscal year 2015-2016. The Park Fund budget will be amended to appropriate \$29,172.37 to the fiscal year 2015-2016 budget to complete Phase II.

**Alternatives:** Do not approve resolution.

**Budgetary Impact:**

- Not Applicable
- Budgeted item with available funds
- Non-Budgeted item with available funds through prioritization
- Non-Budgeted item with additional funds requested

Amount: \$29,172.37  
Department: Park  
Fund: Park Fund

**Additional Reports Attached:**

City of Raytown Resolution R-2746-15, PROS Consulting, Inc. Professional Services Agreement

**A RESOLUTION AUTHORIZING AND APPROVING THE EXPENDITURE OF FUNDS FOR THE PARK MASTER PLAN WITH PROS CONSULTING, INC. IN AN AMOUNT NOT TO EXCEED \$29,172.37 AND AMENDING THE FISCAL YEAR 2015-2016 BUDGET**

**WHEREAS**, the Board of Aldermen approved Resolution R-2846-15 on February 12, 2015 authorizing a professional services agreement with PROS Consulting for \$78,275.00 plus a 15% contingency for a total cost of \$90,000.00; and

**WHEREAS**, the cost of the project was split over two fiscal years; and

**WHEREAS**, in order to complete Phase II, an additional \$29,172.37 will be need to allocated to this project: and

**WHEREAS**, the Board of Aldermen find that it is in the best interest of the citizens of the City of Raytown to authorize and approve the expenditure of funds for the Park Master Plan with PROS Consulting in an amount not to exceed \$29,172.37; and

**WHEREAS**, in order to provide for such expenditure the fiscal year 2015-2016 budget will need to be amended;

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF RAYTOWN, MISSOURI, AS FOLLOWS:**

**THAT** the expenditure of funds for the Park Master Plan with PROS Consulting in an amount not to exceed \$29,172.37 is hereby authorized and approved; and

**FURTHER THAT** the fiscal year 2015-2016 Budget approved by Resolution R-2808-15 is hereby amended as follows:

From:	To:
Unappropriated Fund Balance	Park Fund
Amount: \$29,172.37	Amount: \$29,172.37

**PASSED AND ADOPTED** by the Board of Aldermen and **APPROVED** by the Mayor of the City of Raytown, Missouri, the 9<sup>th</sup> day of August, 2016.

\_\_\_\_\_  
Michael McDonough, Mayor

ATTEST:

\_\_\_\_\_  
Teresa M. Henry, City Clerk

Approved as to Form:

\_\_\_\_\_  
Joe Willerth, City Attorney

**CITY OF RAYTOWN  
Request for Board Action**

**Date:** February 12, 2015  
**To:** Mayor and Board of Aldermen  
**From:** Kevin Boji, Parks and Recreation Director

**Resolution No.:** R-2746-15

**Department Head Approval:** \_\_\_\_\_

**Finance Director Approval:** \_\_\_\_\_ (only if funding requested)

**City Administrator Approval:** \_\_\_\_\_

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**Action Requested:** Authorize a professional service agreement with PROS Consulting Inc. for Phase I of a Park Master Plan in an amount not to exceed \$50,000 for fiscal year 2014-2015.

**Recommendation:** Staff recommends approval.

**Analysis:** The Park Master Plan is a planning document to guide future park development for the next 10-15 years. The process includes a comprehensive audit of the city's park facilities, identifying system weaknesses, evaluating recreation programs and exploring new opportunities to generate additional revenue. The plan has the potential to produce positive economic development and become an integral part of the city's comprehensive plan.

Further, a master plan provides direction and public input using statistically valid community surveys, assesses citizen's needs and guides park acquisition and development. The final report will identify future funding sources and guide direction of the city's resources. Special consideration will be given to the future of Super Splash. The city's Park Master Plan was last updated in 2001.

Of the nine firms who submitted proposals, PROS Consulting was selected as the finalist following evaluation through a qualification based weighted scoring process. The fiscal year 2014-2015 budget is \$50,000. The PROS Consulting contract is \$78,275 with a 15% contingency for a total project cost of \$90,000. Since the project exceeds budgeted amounts the total cost will be spread over two fiscal years and will be broken in Phase I and Phase II. Phase I will be completed during fiscal year 2014-2015 and Phase II will be brought back to the Board of Alderman for funding during fiscal year 2015-2016.

The agreement has been reviewed by the City Attorney. The Raytown Park Board approved a motion to accept the agreement from PROS Consulting LLC on January 12, 2015.

**Alternatives:** Do not approve resolution.

**Budgetary Impact:**

- Not Applicable
- Budgeted item with available funds
- Non-Budgeted item with available funds through prioritization
- Non-Budgeted item with additional funds requested

Amount: \$50,000  
Department: Park  
Fund: Park Fund

**Additional Reports Attached:**

January 12, 2015 Park Board meeting minutes, PROS Consulting Inc. Professional Services Agreement

**A RESOLUTION AUTHORIZING AND APPROVING EXECUTION OF AN AGREEMENT FOR PROFESSIONAL CONSULTING SERVICES WITH PROS CONSULTING, INC. FOR A PHASE I OF A PARK MASTER PLAN IN AN AMOUNT NOT TO EXCEED \$50,000.00 FOR FISCAL YEAR 2014-2015**

**WHEREAS**, the City desires to engage the services of PROS Consulting, Inc. to provide a Park Master Plan to guide future park development for the next 10-15 years; and

**WHEREAS**, the City solicited proposals by a competitive and publicly announced process and desires to enter into an agreement with PROS Consulting, Inc. related to a Park Master Plan; and

**WHEREAS**, the Scope of Work to be provided by PROS Consulting, Inc. as described in the Professional Consulting Services Agreement are set forth in the attached Exhibit "A", and

**WHEREAS**, the City Administrator is authorized and empowered by the City to execute agreements providing for professional services, upon approval by the Board of Aldermen; and

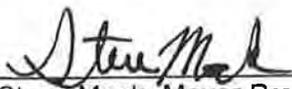
**WHEREAS**, the Board of Aldermen find that it is in the best interest of the citizens of the City of Raytown that the City enter into an agreement with PROS Consulting, Inc. for such purposes;

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF RAYTOWN, MISSOURI, AS FOLLOWS:**

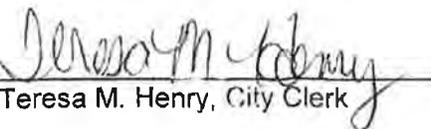
**THAT** the Agreement for Professional Consulting Services by and between the City of Raytown, Missouri and PROS Consulting, Inc. in amount not to exceed \$50,000.00 for fiscal year 2014-2015 is hereby authorized and approved; and

**FURTHER THAT** the City Administrator is hereby authorized to execute any and all documents necessary in connection with this agreement and the City Clerk is authorized to attest thereto.

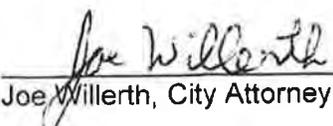
**PASSED AND ADOPTED** by the Board of Aldermen and **APPROVED** by the Mayor Pro Tem of the City of Raytown, Missouri, the 17<sup>th</sup> day of February, 2015.

  
\_\_\_\_\_  
Steve Mock, Mayor Pro Tem

ATTEST:

  
\_\_\_\_\_  
Teresa M. Henry, City Clerk

Approved as to Form:

  
\_\_\_\_\_  
Joe Willerth, City Attorney

**AGREEMENT**  
**For**  
**PROFESSIONAL CONSULTING SERVICES**  
**Between**  
**The City of Raytown and**  
**PROS Consulting, Inc.**

THIS AGREEMENT made as of February 17, 2015 and between the City of Raytown (hereinafter called OWNER) and PROS Consulting, Inc., an Indiana S-Corporation specializing in consulting services (hereinafter called CONSULTANT). This contract is for Professional Consulting Services for the *Parks and Recreation Master Plan* (hereinafter called PROJECT) as described in EXHIBIT A.

**Employment of Consultant**

The OWNER agrees to retain the CONSULTANT and the CONSULTANT agrees to furnish consulting services in connection with the PROJECT as stated in Section II following, and for having rendered such services the OWNER agrees to pay to the CONSULTANT compensation as stated in Chapter V following.

**Character and Extent of Services**

The Professional Services to be rendered by Consultant shall be performed as described in EXHIBIT A.

**Authorization of Services**

No professional services of any nature shall be undertaken by the CONSULTANT under this agreement until he has received authorization from the OWNER.

**Period of Service**

This AGREEMENT shall be effective upon execution by the OWNER and the CONSULTANT and shall remain in force until terminated under the provisions hereinafter provided in Chapter VII or the CONSULTANT completes the work as provided in Chapter IX or whichever occurs first.

**The Consultants' Compensation**

For and in consideration of the services to be rendered by the CONSULTANT, the OWNER shall pay, and the CONSULTANT shall receive the compensation hereinafter set forth for the Tasks as described in Exhibit A, Scope of Services. Compensation shall be over two fiscal years: Phase I will be \$49,655 which includes travel expenses for tasks as presented in Exhibit A, Scope of Services; Phase II will be \$28,620 which includes travel expenses for tasks as presented in Exhibit A, Scope of Services. The total compensation will be \$78,275. CONSULTANT shall submit monthly statements for services rendered paid within 30 days, based upon hours of work completed for the major work elements identified in the Scope contained in EXHIBIT A attached to and made part of this contract. It is agreed by both the OWNER and the CONSULTANT that the fees paid under this "Agreement for Professional Consulting Services" shall not exceed \$78,275 which includes travel expenses for baseline tasks, which does not include the Optional items, as presented in Exhibit A.

## **Ownership of Documents**

All work performed by the CONSULTANT pursuant to this agreement shall be deemed to be owned by the City and, to the extent applicable, the CONSULTANT hereby conveys to the City all right, title, and interest in and to the final work product. Work product means any and all plans, specifications, drawings, designs, models, ideas, reports, software programs and the object code, source code, reports and executables related thereto. Should this agreement be terminated, any and all work products and electronic files will be delivered to the City upon completion of payment provided in Chapter V.

## **Termination**

OWNER may terminate this contract at any time by notice, in writing, to CONSULTANT. If the contract is terminated by OWNER, as provided herein, CONSULTANT shall be compensated for actual work performed to the date of such notification. Upon delivery of such notice by the OWNER to the CONSULTANT, the CONSULTANT shall discontinue all services in connection with the performance of the AGREEMENT and shall proceed to cancel promptly all existing orders and contracts insofar as such orders or contracts are chargeable to the AGREEMENT. As soon as practicable after receipt of notice of termination, the CONSULTANT shall submit a statement, showing in detail the services performed under the AGREEMENT less such payments on account of the charges as have been previously made.

## **Successors and Assignments**

OWNER and CONSULTANT each binds itself and its successors, agents, employees, and assigns to the other party of this contract and to the successors, agents, employees, and assigns of such other party in respect to all, covenants of this contract. Nothing herein shall be construed as creating any personal liability on the part of any officer or agent of any public body which may be in a party hereto. CONSULTANT shall not assign this agreement to the successors, agents, employees, and assigns without prior approval of the City.

## **Owner Indemnified**

The CONSULTANT shall hold harmless, defend and indemnify the OWNER from all claims and liability but excluding consequential damages of any description due to activities of himself, his agents, or employees, performed under this contract and which results from a negligent act, error, or omission of the CONSULTANT or any person employed by the CONSULTANT. The CONSULTANT shall also save harmless the OWNER from any and all expenses, including attorney fees which might be incurred by the OWNER in litigation or otherwise resisting said claim or liabilities which might be imposed on the OWNER as the result of such activities by the CONSULTANT, his agents, or employees.

## **Professional Liability Insurance**

CONSULTANT shall maintain, in force, during the period of this contract, Professional Liability Insurance (errors and omissions insurance) with limits as follows: Aggregate Limit of Liability- \$300,000; Per Claim Limit of Liability - \$300,000 Worker's Compensation to Statutory Limits. Simultaneously with execution of this contract, CONSULTANT shall furnish to OWNER, a certificate of insurance showing aforesaid coverage of CONSULTANT.

### Services by Owner

OWNER shall perform the following services related to PROJECT. Make available to CONSULTANT information and data pertinent to the assignment including previous reports and any other data relative thereto. Provide reasonable access to and make all provisions for CONSULTANT to enter upon public property as required for CONSULTANT to perform its services under this agreement. Furnish OWNER'S own legal, accounting, financial, and insurance counseling services as may be required for the PROJECT. Designate an individual to act as OWNER'S representative with respect to the services to be performed under this agreement. Said person shall have the authority to transmit instructions, receive information, interpret and define OWNER'S policies and decisions with respect to the PROJECT, and other matters pertinent to the services covered by this agreement.

### Miscellaneous

For the purposes of this AGREEMENT, all written correspondence shall be directed to the addresses listed below:

OWNER:  
Kevin Boji  
Parks and Recreation Director  
City of Raytown  
5912 Lane  
Raytown, MO 64133

CONSULTANT:  
Leon Younger  
President  
PROS Consulting, Inc.  
201 S. Capitol Avenue, Suite 505  
Indianapolis, IN 46225

IN TESTIMONY of which this instrument is executed on behalf of the above named CONSULTANT, it has been executed on behalf of OWNER, on the day and year first above written.

Signed:

City of Raytown

By:



Printed Name:

Mahesh Sharma

Title:

City Administrator

Date:

February 17, 2015

PROS CONSULTING, Inc.

By:

Printed Name: Leon Younger

Title: President

Date:

## Exhibit A

### Project Understanding

The City of Raytown has a strong commitment to provide high-quality parks and recreation facilities and programs for the community. Building upon the Department’s success, the City desires a comprehensive *Parks and Recreation Master Plan* that is concise, user friendly and visionary regarding the health and vibrancy of the City’s parks, recreation programs, facilities, and open spaces. The master plan will result in the creation of a comprehensive inventory of all Raytown parks, trails, open spaces and recreational facilities, specifically Super Splash USA. The Parks Recreation Master Plan will reflect Raytown’s strong commitment to provide high quality recreational activities for the community and as such, will require approval by the Raytown Park Board and the City Board of Alderman to gain adoption.



The purpose of the plan is to set the framework for decision makers in the planning, maintenance and development of Raytown’s parks and recreation facilities. The plan is intended as a planning tool that addresses future needs and establishes parks and facility standards. Also, the plan will provide recommendations for a systematic and prioritized approach to implementation of parks and recreation projects.

The *Parks and Recreation Master Plan* will be a shared process that taps the opinions and ideas of community stakeholders and includes a comprehensive inventory of assets, demographics, and current planning standards. The scope of work will focus on three (3) components: 1) Needs assessment & Audit of Existing Facilities; 2) Recommendation of modifications, improvements, and additions to parks/facilities to meet current and future needs; and 3) a Financial Implementation Plan. The plan will include at a minimum the following components:

- **Engage the community**, leadership and stakeholders in meaningful, varied and a creative public input process to build a shared vision for parks and recreation that supports the economic and community goals of the City of Raytown;
- Utilize a **wide variety of data sources and best practices** to predict trends and patterns of use and how to address unmet needs in the City;
- **Determine unique Level of Service Standards** for the City to project appropriate and prudent actions regarding program services, parks, open space, amenities, and trails, as well as Super Splash USA;
- **Shape financial and operational preparedness** through innovative and “next” practices in revenue generation to achieve the strategic objectives and recommended actions, and implementation strategies outlined in the plan;
- **Develop a dynamic and realistic strategic action plan** that can ensure long-term success and financial sustainability for the City’s parks, recreation programs and aquatic facilities, as well as action steps to support the family-oriented community and businesses that calls Raytown home.

The foundation of the Consulting Team’s approach is a creative and comprehensive public participation process. It is very important to not only to engage those who typically participate in the planning process but also those who do not. We will identify opportunities that engage people through a variety of community input processes. The information derived by the public’s participation in key leadership meetings, focus group meetings, public forums, and citizen-household surveys is important. However, it is equally important that the information received is applied to the overall planning process to articulate accurately the true unmet needs, address key issues and provide the

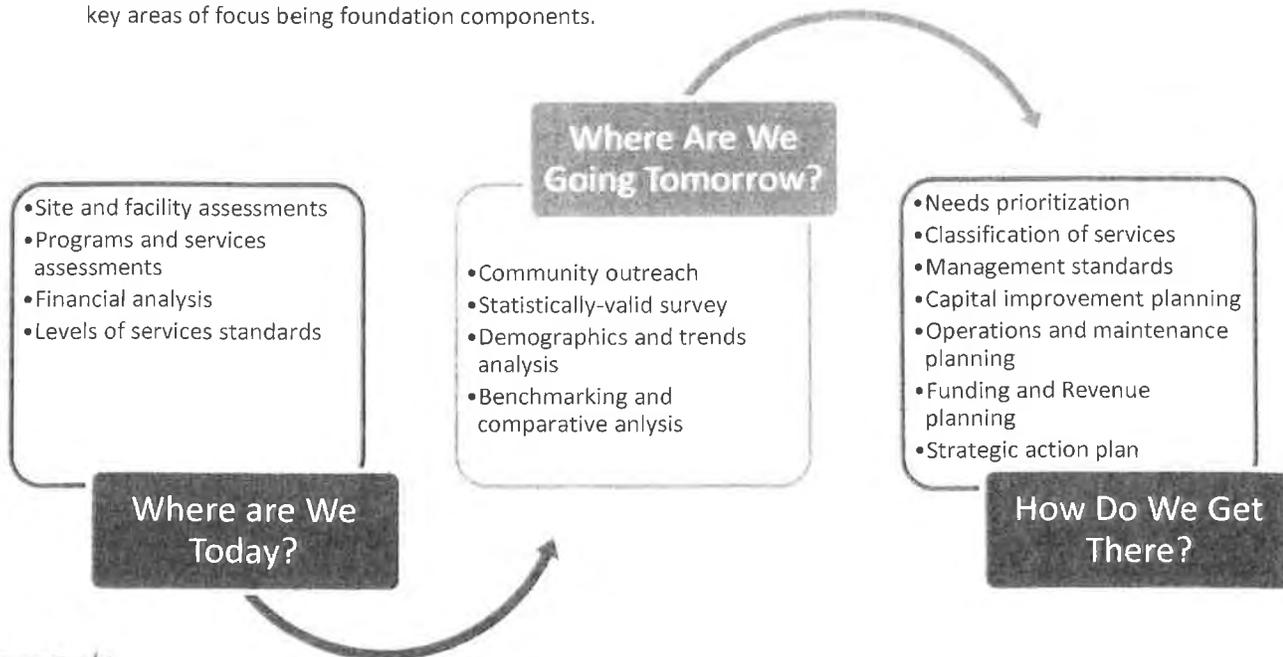
greatest recommendations, and strategies to move the City’s parks and recreation services forward for optimum results.

The PROS Consulting Team proposes to utilize its Community Values Model™ as the foundation of the Master Plan. The Community Values Model™ is an innovative process to utilize comprehensive public input and insight in a meaningful way. Input, guidance and values from key community leaders, stakeholders, and the general public are used to create overall guiding principles and values of the community related to the delivery of parks and recreation services. The Community Values Model™ is then used as the basis for developing or reaffirming the vision, mission and strategic objectives for the Master Plan. The strategic objectives address six unique areas of strategic master planning including:

Community / Mandates / Priorities	Standards	Levels of Services	Financial / Revenue	Partnerships	Governance / Organization
<ul style="list-style-type: none"> <li>• Health &amp; Wellness</li> <li>• Principles of Community</li> <li>• Mandatory Elements for Facilities, Programs &amp; Services</li> </ul>	<ul style="list-style-type: none"> <li>• Land and Open Space</li> <li>• Facilities</li> <li>• Programs</li> <li>• Maintenance</li> </ul>	<ul style="list-style-type: none"> <li>• Levels of Service Delivery</li> <li>• Core Services</li> <li>• Role in Delivery vs. Other Service Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Funding Mechanisms to Support Operations &amp; Capital</li> </ul>	<ul style="list-style-type: none"> <li>• Public/Public</li> <li>• Public/Not-for-Profit</li> <li>• Public/Private</li> </ul>	<ul style="list-style-type: none"> <li>• Design/Align Organization to Support Vision and Values to Community</li> </ul>

**Key Steps in the Process**

The Master Plan will create a clear set of objectives that will provide direction to the Board of Alderman, Parks Board and the Parks and Recreation Department Staff for development and enhancement of the City’s parks and recreation system for a short-term, mid-term and long term range. There are numerous steps in the project, with the following key areas of focus being foundation components.



## Project Scope of Work

The PROS Consulting Team proposes a comprehensive planning approach to address the requirements of the *Parks and Recreation Master Plan* and will deliver a living and working document that provides guidance for both short-term and long-term goals in a financially sustainable and achievable manner. Following is a detailed approach to develop the master plan related to implementing specific action items.

### PHASE I

#### Task 1 -Project Management, Progress Reporting & Data Review

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

- Confirmation – The project goals, objectives, scope, and schedule will be confirmed.
- Outcome Expectations – Discuss expectations of the completed project. .
- Communications – Confirmation on lines of communication, points of contact, level of involvement by Department staff and local leaders, and other related project management details. Also, protocols and procedures for scheduling meetings should be agreed to.
- Data Collection – The Consulting Team will collect, log, and review key data and information to facilitate a thorough understanding of the project background.
- Progress Reporting – The Consulting Team will develop status reports to the Department on a monthly basis. More importantly, we will be in close and constant contact with your designated project coordinator throughout the performance of the project. Lastly, the Consulting Team will meet with the Project Manager at important milestone dates during the master planning process, which will be finalized at the kick-off meeting with specific dates outlined.
- Prepare database of stakeholders – The Consulting Team will work with the Department who will gather contact information from a variety of sources within the Department. This information will be used in the key leadership/focus group interview portion of the *Parks and Recreation Master Plan*.

**B. Data Collection and Review** – The Consulting Team will assemble and review available documentation from City files, existing City planning documents, existing site or facility master plans that could include the following:

- The City’s Comprehensive Plan
- Current Land Use and Planning Standards and Ordinances
- The 2006 National Civil League Strategic Plan – Discovering Raytown Parks - Endless Opportunities, specifically the cost recovery goals for all park facilities
- Preventative maintenance, facility reserve needs and future plans a Super Splash USA Waterpark
- 2001 Raytown Parks and Recreation Department Parks and Open Space Master Plan

**Meetings:** City staff review meeting of scope and schedule. The Consulting Team and the assigned City’s Project Manager will hold progress meetings via conference call as often as necessary, but no less than once per month until the final plan is approved by the Parks Board and the City Board of Alderman for the purpose of progress reporting. Lastly, the Consulting Team will meet with the Project Manager at important milestone dates during the master planning process, which will be finalized at the kick-off meeting with specific dates outlined.

**Deliverables:** Finalized scope of work, work schedule with target completion dates, and identification of relevant stakeholders and focus groups. City staff input report and a summary report assessment of existing master plans

#### Task 2 - Community Profile & Public Engagement Process

The Consulting Team will utilize a **robust** public input process to solicit community input on how the City of Raytown park system, open space, trails, recreation facilities, and programs meet the needs of residents into the future. This task is an integral part of the Parks and Recreation Master Planning process. A wide range of

community/participation methods may be utilized with traditional public meetings. The PROS Consulting Team will prepare a community outreach agenda to include the number and types of meetings which will be held. Also, a statistically-valid updated City-wide needs assessment survey will be conducted to identify community needs and issues related to recreation/park programs and facilities. Specific tasks include:

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

- To understand the market areas served by the park and recreation system and distinguish customer groups.
- To determine changes occurring in the City and the region, and assist in making proactive decisions to accommodate those shifts.
- Provide the basis for Equity Mapping and Service Area Analysis

The City’s demographic analysis will be based on US 2000 Census information, 2014 updated projections, and 5 (2019) and 10 (2024) year projections. The following demographic characteristics will be included:

- Population density
- Age Distribution
- Households
- Gender
- Ethnicity
- Household Income

From the demographic base data, sports, recreation, and outdoor trends are applied to the local populace to assist in determining the potential participation base within the community. For the sports and recreation trends, the Consulting Team utilizes the Sports & Fitness Industry Association’s (SFIA) 2013 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

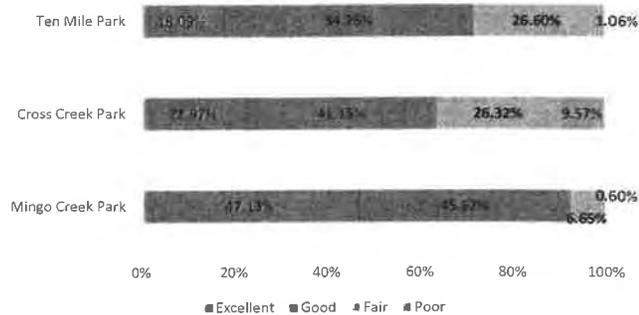
**B. Key Leadership/Focus Group Interviews** – The Consulting Team will perform focus groups and key leadership interviews the community to evaluate their vision for parks and recreation in the City of Raytown community. Five (5) focus group meetings and key leadership interviews with the City Board of Alderman and other key leaders (up to 7) will be held over a two-day period. Also, at least two (2) meetings will be completed with the Parks Board to provide progress reports. During these interviews/focus groups, the Consulting Team will gain an understanding of the community values, as well as determine the priority for recreation facilities and programming, parks, trails and open space development needs of the Department. The following list of potential interviewees will be used to select the final list in conjunction with the Department:

- Elected Officials
- Key Business Leaders
- City Administration
- Parks and Recreation Advisory Board
- Key Partners/Philanthropic Organizations
- School officials
- Users and non-users of the parks and recreation system
- Department Staff
- Youth sports groups

**C. Public Forums/Workshops** – Public forums will serve to present information and gather feedback from citizens at large. It is important to have initial meetings early in the process and follow-up meetings during the final plan development process. It will be important to get maximum media exposure to inform citizens of the purpose and importance of the meetings and clearly note time and locations. We propose to conduct a total of one (1) public forum: one (1) initial public forum to introduce the project and project goals, gain input for the community’s vision and core values for the City’s parks and recreation system. This meeting would be informal in nature offering the public an opportunity to participate in the planning process and to provide feedback on the proposed options. The purpose for these meeting will be to ensure opportunities for the general public to discuss their priorities and perceptions surrounding the parks and recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of the City’s parks and recreation system.

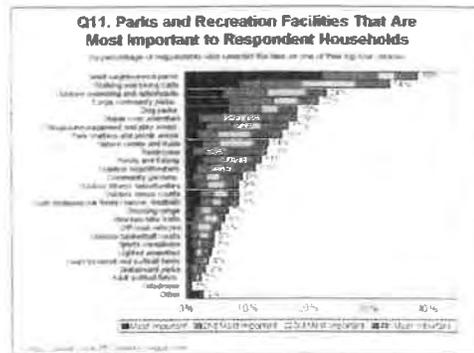


**D. Electronic Survey (OPTIONAL)** – Also, the Consulting Team will create an online survey administered through [www.surveymonkey.com](http://www.surveymonkey.com). This survey will be promoted through the City’s website and promotional mediums to maximize outreach and response rates. These surveys will provide quantitative data and guidance in addition to the stakeholder and focus groups in regards to the recommendations for park amenities, specific programs, facility components, usage, and pricing strategies.



**E. Statistically-Valid Needs Analysis Survey** – The Consulting Team will perform a random, scientifically valid community-wide household to quantify knowledge, need, unmet need, priorities and support for system improvements including facility, programming, and parks needs of the City.

The Consulting Team will administer a statistically valid random sampling Needs Assessment Survey of household surveys in the City of Raytown. The survey will be administered by phone or by a combination of a mail/phone survey and will have a minimum sample size of 325 completed surveys at a 95% level of confidence and a confidence interval of +/- 5.4%. Prior to the survey being administered, it will be reviewed by both staff and the Parks Board.



**F. Crowd-Sourcing Project Website (OPTIONAL)** - The Consultant Team could develop a customized project website that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community. This could be combined with input through Social Media and could also host videos through a dedicated YouTube Channel and utilize the City’s website. E.g.

[www.carlsbadparksplan.com](http://www.carlsbadparksplan.com). It has proven to be a very effective tool in engaging the community on an on-going basis as well as maximize outreach to an audience that may not traditionally show up at public meetings or choose to respond to a Phone or Mail survey.

**Meetings:** A Demographic & Recreational Trends Analysis Report. City staff review of community meetings agenda. Five focus group meetings, up to seven community stakeholder meetings, and one Community Public Forum Meeting to gather public input. City staff review and finalization of statistically-valid needs analysis survey. Meetings with the Parks Board.

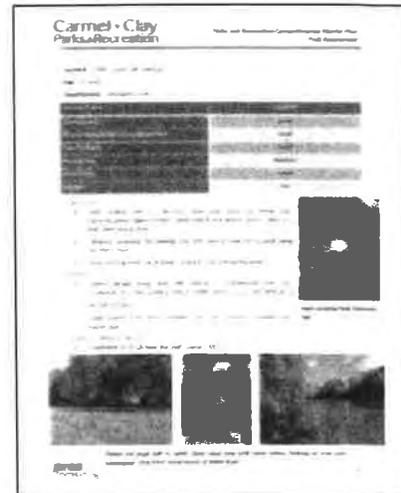
**Deliverables:** The Consulting Team will act as professional facilitators to gather information about services, use, preferences and any agency strengths, weaknesses, opportunities and threats. Well organized and directed activities, techniques, and formats will be provided to ensure that a positive, open and proactive public participation process is achieved. Written community meeting report for each meeting will be provided. Conduct Community survey draft for review and survey results and analysis report. Crowd-sourcing project website if desired by the City of Raytown.

### Task 3 - Parks, Facilities, and Program Analysis

**A. Parks and Facilities Inventory and Assessment** – The Consulting Team will provide an electronic form for City staff to use in completing acreage and facility inventory of park property and facility/amenity inventory. A park and facility tour will be performed with City staff, Operations and Maintenance staff, and Programming staff to confirm and modify any additional information to the inventory form, as well as perform a Supply Analysis to identify existing and potential parks and recreation resources, and facilities provided across the community. During this tour, general observation of park and recreation facilities will include:

- Photographs along with text to illustrate key environmental features in the City
- General state and condition
- Compatibility with neighborhoods
- Compatibility of amenities offered through the City
- Aesthetics/Design
- Safety/security
- Public Access
- Connectivity to the surrounding neighborhoods through non-motorized travel
- Program capacity and compatibility with users
- Partnership opportunities
- Revenue generation opportunities
- Inventory existing miles of trails locations and destinations

The findings from this review will be documented in a prepared data collection form. Analysis will be performed from this review, and incorporated into an *Assessment Summary Report*.



**B. Park Classifications and Level of Service Standards** – The Consulting Team will work with the Department to review and confirm, modify or add to existing park classifications, and preferred facility standards for all park sites, trails, open space amenities including common areas and indoor and outdoor facilities. These classifications will consider size, population served, length of stay, and amenity types/services. Facility standards include level of service standards and the population served per recreational facilities and park amenities. Any new or modified classification or standard will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards, as well as the Consulting Team’s national experience and comparison with peer/survey agencies. These standards will be adapted based on the needs and expectations of the City of Raytown.

PARKS	2012 Inventory - Developed Facilities						Current Service Level based upon population		Recommended Service Levels		2012 Facility Standards		2017 Facility Standards		
	CCPR Inventory	School District	Dad's Club	County Parks	Total Inventory		Population	Structure per 1,000	Structure per 1,000	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed	Meet Standard/ Need Exists	Additional Facilities/ Amenities Needed		
Local Parks (1-10 acres)	28.25				28.25	0.33	acres per	1,000	2.00	acres per	1,000	Meets Standard	Acres(s)	Meets Standard	Acres(s)
Community Parks (11-100 acres)	188.37				188.37	2.66	acres per	1,000	1.00	acres per	1,000	Need Exists	28 Acres(s)	Need Exists	35 Acres(s)
Signature Parks (100+ acres)	279.22				279.22	1.68	acres per	1,000	4.00	acres per	1,000	Meets Standard	Acres(s)	Meets Standard	Acres(s)
Undeveloped Parks	13.38	141.20			154.58	1.79	acres per	1,000	1.00	acres per	1,000	Meets Standard	Acres(s)	Meets Standard	Acres(s)
Greenways	51.83				51.83	0.80	acres per	1,000	0.50	acres per	1,000	Need Exists	121 Acres(s)	Need Exists	139 Acres(s)
<b>Total Park Acres</b>	<b>541.05</b>	<b>141.20</b>			<b>682.25</b>	<b>10.07</b>	<b>acres per</b>	<b>1,000</b>	<b>10.00</b>	<b>acres per</b>	<b>1,000</b>	<b>Meets Standard</b>	<b>Acres(s)</b>	<b>Need Exists</b>	<b>83 Acres(s)</b>
<b>OUTDOOR AMENITIES</b>															
Playgrounds	9.00		11.00		20.00	1.00	structure per	1,985	1.00	structure per	2,000	Meets Standard	Structure(s)	Meets Standard	Structure(s)
Spray Pads	2.00				2.00	1.00	structure per	43,220	1.00	structure per	50,000	Need Exists	2 Structure(s)	Need Exists	3 Structure(s)
Picnic Areas/Shelters	14.00				14.00	1.00	structure per	3,087	1.00	structure per	4,000	Meets Standard	Structure(s)	Meets Standard	Structure(s)
Soccer Field			23.00	1.00	3.00	1.00	field per	3,201	1.00	field per	4,000	Meets Standard	Field(s)	Meets Standard	Field(s)
Ballfields			12.00	11.00	5.00	1.00	field per	2,701	1.00	field per	4,000	Meets Standard	Field(s)	Meets Standard	Field(s)
Multi-Purpose Fields	2.00		3.00	14.00	19.00	1.00	field per	4,549	1.00	field per	4,000	Need Exists	3 Field(s)	Need Exists	5 Field(s)
Basketball Courts	2.00		3.00		12.00	1.00	court per	3,929	1.00	court per	5,000	Meets Standard	Court(s)	Meets Standard	Court(s)
Tennis Courts			37.00		50.00	1.00	court per	994	1.00	court per	1,000	Meets Standard	Court(s)	Meets Standard	Court(s)
Multi-Use Trails (Miles)	15.00				15.00	0.19	miles per	1,000	0.50	miles per	1,000	Need Exists	19 Miles(s)	Need Exists	22 Miles(s)
Amphitheater	1.00	1.00			1.00	1.00	site per	28,813	1.00	site per	50,000	Meets Standard	Site(s)	Meets Standard	Site(s)
Skate Park	1.00				1.00	1.00	site per	36,439	1.00	site per	50,000	Need Exists	1 Site(s)	Need Exists	1 Site(s)
Volleyball Pit	2.00			14.00	16.00	1.00	site per	3,402	1.00	site per	50,000	Meets Standard	Site(s)	Meets Standard	Site(s)
Outdoor Aquatic Center (Square Feet)	48,183.50				48,183.50	0.56	SF per person	0.50	SF per person	0.50	Meets Standard	Square Feet	Meets Standard	Square Feet	
Monon Community Center (Square Feet)	146,225.00				146,225.00	1.69	SF per person	1.50	SF per person	1.50	Meets Standard	Square Feet	Meets Standard	Square Feet	

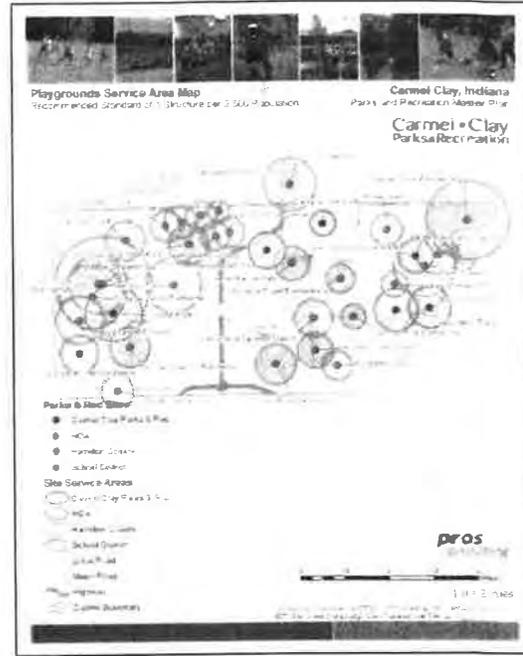
2012 Estimated Population	66,438
2017 Estimated Population	95,303

**Notes:**  
 County inventory includes inventory only found in Carmel Clay Parks and Recreation jurisdiction  
 Population based on Clay Township's limits  
 The 37 tennis courts are part of an Inter-local Agreement establish with school district for public use



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

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



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

**D. Recreation Program Assessment** – Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well the City of Raytown aligns itself with community needs. The goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings. The Consulting Team will provide insight into recreation program trends from agencies all around the country. The process includes analysis of:

- Age segment distribution
- Lifecycle analysis
- Core program analysis and development
- Similar provider analysis/duplication of service
- Market position and marketing analysis
- User fee analysis for facilities and programs/services
- Review of program development process
- Backstage support, or service systems and agency support needed to deliver excellent service

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

**E. Prioritized Facility and Program Priority Rankings** – The Consulting Team will synthesize the findings from the community input, survey results, standards, demographics and trends analysis, park and facility assessment, recreation services assessment and the service area mapping into a quantified facility and program priority ranking. This priority listing will be compared against gaps or surplus in recreation services, parks, facilities and amenities. This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and **provide guidance** for the Capital Improvement Plan. The analysis will include probable future parks, recreation facilities, open spaces and trail needs based on community input, as well as state and national user figures and trends. Also, a set of prioritized recommendations for maintenance and renovation of parks, trails and recreation facilities will be developed. The Team will conduct a work session with staff to review the findings and make revisions as necessary.

Shawnee County Facility/Amenity Needs Assessment	Overall Ranking
Walking, hiking and biking trails	1
Small neighborhood parks	2
Indoor fitness/exercise facilities	3
Large community parks	4
Natural areas/wildlife habitats	5
Indoor running/walking track	6
Picnic areas and shelters	7
Outdoor swimming pools/water parks	8
Indoor swimming pools/leisure pools	9
Playground equipment	10
Boating and fishing areas	11
Golf courses	12
Off-leash dog park	13
Indoor theater	14
Indoor sports fields (baseball, soccer, etc)	15
Indoor basketball/volleyball courts	16
Youth baseball/softball fields	17
Historic homes/groves	18
Youth soccer fields	19
Outdoor basketball courts	20
Adult baseball/softball fields	21
Skate parks	22
Outdoor tennis courts	23
Outdoor sand volleyball courts	24
Adult soccer fields	25

**Meetings:** Review of staff provided inventory and condition information. Tour of existing Parks and Recreation Department facilities/properties, as well as Super Splash USA. Park classification and standards review discussion. Also, meeting on appropriate mapping method if desired. Initial meeting with Recreation staff to provide information regarding current program offerings. Follow up after review after initial site visit and review to present findings and recommendations. Rank and prioritize demand and opportunities and provide a Capital Improvement Plan. Final report with a rank and prioritization of needs; gap analysis between recognized standards and current inventory; and a gap analysis between recognized community desires and current inventory.

**Deliverables:** Parks and Recreation Department Facility Analysis / Assessment Report. Programs and Services Assessment Report.



## Task 4 - Super Splash USA Analysis

The conceptual design process will include an evaluation of the existing conditions, as well as, the development of alternatives that meet the goals summarized in the Needs Assessment portion of the project. The options will be refined with the city staff, but should also be presented to the public for their feedback.

- A. Evaluation Analysis** – We will review the existing Super Splash USA facility and site, and will determine how and if renovation is a valid option. This is an important task to identify what portions are feasible to renovate, and what should be replaced. We will review the physical condition, and also discuss with staff the operational and maintenance challenges. We will provide our own assessment of its condition from a thorough review of all portions of the facility.
- B. Concept Planning** – After evaluating Super Splash USA and completing the needs assessment, we will develop a plan to provide an aquatic facility that will be right for you. We will develop concept plans that encompass the key features, programming needs, and comments. This work will include color plan-view drawings, recommended features, and preliminary cost information. During the concept development process, we will conduct necessary meetings, with the committee and with the public as identified and necessary. Comments and revisions from each meeting will be incorporated into the concept plans to develop the final concept for approval.
- C. Cost Estimates** – For each concept we will provide a projected cost so you can better compare the options. Our costs will be a combination of unit costs based on pool size and individual feature costs. The cost information will be based on recently bid and constructed pools, adjusted for your specific location and inflation.

## PHASE II

### Task 5 - Implementation & Master Plan Development

The *Parks and Recreation Master Plan* will be framed and prepared through a series of workshops with Department staff. The overall vision and mission statements will be affirmed or modified, and direction for the Department will be established along with individual action strategies that were identified from all the research work completed.

Key recommendations and tactics that support each action strategy to its fullest outcome will be outlined in a strategy matrix with priorities, timelines, measurement, and teams within the Department or external partners to focus on. Specific tasks include:

- A. Costs and Financial Analysis (OPTIONAL)** – The Consulting Team will perform analysis to document the financial situation of the Department. The financial analysis will look at the budget, pricing policy, user fees, current and other revenue generating opportunities, grant opportunities, and the revenue forecast. This analysis will identify the financial situation of the Department with three primary goals:
  - Understand the financial dynamics to further advance the understanding of operations gained through the work described above
  - Review funding and accounting practices with an objective of accurate financial fund tracking and the ability of the Department to have more useful financial information for strategic decision-making
  - Seek opportunities to improve the financial sustainability of the Department including evaluating expenditures and increasing current and new sources of revenue

This review will include comparison of current policies with national standards of best practice agencies. The Consulting Team will recommend policies and adjustments to current policies where enhancements may be needed or gaps are identified. This could include the best use of park sales tax funds.



**B. Super Splash USA Operational Plan** – The PROS Team will analyze management practices and limitations to understand the operational situation of Super Splash USA, as well as long term maintenance needs. This analysis will provide support for a future organizational structure and staffing requirements, and strategies for operational efficiency, policy development, system and technology requirements, and marketing/communication capabilities. Also, operational standards will be established and costs for the facility based on full operations. This will include hours of operation, staffing levels needed, technology requirements and customer service requirements based on established and agreed upon outcomes. Where appropriate, personnel standards as dictated by all state and/or local codes and ordinances will also be determined based on the design and program of the community center.

**C. Super Splash USA Financial Plan/Pro-Forma** – Based on the program, operations, and conceptual plan for Super Splash USA, the PROS Team will develop a detailed financial plan illustrating pricing strategy for each of the programs and services. The detail financial plan would include a space utilization summary based on detailed line item projections and detailed participation by program area. Financial modeling will be completed in Microsoft Excel; a fully functional version of the electronic model will be provided to the City for future use as a budgeting and planning tool. The electronic financial model, fully linked and functional with the ability to project and model dynamic scenarios, will include:

Category	2015	2016	2017	2018	2019	2020
<b>Revenues</b>	<b>\$1,117,473.23</b>	<b>\$1,144,113.04</b>	<b>\$1,171,753.00</b>	<b>\$1,200,000.00</b>	<b>\$1,228,750.00</b>	<b>\$1,257,500.00</b>
Admission	50.00	50.00	50.00	50.00	50.00	50.00
Participation	50.00	50.00	50.00	50.00	50.00	50.00
Program Fees	50.00	50.00	50.00	50.00	50.00	50.00
Other	50.00	50.00	50.00	50.00	50.00	50.00
<b>Expenditures</b>	<b>\$1,117,473.23</b>	<b>\$1,144,113.04</b>	<b>\$1,171,753.00</b>	<b>\$1,200,000.00</b>	<b>\$1,228,750.00</b>	<b>\$1,257,500.00</b>
Personnel	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00	500,000.00
Materials	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Utilities	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Travel	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Printing	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Telephone	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Insurance	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Repairs	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Depreciation	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
Other	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00	50,000.00
<b>Total</b>	<b>\$1,117,473.23</b>	<b>\$1,144,113.04</b>	<b>\$1,171,753.00</b>	<b>\$1,200,000.00</b>	<b>\$1,228,750.00</b>	<b>\$1,257,500.00</b>

- Expenditure detail: Detailed staffing by space/program area; Contractual costs, including but not limited to, utilities, maintenance and repair, insurance, office/license/dues, advertising and promotion; Commodity costs for program area and general facility requirements; Contract instructor/officiating costs
- Revenue and participation detail: General admission by month of year, by participant category and price point (youth, adult, weekday, weekend, etc.); Program/class participation by session/meetings, by participant category ; Rental by space/program area by price point

Pricing strategies would be based on a ten (10) step process which highlights the level of exclusivity received by the participant and the value of experience provided. The detailed financial plan will be included as a deliverable to provide management and staff the ability to affectively plan and budget for future years. In addition to the line item detail and summary schedules for revenues, expenditures, and debt service, this model will provide a five-year pro forma and cash flow for budgetary purposes.

**D. Capital Improvement Plan** – The culmination of all analysis will result in a prioritized plan providing guidelines to the City of Raytown for investing and developing parks, facilities, and open space. This capital improvement plan will reflect community needs identified in the staff, board and stakeholder meetings, the public input process, household survey, demographics, prioritized facility and program needs analysis, and physical analysis. The capital improvement plan will focus on two key areas:

- Existing Park System Needs
- New Park, Recreation Facilities and Open Space Needs

The plan will take into account environmental stewardship in developing options and cost estimates. The plan will present budgetary capital costs, priorities, and funding strategies including partnership and revenue generation opportunities for capital and operational funding for a short-term, mid-term, and long-term.



**E. Funding and Revenue Strategies** – Funding strategies will be developed based in part to our review and analysis of the facilities as well as the national experience brought by the Consulting Team. The Consulting Team has identified numerous funding options that can be applied to the Master Plan based on the community values. The funding strategies to be evaluated for recommendations will include at a minimum:

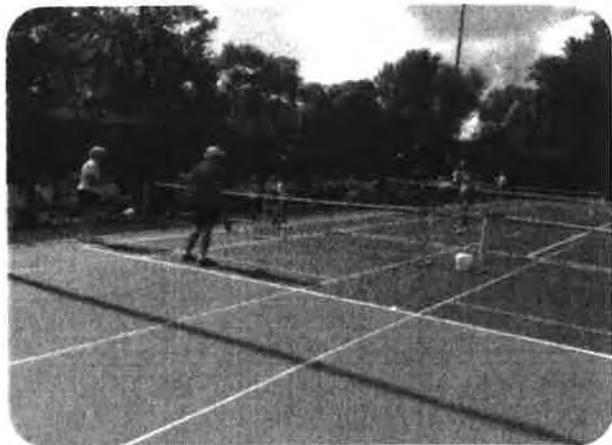
- Fees and charges options and recommendations
- Endowments/Non-profits opportunities for supporting operational and capital costs
- Sponsorships to support programs, events, and facilities
- Partnerships with public/public partners, public/not-for-profit partners and public/private partnerships
- Dedicated funding sources to support land acquisition and capital improvements
- Development agreements to support park acquisition, open space and park and facility development
- Earned Income options to support operational costs
- Land or facility leases to support operational and capital costs
- Identify grant opportunities and resources to construct parks and facilities identified in the Master Plan including suggested timelines

**F. Develop Vision, Mission and Goals/Objectives** – The supporting vision and mission statements will be affirmed or developed with senior Department staff in a work session. Following this effort, goals/objectives and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction.

**G. Strategic Action Plan Development** – Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, and priorities/timelines and cost estimates. These strategies will be classified as short-term, mid-term or long-term strategies and priorities. This will be reviewed with senior Department staff in a half-day workshop. The Consulting Team will propose a prioritization schedule and methodology used on successful master plans across the United States from their work.

**H. Draft Report Preparation and Briefings**– The Consulting Team will prepare a draft Master Plan with strategies taking into account all analysis performed and consider the fiscal and operational impacts to the Department. The recommendations and prioritization of needs will be reviewed and discussed with the Parks Board, City Board of Alderman and staff on schedules to finalize proposals, projects and timelines. One (1) reproducible copy and one (1) electronic copy in Microsoft WORD format and one (1) Adobe Portable Document Format (PDF) of the Administrative Draft and Final Draft, incorporating revisions, will be provided.

**I. Final Master Plan Presentations, Preparation, and Production** – Upon comment by all vested City staff, the Parks Board, the City Board of Alderman, and the community, the Consulting Team will revise the Draft Master Plan to reflect all input received. Once the draft Master Plan is approved by the City, the Consulting Team will prepare a final summary report and present to the Parks Board and City Board of Alderman for final approval and adoption. The final plan will be prepared with a Summary Report delivered along with associated appendices (technical reports). Five (5) bound copies, one (1) electronic copy in Microsoft WORD format and one (1) Adobe Portable Document Format (PDF) of the Final Plan will be delivered.

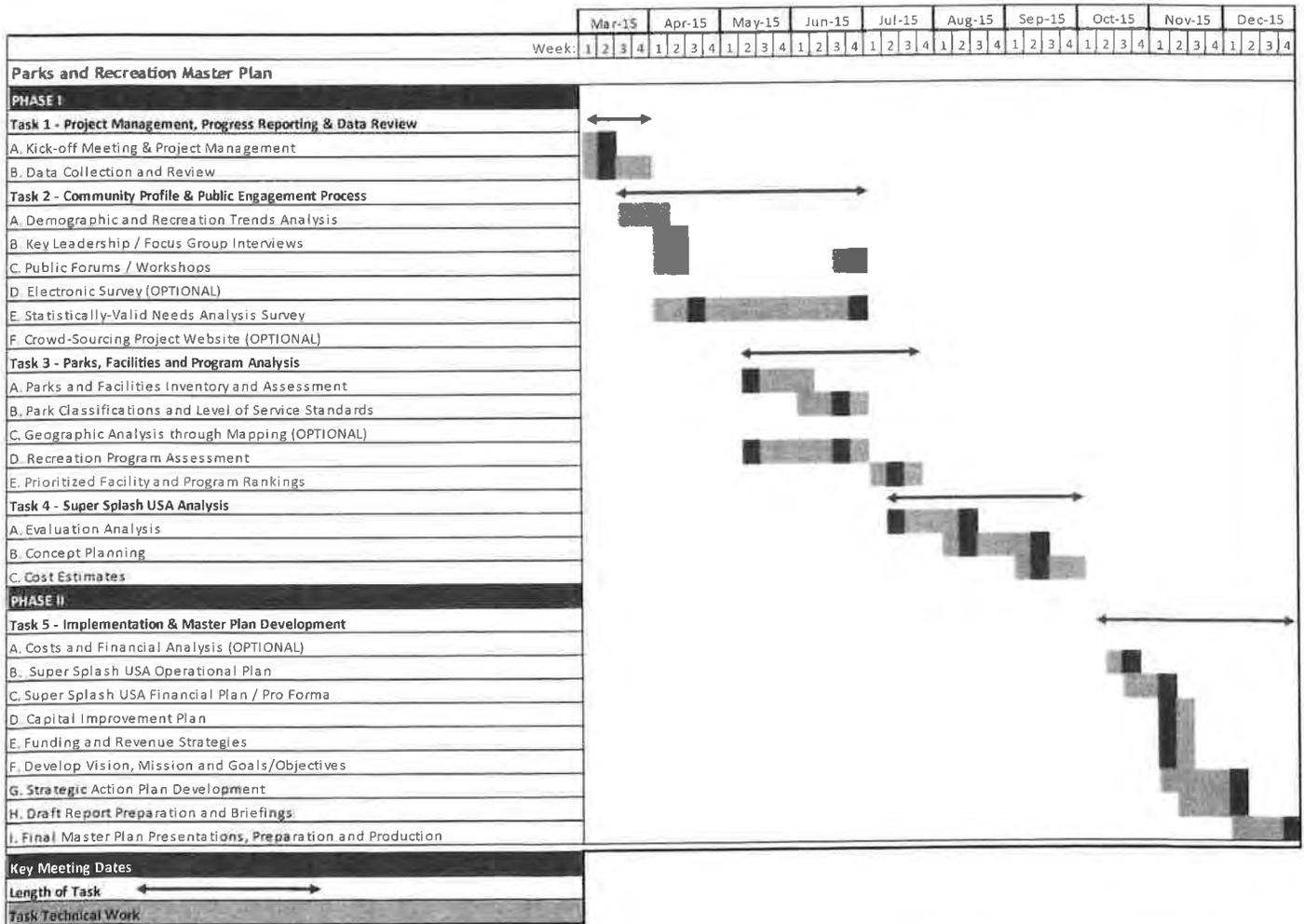


**Meetings:** Meetings with City staff. A presentation to the Parks Board, and City Board of Alderman (one during the draft master plan and one for the adoption of the final master Plan). The Consulting Team will meet with City for review of changes.

**Deliverables:** One (1) reproducible copy and one (1) electronic copy in Microsoft WORD format and one (1) Adobe Portable Document Format (PDF) of the Administrative Draft and Final Draft, incorporating revisions, will be provided. Power Point Presentation for Parks Board and City Board of Alderman. Five (5) bound copies, one (1) electronic copy in Microsoft WORD format and one (1) Adobe Portable Document Format (PDF) of the Final Plan will be delivered.

## Project Schedule

The project approach and scope of work detailed in this proposal can be completed by the PROS Team collaboratively with the City of Raytown. PROS can begin the project immediately and has the capability and availability to meet the project deadline below. Specific dates will be set during the kick-off meeting process and the PROS Team will consider any special requirements by the City in regards to scheduling.





## Cost Estimate

The following fee breakdown is based on the project approach described in the **Scope of Work** for the *Parks and Recreation Master Plan*. The PROS Team has based this fee on our current understanding of the City's goal for the project. We would appreciate the opportunity to meet and discuss the project approach and fees to ensure they are consistent with the expectations of the City of Raytown. This fee is a not-to-exceed amount and includes all costs, both direct and indirect, including any reimbursable expenses.

<b>PHASE I</b>	
<b>Task 1 - Project Management, Progress Reporting &amp; Data Review</b>	
A. Kick-off Meeting & Project Management	\$ 1,280
B. Data Collection and Review	\$ 930
Expenses	\$ -
<b>Subtotal Dollars</b>	<b>\$ 2,210</b>
<b>Task 2 - Community Profile &amp; Public Engagement Process</b>	
A. Demographic and Recreation Trends Analysis	\$ 2,000
B. Key Leadership / Focus Group Interviews	\$ 2,560
C. Public Forums / Workshops	\$ 3,120
D. Electronic Survey (OPTIONAL)	\$ -
E. Statistically-Valid Needs Analysis Survey	\$ 10,850
F. Crowd-Sourcing Project Website (OPTIONAL)	\$ -
Expenses	\$ 1,400
<b>Subtotal Dollars</b>	<b>\$ 19,930</b>
<b>Task 3 - Parks, Facilities and Program Analysis</b>	
A. Parks and Facilities Inventory and Assessment	\$ 3,720
B. Park Classifications and Level of Service Standards	\$ 1,900
C. Geographic Analysis through Mapping (OPTIONAL)	\$ -
D. Recreation Program Assessment	\$ 3,830
E. Prioritized Facility and Program Rankings	\$ 2,465
Expenses	\$ 1,200
<b>Subtotal Dollars</b>	<b>\$ 13,115</b>
<b>Task 4 - Super Splash USA Analysis</b>	
A. Evaluation Analysis	\$ 6,000
B. Concept Planning	\$ 6,000
C. Cost Estimates	\$ 2,400
Expenses	\$ -
<b>Subtotal Dollars</b>	<b>\$ 14,400</b>
<b>PHASE I TOTAL EXPENSES</b>	<b>\$ 2,600</b>
<b>PHASE I TOTAL FEES</b>	<b>\$ 47,055</b>
<b>PHASE I TOTAL DOLLARS</b>	<b>\$ 49,655</b>
<b>PHASE II</b>	
<b>Task 5 - Implementation &amp; Master Plan Development</b>	
A. Costs and Financial Analysis (OPTIONAL)	\$ -
B. Super Splash USA Operational Plan	\$ 1,740
C. Super Splash USA Financial Plan / Pro Forma	\$ 3,880
D. Capital Improvement Plan	\$ 3,380
E. Funding and Revenue Strategies	\$ 2,100
F. Develop Vision, Mission and Goals/Objectives	\$ 2,560
G. Strategic Action Plan Development	\$ 2,560
H. Draft Report Preparation and Briefings	\$ 4,880
I. Final Master Plan Presentations, Preparation and Production	\$ 5,420
<b>PHASE II Expenses</b>	<b>\$ 2,100</b>
<b>PHASE II Subtotal Dollars</b>	<b>\$ 28,620</b>
<b>TOTAL EXPENSES</b>	<b>\$ 4,700</b>
<b>TOTAL FEES</b>	<b>\$ 73,575</b>
<b>TOTAL DOLLARS</b>	<b>\$ 78,275</b>
<b>Optional Tasks</b>	
Electronic Survey	\$ 1,600
Crowd Sourcing Project Website	\$ 8,000
Geographic Analysis through Mapping	\$ 3,600
Costs and Financial Analysis	\$ 4,000
*NOTE: COST PER ADDITIONAL MEETING (INCLUDING TRAVEL)	\$ 2,100

# CITY OF RAYTOWN

## Request for Board Action

**Date:** August 3, 2016  
**To:** Mayor and Board of Aldermen  
**From:** Doug Jones, EMS Director

**Resolution No.:** R-2897-16

**Department Head Approval:** \_\_\_\_\_

**Finance Director Approval:** \_\_\_\_\_ (only if funding is requested)

**City Administrator Approval:** \_\_\_\_\_

**Action Requested:** Approve a 10% market adjustment to paramedic and EMT wage scales, as detailed below, with a corresponding 10% increase to existing staff currently paid on the current scales, as well as a current-year budget amendment in the amount of \$29,000.00 to cover the increase for the remaining months of fiscal year 2015-2016.

		Current Start	Current Top	Proposed Start	Proposed Top
Full Time	Paramedic	\$ 35,842.56	\$ 52,316.16	<b>\$ 39,426.82</b>	<b>\$ 57,547.78</b>
	EMT	\$ 30,437.68	\$ 44,136.04	<b>\$ 33,481.45</b>	<b>\$ 48,549.64</b>
Hourly	Paramedic	\$ 10.770	\$ 15.720	<b>\$ 11.847</b>	<b>\$ 17.292</b>
	EMT	\$ 9.146	\$ 13.262	<b>\$ 10.061</b>	<b>\$ 14.588</b>
Part Time	Paramedic	\$ 15.84		<b>\$ 17.42</b>	
	EMT	\$ 9.29		<b>\$ 10.22</b>	

**Analysis:** As shown in the accompanying documents, Raytown EMS is the lowest paid in the region, of the agencies shown for which data were available. This fact puts us at a considerable disadvantage both for recruiting and retaining employees, as well as increasing our overtime expenditures, as vacant shifts are mostly covered by full-time employees earning overtime. While our ideal target was the approximate middle of the field—an 18% increase—this has been determined to be unfeasible at this time. It was determined in the course of Finance Committee discussions that the 10% increase was much more feasible and sustainable at the present time and into the near future. We believe the 10% increase will mitigate the staffing problems somewhat, though to a lesser extent.

**Alternatives:** Not approve the market adjustment.

**Budgetary Impact:**

- Not Applicable
- Budgeted item with available funds
- Non-Budgeted item with available funds through prioritization
- Non-Budgeted item with additional funds requested

Amount Requested: \$29,000.00\*\*  
 Department: EMS  
 Fund: Unappropriated Fund Balance

\*\* An impact of \$89,000.00 is projected for the year beginning November 1, 2016.

**Additional Reports Attached:** Historical turnover information, chart showing effect of proposed adjustment, updated staffing situation.

**A RESOLUTION AUTHORIZING AND APPROVING A MARKET ADJUSTMENT TO THE CITY OF RAYTOWN PARAMEDIC AND EMERGENCY MEDICAL TECHNICIAN WAGE SCALES AND AMENDING THE FISCAL YEAR 2015-2016 BUDGET**

**WHEREAS**, the City of Raytown Emergency Medical Services Department is seeking a market adjustment to paramedic and emergency medical technician wage scales; and

**WHEREAS**, research completed on available data showed the City of Raytown's Emergency Medical Services Department as the lowest paid in the region; and

**WHEREAS**, in order to adjust wages to a comparable in the region a 10% market adjustment to paramedic and Emergency Medical wages scales is being requested; and

**WHEREAS**, the Mayor and Board of Aldermen find it is in the best interest of the citizens of Raytown to approve a 10% market adjustment in the amount of \$29,000.00 for fiscal year 2015-2016;

**WHEREAS**, in order to provide for such market adjustment the fiscal year 2015-2016 budget will need to be amended;

**NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF ALDERMEN OF THE CITY OF RAYTOWN, MISSOURI, AS FOLLOWS:**

**THAT** a 10% market adjustment to the paramedic and emergency medical technicians wage scales are hereby authorized and approved; and

**FURTHER THAT** the City Administrator is hereby authorized to execute any and all documents necessary and the City Clerk is authorized to attest thereto; and

**FURTHER THAT** the fiscal year 2015-2016 Budget approved by Resolution R-2808-15 is hereby amended as follows:

**From:**

Unappropriated Fund Balance  
Amount: \$29,000.00

**PASSED AND ADOPTED** by the Board of Aldermen and **APPROVED** by the Mayor of the City of Raytown, Missouri, the 9<sup>th</sup> day of August, 2016.

\_\_\_\_\_  
Michael McDonough, Mayor

ATTEST:

Approved as to Form:

\_\_\_\_\_  
Teresa M. Henry, City Clerk

\_\_\_\_\_  
Joe Willerth, City Attorney



**City of Raytown – Emergency Medical Services**

10020 East 66<sup>th</sup> Terrace

RAYTOWN, MISSOURI 64133

PHONE: 816-737-6030 FAX: 816-737-8801

Douglas A. Jones, EMT-P, Director

e-mail: [dougj@raytown.mo.us](mailto:dougj@raytown.mo.us)

UPDATE

To: Mayor and Board of Aldermen  
From: Doug Jones  
Date: 26 July 2016  
Subject: EMS Staffing

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Since the prior documents in support of our 9 August 2016 Request for Board Action were written, one full-time EMT tendered her resignation, effective 19 July, and one part-time (prior full-time) paramedic requested a return to full-time status, effective 31 July, thereby changing our situation from needing two paramedics to one paramedic and one EMT.

Only one application for full-time paramedic has been received since that time. That applicant passed pre-employment written and practical testing, and is pending pre-employment background/drug screening. Two applicants for the full-time EMT position were similarly tested, a candidate was selected and is similarly pending pre-employment background/drug screening.

- Since I was made Interim Director in October of 2012, we have lost fourteen employees to resignation, thirteen of whom were paramedics.
- Of those employees
  - Five went to higher paying EMS jobs
  - Three went to higher paying air-ambulance jobs
  - Two went to higher paying non-EMS firefighting jobs
  - One took a higher paying job in EMS education
  - One became an RN and took a higher paying hospital job
  - Two are “whereabouts unknown.”
- Of the most recent three openings, the first came open on 2015-11-19, and took 173 days to fill; the second came open on 2016-03-06, and has remained open since then; the most recent opening opened on 2016-05-27.
- The resulting open shifts are mostly covered by full-time employees; part-timers will help out some, but it’s mostly OT.
- Not all open shifts get filled, causing the remaining ambulance on that shift to be double-busy, and additional need for mutual aid.
- The most recent hire – 2016-05-10 – happened by pure chance. One of our paramedics struck up a conversation with a fellow shopper at Aldi, who happened to be a paramedic, new in town from South Dakota, and looking for work. He applied, passed all pre-employment testing and screening, and was hired.
- Apart from that, we have had very few paramedic applicants since the position opened in November. Of those, two or three who passed pre-employment written test withdrew their application prior to completing the background checks; all but one of the rest either failed to return my call inviting them to test, or failed to achieve a passing mark on the test, except for one who passed, but did not pass the background check.
  - I know that one of who withdrew did so in favor of a higher paying EMS position, and I suspect that was behind the others as well.
- As of 2016-06-04, we have no paramedic applications to process, the last one was received on 2016-05-06.
- We are currently the lowest paid full-time EMS in the metro.
- Once an application is received
  - It can take a week or more to arrange for the applicant to take the written exam.
  - Once all candidates have tested, it can take another week or more for interviews.
  - Once a candidate has been selected, the background investigation can take two weeks or more to complete.

- At that point, the new-hire generally needs two additional weeks to give proper notice at his/her current job.
- Once the new-hire has started, orientation can take anywhere from one to six weeks or more before the new-hire can be placed in a regular position without an FTO.
- This adds up to two months or more between receiving an application and having a “street-ready” new hire.
- The low pay, the extra work associated with covering open shifts, the extra work associated with open shifts not getting covered, all tend to increase fatigue and decrease morale.
  - Between contact at hospitals, social media, student contacts, and the recent publicity arranged by outside influences, word gets around the EMS community and has a chilling effect on the flow of applications. There are few applicants and many other agencies competing for them, all of which pay better than we do.
  - Bringing Raytown EMS pay above the Metro median will begin to turn that around – higher quality applicants, as well as keeping the staff we have, and the ability to develop a robust part-time roster.

