

AGREEMENT FOR PROFESSIONAL SERVICES

THIS AGREEMENT FOR PROFESSIONAL SERVICES is made and entered into this 27 day of May 2025, by and between the CITY OF LANCASTER, a municipal corporation and charter city, ("City"), and MIG, Inc., a California Corporation, ("Consultant") (collectively, sometimes referred to hereinafter as the "Parties").

RECITALS

WHEREAS, the City desires to engage Consultant to perform certain technical and professional services, as provided herein, identified as:

Parks, Arts, Recreation, and Community Services (PARCS) Comprehensive Master Plan (THE "SERVICES")

WHEREAS, the principal members of Consultant are qualified and duly registered/licensed under the laws of the State of California, and Consultant desires to accept such engagement.

NOW, THEREFORE, the parties agree as follows:

1. **Parties to the Agreement.**

The parties to this Agreement are:

- A. CITY: City of Lancaster
- B. CONSULTANT: MIG, Inc.

2. **Notices.** All written notices required by or related to this Agreement shall be sent by Certified Mail, Return Receipt Requested, postage prepaid and addressed as listed below. Neither party to this Agreement shall refuse to accept such mail; parties to this Agreement shall promptly inform the other party of any changes of address. All notices required by this Agreement are effective on the day of receipt, unless otherwise indicated herein.

CITY City of Lancaster
 Attn: Trolis Niebla, City Manager
 44933 North Fern Avenue
 Lancaster, California 93534

CONSULTANT MIG, Inc.
 Attn: Genevieve Sharrow
 21 Miller Alley, Suite 210
 Pasadena, CA 91103
 Phone: (626) 744-9872 Ext. 3110
 Email: genevieves@migcom.com

3. **Successors and Assigns.** The terms hereof shall be binding upon and inure to the benefit of the successors and assigns of the parties hereto; provided, however, that no party hereto shall assign any of the benefits and burdens hereunder, whether voluntarily or by operation of law, without prior written consent of the other party, and any such assignments without said consent shall be void.

4. **Description of Work.** The City hereby engages Consultant, and Consultant accepts such engagement, to perform the technical and professional services set forth in the “Scope of Services and Rates Schedule,” attached hereto as Exhibit “A” and incorporated herein by reference. Consultant shall perform and complete, in a manner satisfactory to the City, all work and services set forth in Exhibit “A.” The City Manager or his designee shall have the right to review and inspect the work during the course of its performance at such times as may be specified by the City Manager, or his designee.

5. **Obligations of the City.**

A. The City shall pay Consultant an amount not to exceed \$499,895 for all work necessary to complete the Services, as described in the Scope of Services and Rates Schedule. Payments shall be due within thirty (30) days following submittal of an invoice detailing the services performed, at the hourly rates set forth in Exhibit A.

B. No payment made hereunder by the City to Consultant, other than the final payment, shall be construed as an acceptance by the City of any work or materials, nor as evidence of satisfactory performance by Consultant of its obligations under this Agreement.

6. **Obligations of the Consultant.**

A. Consultant shall perform as required by this Agreement and in accordance with the Scope of Services and Rates Schedule set forth in Exhibit A.

B. Consultant shall be responsible for payment of all employees’ wages and benefits and shall comply with all requirements pertaining to employer’s liability, workers’ compensation, unemployment insurance, and Social Security.

C. Consultant shall not subcontract any of the work required to perform the Services without the express prior written approval of the City.

7. **Hold Harmless and Indemnification.** Consultant agrees to indemnify and hold harmless the City, its elected officials, officers, and employees, from and against any and all third-party claims, losses, obligations, or liabilities whatsoever, including reasonable attorney’s fees, incurred to the extent arising out of or related to Consultant’s negligent or willful wrongful acts, errors or omissions, or those of its employees or agents. Consultant agrees to defend the City, its officers, and employees, using counsel of the City’s choosing, from and against any and all claims covered by the indemnity in the preceding sentence.

8. **Amendments.** Any amendment, modification, or variation from the terms of this Agreement shall be in writing and shall be effective only upon mutual written approval by the City and Consultant.

9. **Non-Discrimination and Equal Employment Opportunity.**

A. In the performance of this Agreement, Consultant shall not discriminate against any employee, subcontractor, or applicant for employment because of race, color, religion, ancestry, sex, national origin, physical or mental disability or age. Consultant will take affirmative action to ensure that subcontractors and applicants are employed, and that employees are treated during employment without regard to their race, color, religion, ancestry, sex, national origin, physical or mental disability or age. Affirmative action relating to employment shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment; layoff or termination; rates of pay or other forms of compensation; and selection for training including apprenticeship.

B. The provisions of subsection A above shall be included in all solicitations or advertisements placed by or on behalf of Consultant for personnel to perform any services under this Agreement. The City shall have access to all documents, data and records of Consultant and its subcontractors for the purpose of determining compliance with the equal employment opportunity and non-discrimination provisions of this Section.

10. **Term; Effective Date.** This Agreement shall become effective and shall be in full force and effect upon the execution of the Agreement by the City and the Consultant. This Agreement shall continue in full force and effect for two (2) years, unless the Agreement is sooner terminated in accordance with this Agreement; provided, however, that the City and the Consultant may mutually agree in writing to extend the Term of this Agreement.

11. **Termination.**

A. For Convenience. The City may terminate this Agreement at any time without cause by giving thirty (30) days written notice to the other party of such termination and specifying the effective date thereof. In the event of termination of this Agreement, Consultant will be paid for work completed through the date of termination within thirty (30) days following submittal of a final invoice.

B. For Cause. If Consultant fails to perform the services called for by this Agreement or so fails to make progress as to endanger performance of this Agreement in accordance with its terms, Consultant shall correct such failure within ten (10) days (or such longer period that the City may authorize in writing) after receipt of notice from the City specifying such failure. Should the failure not be corrected within this time period, the City may immediately terminate the Agreement by written notice to Consultant.

C. In the event of termination, whether for convenience or cause, reports, plans, studies, and other documents (collectively, "documents") related to the Services shall become the City's property. Consultant shall provide all documents to the City that have not yet been within ten (10) calendar days after termination of the Agreement.

12. **Independent Contractor.** Consultant is an independent contractor and shall have no power or authority to incur any debt, obligation, or liability on behalf of the City. It is expressly understood between the Parties to this Agreement that no employee/employer relationship is intended.

13. **Insurance.**

A. The Consultant, at its expense, shall maintain in effect at all times during the term of this Agreement the following coverage and limits of insurance, which shall be maintained with insurers listed “A-, VIII” or better in the Best’s Key Rating Guide:

Commercial General Liability

Each Occurrence	\$1,000,000
Per Project General Aggregate	\$2,000,000
Including Products/Completed Operations; Contractual Liability/Independent Contractors; Property Damage	
<i>(Coverage shall be at least as broad as ISO form CG2010 11/85 or CG2010 07/04 and CG2037 07/04 combined, or an equivalent providing ongoing and completed operations)</i>	

Commercial Automobile Liability

Combined Single Limit per Accident for Bodily Injury and Property Damage	\$1,000,000
<i>(Coverage shall be at least as broad as ISO form CA00 01)</i>	

Workers Compensation

As Required by the State of California	Statutory Limits
--	------------------

Employers’ Liability

Each Accident	\$1,000,000
Bodily Injury by Disease	\$1,000,000
Each Employee	\$1,000,000
<i>(A Waiver of Subrogation must be provided on behalf of the Certificate Holder for the Workers Compensation & Employers’ Liability policies)</i>	

Professional Liability

Each Occurrence	\$2,000,000
General Aggregate	\$2,000,000

Provide one of the following for cyber-related services
Technology Professional Liability

(Errors and Omissions)

Each Occurrence	\$2,000,000
General Aggregate	\$2,000,000

(Coverage shall be sufficiently broad to respond to the duties and obligations as are undertaken by Consultant pursuant to this Agreement and shall include, without limitation, claims involving invasion of privacy violations, information theft, damage to or destruction of electronic information, release of private information, alteration of electronic information, extortion and network security. The policy shall provide coverage for breach response costs as well as any

applicable regulatory fines and penalties as well as credit monitoring expenses with limits sufficient to respond to these obligations.)

Or

Cyber Liability Insurance

Each Occurrence	\$1,000,000
General Aggregate	\$1,000,000

B. The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insured's liability.

C. Professional liability and/or cyber insurance written on a "claims made" basis must be renewed for a period of three (3) years after this contract expires or is terminated. Such insurance must have the same coverage and limits as the policy that was in effect during the term of this contract and will cover Consultant for all claims made by the City insured entities arising out of any acts or omissions of Consultant or its officers, employees, or agents during the time this Agreement was in effect.

D. Any deductibles or self-insurance retentions must be declared and approved by the City. At the City's option, either the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the City insured entities or the insurer shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses.

E. All insurance shall be primary and non-contributory as respects the City insured entities. Any insurance or self-insurance maintained by the City insured entities shall be in excess of the Consultant's insurance and shall not contribute with it.

F. Consultant shall name the City, its elected officials, officers, employees, and volunteers as additional insured, and shall furnish the City with Certificates of Insurance and with original endorsements effecting coverage required by this Agreement. Certificates of Insurance shall meet the following requirements:

(1) Show that the insurance policy has been endorsed to state that coverage shall not be suspended, voided, cancelled, reduced in coverage or in limits except after 30 days' prior written notice (10 days' written notice for non-payment) to the City of Lancaster.

(2) List in the "Descriptions of Operations/Locations/Vehicles" section:

PARCS Comprehensive Master Plan

The City of Lancaster, its elected officials, officers, employees, and volunteers are included as additional covered parties, but only insofar as the operations under this contract are concerned."

(3) List in the "Certificate Holder" section:

14. **Ownership of Documents.** All plans, specifications, reports, studies, maps, and other documents prepared or obtained by Consultant in the course of performing the work and are required by this Agreement to be delivered to the City shall be the property of the City. Basic sketches, charts, computations, and similar data prepared or obtained by Consultant under this Agreement shall, upon request, be made available to City without restriction or limitation on their use.

15. **Data Provided to Consultant.** City shall provide to Consultant, without charge, all data, including reports, records, maps, and other information, now in the City's possession which may facilitate the timely performance of the work described in Exhibit A.

16. **Consultant's Warranties and Representations.**

Consultant warrants and represents to City as follows:

A. Consultant has not employed or retained any person or entity, other than a bona fide employee working exclusively for Consultant, to solicit or obtain this Agreement.

B. Consultant has not paid or agreed to pay any person or entity, other than a bona fide employee working exclusively for Consultant, any fee, commission, percentage, gift, or any other consideration contingent upon or resulting from the execution of this Agreement. Upon any breach or violation of this warranty, City shall have the right, in its sole discretion, to terminate this Agreement without further liability, or, in the alternative, to deduct from any sums payable hereunder the full amount or value of any such fee, commission, percentage or gift.

C. Consultant has no knowledge that any officer or employee of the City has any interest, whether contractual, noncontractual, financial, proprietary, or otherwise, in this transaction or in the business of the Consultant, and that if any such interest comes to the knowledge of Consultant at any time, a complete written disclosure of such interest will be made to City, even if such interest would not be deemed a prohibited "conflict of interest" under applicable laws.

D. Upon the execution of this Agreement, Consultant has no interest, direct or indirect, in any transaction or business entity which would conflict with or in any manner hinder the performance of services and work required by this Agreement, nor shall any such interest be acquired during the term of this Agreement.

17. **Resolution of Disputes.**

A. Disputes regarding the interpretation or application of any provisions of this Agreement shall, to the extent reasonably feasible, be resolved through good faith negotiations between the parties.

B. If the parties cannot resolve the dispute through good faith negotiations, either party may give Notice of Dispute to the other party. The Notice of Dispute shall state the nature of the dispute and the corrective action necessary to remedy the dispute.

After Notice of Dispute, the parties shall first attempt to resolve any disputes by mediation. The parties shall agree on a single mediator. Mediation shall be conducted in Lancaster, California. Each party shall pay its own attorneys' fees and the costs of mediation shall be split equally between the parties.

If the dispute has not been resolved by mediation within 45 days after Notice of Dispute, or the parties are unable to agree to a mediator, within 15 days after Notice of Dispute, then, the dispute may, upon agreement of the parties be resolved by binding arbitration.

C. If any action at law or in equity is brought to enforce or interpret any provisions of this Agreement, the prevailing party in such action shall be entitled to reasonable attorney's fees, cost, and necessary disbursements, in addition to such other relief as may be sought and awarded.

18. **Exhibits.**

The following exhibits to which reference is made in this Agreement are deemed incorporated herein in their entirety:

Exhibit "A" Scope of Services and Rates Schedule

20. **Governing Law.**

This Agreement shall be governed by the laws of the State of California.

21. **Levine Act Disclosure**

California Government Code section 84308 ("Levine Act") requires a party to a contract other than competitively bid, labor, or personal employment contract, to disclose any contribution of more than \$250 that the party (or their agent) has made to a member of the City Council or any other officer of the City as defined in the Levine Act within the prior 12 months. The Levine Act also prohibits for 12 months following a final decision, a party (or their agent) from making a contribution of more than \$250 to any member of the City Council or any other officer as defined in the Levine Act who may participate in the making of this Agreement.

A. By its signature on this Agreement, MIG, Inc. represents and warrants [select one]:



Neither MIG, Inc. nor any agent acting on behalf of MIG, Inc. has, within the 12 months preceding the commencement of negotiations of this Agreement, made any political contribution of more than \$250 to any member of the City Council or any other officer as defined in the Levine Act who may have participated in the making of this Agreement.

OR

☐ MIG, Inc. (or an agent acting on behalf of MIG, Inc.) has made a political contribution of more than \$250 to:

Identify the person(s) or agent(s) who made the contribution:

Identify the City officer(s) who received the contribution:

B. By its signature on this Agreement, MIG, Inc. further represents and warrants [select one]:

☒ Neither MIG, Inc. nor any agent or principal acting on behalf of MIG, Inc. intends, within the 12 months following the execution of this Agreement, to make any political contribution of more than \$250 to any member of the City Council or any other officer as defined in the Levine Act who may have participated in the making of this Agreement.

OR

☐ MIG, Inc. (or an agent acting on behalf of MIG, Inc. intends to make a political contribution of more than \$250 to:

Identify the person(s) or agent(s) who will make the contribution:

Identify the City officer(s) who will receive the contribution:

22. Effective Date

This Agreement shall become effective as of the date set forth below on which the last of the parties, whether City or Consultant, executes said Agreement.

[Signatures begin on next page.]

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed and attested by their respective officers thereunto duly authorized.

CITY OF LANCASTER
LANCASTER, CALIFORNIA

By: _____
Trolis Niebla, City Manager

Dated: _____

MIG, Inc.

By: _____
Daniel Iacofano, President/CEO

Dated: _____

ATTEST:

City Clerk

APPROVED AS TO FORM:

City Attorney

RM

CONTRACT SUBMISSION APPROVAL:

Director

Exhibit "A"

SCOPE OF SERVICES AND COST PROPOSAL

TASK 1: PROJECT MANAGEMENT

1.1 KICK-OFF MEETING VIDEOCONFERENCE

The MIG Team will host a 1.5-hour Zoom videoconference with the City's Project Leadership Team (PLT) and key staff to kick off the project. The meeting will cover City expectations, desired project outcomes, available background materials, communication protocols, engagement strategies, and the project schedule. MIG will provide an agenda and prepare a summary of the discussion.

1.2 PROJECT MANAGEMENT

This task involves leadership, schedule management, invoicing, project administration, subconsultant management, and continuous oversight throughout all tasks to effectively manage plan development in a timely and budget-conscious manner. Quality control will be ensured through review and approval of deliverables by the MIG principal to meet the required standards.

1.3 COORDINATION MEETINGS

The MIG Team will facilitate regular project coordination meetings (1 hour monthly or 30 minutes biweekly) with the PLT to discuss project progress, address questions or concerns, and maintain alignment throughout the Master Plan planning process. MIG will prepare meeting agendas, provide updates on key milestones, and document meeting outcomes to maintain clear communication and incorporate City staff input. Biweekly meetings will be held throughout the length of the project (18 months).

1.4 BACKGROUND INFORMATION REQUEST AND REVIEW

The MIG Team will submit an information request letter and create a shared drive for City staff to upload relevant project materials. MIG has allocated time to download the data and review the materials to understand the context and issues of unique concern to the City and to build upon prior planning efforts.

1.5 PROJECT BRANDING AND TEMPLATE

The MIG Team will develop project branding elements, including colors, styles, and a graphic document banner (PDF), which will be incorporated into a document template for all project-related materials, ensuring a consistent visual identity throughout the project. This task includes the design of a logo and banner (masthead graphic for Word documents), (2-3 concepts with one round of revisions to the selected design), a simple one-page brand guide, and a PowerPoint template featuring a cover, divider, and background slide.

Deliverables: Meeting Agenda and Summary (Word)

» Background Information Request (Word)

» Project Branding and Template (PDF and PowerPoint)

Meetings, Engagement Activities, Tours, and Field Work

- » Kick-off Meeting (1 Videoconference)
- » Project Coordination Meetings (20, 30-Minute Videoconferences)
- » Key Deliverables Coordination Meetings (8, 1-Hour Videoconferences)

TASK 2: BASE MAP DEVELOPMENT

2.1 BASE MAP DEVELOPMENT

Using GIS data provided by the City and other relevant data sources, MIG will develop a citywide base map that serves as a foundational spatial tool for the project. This task includes creating one draft map (tabloid size) that incorporates key geographic features, such as desert washes, regional open spaces, parcels, roads, and other relevant data points. The draft map will be reviewed by the City for feedback and revisions. Once finalized, the base map will be used to support subsequent tasks.

Deliverables

- » Lancaster Base Map (PDF)

TASK 3: EVALUATE EXISTING CONDITIONS

3.1 SYSTEM (PARKS, TRAILS, AND FACILITIES) INVENTORY AND MAP

The MIG Team will cross-check the inventory data provided by the City with GIS parks data to create an up-to-date Excel spreadsheet detailing City park sites, park acreage, and major recreation facilities. This will also include other sites maintained by the PARCS Department, such as streetscapes and building grounds (excluding amenities like tables, benches, and parking spaces). Using the Base Map developed in Task 2, we will produce a draft citywide existing systems map, showing City parks, open space, major recreation facilities, trails, and schools.

3.2 PARKS AND FACILITIES TOUR

To build a shared understanding of park condition, location, context, and opportunities, key MIG and City staff will spend one day touring representative parks and recreation facilities to discuss strengths and challenges of the park system. The tour will provide an opportunity to discuss topics such as operations, opportunities, planned developments or improvements, and maintenance. The City will schedule and coordinate the tour, ensuring staff are available to address questions. The Parks and Facilities Tour will also provide an opportunity to calibrate scoring criteria for the Parks and Facilities Condition Assessment (Subtask 3.3) to ensure consistent evaluations.

3.3 PARKS AND FACILITIES ASSESSMENT

MIG will assess the condition of park assets and facilities to identify maintenance needs, safety issues, needs for improvements, and long-term asset management priorities. The assessment will use a standardized rating system to evaluate playgrounds, sports courts, fields, and park-level support amenities such as signs, benches, and trash cans. MIG will develop an Asset Condition Assessment Methodology memorandum, refined through coordination with City staff, to align with priorities. To support data collection, MIG will create an ArcGIS Field Map for mobile assessments and an ArcGIS Dashboard to visualize real-time results. MIG will spend one day in the field

evaluating the City's 13 parks as noted in the inventory. The MIG team will also conduct an evaluation of the 18 major recreation facilities noted in the City's inventory, including art centers, pools, and activity buildings. Incorporating information provided by the City that documents building conditions, and based on visual inspection, the assessment will document each facility's year built, square footage, the condition of key components, functionality, safety, and accessibility. In the same trip as the park tour, MIG's recreation staff will spend 6-8 hours with City staff touring any facilities not visited during the Park Tour (Subtask 3.2). With direction from team member, Crane Architectural Group, MIG's Asset Management Lead will spend one day doing a visual facility inspection. Based on documented needs, MIG will identify needs facility additions, renovations, replacements, decommissioning, and upgrades.

Findings will be summarized in a Parks and Facilities Assessment memorandum with field maps and condition ratings, provided for City review. This assessment will support the Parks & Recreation Existing System Brief and Asset Management Plan, aligning all park facilities with long-term operational and capital planning goals.

3.4 PARCS STAFF MEETINGS

In the same trip (in-person) or following the Parks and Facilities Tour (as a videoconference), MIG team member Zec Eight Insights (ZEI) will lead one meeting with key maintenance staff to discuss system operations and maintenance practices. MIG and Zec Eight will hold three separate meetings with Recreation staff, Community Services staff, and Arts staff to review programming and services in each of their respective divisions. It is assumed these four meetings will be held via videoconference if not able to be scheduled in conjunction with the Parks and Facilities tour.

3.5 RECREATION PROGRAMS AND SERVICES INVENTORY AND ASSESSMENT

ZEI will create a *Recreation Program Assessment* that narratively (and supplemented by graphics, charts, etc.) depicts how the City provides programs and services. An inventory of the full program and service portfolio will be collected and/or created and categorized by core program areas and/or cost/service centers. All data related to program participation, facility rentals, event participation, etc. will be collected for a multi-year period. ZEI will create a tailored, customized program assessment that will produce program and service statistics, key performance indicators, and recommendations for enhancing recreation program service delivery.

3.6 MAINTENANCE AND OPERATIONS ANALYSIS

ZEI will analyze existing maintenance work order data, budgets, and performance metrics to assess system performance and levels of service with regards to routine and preventative maintenance and facility operations. Performance metrics will be identified for later benchmarking against similar communities (Subtask 5.3).

3.7 BASELINE FUNDING ANALYSIS

MIG team member EPS will review City documents, budgets, and funding mechanisms to assess the City's current approach to maintaining parks and recreation facilities, programming, and capital projects. This analysis will help evaluate how well existing strategies support the updated Master Plan and identify potential funding needs. As part of the regular coordination meetings, EPS will interview key City staff from the PARCS Department and other relevant departments to gather insights into current resources and explore new funding options. The findings will be summarized in

a draft and final memorandum for inclusion in the Parks & Recreation Existing System Brief (Subtask 3.8).

3.8 PARKS & RECREATION EXISTING SYSTEM BRIEF

The MIG Team will summarize Task 3 findings in a clear, visually appealing brief that provides an overview of parks and facilities, recreation programs and events, operations, and funding. The Existing System Brief will highlight key considerations for the Master Plan to address. MIG will provide a draft document (PDF or Word file) and revise it into final form based on one round of consolidated City feedback.

Deliverables

- » Complete System Inventory and Map (Excel and PDF)
- » Asset Condition Methodology and Assessment (PDF)
- » Maintenance and Recreation Staff Meetings Summary (PDF)
- » Recreation Programs and Services Inventory and Assessment (PDF)
- » Maintenance and Operations and Operations Analysis (PDF)
- » Baseline Funding Analysis Memorandum (PDF)
- » Parks & Recreation Existing System Report (PDF)

Meetings, Engagement Activities, Tours, and Field Work

- » Asset Condition Assessment Meeting (1 Videoconference)
- » Parks and Facilities Tour (6-8 hours, In-Person)
- » Conditions Assessment Field Work (14-16 hours, In-Person)
- » PARCS Staff Meetings (4 Meetings, In-Person or Videoconference)

TASK 4: OUTREACH AND ENGAGEMENT

4.1 OUTREACH AND ENGAGEMENT PLAN

The MIG Team will develop a Community Engagement Plan outlining a phased approach to engage the community in the Master Plan, including activity descriptions, communication tools, a schedule, and roles and responsibilities for the MIG Team, PARC staff, and any relevant partners. Additionally, MIG will develop and maintain a project contact database and mailing list to support ongoing communication, outreach, and engagement tasks.

4.2 COLLATERALS: MEDIA / INFOGRAPHICS / SOCIAL MEDIA / WEBSITE UPDATES

In this subtask, MIG will support the Master Plan process by developing key content and engaging text for project collateral, including a planning process graphic illustrating project stages for use across platforms. MIG will provide milestone updates for the City's website to keep the public informed and create social media posts and infographics to boost community engagement. This subtask includes two press releases, a social media brief, eight to 10 social media posts with

graphics, and four to six infographics. This subtask includes Spanish translation of materials allowance.

4.3 STAKEHOLDER INTERVIEWS (8) AND FOCUS GROUPS (3)

The MIG Team will conduct up to eight stakeholder interviews and three focus groups to gather valuable insights about Lancaster’s parks, recreation facilities, trails, and programs. Interviews (30 minutes) will involve City Council members, key community leaders, City staff, partner organizations, and interest groups. Focus groups (1 hour) will engage representatives from three groups TBD, such as youth, seniors, sports leagues, local businesses, community art groups, non-profits, and other recreation-related organizations. MIG will prepare discussion guides and compile key findings into a memo for City review. The stakeholder interviews and focus groups may be conducted via videoconference over several days. City staff will be responsible for reaching out to stakeholders and focus groups, and scheduling meeting times.

4.4 COMMUNITY SURVEY

Project team member FM3 will conduct a dual-mode (telephone and online) survey among a random sample of 400 adult residents of the City of Lancaster. We suggest that the questionnaire be offered in both English and Spanish and take 15 minutes on average to complete.

4.5 COMMUNITY WORKSHOPS (2)

MIG will conduct two community workshops with up to two members of the MIG Team to engage residents and gather input at key milestones. Each workshop will be interactive, featuring presentations and opportunities for participants to provide feedback. Workshops will be held in person, with MIG responsible for developing materials, facilitating discussions, and summarizing findings. The two workshops will focus on the Needs Assessment, with discussions and interactive activities that focus on park, recreation, and community service needs. These workshops can be held at different times on the same day or on different days, both bilingual. City staff will be responsible for marketing the workshops, recruiting participants, arranging meeting spaces, and providing refreshments.

4.6 COMMUNITY ENGAGEMENT SUMMARY REPORT

MIG will prepare a comprehensive summary report detailing the results of all community engagement activities associated with the Needs Assessment, including feedback from workshops, surveys, stakeholder interviews, and focus groups. The report will analyze key themes, concerns, and ideas expressed by the community, highlighting trends and providing recommendations for the next steps in the planning process.

4.7 PRIORITIZATION QUESTIONNAIRE

Following the development of recommendations, MIG will prepare an online prioritization questionnaire, inviting participants to help identify project priorities by making hypothetical investment choices in various park projects, programming, and different types of improvements. MIG will develop and program the activity online, refine it based on one round of City comments, host it for 2 weeks, and summarize results. The task includes a videoconference meeting with the PLT to discuss emerging priorities. City staff will be responsible for promoting the online activity and associated popup activities (Subtask 4.8).

4.8 SIDEWALK/POP-UP ENGAGEMENT (2)

MIG will design 4-5 display boards featuring key questionnaire questions (associated with Task 4.7) to gather feedback from the Lancaster community at two interactive “pop-up events.” These events will take place at community festivals, recreation centers, and high-traffic locations. The boards, in both English and Spanish, will include a QR code linking to the online survey. MIG will organize and host two events, train City staff, and tabulate results. If the City holds additional events, MIG will provide PDFs of the boards and an online reporting form. Findings of the prioritization questionnaire and related popup engagement will be summarized in one memo.

Deliverables

- » Outreach and Engagement Plan (PDF)
- » Collaterals: Media / Infographics / Social Media / Website Updates (PDF & Images)
- » Stakeholder Interviews and Focus Groups Summary (PDF)
- » Community Workshops Materials (PDF)
- » Community Engagement Summary Report (PDF)
- » Prioritization Questionnaire (PDF)
- » Sidewalk/Pop-up Engagement Materials (PDF)
- » Prioritization Engagement Summary Memo (PDF)

Meetings, Engagement Activities, Tours, and Field Work

- » Stakeholder Interviews (8 Videoconferences) and Focus Groups (3 Videoconferences)
- » Community Survey (telephone and online) among a random sample of 400 adult residents
- » Community Workshops (2 Workshops)
- » Prioritization Questionnaire
- » Sidewalk/Pop-up Engagements (2 Events)

TASK 5: NEEDS ASSESSMENT

5.1 DEMOGRAPHIC, ECONOMIC, AND SOCIAL TRENDS ANALYSIS

MIG will conduct a thorough analysis of current demographic, economic, and social trends impacting the community. This will include examining population changes, economic conditions, employment patterns, income levels, and social factors such as education, housing, and diversity. The analysis will provide insights into how these trends influence planning decisions and help identify key needs and opportunities for the community’s future development.

5.2 PARKS, TRAILS, AND FACILITY LOS ANALYSIS

MIG will conduct an analysis of the current Level of Service (LOS) for parks, trails, and recreational facilities in the community. This will involve assessing accessibility, distribution, and capacity to

meet the needs of the population. The analysis will compare existing facilities to community demand, identify gaps in service, and propose new LOS standards for the future.

5.3: ARTS, RECREATION, AND COMMUNITY SERVICES ASSESSMENT AND RECOMMENDATIONS

Building on the recreation programs inventory and assessment in Task 3.5, MIG and ZEI will conduct a more detailed assessment of cultural arts programs, events, and community services to identify comprehensive needs, inform recommendations, and support implementation. This includes documenting and evaluating the City's full program and service portfolio by assessing use levels, capacities, locations, types, target demographics, underserved markets, operational procedures, program standards, and performance metrics. The analysis will consider programming and services offered in-house and through partners in City facilities or in other locations, which may include a videoconference with key partners to collect relevant data. The analysis will consider program and service reach, impact, and alignment with Lancaster's demographics, cultural needs, and current fee structures. ZEI and MIG will establish baseline performance measures, recommend new programs and enhancements to existing offerings, and identify implementation costs, projected revenues, and potential funding sources, including recommendations to efficiently utilize resources and partnerships to support cost-effective service delivery. Part of this analysis will be included in the Needs Assessment Report, while the recommendations, performance measures, and funding strategy will be delivered to augment Task 8.3, 9.1, and 10.2.

5.4 BENCHMARKING AND COMPARATIVE ANALYSIS

The MIG Team will identify key emerging trends in the provision of parks, facilities, and programs in related communities, providing a comparative analysis of Lancaster's approach against regional and national benchmarks. MIG and ZEI will help the City benchmark its park acreage, recreation facilities, recreation programs, operations and maintenance performance against comparable agencies. With City input, ZEI will create a custom benchmarking form with key data points, including a 10-15 item questionnaire pre-filled with City responses. Together, they will select five to seven comparable agencies based on factors like location, size, accreditation, and demographics. Benchmark data will be shared in exchange for agency input. Findings will be summarized in the Needs Assessment Summary Report.

5.5 ACCESS ANALYSIS AND SERVICE GAP ANALYSIS

MIG will assess access to parks, recreation facilities, and trails using ArcGIS Network Analyst™ to map service areas and identify gaps. The analysis will consider how residents travel to parks (walking, cycling, car, transit) and address physical barriers. MIG will compare gaps to demographics and density to identify underserved areas and potential park or trail acreage needs. Up to three maps will be created to illustrate service areas, and vacant lands or other opportunities will be identified in underserved areas. After city review, findings will be included in the Needs Assessment Summary Report.

5.6 NEEDS ASSESSMENT SUMMARY REPORT

MIG will create an attractive summary report of the Needs Assessment findings. The Needs Assessment Summary Report will combine the results of the technical analysis and community engagement to identify needs for parks, recreation facilities, trails, and programs. It will highlight key themes across all outreach tasks, summarize existing service levels, and identify service gaps.

MIG will provide a draft document (PDF or Word file) and revise it into final form based on one round of consolidated City feedback.

Deliverables

- » Access Analysis and Service Gap Analysis (PDF)
- » Needs Assessment Summary Report (PDF)

TASK 6: LAND ANALYSIS

6.1: LAND ANALYSIS

As a follow-up to Subtask 5.5, MIG will conduct a comprehensive land analysis to identify both publicly owned and private land parcels that are suitable for acquisition and development or expansion for park and recreation facility purposes. The analysis will focus on identified gap areas and targeted locations to meet park and facility needs. It will consider factors such as location, accessibility, current land use, zoning regulations, environmental constraints, needs assessment, and proximity to underserved areas. MIG will provide a detailed map and summary of identified parcels, highlighting opportunities for future park and facility development.

Deliverables

- » Land Analysis Memorandum (PDF)

TASK 7: ASSET MANAGEMENT PLAN

7.1 ASSET MANAGEMENT PLAN

The MIG Team will develop an Asset Management Plan to sustain the City's park and recreation assets. The plan will outline best practices for inspections, assessments, and preventative maintenance within a structured framework for monitoring asset conditions and lifecycles. Budgeting and capital planning strategies will guide cost forecasting and phased expenditures for maintenance and facility upgrades. An adaptive management approach will ensure periodic updates based on evolving community needs.

Facility assessment findings will be summarized in a Draft Summary Memorandum (PDF) with one round of City review before finalization.

Deliverables

- » Asset Management Plan (PDF)

TASK 8: CAPITAL IMPROVEMENT PROGRAM

8.1 CAPITAL IMPROVEMENT PROGRAM AND CAPITAL/OPERATIONS COSTS

MIG will develop a 10-year Capital Improvement Program (CIP) that outlines planning-level costs for recommended capital projects and maintenance costs for each project. The model will use regionally based park improvement cost data, leveraging MIG's experience in managing local park construction projects. This program will not be a one-time snapshot but will be adaptable to account for inflation, allowing City staff to use it for ongoing capital improvement planning and budgeting.

8.2 PRIORITIZATION TOOL

MIG will create a prioritization tool to help the City rank park assets and improvement projects based on their condition, usage, and community needs. The tool will incorporate data from the condition assessments, maintenance costs, safety, accessibility, and other relevant factors. MIG will collaborate with City staff to define the criteria for prioritization and develop a user-friendly system for assessing and ranking projects. The tool will be designed to inform future decision-making and capital improvement planning by providing clear insights into the most urgent and impactful park improvements.

8.3 FUNDING STRATEGY PLAN

EPS, a member of the MIG team, will collaborate with city staff and the MIG team to explore funding and implementation strategies that support the Master Plan's recommendations. EPS will compare funding needs to the City's current funding tools and identify additional resources for facility investments, land acquisition, and operations, maintenance, and programming. EPS will evaluate the benefits and drawbacks of these tools and summarize the most viable options in a Funding Strategy memorandum. This memorandum will outline recommended funding sources and related actions to support both the phased implementation of projects.

Deliverables

- » Capital Improvement Program and Capital/Operations Costs (Excel and PDF)
- » Prioritization Tool (PDF)
- » Funding Strategy Plan (PDF)

TASK 9: MASTER PLAN GOALS AND OBJECTIVES

9.1 SYSTEMWIDE VISION, GOALS, OBJECTIVES, AND POLICIES

Drawing from the extensive community engagement input, MIG will introduce a new vision and goals for parks, art, recreation, and trails, along with relevant objectives and policy recommendations related to the systemwide enhancement and management of the park and recreation system.

Deliverable

- » Systemwide Vision, Goals, Objectives, & Policies (PDF)

TASK 10: RECOMMENDATIONS

10.1 SITE SPECIFIC RECOMMENDATIONS

MIG will develop policy-level recommendations for existing and proposed parks. Building on the Asset Condition Assessment (Subtask 3.2), Access and Service Gap Analysis (Subtask 5.5), Land Analysis (Subtask 6.1) that considered vacant lands and new park opportunities, and the Asset Management Plan (Subtask 7.1), site recommendations will address new acquisitions, development, renovations, improvements, added elements, and potential partner projects. Site recommendations will be defined in a matrix format and spatially depicted on the 11" x 17" base map to illustrate the mapped locations of projects or programmatic changes.

10.2 RECREATION PROGRAMS RECOMMENDATIONS

Zec Eight Insights will provide, in memo format, recommendations for new or enhanced programs that align with community interests, prioritize inclusivity, and meet diverse recreational needs.

10.3 MAINTENANCE AND OPERATIONS RECOMMENDATIONS

Zec Eight Insights will provide, in memo format, recommendations to improve service delivery, optimize resource allocation, and enhance the sustainability of park facilities and maintenance services. This information will inform and be coordinated with the Asset Management Plan (Subtask 7.1).

10.4: PER CAPITA SPENDING ANALYSIS

The MIG Team will conduct a Per Capita Spending Analysis as an additional approach to benchmarking the community's park and recreation system. This analysis will assess current spending per capita for parks, facilities, and programs, and compare it with regional and national benchmarks, and project per capita spending for anticipated future population growth. The findings will inform recommendations for aligning budget priorities with community needs. Results will be presented in a clear and accessible format for City staff review and decision-making.

10.5 PHASED IMPLEMENTATION ACTION PLAN

MIG will develop an Implementation Action Plan for the recommendations outlined in the Master Plan, with capital projects divided into short-term (five-year), mid-term (ten year), and long-term (twenty year) projects, as informed through prioritization process described in Subtasks 8.2, 4.7, and 4.8. The action plan will prioritize recommendations, set timelines for implementation, and provide a roadmap for the City to follow in achieving the identified goals.

Deliverables

- » Site Specific Recommendations (PDF)
- » Recreation Programs Recommendations (PDF)
- » Maintenance and Operations Recommendations (PDF)
- » Per Capita Spending Analysis (PDF)
- » Phased Implementation Action Plan (PDF)

TASK 11: PREPARATION OF MASTER PLAN

11.1 ADMINISTRATIVE DRAFT MASTER PLAN

MIG will prepare a Master Plan outline and document template using Adobe InDesign, creating a highly graphic and visually appealing layout. Upon approval of the outline and document template, MIG will create a full draft of the Master Plan, designed to be an attractive, easy-to-read document, illustrated with graphics, maps, and photos. This will serve as a communication tool for City staff to build community support for implementation.

11.2 PUBLIC DRAFT MASTER PLAN

Using one set of City consolidated comments from the Administrative Draft and adding an Executive Summary, MIG will revise the document, providing a web-ready PDF of the revised document to the City for posting and distribution.

11.3 MASTER PLAN REVIEW/COMMENT/DIRECTION MEETINGS (1-2)

MIG will present the Public Draft Master Plan in up to two meetings (potentially including the Planning Commission, City Council, or other staff leadership group) for review, feedback, and direction. During these meetings, MIG will highlight key components of the plan, including goals, strategies, and recommendations. These formal meetings will supplement City staff efforts to gather input from key leaders on the plan's content, ensuring alignment with community priorities and city objectives. City staff will provide one set of collated comments on desired plan changes.

11.4 FINAL DRAFT MASTER PLAN

MIG will prepare the final draft of the Master Plan, incorporating feedback and revisions from the Planning Commission and City Council. This version will be distributed to the public for their review and input prior to the adoption hearing.

11.5 CITY COUNCIL ADOPTION HEARING (1)

MIG will present the final draft of the Master Plan, along with a summary of public comments, at the City Council adoption hearing. MIG will assist in addressing any questions or concerns raised during the hearing and support the City in the adoption process.

11.6 FINAL MASTER PLAN

Based on one set of consolidated comments provided by the City, MIG will finalize the Master Plan, providing a print-ready pdf and all original files to the City.

11.7 PROJECT CLOSEOUT

MIG will deliver final project materials, including GIS files (original GIS data and project-specific data layers created for the project), to the City as part of the project closeout. This task also includes project administration, final invoicing, and ensuring all deliverables are submitted. MIG will conduct final coordination meetings and facilitate communication to ensure a smooth transition.

Deliverables

- » Outline and Document Template (PDF)
- » Administrative Draft Master Plan (Word & PDF)
- » Public Draft Master Plan (InDesign & PDF)
- » Final Draft Master Plan (InDesign/Word & PDF)
- » Final Master Plan (InDesign/Word & PDF)
- » Final Deliverables (GIS Files and Original Files)

Meetings, Engagement Activities, Tours, and Field Work

- » Planning Commission and City Council Status Meeting (2 In-Person Meetings)
- » City Council Adoption Hearing (1 In-Person Meeting)

Optional Tasks

In addition to the scope of work above, MIG included two alternative/optional tasks for City consideration (Tasks 12 and 13).

OPTIONAL TASK 12: EXECUTIVE SUMMARY (ENGLISH AND SPANISH)

MIG will create an attractive, highly visual, pull-out version of the Draft Plan's Executive Summary in English and in Spanish, which can be used to build cross-cultural support for Plan implementation. This task includes translation and layout.

Deliverables

- » Master Plan Executive Summary (English and Spanish) (PDF)

OPTIONAL TASK 13: NEEDS ASSESSMENT QUESTIONNAIRE

To extend the reach of the engagement efforts in identifying community needs for parks, programs, and services, and building on the statistically valid Community Survey (Task 4.4) and the Community Workshops (Task 4.5), MIG will develop and program an online questionnaire that is tablet-, computer-, and smartphone-friendly. The questionnaire will address questions about parks, recreation facilities, open space, programs, and services. MIG will draft questions, revise them based on one set of comments from City staff, translate questions into Spanish, program the questionnaire online, and provide a link to the City for web posting and distribution. MIG will host the questionnaire for four to five weeks. Following this, MIG will present tabulated results and include the summary of key findings in the comprehensive Engagement Summary Report (Task 4.6). City staff will be responsible for advertising the questionnaire and posting links on the website and social media.

Deliverables

- » Needs Assessment Questionnaire and Tabulated Results (PDF)

Scope Assumptions

- » **Community Workshops.** MIG will provide workshops and popups as identified in the Scope of Work, with the City assisting in outreach efforts to ensure participation. City staff will be responsible for marketing the workshops, arranging meeting spaces, and providing refreshments. MIG will be responsible for preparing workshop materials and facilitating meetings, activities, and tools.

» **Facility Inventory.** The scope assumes that the city's current inventory of park facilities and amenities is up-to-date and will be provided to MIG for analysis. Any discrepancies or missing information may require additional data collection, impacting the timeline and budget.

» **Project Schedule.** This project assumes a 18-month schedule.

» **Spanish Translation.** A Spanish translation allowance has been included for the engagement subtasks including Collaterals, Community Survey, Sidewalk/Pop-up Engagement, Needs Assessment Questionnaire (Optional) and Executive Summary (Optional) to support material translation.

» **Rounds of Review.** All documents submitted will undergo one round of review. Revisions must be submitted to MIG with consolidated comments. The project schedule assumes that there will be timely feedback from the City on all key deliverables to maintain schedule. Significant delays in providing input or approvals may impact the project timeline.

» **Conditions Assessment Field Work Allowance.** This scope of work assumes the assessment will cover 13 City parks, with two MIG landscape architects using the Field Assessment App to evaluate outdoor park conditions. It allows one additional day for one MIG staff to conduct a cursory visual inspection of selected or representative buildings of the City's 18 facilities, to cross-check the building condition data provided by City staff. If substantial information changes regarding assets or more or fewer parks and facilities are selected for evaluation, the scope and costs may be adjusted accordingly, subject to consultation with the City of Lancaster.

» **Scope Limitations.** The Condition Needs Assessment task does not include Americans with Disabilities Act (ADA) compliance reviews or architectural and structural engineering evaluations.

» **Final Deliverables.** The scope assumes that final deliverables will include the Final Plan, an any revised GIS data, and documents in the following digital formats: Word, Adobe InDesign, PowerPoint, JPGs, Excel, and PDFs.

COST PROPOSAL

Task Description	Task Total Lump Sum
Task 1: Project Management	\$28,130
Task 2: Base Map	\$2,860
Task 3: Evaluate Existing Conditions	\$116,852
Task 4: Outreach and Engagement	\$93,133
Task 5: Needs Assessment	\$82,238
Task 6: Land Analysis	\$6,330
Task 7: Asset Management Plan	\$15,730
Task 8: Capital Improvement Program	\$25,730
Task 9: Master Plan Goals and Objectives	\$5,440
Task 10: Recommendations	\$28,047
Task 11: Preparation of Master Plan	\$49,960
Total	\$454,450
Optional Tasks	
Task 12: Exec Summary (Spanish layout/translation)	\$5,870
Task 13: Community Questionnaire (Needs Assessment Phase)	\$8,035

Project Timeline

Lancaster PARCS Comprehensive Master Plan

Tasks

