



CITY OF PUNTA GORDA ADA TRANSITION PLAN FINAL REPORT Herald Court Centre

October 4, 2017

Prepared For:
City of Punta Gorda
326 West Marion Avenue
Punta Gorda, Florida, 33950



Photo courtesy of City of Punta Gorda

CONTENTS

1.0	Location Map	1
1.1	Building Description	1
2.0	Process Overview	2
2.1	Published Standards	2
2.2	Building Assessment Overview	2
3.0	Assessment Process	3
4.0	Findings and Deficiencies	3
4.1	General	3
4.2	Parking.....	4
	2 nd Floor Parking	4
	3 rd Floor Parking	6
	4 th Floor Parking	8
4.3	Signage.....	10
4.4	Restrooms.....	12
4.5	Protruding Objects	13
4.6	Accessible Route	15
4.7	Elevator.....	17
5.0	Implementation and Financial Plan	18
5.1	Development of Improvement Costs	18
5.2	Development of the Implementation and Financial Plan	20
5.3	Funding Plan for Needed Improvements	21

1.0 LOCATION MAP



Figure 1-1 - Location Map

1.1 BUILDING DESCRIPTION

Herald Court Centre, located at 117 Herald Court, is a 4-level 400-parking space parking garage with 17,000 square feet of ground-level retail and office space. The facility was built in 2009 and general public access to the facility is allowed.

2.0 PROCESS OVERVIEW

2.1 PUBLISHED STANDARDS

As indicated in our project proposal, the findings for each facility assessed under the project will be provided in the form of an Accessibility Assessment Report, or AAR. This AAR conforms to ASTM E2018-01 - Standard Guide for Property Assessments: Baseline Property Condition Assessment Process standards.

The AAR is intended to identify defects or deficiencies in compliance with the Americans with Disabilities Act Accessibility Guidelines (ADAAG), and Florida Accessibility Code (FAC), as well as any other code deemed applicable and to recommend necessary improvements that could improve accessibility of the assessed facilities by individuals with disabilities. Our assessment is based on spaces, areas, elements, or features that can or could be accessed by the general public. Attention to equipment or work spaces not allocated for use by individuals with disabilities has not been evaluated. Nevertheless, where work areas that may allow individuals with disabilities to be employed are identified by the facility member interviewed during the introductory stage of the assessment are identified, these areas have been assessed and any deficiencies noted are reported herein.

The date the facility was constructed or renovated is important to determine so that applicable standards can be applied during the assessment process. ADAAG became enforceable in January 1992 with a revision becoming enforceable in 2012. The FAC has had various revisions over the years. This AAR reports deficiencies according to ADAAG and FAC standards as appropriate to the condition assessed.

2.2 BUILDING ASSESSMENT OVERVIEW

An informal interview with our point of contact for the facility, Mitchell Austin and Art Brewster, was conducted prior to performing the physical assessment of the building and surrounding elements. They provided an overview of the facility's occupancy, use, and history which established the spaces and elements frequented by the general public and which must meet the minimum accessibility requirements.

The pre-interview process is used to determine and document information relevant to each facility's use in order to determine applicable regulatory standards to apply to the assessment of the facilities. Use and occupancy information is critical in determining compliance with accessibility standards and must be established prior to the physical assessments.



3.0 ASSESSMENT PROCESS

A facility walk-thru and assessment of site and building elements for compliance with applicable accessibility standards was conducted on June 13, 2016. The assessment was conducted by Tindale Oliver staff, certified as Accessibility Inspectors.

The facility survey addressed each accessible element and space within and external to the building and included applicable elements such as path-of-travel (accessible route), parking, curb ramps, entrances/exits, signage, toilets, drinking fountains, ramps, doors, hardware, and all other occupiable spaces and elements covered by the ADAAG.

The survey included physical measurements and counts for components or systems. Survey findings were collected and recorded on Tindale Oliver's custom made, Android based, ADA compliance checklist application. Photographs were taken with the tablet of each area of the facility for familiarization and later reference to illustrate deficiency findings. The digital data and photographs were then uploaded to a database on our secure servers for backup. Where appropriate, photographs have been included in this AAR to illustrate issues or deficiencies where necessary.

The facility survey consisted of non-intrusive visual observations, which allowed for a readily accessible and easily visible components and systems assessment of the facility which included measurements of space and clearance dimensions, slope, walkway widths, reach ranges, maneuverability measurements, etc.

4.0 FINDINGS AND DEFICIENCIES

4.1 GENERAL

The use and occupancy of the parking garage/retail area dictates egress requirements and accessible route requirements consistent with the ADAAG regulations. Because the general public occasionally accesses the facility, and in the interest of establishing an accessibility compliance baseline condition report of the facility, a full accessibility assessment was conducted. Where deficiencies in compliance with ADAAG or FAC exist, descriptions of the deficiency, regulatory requirement(s) pertinent to the deficiency, a photograph or sketch illustrating the deficient element, and recommendations for remediation of the deficiency are listed below.



4.2 PARKING

Assessments

The parking garage has 400 total parking spaces on floors two through four. Each floor has 3 accessible parking spaces, for a total of 9 accessible space. However, some deficiencies exist in terms of requirements for the accessible parking.

2nd Floor Parking

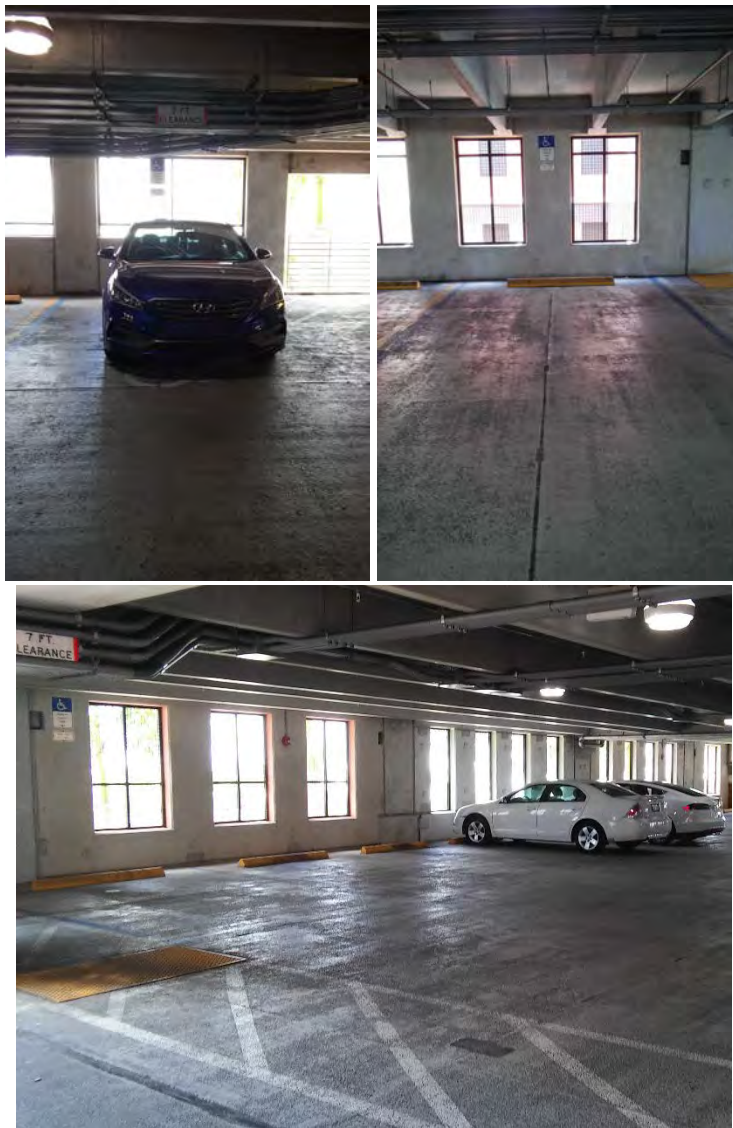


Figure 4-1 – 2nd Floor Parking Area

Assessments

- The striping and ISA symbols are fading.
- The width of the accessible parking spaces are less than 144" wide, violating **FAC 502.2**.
- The access aisles have detectable warning unnecessarily placed on them.
- The width of the marked accessible route narrows to 30" for 36" in length.

ADAAG 208.2.4 states that, “For every six or fraction of six (accessible) parking spaces required at least one shall be a van parking.”

ADAAG 502.5 states that, “Parking spaces for vans and access aisles and vehicular routes serving them shall provide a vertical clearance of 98 inches minimum.”

FAC 502.6.1 states that, “Each (accessible) parking space must be striped in a manner that is consistent with the standards of the controlling jurisdiction for other spaces and prominently outlined with blue paint, and must be repainted when necessary, to be clearly distinguishable as a parking space designated for persons who have disabilities.”

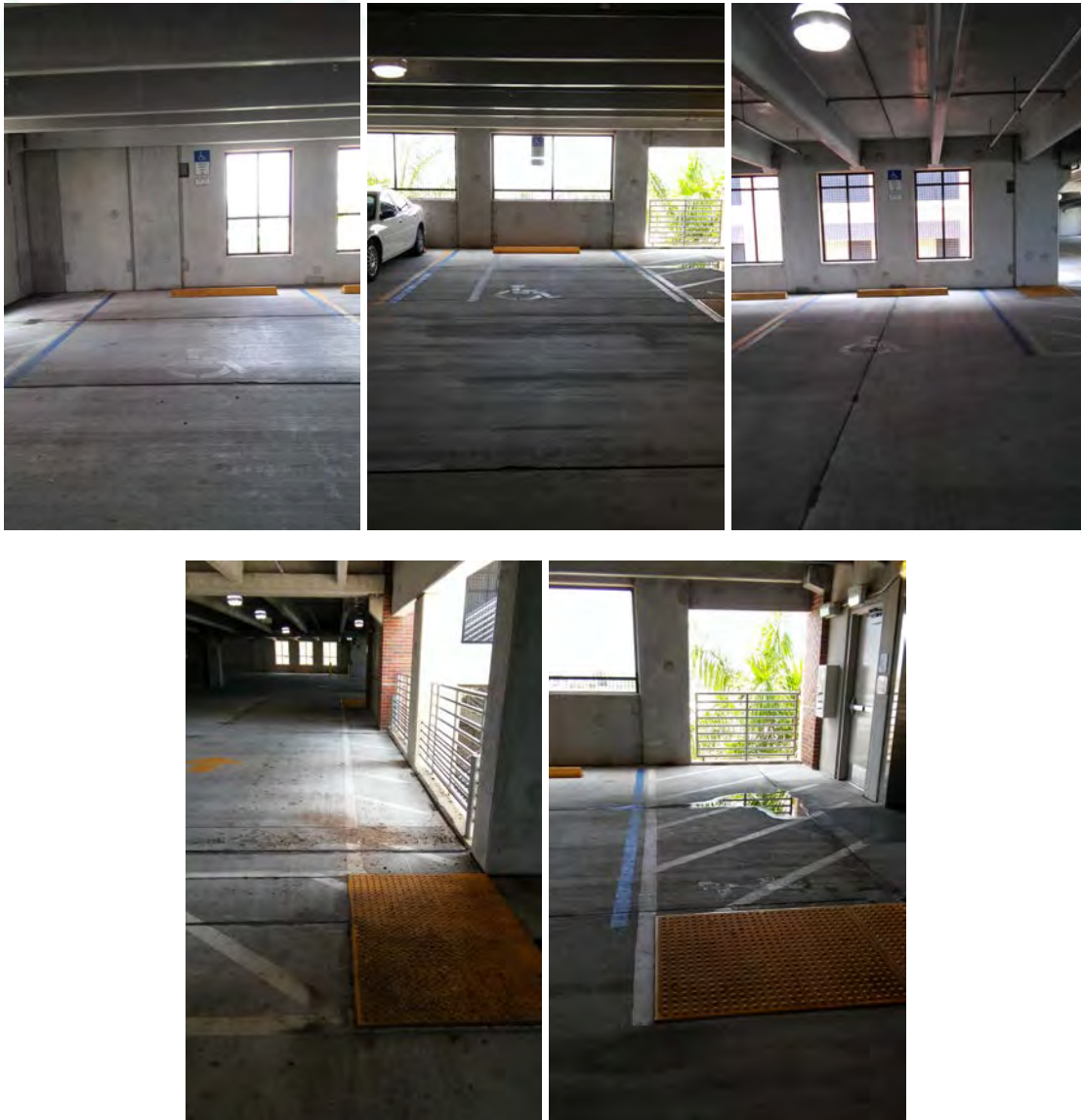
FAC 502.2 states that “Each parking space must be at least 12 feet wide, shall be marked to define the width, and shall have an adjacent access aisle.”

FAC 502.3 advisory states that “Accessible routes must connect parking spaces to accessible entrances. In parking facilities where the accessible route must cross vehicular traffic lanes, marked crossings enhance pedestrian safety, particularly for people using wheelchairs and other mobility aids. Where possible, it is preferable that the accessible route not pass behind parked vehicles. All spaces must be located on an accessible route that is at least 44 inches wide”

Recommendations

- Restripe and repaint the faded parking spaces and ISA symbols.
- The width of the accessible parking spaces must be 144 minimum, per **FAC 502.2**. The adjacent access aisle must be 60” minimum, per **FAC 502.3.1**.
 - Note, **ADAAG 502.1** states that “Where parking spaces or access aisles are not adjacent to another parking space or access aisle, measurements shall be permitted to include the full width of the line defining the parking space or access aisle.”
- Remove all detectable warning from the access aisles and accessible route within the parking garage.
- Although the width of the marked accessible route narrows to 30" for 36" in length, a portion of the vehicular traffic lane can be utilized. Widening the marked accessible route, while not required, would provide additional safety benefits, per **FAC 502.3**.



3rd Floor ParkingFigure 4-2 – 3rd Floor Parking Area*Assessments*

- The striping and ISA symbols are fading.
- The width of the accessible parking spaces are less than 144" wide, violating **FAC 502.2**.
- None of the accessible parking spaces are marked as being "van accessible", violating **ADAAG 208.2.4**.
- The access aisles have detectable warning unnecessarily placed on them.
- The width of the marked accessible route narrows to 30" for 36" in length.
- There is standing water in the accessible aisle, adjacent to the elevator, violating **ADAAG 502.4**.
- The accessible route is not slip resistant, due to the large quantity of pigeon droppings located within it, violating **ADAAG 302.1**.

Recommendations

- Restripe and repaint the faded parking spaces and ISA symbols.
- The width of the accessible parking spaces must be 144 minimum, per **FAC 502.2**. The adjacent access aisle must be 60" minimum, per **FAC 502.3.1**.
 - Note, **ADAAG 502.1** states that "Where parking spaces or access aisles are not adjacent to another parking space or access aisle, measurements shall be permitted to include the full width of the line defining the parking space or access aisle."
- At least two accessible parking spaces within the garage shall be marked as being "van accessible", per **ADAAG 208.2.4**. Due to the 84" of vertical clearance above the accessible parking on the second floor, the van accessible parking must only be on the third or fourth floors, where there is at least 98" minimum of vertical clearance, per **ADAAG 502.5**.
- Remove all detectable warning from the access aisles and accessible route within the parking garage.
- Although the width of the marked accessible route narrows to 30" for 36" in length, a portion of the vehicular traffic lane can be utilized. Widening the marked accessible route, while not required, would provide additional safety benefits, per **FAC 502.3**.
- The access aisle needs to be resurfaced so standing water does not buildup within it.
- The accessible route need to be maintained on a regular basis so as to not accumulate debris, such as pigeon droppings.



4th Floor ParkingFigure 4-3 – 4th Floor Parking Area*Assessments*

- The striping and ISA symbols are fading.
- The width of the accessible parking spaces are less than 144" wide, violating **FAC 502.2**.
- There is no fine sign on one of the accessible parking space signs.
- None of the accessible parking spaces are marked as being "van accessible", violating **ADAAG 208.2.4**.
- The access aisles have detectable warning unnecessarily placed on them.
- The width of the marked accessible route narrows to 30" for 36" in length.

Recommendations

- Restripe and repaint the faded parking spaces and ISA symbols.
- The width of the accessible parking spaces must be 144 minimum, per **FAC 502.2**. The adjacent access aisle must be 60" minimum, per **FAC 502.3.1**.
 - Note, **ADAAG 502.1** states that "Where parking spaces or access aisles are not adjacent to another parking space or access aisle, measurements shall be permitted to include the full width of the line defining the parking space or access aisle."
- Place a fine sign on the accessible parking space sign that it is missing from.
- At least two accessible parking spaces within the garage shall be marked as being "van accessible", per **ADAAG 208.2.4**. Due to the 84" of vertical clearance above the accessible parking on the second floor, the van accessible parking must only be on the third or fourth floors, where there is at least 98" minimum of vertical clearance, per **ADAAG 502.5**.
- Remove all detectable warning from the access aisles and accessible route within the parking garage.
- Although the width of the marked accessible route narrows to 30" for 36" in length, a portion of the vehicular traffic lane can be utilized. Widening the marked accessible route, while not required, would provide additional safety benefits, per **FAC 502.3**.



4.3 SIGNAGE

Assessments

Not all doors in the interior and exterior of the facility have ADA compliant signage. The ADA also requires that wherever exit signage directs emergency egress from a facility, a raised lettering and Braille (tactile) sign, compliant with ADA standards, must also be provided to assist individuals with vision impairments in finding exits.

ADAAG 216.4.1, 703.2, 703.3, 703.5 states that, exit doors are required to have tactile signs with visual characters, raised characters, and Braille.

ADAAG 703.1, 703.2, and 703.5 state that, permanent rooms shall have signage with visual characters, raised characters, and braille.

ADAAG 703.4.1 states that, tactile characters on signs shall be located 48 inches minimum and 60 inches maximum above the finished floor.

ADAAG 703.4.2 states that, at doors, the sign shall be located alongside the door at the latch side.

As such, the following barriers to accessibility were observed, as shown below:

- Not all doorways/permanent rooms ADA compliant signage, such as with the "Level 4" doorway.
- The braille sign for the southwest and south stairs are located behind the bushes and is therefore not in an accessible location.
- The sign warning patrons to not take the elevator in case of an emergency is in poor condition.
- The doorways leading outside, from each of the stairwells do not have tactile exit signs adjacent to them.





Figure 4-4 – Examples of doorways without ADA compliant signage.

Recommendations

- At all permeant rooms, make sure the room's signage has visual characters, raised characters, and Braille.
- Relocate the signs located in the bushes to an accessible location. Per **ADAAG 703.4.2**, where a tactile sign is provided at a door, the sign shall be located alongside the door at the latch side.
- Replace the worn "Use Stairs" sign.
- At all stairwell exit doors, provide a tactile exit sign with raised characters and braille.

4.4 RESTROOMS

Assessments

The facility has two public restrooms: a Men's public restroom and a Woman's public restroom. Only the Men's restroom was assessed for this building. However, it is assumed that the issues observed in the Men's room will be similar in the Woman's restroom.

- There is no side grab bar adjacent to the toilet, violating **ADAAG 604.5.1**
- The garbage can overlaps the clearance around the toilet, violating **ADAAG 604.3.2**.

ADAAG 604.5.1 states that, "The side wall grab bar shall be 42 inches long minimum, located 12 inches maximum from the wall and extending 54 inches minimum for the rear wall."

ADAAG 604.3.2 states that, "The required clearance around the water closet shall be permitted to overlap the water closet, associated grab bars, dispensers, sanitary napkin disposal units, coat hooks, shelves, accessible routes, clear floor space and clearances required at other fixtures, and the turning space. No other fixtures or obstructions shall be located within the required water closet clearance."



Figure 4-5 – Men's Restroom

Recommendations

- Add a side grab bar, compliant with **ADAAG 604.5.1**.
- Relocate the paper towel dispenser and garbage can to the side wall, so it does not overlap the toilet's clearance, per **ADAAG 604.3.2**.

4.5 PROTRUDING OBJECTS

Assessments

A protruding object, as pictured below, are objects that extend out into the accessible route greater than 4" at a height greater 27 and less than or equal to 80", per **ADAAG 307.1**. In addition, a post-mounted object can overhang the circulation path no greater than 12" at a height of 27" to 80", per **ADAAG 307.3**.

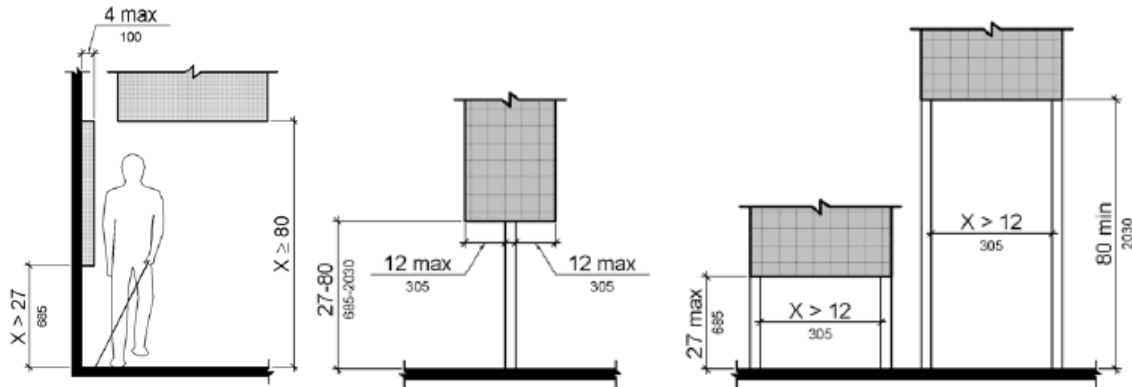


Figure 4-6 – Protruding Objects

ADAAG 307.2 states that "Objects with leading edges more than 27" and not more than 80" above the finish floor or ground shall protrude 4" maximum horizontally into the circulation path."

ADAAG 307.3 states that "Free-standing objects mounted on posts or pylons shall overhang circulation paths 12" maximum when located 27" minimum and 80" maximum above the finish floor or ground. Where a sign or other obstruction is mounted between posts or pylons and the clear distance between the posts or pylons is greater than 12", the lowest edge of such sign or obstruction shall be 27" maximum or 80" minimum above the finish floor or ground."

The following protruding objects were assessed, as pictured below.

- The low water fountains, adjacent to the restrooms on the first floor protrudes from the wall 17" at a height of 27.5".
- The high water fountains, adjacent to the restrooms on the first floor protrudes from the wall 12" at a height of 34".
- The pathway sign adjacent to the road protrudes out 24" at a height of 35".
- The fire extinguisher, located by the southwest stairwell, protrudes out 7" at a height of 33".
- The handrails leading to the adjacent historic courthouse property, which is owned and maintained by the Charlotte County Board of County Commissioners, protrude out 24" at a height of 36".

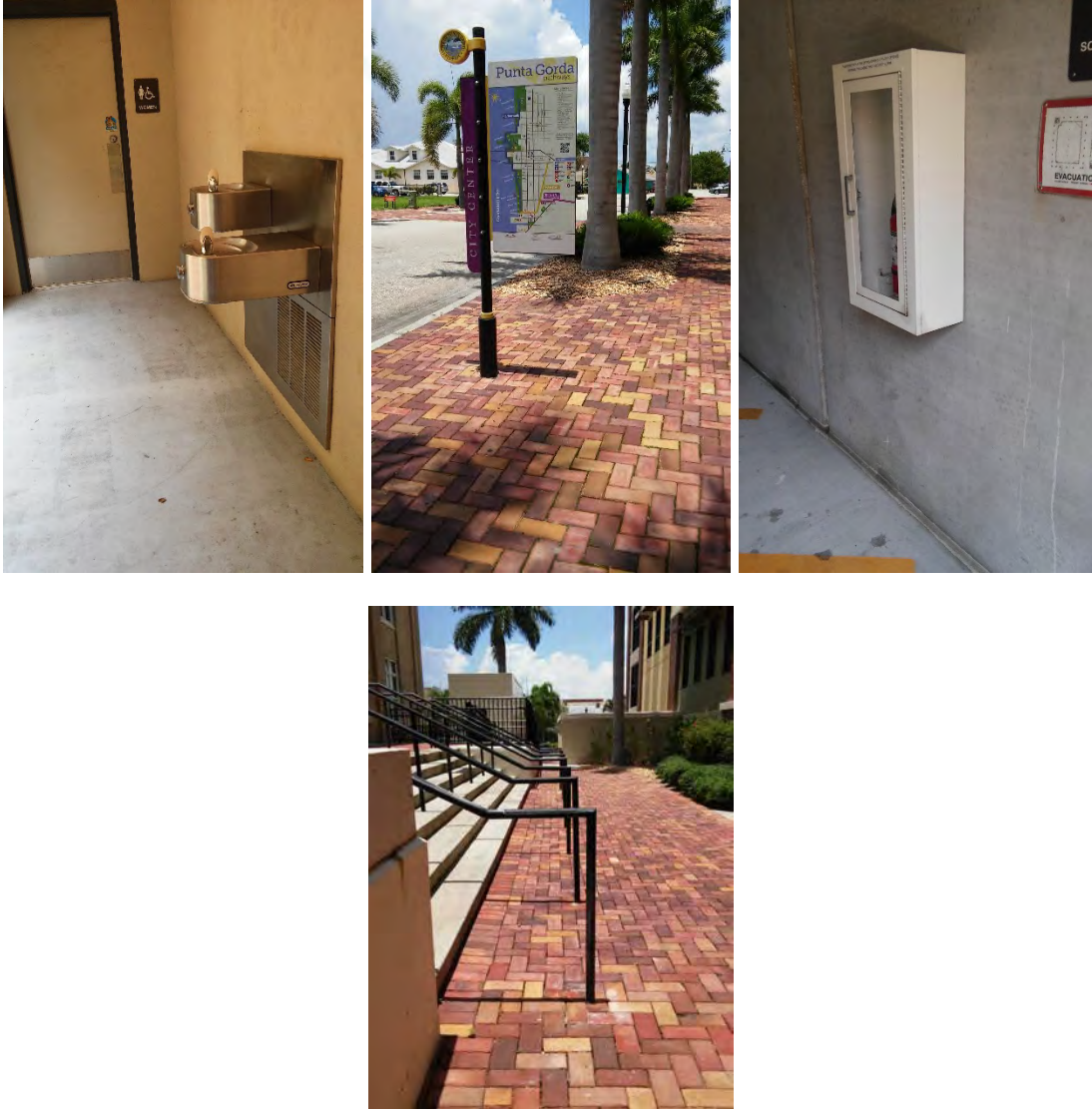


Figure 4-7 – Protruding Objects

(Note: The handrails shown in the bottom photo are owned and maintained by the Charlotte County BOCC)

Recommendations

- Recess the water fountains or add a cane apron or fountain skirt under them so they do not protrude into the circulation path per **ADAAG 307.2**.
- Relocate the pathway sign so as to be centered on the pole and therefore not protrude beyond 12" on either side of the pole, per **ADAAG 307.3**. Or, extend the sign so that the bottom of the sign is less than 27" above the ground.
- Either relocate the fire extinguisher so that the bottom edge is less than 27" above the ground per **ADAAG 307.2** or add a pipe or a similar barrier below the fire extinguisher box to make it cane detectable.
- Charlotte County BOCC must either shorten the handrail extension to be no more than 12" in length or add an additional section of handrail, parallel to the existing extension connecting to the vertical section at a height no greater than 27".

4.6 ACCESSIBLE ROUTE

Assessments

The accessible route around the facility was assessed and some barriers to accessibility were noted, as described and shown below, beginning with the top left photograph.

- The brick walkway, shown in the first photo, on the south side of the parking facility, adjacent to the Artisans store has a cross slope of 6%, violating **ADAAG 403.3**.
- The second photo shows the brick path adjacent to the rear of the courthouse, which has a running slope of 6%, violating **ADAAG 403.3**.
- The third photo, on the north-east side of the facility, adjacent to US-41, has an 8% cross slope, violating **ADAAG 403.3**
- The last two photos show two locations where there are tripping hazards due to the bricks not settling in an even and level manner, , violating **ADAAG 303**.

ADAAG 403.3 states that, "The running slope of walking surfaces shall not be steeper than 5%. The cross slope of walking surfaces shall not be steeper than 2%."

ADAAG 303.2 states that, "Changes in level of ¼ inch high maximum shall be permitted to be vertical."

ADAAG 303.3 states that, "Changes in level between ¼ inch high minimum and ½ inch high maximum shall be beveled with a slope not steeper than 1:2."



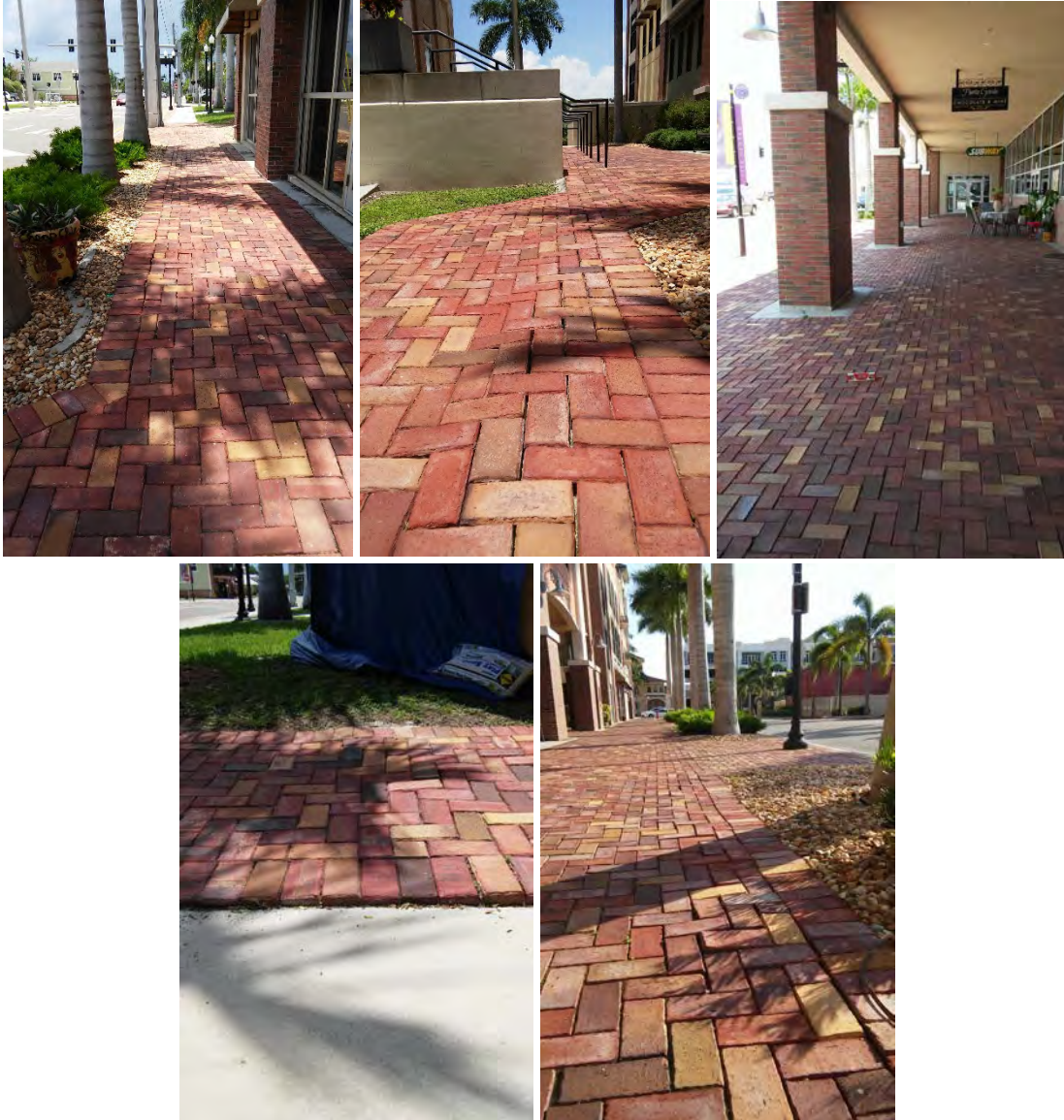


Figure 4-8 – Accessible Route

Recommendations

- Resurface the brick walkway around the perimeter of the parking garage to have a running slope no greater than 5% and a cross slope no greater than 2%, per **ADAAG 403.3**.
 - An accessible route is required to be a minimum of 36" wide and have 60" passing spaces every 200', per **ADAAG 403.5.1** and **ADAAG 403.5.3**. While it is not required that the entire width of the walkway be of compliant slope, at its current configuration it is difficult for people to distinguish where it is safe to traverse and where there are barriers to accessibility.
- Resurface any tripping hazards so they are no higher than 0.25" high or 0.5" high if beveled, per **ADAAG 303**.

4.7 ELEVATOR

Assessments

- The audible elevator sound was very faint and difficult to hear, potentially violating **ADAAG 407.2.2.3**.

ADAAG 407.2.2.3 states that, “Audible signals shall sound once for the up direction and twice for the down direction, or shall have verbal annunciators that indicate the direction of elevator car travel. Audible signals shall have a frequency of 1500 Hz maximum. Verbal annunciators shall have a frequency of 300 Hz minimum and 3000 Hz maximum. The audible signal and verbal annunciator shall be 10 dB minimum above ambient, but shall not exceed 80 dB, measured at the hall call button.”

Recommendations

- The elevator should be serviced so that the audible signal on the interior and exterior of the elevator be at an ADA compliant decibel reading, per **ADAAG 407.2.2.3**.



5.0 IMPLEMENTATION AND FINANCIAL PLAN

In the previous sections, the improvements that are required to improve accessibility conditions the facility were identified. The next step in the process is the development of an Implementation and Financial Plan for improvements. This was undertaken through the following efforts:

- preparing cost estimates for the required improvements;
- identifying funding that is available for the improvements; and
- reviewing the specific improvements in more detail and categorizing them into two separate groups. These include:
 - quick fix improvements; and
 - improvements that require more time, effort, and/or funding.

5.1 DEVELOPMENT OF IMPROVEMENT COSTS

In order to develop the Implementation and Financial Plan, unit costs for each type of improvement were developed. These unit costs were based on recent experiences with other agencies and, when available, standard industry costs when local data was not available. **It is important to note that the unit costs include across-the-board assumptions that will need to be reviewed prior to the actual improvement being completed.**

Table 5-1 includes the unit costs for each type of improvement that were used to estimate the improvement costs. In addition, this table includes an estimate for the total number of items needing each type of improvement, as well as the total estimate of probable cost by improvement type.

Note that the costs included in the table below are planning level estimates, once the projects progress through design, the actual construction opinions of cost will become more refined. Also, the City does not have the funding to go out and make all of these improvements at one time, which would offer the most economy of scale. Therefore, cost estimates are reflective of multiple smaller phases that will be more conducive to the funding available.

Again, it should be noted that the estimates are intended to reflect the order-of-magnitude costs for the City's overall facility improvement needs over the timeframe of the plan; for specific projects nearing implementation, it may be necessary for the City to conduct a more detailed cost assessment.



Improvement	Cost		Approx. Amount	Approx. Cost	Priority	Quick Fix
4.2 - Parking						
Restripe & widen parking spaces	\$1,000	spaces	9	\$9,000	High	No
Remove detectable warnings	\$100	each	9	\$900	Medium	Yes
Restripe accessible route	\$1,000	each	3	\$3,000	Medium	No
Add van accessible sign	\$100	each	2	\$200	High	Yes
Resurface area with standing water	\$3,000	each	1	\$3,000	High	No
Clear debris from accessible route	\$750	each	1	\$750	High	Yes
Add fine sign	\$100	each	1	\$100	High	Yes
4.3 - Signage						
Add ADA compliant signs to all permant rooms	\$100	each	10	\$1,000	Medium	No
Relocate signs currently in the bushes	\$100	each	2	\$200	High	Yes
Replace the "Use Stairs" sign	\$100	each	1	\$100	High	Yes
Add tactile exit signs at the stairwells	\$100	each	4	\$400	High	Yes
4.4 - Restrooms						
Add side grab bar	\$1,000	each	1	\$1,000	High	No
Relocate garbage can	\$500	each	1	\$500	High	Yes
4.5 - Protruding Objects						
Replace/recess the water fountains	\$500	each	2	\$1,000	Medium	No
Reconfigure the "pathways" sign	\$750	each	1	\$750	High	No
Lower the fire extinguiser	\$250	each	1	\$250	High	Yes
Adjust the courthouse handrails	Responsibility of Charlotte County BOCC					
4.6 - Accessible Route						
Resurface portions of the brick walkway	\$15,000	each	1	\$15,000	High	No
Resurface various tripping hazards	\$5,000	each	1	\$5,000	High	No
4.7 - Elevator						
Increase the elevator's audible signal	\$1,000	each	1	\$1,000	Medium	No
Sub-Total Estimate				\$42,150		
Mobilization	\$15,000			\$15,000		
Signed & Sealed Plans	\$5,000			\$5,000		
Survey/Design	20%			\$8,500		
Inspection	10%			\$4,300		
Miscellaneous	15%			\$6,400		
Total Order of Magnitude Cost Estimates				\$81,400		

Table 5-1 Cost and Prioritization Table



5.2 DEVELOPMENT OF THE IMPLEMENTATION AND FINANCIAL PLAN

The Implementation and Financial Plan was developed to identify when the improvements should occur, based on the relative priority of the improvements and anticipated level of funding that will be available to address the improvements.

Due to the nature of the quick fix improvements, it is assumed that the majority of the identified quick fix improvements will be completed within the confines of the five-year plan, listed in the following section.

It would be ideal if Punta Gorda could take advantage of “piggy backing” needed improvements with other planned facility improvement and renovation projects. Under ideal circumstances, this would permit the City to benefit either because the project directly addresses some or all of the needed improvements, or the project allows the City to reduce its improvement costs due to the concurrent construction activities. It is not known at this time the amount of implementation costs that could potentially be saved by completing the improvements concurrent with planned projects. Therefore, potential cost savings through fund leveraging are not included in the Implementation and Financial Plan at this time. In the future, should the desire and ability to estimate the amount of costs that could be reduced through fund leveraging, the cost of the improvements for those impacted improvements may be adjusted.

To develop the plan, the prioritized list of improvements were incorporated into the Implementation and Financial Plan based on the amount of anticipated funding available each year for the improvements.

It should be stressed that the Implementation and Financial Plan will serve as a general guide for the planning of improvements and that several factors will influence the timing for implementation of specific improvements and the overall cost of the program, including:

- Opportunities for partnering with other jurisdictions or organizations on implementing improvements.
- Specific site conditions at individual locations, including landscaping, utilities, drainage, which can have a significant impact on the type of improvements required and the associated cost.
- Contracting opportunities, including awarding a unit-price contract for the implementation of improvements at multiple locations.
- Additional opportunities to relocate or consolidate individual amenities.

On an annual basis, the list of needed improvements will be reviewed against the funding that is available that year to develop a specific work program. As previously mentioned, this will involve development of more detailed cost estimates based on a review of site conditions at individual locations.



5.3 FUNDING PLAN FOR NEEDED IMPROVEMENTS

Table 5-1 presents an example of a phased implementation plan by listing the improvements with a proposed priority and their associated costs. It should be noted that the costs are estimates of probable cost, with the ultimate costs dependent upon how the work is undertaken, site conditions at individual locations, material and labor prices in future years, and potential right-of-way costs. The number of items that are consolidated, modified, relocated, or removed will also be an important variable, as well as amount of work that will be the responsibility of other entities.

Due to the unknown level of funding currently available for accessibility improvements, current renovation schedule, and the completion of the quick-fix improvement list, the items recommended for improvement each year of the program do not necessarily have to be the highest ranking items on the priority list. However, as the improvement program progresses, high ranking items that were not initially improved should be included in future years.

It should be noted that the phased implementation plan is just a guide. The number of items improved each year and the specific locations chosen for improvement may vary due to such factors as the actual costs of the improvement. As such, the improvements will need to be reviewed and a work program developed specifying the improvements that will be undertaken on an annual basis. The improvements would be undertaken through task orders. It is envisioned that the effort could focus on implementation of improvements within specific sections of the facility or would occur with groups of similar improvements throughout the City, both of which could enable improvements to be implemented more quickly.

It should be stressed that this plan is presented as an overall guide to the implementation of improvements. City staff will need to review the needed improvements and the available funding on an annual basis to develop the annual improvement program

