

**Response to RFP
City of Key West ADA Transition Plan**

June 30, 2014

Skulski Consulting, LLC

Jennifer Skulski, Principal
10281 Tournon Dr.
Fishers, Indiana 46037
(317) 408-4424

jenniferskulski@gmail.com

Copyright ©2014, Skulski Consulting LLC. The ideas, approach, formulation and implementation of the strategies outlined in this proposal, including the sample reports, are the intellectual property of Skulski Consulting LLC. No form of this proposal may be reproduced or used by other agencies, businesses, consultants, or competitors; reproduced to translate to a request for proposal; or any other such activities, without the express written consent of Skulski Consulting LLC.

I. Introduction

For any accessibility management program to be successful, the organization must embrace some of the core principles and practices that management theorists have identified and linked to the most effective companies and public agencies of the 20th and 21st centuries: committed business purpose and mission, shared values, involvement in the process, comprehensive planning, continuous evaluation, and flexibility to adapt to an ever changing marketplace (Skulski, *Implementing an Accessibility Management Program in a Parks and Recreation Business Model*, 2009). Title II of the Americans with Disabilities Act of 1990 requires completion of certain administrative analysis including a Self-Evaluation and Transition Plan. A Self-Evaluation is a review of policies, practices and procedures to identify areas where people with disabilities may be screened out or prohibited from participation in programs, services and activities. The Self-Evaluation is to identify these instances, formulate modifications of policies, and institute a compliance plan to guide the agency and enable people with disabilities to fully participate and benefit from all programs, services and activities. A Transition Plan identifies structural and communication barriers to achieving program access. Under Title II, the Transition Plan was to be completed by July 26 1992, while the structural barriers were to be removed by January 26, 1995.

Many Title II entities either completed the self-evaluation and transition plan as a cursory assignment or ignored the mandate. Due to policy changes and staff attrition, entities are finding it necessary to re-engage in the self-evaluation to ensure their policies, practices and procedures are still compliant with the ADA and fully inclusive of people with disabilities. Of those entities completing Transition Plans more than 20 years ago, many have been unable to keep the information current and are now finding themselves with a lack of accurate data to prioritize barrier removal and achieve full accessibility and inclusion of their citizens with disabilities. As a result, many citizen complaints have been filed with the U.S. Department of Justice (DOJ). Through the DOJ Project Civic Access program, the federal enforcement agency has investigated and settled for corrective actions with more than 200 state and local governments. Project Civic Access has brought new attention to the immediate need to complete these Title II administrative requirements proactively rather than “behind the eight ball” when DOJ comes knocking. It should be noted that agencies that now find themselves in need to complete the Title II administrative requirements should do so with the guidance of professionals with well-balanced expertise in BOTH physical and programmatic access for people with disabilities. Our goal at Skulski Consulting LLC is to educate the client with a snapshot of current programmatic and physical conditions while developing a roadmap to implement policy changes and accessibility improvements creating programs, services and activities that are fully inclusive of people with disabilities.

II. Firm Profile

Skulski Consulting LLC - Project Lead

Jennifer Skulski has more than 20-years experience with implementation of the Americans with Disabilities Act, specializing in Title II compliance. She started her career at the Rockford (Illinois) Park District as the ADA Coordinator, shortly after the federal legislation was passed. There she completed one of the first model Title II Self-Evaluations and oversaw the district's Transition Plan implementation. In 1995, Jennifer joined the National Center on Accessibility and quickly emerged to be one of the premiere national experts on inclusion of people with disabilities in parks, recreation and tourism. She has diverse expertise in the ADA accessibility standards, program access provisions required under Title II of the ADA and Section 504 of the Rehabilitation Act, accessibility assessments, transition planning, and universal design. Jennifer has led assessment teams for more than 300 municipal recreation facilities and 60 national parks. She has consulted with organizations such as the Rock and Roll Hall of Fame, Grand Canyon National Park, Golden Gate National Recreation Area, Hoover Dam, Rocky Mountain National Park, Buffalo Grove (Illinois) Park District and the W.K. Kellogg Foundation Access to Recreation initiative. She has trained recreation professionals on accessibility issues, assisted municipalities with prioritizing accessibility improvements, and facilitated public input on barrier removal. In addition, she has developed several distance learning programs through satellite broadcasts, video conferencing and webinars, including the establishment of the ADA Audio Conference program, a national distance learning program now celebrating its 15th season of programming by the ADA National Network. Jennifer is a Certified Playground Safety Inspector and a member of the ASTM F0.8 Committee on Playground Surfaces. She has authored several papers including [*Implementing an Accessibility Management Program in a Parks and Recreation Business Model*](#) and lead as the Principal Investigator on the [*NCA Longitudinal Study on the Accessibility of Playground Surfaces*](#).

In 2014, Jennifer formed her own firm, Skulski Consulting LLC, serving federal, state, local and private entities focused on making their services accessible to people with disabilities. Skulski Consulting LLC provides training on the ADA, program access, the accessibility standards and universal design as a best practice of customer service. In addition, the firm conducts accessibility assessments, evaluations of policies/practices/procedures and facilitated transition planning for organizations. Skulski Consulting is a woman-owned small business and a registered Limited Liability Corporation in Indiana.

Examples of accessibility assessment, self-evaluations and transition planning projects that Jennifer has either served as a project leader or team member while at the National Center on Accessibility include:

- Rocky Mountain National Park, Estes Park, Colorado. Project leader for consultation on program access and physical access improvements, program assessment and Section 504 Self-Evaluation. 2013-2014.
- Washita Battlefield National Historic Site, Cheyenne, Oklahoma. Consultation on program access and physical access improvements, program assessment and Section 504 Self-Evaluation. 2013.
- Hoover Dam, Henderson, Nevada. Project member for comprehensive accessibility assessment of programs and supporting facilities. 2012.

- Abraham Lincoln Birthplace National Historic Site, Hodgenville, Kentucky. Project leader for comprehensive accessibility assessment of programs and supporting facilities. 2011.
- Lincoln Home National Historic Site, Springfield, Illinois. Project leader for comprehensive accessibility assessment of programs and supporting facilities. 2011.
- Dayton Aviation Heritage National Historic Park, Dayton, Ohio. Project member for comprehensive accessibility assessment of programs and supporting facilities. 2011.
- San Antonio Missions National Historic Park, San Antonio, Texas. Project member for comprehensive accessibility assessment of programs and supporting facilities. 2011.
- Picture Rocks National Lake Shore, Munising, Michigan. Consultation on program access and physical access improvements for 40 miles of shoreline along Lake Superior. 2011.
- Grand Canyon National Park – North Rim, Arizona. Project leader for comprehensive accessibility assessment of programs and supporting facilities along the North Rim. 2009.
- Golden Gate National Recreation Area. Project leader for five phases of accessibility assessments including Alcatraz, Crissy Field, Muir Wood National Monument and the Nike Missile Historic Site. 2007-2010.
- Indiana Dunes National Lakeshore, Porter, Indiana. Project leader for comprehensive accessibility assessment of programs and supporting facilities. 2011.
- W.K. Kellogg Foundation Access to Recreation grant program. Technical review for accessibility and universal design of funded projects in Indiana, Ohio, and Illinois. 2007-2008.
- Rock and Roll Hall of Fame and Museum Annex, New York. Project leader for consultation on program access, exhibit design and plan review. August 2008.
- Rock and Roll Hall of Fame and Museum, Cleveland, Ohio. Project leader for consultation on program access and exhibits. December 2007.
- Buffalo Grove (Illinois) Park District. Project leader for physical and programmatic accessibility assessment. August 2007.

[JQP, Inc. - Subcontractor](#)

Julee Quarve-Peterson, Inc. (JQP, Inc.) is a small, woman-owned consulting firm exclusively involved with accessibility related issues since 1985. JQP is recognized as a firm with national experience working with the very small to the very large client. The JQP approach is to focus on the client and their specific needs. Accessibility is not a “one size fits all” type of service. JQP, Inc. has enjoyed national experience in accessibility ranging from site surveys, reports, product information, training seminars and formal presentation. Clients include Central Florida Schools (223 sites - approximately 21 million square feet), San Francisco Maritime Museum, Honeywell Corporation - nationwide, Mayo Foundation (medical - Minnesota and Arizona), and Plaza Las Americas Shopping Mall in San Juan Puerto Rico. The majority of clients serviced are those in education including facility site surveys, self-evaluation assistance and

transition plan development. JQP, Inc. has developed database survey tools specific to schools which include code references, costs and priority classifications with questions specifically tailored to education and outdoor recreation spaces. Mara Peterson has joined JQP, Inc as an accessibility specialist. Together, Julee and Mara make up a dynamic team focused on client solutions.

Project Team

Skulski Consulting LLC: Jennifer Skulski will serve as the Project Lead. She will be the primary point of contact, conduct all on-site data and analysis, complete reports of findings and recommendations, and present summary findings to the City of Key West.

JQP, Inc.: Julee Quarve-Peterson and Mara Peterson will provide project assistance. Each will be on site with the Project Lead for the initial kick-off meeting and to conduct a preliminary survey of sites. They will create simple facility drawings as needed and general cost estimates for accessibility improvements recommended in the transition plan.

References

Buffalo Grove (Illinois) Park District

The park board of commissioners was interested in both a physical accessibility assessment of facilities, AND an assessment of programs, policies and procedures as well. Working closely with facility and program managers, 48 parks and program use spaces were assessed. The purpose of the project was to provide the commissioners and staff with a snapshot of the district's current level of accessibility and recommendations for fully including people with disabilities in programs, services, parks, and facility use. Wherever possible, recommendations were made beyond the minimum accessibility standards that strived to achieve universal design. (Jennifer Skulski served as the project lead on this contract while at NCA.)

Contact: Dan Schimmel, Executive Director, (847) 850-2109

Arlington Heights (Illinois) Park District

Following an accessibility of the district's 66 major parks and facilities, Jennifer Skulski has provided consultation on policy issues and drawing reviews of planned accessibility improvements.

Contact: Pat Klawitter, ADA Coordinator and Risk Manager, (847) 506-7875

Golden Gate National Recreation Area, National Park Service

While at NCA, Jennifer served as the Project Lead for programmatic and physical accessibility assessments of four phases of largest urban park in the nation, Golden Gate National Recreation Area. Assessments included Alcatraz, Chrissy Field, Muir Woods, Ocean Beach and the Pacific Coastal Trail. More than 1,100 findings and recommendations were reported in the National Park Service's Facility Management Software System. As a result, the Park was able to secure more than \$1 million in National Recovery Act funding specific for accessibility improvements.

Contact: Richard DeLao, Accessibility Coordinator, (415) 725-7638

III. Approach to Scope of Work

A. Self-Evaluation of Policies, Practices and Procedures

RFP Scope items:

- # 1 Document Survey
- # 2 Policy Survey

During this fact-finding phase, representatives from key departments/units of the City will be interviewed, documents reviewed and policies assessed for compliance with Title II of the Americans with Disabilities Act. Concepts of focus will include the Title II administrative requirements, notice to public, designated employee, grievance procedure, governmental meetings/proceedings, eligibility criteria, communications, publications, service animals, wheelchair/other mobility power-driven devices, general lease agreements, purchasing, special permits, planning, maintenance, and program/activity/service delivery.

Opening Meeting with representatives from key departments/units

Interviews (estimated 1-2 hours each):

- City ADA Coordinator
- City Manager
- Building Services
- City Clerk
- Citizen Review Board
- Civil Service Board
- Code Compliance Services
- Community Services
 - Facilities Maintenance Team
 - Parks & Recreation
 - Public Works
- Cruise Ships/Marine Services
- Engineering Services
- Finance, Budget and Grant Service
 - Purchasing
 - Risk Management
- Fire Services
- Historic Seaport/Marinas
- Human Resource Service
- Parking Services
- Planning and Zoning Services
- Police Services
- Transportation Services
- Utilities Services

Deliverable: Through this process a dynamic working document Self-Evaluation will be created. The document will identify the accessible policies, practices and procedures by which people with disabilities can gain access to the programs, services and activities offered by the City. In addition, the document will cite instances where barriers may exclude people with disabilities from the full participation and benefit of those programs, services and activities. Recommendations for policy modifications will be

presented within the document. From this point, the City ADA Coordinator will be able to maintain the working document as a public record and track implementation of policy changes and/or corrective actions. Further, the working document will serve as an orientation guide for City employees to ensure personnel have an understanding to the accessible policies, practices and procedures in place to better serve people with disabilities while achieving ADA compliance.

A Self-Evaluation of Policies, Practices and Procedures to Serve People with Disabilities and Ensure Compliance with Title II of the Americans with Disabilities Act	
Sample Outline	
I.	Letter of Commitment from Mayor / City Manager / City Council [This section should include a welcome letter reinforcing the City's commitment to inclusion of visitors with disabilities.]
II.	Introduction
III.	Self-Evaluation of Policies, Practices and Procedures
1.	Self-Evaluation Process [This section should describe the process by which the self-evaluation was conducted; the analysis by Skulski Consulting LLC; review by city personnel; and process by which necessitated modifications were implemented.]
2.	Notice [This section should describe how citizens, visitors, employees, applicants, participants, beneficiaries, and other interested persons are informed of the City's responsibility to comply with Title II of the ADA.]
3.	Employment [This section should describe the City's processes for recruiting, hiring and employing people with disabilities.]
4.	Program Accessibility: Existing Facilities [This section should describe the process by which "Program Accessibility" will be achieved by structural modifications to existing facilities. It should describe the process to develop a transition plan for barrier removal and how priorities were determined. It should also highlight other proactive procedures to ensure planning addresses needed accessibility improvements.]
5.	Program Accessibility: New Construction and Alterations [This section should describe the procedures to be used to ensure all new construction and alterations meet the minimum accessibility standards of the 2010 ADA Standards for Accessible Design, the accessibility requirements of the Florida Building Code and other relevant accessibility guidelines.]
6.	City Regulations [This section should explain the significance of the various City regulations. It should describe the modification of regulations and policies to enable participation by people with disabilities including an updated policy for the use of wheelchairs and other power driven mobility devices; and service animals.]
7.	Public Safety [This section should describe how policies, practices and procedures have been modified to ensure participation and public safety of people with disabilities. It should include information on how considerations for people with disabilities have been incorporated into a City emergency preparedness plan. It should further describe how external law enforcement agencies serving the park have modified practices to be accessible for visitors who could become witnesses, victims or suspects of a crime in the City.]
8.	Business Management [This section should describe how business practices have been modified to ensure compliance with Title II. It should

	include information on how contractors are to be informed of their responsibilities for compliance with Title II. In addition, it should describe how contractor service delivery will be evaluated to ensure programs and services provided by contractors on behalf of the City are accessible to people with disabilities.]
9.	<p>Communications</p> <p>[This section should describe how policies, practices and procedures have been modified to ensure communication with people with disabilities is as effective as communication with people without disabilities. It should include information on how prospective visitors with disabilities are informed of accessibility features and services available within the Park along with the process for requesting disability-related accommodations. It should describe the process for acquiring publications in alternate formats and securing auxiliary aids such as sign language interpreters. Further, it should describe how user groups are notified of their legal responsibilities to provide access to people with disabilities while conducting a program or special event on National Park Service lands.]</p>
10.	<p>Program and Service Delivery</p> <p>[This section should describe how procedures related to program and service delivery have been modified to ensure access for people with disabilities. It should describe the process for citizens and visitors with disabilities to make requests of accommodations to participate in programs. It should also describe any other auxiliary aids or services put into practice to enable participation of people with disabilities. It should describe how these modifications will be measured for effectiveness. Further, it should describe how staff will be trained on policies designed to enable people with disabilities to participate in programs along with the accessible features of the City.</p>
11.	<p>Staff Training</p> <p>[This section should describe the content for staff and volunteer training to better serve visitors with disabilities. It should include the topics, target audiences and frequency of training. It should describe advanced content related to the accessibility standards and program access for members of the accessibility coordinating committee. It should describe foundational training and refresher training for the accessibility coordinator. And it should describe content for seasonal training for frontline staff and volunteers on the accessibility features of the City along with procedures for providing auxiliary aids and services.]</p>
12.	<p>Compliance</p> <p>[This section should explain the process by which people with disabilities can file complaints in the event they feel they have been discriminated on the basis of disability. This section should outline the process for the City to receive and investigate complaints. It should describe the development of an Accessibility Management Team and the designation of an Accessibility Coordinator. It should specify how City personnel will receive training on Title II compliance. Lastly, it should detail the process by which decisions citing undue financial and administrative burdens will be determined.]</p>
IV.	<p>Conclusion</p> <p>[This section should include information on the resources consulted to complete the Self-Evaluation and the point of contact should an individual have further question on the information presented herein.]</p>

B. Programmatic and Physical Accessibility Assessment

RFP Scope Items:

- #4 Facility Survey
- #5 Programs and Services Survey
- #6 Reports

An accessibility assessment of each of the facilities listed in Appendix A will be conducted. This process will identify the primary purpose/function/experience of the program, service and/or activity. The facilities, rooms, spaces and elements supporting these programs/services/activities will be assessed for compliance with the 2010 ADA Standards for Accessible Design and the state building code accessibility technical provisions that are more stringent. The assessment process will use the approach sequence experienced by citizens with disabilities attempting to access the program, service or activity including

parking, entry, routes to and spaces for program/service/activity delivery, supporting amenities such as restrooms, drinking fountains, information desks, assembly areas, etc.

Deliverable: The programmatic and physical accessibility assessment will provide two electronic files: 1) a narrative summary report and 2) a database or spreadsheet. The narrative summary report will serve as an executive summary of major findings along with a one-page narrative for each facility highlighting the barriers and recommendations for improving access for people with disabilities. The second electronic file will be created based on the client-need for either a database or excel spreadsheet that can complement an existing facility management system. This reporting format will include detail on facility deficiency, standard citation, recommended solution, and categorized priority. Upon delivery to the City, responsible personnel will be able to use this report to assign lead staff, forecast timelines for barrier removal, prioritize annual projects and track completed projects to report to the public.

SAMPLE DATABASE REPORT						
Key West Golf Course						
Location/Photo Reference	Deficiency	Recommendation	Cost Est	Priority	Lead Staff	Target Date
Main parking lot KWGC-001.jpg	There are 4 car accessible parking space and 1 van accessible parking space. As the spaces are marked on the ground surface, each space and adjacent access aisle is short 2-4 inches for the required minimum width.	Restripe the 4 car and 1 van accessible parking spaces and adjacent access aisles. Where parking spaces are marked with lines, width measurements of parking spaces and access aisles shall be made from the centerline of the markings. The van parking space shall be marked a minimum 132 inches wide with an adjacent minimum 96 inch wide access aisle. Each car accessible space shall be marked a minimum 96 inches wide with an adjacent minimum 60 inch access aisle. Raise the sign for the van parking space so that the bottom edge of the sign is a minimum 60 inches above the ground surface. Reference: ADAAS 502	\$500	1	Smith	Jan 15

C. Facilitated Transition Planning

RFP Scope Item:

#7 Transition Plan

Transition planning is a dynamic ongoing process requiring the agency to be flexible to the changing environment and needs of its citizens. While any consultant can categorize corrective actions by priorities, the public entity and designated ADA official are ultimately responsible with the decision making authority to prioritize corrective actions in the ADA Transition Plan. Bottom line – you know your citizens best and you know your priorities best. A good consultant should not be making the final decision on your priorities. They can guide you. But you should be meeting semi-annually as an Accessibility Team to evaluate and prioritize accessibility improvements, budget and plan. Through the

transition planning process, input should be gathered from people with disabilities. Skulski Consulting LLC recommends 1) developing a citizen advisory group of people with disabilities and advocates; and 2) holding annual or semi-annual public meetings to gather feedback on priorities and plans for accessibility improvements.

Deliverable: A preliminary transition planning document will be developed to provide to the public in two public meetings and through the City web site to gather input from citizens with disabilities. The transition planning document will include the deficiencies and recommendations for barrier removal deemed the highest priority to achieve programmatic access. This document can serve as a template to the ADA Coordinator and Accessibility Team to update semi-annually and provide as a document available for public inspection as required under Title II.

D. Preparation, Presentation of Findings, and Training

RFP Item:

#8 Preparation and Presentation of Findings

As apparent in the RFP, the client views open communication as essential to the success of this project. Skulski Consulting LLC will plan for a total of five on-site meetings with the client. The first on-site visit will include an opening meeting (project kick-off). This meeting will key personnel from the City of Key West, the City Accessibility Team, Jennifer Skulski, Julee Quarve-Peterson and Mara Peterson. The meeting will focus on the process and address any areas of concern for facilities. A walk-thru of major facilities will be completed during this first site-visit and data collection for the facility accessibility assessments will be initiated. The second trip will focus on data collection for the facility accessibility assessments. The third trip will focus on interviews with key personnel to complete the programmatic accessibility assessment and the self-evaluation. In addition to meeting with the City Accessibility Team, a public meeting to present preliminary findings is proposed for the fourth trip. The final visit will include a presentation of the final recommendations to City officials and personnel.

APPENDIX A – FACILITIES FOR ASSESSMENT

Facility / Park	Location	Leased	Facilities
Key West Golf Course	6450 College Rd	Yes	18-hole golf course club house
Yacht Club	2315 N. Roosevelt Blvd	Yes	Marina, 67 slips, 6 dingy dock spaces, restaurant
Mallory Square	Mallory Square	Sunset Only	Parking, access routes, restrooms
Glynn Archer New City Hall	1302 White Street		
Fire Station #1	1600 N. Roosevelt Blvd.		
Police Station	1604 N. Roosevelt Blvd.		
D.O.T. Garage & Offices	627 Palm Avenue		
Power Squadron Building	5205 College Rd	Yes	
Key West Bight Boardwalk	201 William Street		
Key West Bight Bathrooms/Showers	Margaret Street Plaza		
Key West Bight Bathrooms/Showers	201 William Street		
Key West Bight Parking Lot	201 William Street		
City Marina Dock Master building	Garrison Bight		
City Marina Shower/Restroom	Garrison Bight		
City Marina Restroom/Laundry	Garrison Bight		
Dingy Dock Restrooms/Shower	811 Palm Avenue		
City Marina Parking Lot	811 Palm Avenue		
Public Works Storage & Trailers	633 Palm Avenue		
Ferry Terminal 100	Grinnell Street		
Old Thompson Fish House	231 Margaret Street	Yes	
Cuban Coffee Queen	234 Margaret Street	Yes	
Turtle Carmery	200 Margaret Street	Yes	
Half Shell Raw Bar	231 Margaret Street	Yes	
Fish Market & Restroom	257 Margaret Street	Yes	
Key West Bait & Tackle	241 Margaret Street	Yes	
Lost Reef Dive Shop	261 Margaret Street	Yes	
Little Red Market	901 Caroline Street	Yes	
Piano Shop & Gallery	907 Caroline Street	Yes	
Mac Sea Garden	208 Margaret Street	Yes	
Local Color	274 Margaret Street	Yes	
Turtle Kraals	101 Margaret Street	Yes	
Waterfront Brewery	201 William Street	Yes	
Schooner Wharf Bar	202 William Street	Yes	
Jimmy Buffet Studio	203 Elizabeth Street	Yes	
Lazy Way Garage	205 Elizabeth Street	Yes	
Lazy Way Shops	205 Elizabeth Street	Yes	
Conch Republic Seafood Co.	631 Greene Street	Yes	
Ice House Education Center	631 Greene Street	Yes	
Lagerheads Beach Bar	0 Simonton Street	Yes	
Casa Cayo Hueso	410 Wall Street	Yes	
Hospitality House	10 Old Mallory Square		
Playhouse Theater	401 Front Street	Yes	
Island Welcome Center	402 Wall Street	Yes	
Shell Warehouse	1 Whitehead Street	Yes	
Key West Aquarium	1 Whitehead Street	Yes	
Key West Art Center	301 Front Street	Yes	
Douglas Band Room	101 Petronia Street		
Frederick Douglas Gym	111 Olivia Street	Yes	
Southernmost Beach Café	1405 Duval Street	Yes	
Aviary Pavilion	1801 White Street	Yes	

Southernmost Hockey Rink	1793 Bertha Street		
Fire Station #3	1491 Kennedy Drive		
Spencer's Boatyard	701 Palm Avenue	Yes	
Key West Sailing Club	705 Palm Avenue	Yes	
Park N Ride Garage	300 Grinnell Street		
Park N Ride Offices	300 Grinnell Street	Yes	
Sexton Office	701 Passover Lane		Municipal building
Fire Station Museum	1024 Grinnell Street	Yes	
PD Special Ops Building	1663 Dunlap Street		
Formerly Easter Seals- Vacant	5220 College Drive		
Maggie Atwell House	905 Caroline Street	Yes	
Key West Botanical Gardens	5210 College Road	Yes	
Fire station #2	525 Angela St		
Mosquito Control	5224 College Road	Yes	
Recreation Facilities, PARKS & BEACHES			
Martin Luther King Pool & Community Center	200 Catherine Street		
Wickers Sports Complex			softball field, football field
Wicker's Field Restroom	1399 Kennedy Drive		restroom building
Wicker's Concession/Pressbox	1399 Kennedy Drive		concessions/press box
Indigenous Park & Pavillion	1801 White St		wildlife refuge center, bird watching areas, pavilion
Clayton Sterling Baseball Complex	900 Kennedy Dr		4 baseball fields
Sweeting Pavilion	900 Kennedy Drive		
Rosa Hernandez Softball Complex	Northside & Kennedy Drive		1 softball field
RH Restroom/Concession/Press box	Northside & Kennedy Drive		
Truman Annex- Park- PAL- Sports Field			
Bayview Park	Truman Avenue & Jose Marti Dr		softball field, basketball court, tennis courts, playground, pavilion & picnic areas, 6 restrooms
Bayview Park Press Box	1310 Truman Avenue		press box
Bayview Park Pro Shop	1310 Truman Avenue		pro shop
Bayview Park Rec Center	1310 Virginia Street		boys & girls youth club
Bill Butler Park	Poorhouse Lane & Windsor		picnic area, playground
Little Hamaca Park	Government Rd		nature trail
Willi Ward Park			
Nelson English Park	300 Catherine St		
Cozumel Park	19 th Street and Donald Ave		picnic area, playground
Spottswood Park			
Berg Park			
Kitso Park			
Bocce Courts			
Rest Beach	White Street and Atlantic Blvd		Beach, boardwalk, picnic area
South Beach			
Dog Beach			
Smathers Beach			Beach, picnic area, boat ramp, restrooms
Simonton Beach	1 Simonton St		Beach, boat ramp, restrooms
Blake Fernandez Skate Park			
White Crown Pigeon Preserve			
Southernmost Point			

APPENDIX B - FEE SCHEDULE

Document Survey	\$ 0
<i>This service is considered diligent research on behalf of the consultant. There will be no charge for time to the client.</i>	
Policy Survey	\$ 4,800
On-site interviews (as part of Trip 3) Self-Evaluation report	
Facility Diagrams*	Not to exceed \$10,000*
On-site data collection and drawing development (est. 3 hours per site) (professional service rate \$125/hour) (96 sites x 3 hours per site = \$36,000) <i>*Based on the large number of sites and total projected cost, we highly recommend the City work to identify pre-existing drawings that can be easily adapted for the purpose of this project. Should this be acceptable, we will work with the Accessibility Team to identify top priority drawings needed for the transition plan.</i>	
Facility Surveys	\$ 60,500
On-site data collection	\$ 32,000
96 sites (est. at 250 hours on-site)	
Travel	
(Trip 1: Project leader x 14 days, 2 subcontractors x 8 days)	\$ 15,000
(Trip 2: Project leader & assistant x 14 days)	\$ 13,500
Programs / Activities / Services	\$ 7,600
On-site data collection and phone interviews (est. 25-40 hours)	\$ 4,000
Travel	\$ 3,600
(Trip 3: Project leader x 6 days)	
Reports	\$25,500
Narrative summary of findings & recommendations Database/spreadsheet	
Transition Plan	\$10,000
Presentation of Findings	\$ 11,200
On-site meetings & presentations	\$ 4,000
Travel	\$ 7,200
(Trip 4 & 5: Project leader)	
Consultation Fee Schedule	
<i>The hourly rate for time in addition to or outside of the project scope of work is \$100/hour.</i>	
PROJECT TOTAL	\$ 129,600

APPENDIX C – PROJECT SCHEDULE

Task	Projected date
Initial kick-off meeting (trip 1)	October 6, 2014
Preliminary site walk-thru	October 7-8, 2014
Facility survey on-site data collection	October 8-17, 2014
Facility survey on-site data collection (trip 2)	November 3-15, 2014
Policy survey on-site interviews & phone (trip 3)	December 8-12, 2014
Public meeting (trip 4)	Week of January 26, 2015
Draft self-evaluation report submitted	Week of February 2, 2015
Draft summary reports from program and facility assessments	March 1-30, 2015
Final reports (self-evaluation, program and facility summaries)	April 1-30, 2015
Transition planning document submitted	May 2015
Final presentation to City (trip 5)	May 2015