

Proposal for Professional Services



City of Fort Lauderdale, Florida Parks and Recreation System Master Plan

RFP# 554-11509

GREENPLAY LLC

*The Leading Edge In Parks, Recreation
And Open Space Consulting*

**Submission Date
December 22, 2014**

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1: Proposal Signature Page

BID/PROPOSAL SIGNATURE PAGE

How to submit bids/proposals: Proposals must be submitted by hard copy only. It will be the sole responsibility of the Bidder to ensure that the bid reaches the City of Fort Lauderdale, City Hall, Procurement Services Division, Suite 619, 100 N. Andrews Avenue, Fort Lauderdale, FL 33301, prior to the bid opening date and time listed. Bids/proposals submitted by fax or email will NOT be accepted.

The below signed hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the CITY and such acceptance covers all terms, conditions, and specifications of this bid/proposal.

Please Note: All fields below **must** be completed. If the field does not apply to you, please note N/A in that field.

Submitted by: Teresa L. Penbrooke (signature) 12/19/2014 (date)

Name (printed) Teresa L. Penbrooke Title: CEO and Founder

Company: (Legal Registration) GreenPlay LLC

CONTRACTOR, IF FOREIGN CORPORATION, MAY BE REQUIRED TO OBTAIN A CERTIFICATE OF AUTHORITY FROM THE DEPARTMENT OF STATE, IN ACCORDANCE WITH FLORIDA STATUTE §607.1501 (visit <http://www.dos.state.fl.us/>).

Address: 1021 E. South Boulder Rd., Suite N

City Louisville State: CO Zip 80027

Telephone No. (303) 439-8369 FAX No. N/A Email: teresap@greenplayllc.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Payment Terms (section 1.04): N/A Total Bid Discount (section 1.05): N/A

Does your firm qualify for MBE or WBE status (section 1.09): MBE WBE

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

<u>Addendum No.</u>	<u>N/A - No addenda received</u>	<u>Date Issued</u>
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P-CARDS: Will your firm accept the City's Credit Card (VISA / MasterCard) as payment for goods/services?

VISA YES NO MasterCard YES NO

VARIANCES: State any variations to specifications, terms and conditions in the space provided below or reference in the space provided below all variances contained on other pages of bid, attachments or bid pages. No variations or exceptions by the Proposer will be deemed to be part of the bid submitted unless such variation or exception is listed and contained within the bid documents and referenced in the space provided below. If no statement is contained in the below space, it is hereby implied that your bid/proposal complies with the full scope of this solicitation. **HAVE YOU STATED ANY VARIANCES OR EXCEPTIONS BELOW? BIDDER MUST CLICK THE EXCEPTION LINK IF ANY VARIATION OR EXCEPTION IS TAKEN TO THE SPECIFICATIONS, TERMS AND CONDITIONS.** If this section does not apply to your bid, simply mark N/A in the section below.

Variations:
N/A

revised 06/11/14

Helping you achieve your goals 1

2: Non-Collusion Statement

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

<u>NAME</u>	<u>RELATIONSHIPS</u>
N/A	N/A
_____	_____
_____	_____
_____	_____
_____	_____

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.

3: Cost Proposal Form

PART VII - PROPOSAL PAGES – COST PROPOSAL

Proposer Name GreenPlay, LLC

Proposer agrees to supply the products and services at the firm fixed price bid below in accordance with the terms, conditions and specifications contained in this RFP.

Failure to use the City’s COST PROPOSAL Page and provide costs as requested in this RFP, may deem your proposal non-responsive.

TOTAL PROJECT COST: \$ 314,999 (attach a breakdown of costs and list staff hours, including hourly rates for each staff person dedicated to the project).

TASKS	GreenPlay	Tindale Oliver	Design Concepts	RRC	Total
A. Strategic Kick-off	\$9,555	\$2,000	\$2,000		\$13,555
B. Inventories and Public Involvement	\$3,675				\$3,675
Public Process	\$21,420				\$21,420
Statistically-Valid Survey	\$2,100	\$500	\$500	\$18,500	\$21,600
Inventory and Level of Service Analysis	\$1,575	\$4,000	\$16,500		\$22,075
C. Funding	\$13,020				\$13,020
D. Comparative Analysis and Needs Assessment	\$5,250				\$5,250
Recreation Program Plan	\$17,325				\$17,325
User Fee Analysis	\$21,656				\$21,656
E. Findings and Visioning	\$11,445	\$5,000	\$16,000		\$32,445
ADA Transition Plan	\$1,575	\$8,500			\$10,075
Operations and Maintenance Analysis	\$12,600	\$1,500	\$3,000		\$17,100
Community Relations and Marketing Plan	\$17,325				\$17,325
Community Health and Environmental Responsibility Plan	\$9,450	\$5,000			\$14,450
Art in Public Places Plan	\$32,445		\$3,000		\$35,445
F. Draft Plan and Presentations	\$20,413	\$3,000	\$3,000		\$26,413
G. Final Plan	\$16,170	\$3,000	\$3,000		\$22,170
Totals	\$216,999	\$32,500	\$47,000	\$18,500	\$314,999

This project is billed as Firm-Fixed Fee, meaning that all travel and reimbursables are built into the per task cost.

GreenPlay typically submits an invoice for payment to the project manager/primary contact person on a monthly basis. Each invoice includes a brief description of the services provided and percentage of Scope completed to date. Invoices past due over 60 days will accrue 1.5% interest per month. Other structures for compensation and payment can be negotiable prior to contract award.

Fee Basis

GreenPlay has established an inclusive fee schedule that covers the salaries of our professional project staff and of support staff who enable them to function effectively and efficiently. We consider the prevailing rates in our industry and the level of specialized expertise that we provide.

For projects such as this, which require more than 100 hours of work, GreenPlay typically recommends and proposes using a **Firm-Fixed Price** model for compensation. This means that the contract is based on a projected number of hours, but the compensation is actually based on the completion of pre-determined contracted tasks identified in the Scope of Work and within a pre-specified timeline. This typically works well for the client, ensuring that all work is accomplished regardless of the time required to complete each task.

In the event that the contracted **Scope of Work** is changed by the client during the project, GreenPlay can adjust total contract fees accordingly based on our regular hourly rates. This project is proposed as a Firm-Fixed Rate Fee project; therefore, individual hourly rates and projected number of hours are not applicable.

Our rates include:

- All deliverables as outlined in the Scope of Work.
- Professional staff, sub-consultant, and administrative salaries.
- All office overhead, equipment, utilities, and consulting insurances.
- Taxes, employee benefits, and Worker's Compensation.
- Administrative support staff and supplies, and local travel.
- Work Products and meetings as outlined in the Scope of Work.
- All travel costs are built into the firm-fixed fee.

Rates do not include:

- Materials and services outside of the pre-specified Scope of Work (may include extra meetings, requested copies and printing of work products).
- Geotechnical services and reports
- Topographic and boundary surveys (site surveys)
- Site Testing
- Project related legal and safety consultant services
- Permits and fees borne by the agency
- Detailed schematic and construction documents

As a baseline:

As this project is based on a firm-fixed fee, our consultants will dedicate the necessary time to complete the project. When considering the costs for implementing additional experienced and professional full-time staff, benefits, insurances, office space, computers and equipment, support staff, utilities, etc., we find that these rates are usually comparable to or lower than what an agency would spend for in-house staff. An additional benefit is that when the project is finished, the expense ends.

GreenPlay Policy on Project Delays

GreenPlay team members strive to complete our projects in a timely and efficient manner. We will work with your Project Manager to set an expedient and realistic "contracted end date" during our Strategic Kick Off session. This policy takes into consideration delays due to operational and approval constraints, scheduling, and other internal and external factors.

There is an added cost for GreenPlay when projects are extended beyond a contracted end date, including staff reassignment, loss of capacity to perform other work, and administrative schedule changes that may impact other projects. Our policy on project delays can be discussed during the Contract Negotiations phase.

4: Letter of Interest

City of Fort Lauderdale
Attn: Ms. AnnDebra Diaz, Purchasing Specialist II
Procurement Services Division
100 North Andrews Ave.
Room 619, City Hall
Fort Lauderdale, FL 33301
RE: RFP #554-11509

Dear Ms. Diaz and Selection Committee:

GreenPlay is pleased to submit this Proposal to develop a Parks and Recreation System Master Plan Update for the City of Fort Lauderdale. GreenPlay is a Management Consulting firm that specializes in conducting parks and recreation master plans and related projects nationwide for parks and recreation departments, cities, counties, and other governmental agencies. We have completed many similar projects for the City of Fort Lauderdale and other agencies in Florida, including the Cities of West Palm Beach, Miami, Winter Haven, and Wellington, and the Broward County Parks and Recreation Division. We are very familiar with developing and conducting comprehensive assessments for parks and recreation services. We utilize (and often teach other organizations) the methods and analysis of needs assessments for public parks and recreation services. Our team helped to create the 2008 Long Range Strategic Plan.

For this project, our specially-selected team will include:

GreenPlay - Project Management, Facilitation, Operations, Programming, Marketing, and Specialized Staff

- Teresa Penbrooke, CPRE, MAOM, CEO, Principal in Charge
- Art Thatcher, CPRP, Project Manager
- Pat O'Toole, Project Consultant
- Dylan Packebush, MBA, Project Consultant

Additional selected Sub-Consultants:

- 1) **Christi Jackson, RLA, ASLA, A. Nilgün Kamp, AICP, Ginger Corless, AICP, CPRP, Jennifer Bartlett, AICP, LEED AP of Tindale Oliver:** a multi-disciplinary planning firm with an office in Fort Lauderdale that will conduct land planning, ADA planning, and conceptual costing services.
- 2) **Design Concepts,** an award winning landscape architecture and planning firm, will complete GIS mapping, Inventory, and GRASP® Component Based Level of Service Analysis.
- 3) **Janet Kagan of Public Art Collaborative** will complete the Art in Public Places Plan.
- 2) **Chris Cares of RRC Associates:** a nationally renowned survey and research firm that will conduct your community-specific statistically-valid survey.

We have developed very effective and efficient ways of communicating, producing and delivering high quality service, ensuring that your community is receiving the highest return on investment possible in this important work.

We believe that our previous experience provides us with the knowledge and insight necessary to create an implementable Parks and Recreation System Master Plan Update for the City of Fort Lauderdale. We pride ourselves on being available and accessible to your agency, and partnering with you to help achieve your goals. If you have any additional questions, please feel free to contact me at the number listed below.

Sincerely,



Teresa Penbrooke, MAOM, CPRE
CEO and Founding Managing Member
303-870-3884 (direct)
TeresaP@GreenPlayllc.com

5: Statement of Proposed Services

5.1 Overall Qualifications and Experience

GREENPLAY, LLC FIRM BACKGROUND

Founded in 1999, **GreenPlay LLC** operates as a **consortium of experts** to provide management and consulting services for park, recreation, open space, and related quality of life agencies. We serve as a resource for agencies by organizing teams that are responsive, experienced in the field, and who understand the needs of individual communities. GreenPlay works nation-wide with 15 employees and over 30 technical consortium affiliates and sub-consultants to complete projects for large and small agencies throughout the nation. GreenPlay has successfully completed over **350** projects, working with local, state, and national government agencies, as well as with private sector organizations.

GreenPlay consultants bring over 175 years of combined expertise in developing plans and documents that work conceptually and are implementable in your community. We are effective in leading a comprehensive public process to accurately reflect your community's needs. We develop planning and operational options that establish a balance between innovation and experience, conservation and active recreation, design excellence and cost control, and creativity and functional accommodation.

How Are We Different?

These types of projects are not an adjunct service for our firm! **This is what we do everyday, successfully, for small and large communities of all types, all over the United States.** We also spend a lot of time teaching others how to successfully complete similar projects. We have a strong national reputation with many years of experience in Florida.

Headquarters Office

1021 E. South Boulder Rd.
Suite N
Louisville, CO 80027
303-439-8369

We have satellite offices in

Lawrence, Kansas; Hampton, Virginia; Annapolis, Maryland; Raleigh, North Carolina; San Francisco, California; and Lebanon, New Hampshire.



GREENPLAY'S EXPERIENCE AND SERVICES

- ✓ Master and Strategic Planning
- ✓ Cost Recovery and Resource Allocation
- ✓ Site and Facility Feasibility Studies
- ✓ Business Planning and Policy Research
- ✓ Pricing Studies
- ✓ Revenue Evaluation
- ✓ Public/Private Partnership Facilitation
- ✓ Marketing & Public Relations Strategies
- ✓ Information Technology Plans
- ✓ Retreat Facilitation & Seminar Planning
- ✓ Accessibility Assessments
- ✓ Transition Plans
- ✓ Cost-Benefit Analysis
- ✓ Risk Management Evaluation
- ✓ Economic Impact Analysis
- ✓ Public Process
- ✓ Traditional & Alternative Funding Analysis
- ✓ GRASP® and Traditional Level of Service Analysis
- ✓ Service Assessment/
Core Service Identification

ADDITIONAL GREENPLAY QUALIFICATIONS

1. Previous Work Experience

Since 1999, GreenPlay has completed over 350 projects in the field of parks, recreation, and open space. Most of our staff has direct experience working for parks and recreation departments across the country as senior level administrators. Having worked as individuals on “your side of the table,” we know how important it is for consultants to be accessible. We also understand the importance of your daily responsibilities. For Fort Lauderdale’s previous Parks and Recreation Long Range Strategic Plan, GreenPlay and Design Concepts were subcontractors to Glatting Jackson to fulfill the needs assessment, inventory and level of service analysis, management and operations assessment, and recommendations for the plan. We also recently conducted a Needs Assessment for the Parks and Recreation Division for Broward County. We are very familiar with your community.

2. Ability to Work with Government Agencies

Of the projects that we have completed, 95% have been performed for public clients. Collectively, the GreenPlay Team offers a comprehensive set of skills built on a foundation of excellent verbal and written communication abilities. We are known for our proven experience in facilitating discussions with adjacent and associated public and private entities. Our blend of local talent and national experience provides an understanding of local politics, history, and social dynamics affecting property planning and development with access to best practices from across the country. This combination of local and national experience allows us to effectively manage our time while producing plans that are detailed, very customized, and implementable.

3. Reputation for Satisfactory Work, Judgment, and Integrity

It is the Mission of GreenPlay to help organizations dedicated to parks, recreation, and open space achieve community goals. Our hallmark is creating great relationships with our clients, staff and consortium members by working as a team with a unified vision. We have built and maintain an excellent reputation for high quality, dynamic, creative and functional solutions to challenges. We provide personalized services and products; we operate efficiently; and we balance the needs and the resources of our clients. We are experienced, recognized leaders and we are committed to consistent and reliable performance.

We will use the following sub-consultants on this project:

Tindale-Oliver will provide site analysis, trails analysis, ADA transition planning, conceptual costing services, and any necessary landscape architectural services.

Design Concepts will provide GIS mapping, inventory, and level of service analysis.

Public Art Collaborative will complete the Art in Public Places plan.

RRC Associates will provide the statistically-valid survey design and implementation.

SUB-CONSULTANT QUALIFICATIONS

TOA Design Firm Profile



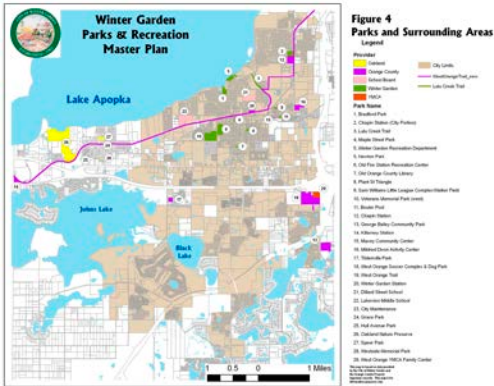
Parks & Recreation Planning, Programming, Design and Implementation Capabilities

TOA Design believes in the symbiotic relationship between man and the natural environment. The firm understands the sense of identity, wellbeing and the mental and physical benefits communities' derive from well planned, designed and accessible parks and recreation facilities. To address each community's unique needs, TOA Design is staffed with certified community planners, urban designers, certified parks and recreation professionals (CPRP), community outreach specialists, park planners and programmers, crime prevention through environmental design (CPTED) specialists, funding specialists, registered landscape architects, horticulturists, landscape designers, irrigation designers and environmental graphics specialists.

Their team of professionals has collaborated to plan, design and implement a variety of parks and recreation master plans, active and passive parks, community and recreation centers, sports facilities, blueways, greenways and trails projects for communities throughout Florida.

The following lists some of the Florida entities for which they have authored parks and recreation master plans:

- Alachua County, FL
- Escambia County, FL
- Flagler County, FL
- Lantana, FL
- Lake County, FL
- Winter Garden, FL
- Winter Haven, FL



Role

TOA Design will assist Green Play, LLC with the community profile, inventory and assessment, funding, community involvement and comparative analysis tasks required to complete the Parks Master Plan Document for the City.

Services

TOA Design provides the following specific services in the areas of planning/urban design, landscape architecture and environmental graphic services.

Planning/Urban Design

- Parks & Recreation Master Planning
- Recreational Programming
- Community Surveys
- Comprehensive Planning
- Crime Prevention Through Environmental Design (CPTED)
- Design Standards and Guidelines
- Development Feasibility
- Funding Assistance Programs (Including Grant Application Preparation & Administration)



Vision Statement: Creating Community

Design Concepts

was founded in 1981 with the goal of providing creative and sustainable landscapes that celebrate the community, reflect the surroundings, and embrace the collaborative process.

Design Concepts' focus is on **Creating Community**, which encompasses design and planning of **spaces for people**. Our extensive history of collaborating with GreenPlay, LLC on master plans nationwide reaches communities large and small. Together, we have developed the **GRASP® methodology**, a unique tool that bases our plans on a Level of Service measurement that brings both the quantity and the quality of the component parts of the system into the equation.

- City & Town Parks and Recreation Master Planning
- Park & Recreation Facility Design
- Trails & Open Space
- Educational Campuses
- Destination Playgrounds
- Wetlands & Drainages
- Historic Preservation
- Streetscapes & Greenways



Geo
Referenced
Amenities
Standards
Process

PUBLICARTCOLLABORATIVE

We are an interdisciplinary firm that guides cities and towns toward revitalization through initiation and refinement of arts policies, projects, programs, and ordinances that are responsive to physical context, current economic conditions, and local values and culture. Our planning and design teams include artists, curators, arts administrators, architects, landscape architects, historians, and urban planners, each of whom bring expertise in contemporary expressions of the arts. Our interests and expertise include: Strategic and Cultural Economic and Master Planning | Civic Curation | Program and Project Management of Creative Work | and, Direction of Artist Selection Processes. Our planning efforts are structured to elicit public ownership of the process so the project belongs to those who help shape its direction as well as the creative thinkers and makers who expand and challenge our assumptions about how we experience and impact public space. We are sensitive to and capable of balancing the needs of numerous public interests and developing successful and innovative responses and solutions for the design of communities that are attentive to constituent agendas.



RRC Associates offers services in market research and strategic analysis, economic and feasibility planning, and policy formulation to local governments and public agencies as well as private businesses. The company is composed of professionals with extensive experience and qualifications in addressing the needs and challenges of communities. In addition, the firm also serves ski area and resort operators, trade associations, tourist organizations, and others interested in the tourism industry. The motivation of our principals and staff, and their active involvement in professional organizations at the state and national level, insure a high degree of professional skill and creativity.

Based on prior experience as staff to municipalities and counties, and through extensive consulting work with a variety of communities and private enterprises, our staff has learned the importance of seeking solutions to problems which are sensitive to local conditions and tailored to local needs. This understanding of the importance of local procedures and requirements, and experience in assisting and coordinating public policy makers and staff members at all levels of government, allows RRC Associates to work effectively in communities representing both public agencies and private entities. The firm emphasizes management techniques which assist the community and its leaders in finding unique solutions to carefully defined problems.

RRC Associates strives for a pragmatic approach which balances innovation with working at a reasonable cost. The firm takes pride in our demonstrated ability to meet a project's time and budget requirements, and we offer a very personal level of service to our clients.

SERVICES OFFERED

Survey and Market Research

- Market and Strategic Analysis
- Customer/User Satisfaction Surveys
- Parks, Recreation and Open Space Surveys
- Demographic Research
- Community Surveys/Performance Evaluations
- Site Selection Research

Special Client Services

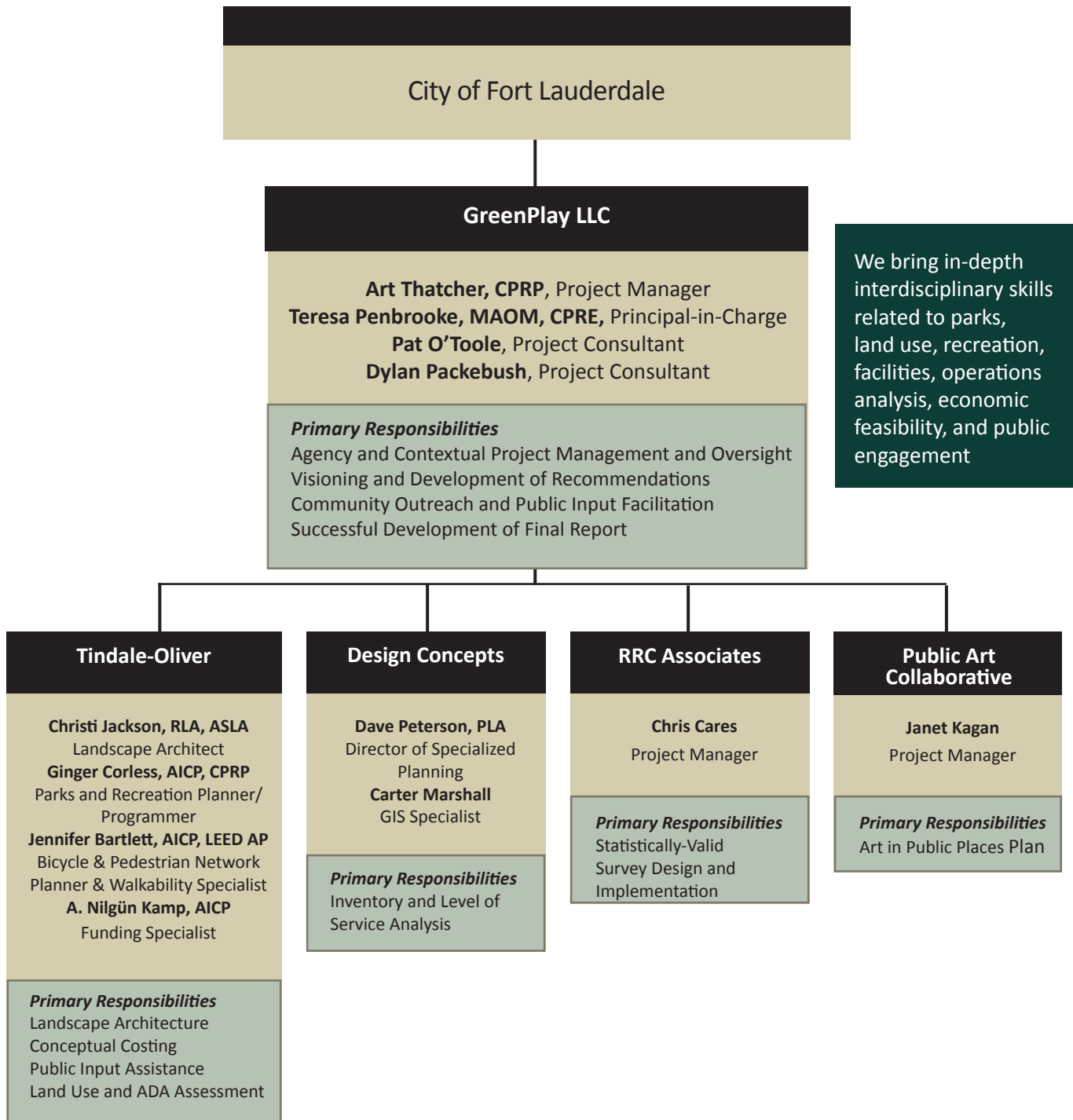
- General Consultation
- Project Team Coordination and Management
- Financial Presentation Packages
- Public Participation Workshops
- Strategic Project Positioning
- Workouts and Repositioning Strategies

Community Planning

- Parks and Recreation Program Analysis
- Housing Needs Assessments, Program Formulation
- Population and Employment Research/Analysis/Forecasting
- Economic Development Planning
- Cost/Revenue Analysis
- Program Development and Optimization
- Project Feasibility Analysis
- Public Processing and Approvals
- Goals and Policy Formulation

Contact: *Chris Cares, chris@rrcassoc.com*

PROPOSED PROJECT TEAM





Art Thatcher, CPRP

Project Consultant

Work Experience:

Art is a Certified Parks and Recreation Professional with 30 years of experience in public parks and recreation operations, programming and administration, volunteer board leadership, facility design and operations, and community engagement. Throughout his career, Art has concentrated on strategic and master planning, youth civic engagement and teen comprehensive planning, operations and facility management planning, outdoor adventure recreation development and programming, and community engagement facilitation. Art also has extensive experience working with local, state and national legislators as a subject matter expert and an advocate for the profession. He is currently the 2014 President and Chair of the Board of the Virginia Recreation and Parks Society. He was recently recognized for his dedication and contributions to the profession and received the VRPS President's Award in 2012 and the VRPS Distinguished Service Award in 2013.

- GreenPlay LLC, Project Consultant: 2013 - Present
- Bureau Manager of Recreation and Human Development – City of Norfolk, VA
- Information Technology Project Coordinator – City of Hampton, VA
- Superintendent of Parks & Recreation – City of Hampton, VA
- Director of Parks and Recreation - City of Poquoson, VA

Representative Project Experience

GreenPlay LLC

- West Palm Beach, FL - Parks and Recreation Master Plan
- Carbon Valley Recreation District, Colorado – Interim Executive Director
- Winchester, VA – Needs Assessment
- Carbon Valley Recreation District, CO – Parks and Recreation Master Plan
- Encinitas, CA - Services and Financial Sustainability Analysis
- Wake Forest, NC - Parks, Recreation, and Cultural Arts Master Plan
- Sioux Falls, ND - Parks and Recreation Master Plan

President, Virginia Recreation and Parks Society – 2014

Municipal Government

- Directed the opening and operations of the Hampton Teen Center, a premiere youth led facility dedicated to the young people of Hampton.
- Established an Outdoor Recreation Division to that advantage of the natural environment surrounding Hampton. Developed Buckroe Beach into an ecotourism destinations with kayaks, paddleboats, interpretative programs facilitated by Park Ranger Aides. Recovered cost through operations in the first season.
- Developed Grundland Creek Park into an outdoor adventure park using grant funds to build an Alpine Tower, canoe and kayak launch, primitive camping platforms and picnic shelter. The park was used for team building, ecotourism, scout and community groups.
- Staff lead for the development of a public-private partnership to develop the Boo William's Sportsplex, a 130,000 square foot multi-sport facility.
- Directed the City of Norfolk's Let's Move Initiative that received 4 Gold and 1 Bronze Medal from the National League of Cities.
- Appointed by the City Manager to direct Hampton's participation in the year long celebrations for Jamestown 2007 and to lead Hampton's 400th Anniversary Celebration in 2010.
- Project lead for the design of a new Old Hampton Community Center to replace the current facility.

Education & Certification

- Old Dominion University, Masters of Public Administration, 2005
- Christopher Newport University, Bachelors of Science, 1981
- Certified Parks and Recreation Professional, National Recreation & Parks Association (NRPA)
- NRPA Director School, 2010; NRPA
- Aquatic Facilities Operator, 2010; NRPA
- Certified Pool Operator, 2013; National Swimming Pool Foundation
- Aquatic Supervisor, 2009; Boy Scouts of America
- School of Sports Management, 1990; NRPA and Leadership Training Institute, 2014; VRPS
- The Business Institute for Parks, Recreation and Leisure Services, 2002; NRPA
- LEAD, Weldon Cooper Center for Public Service (UVA), 1999
- Lifeguarding/Waterfront, American Red Cross
- CPR/AED/First Aid, American Red Cross
- Wilderness First Aid, Wilderness Safety Council



Teresa Penbrooke, MAOM, CPRE

CEO and Founding Managing Member



Experience

Teresa brings substantial career experience and planning expertise to projects for large and small communities on a national level. She founded GreenPlay in 1999, and has been integral in the research, quality, recommendations, and implementation of the innovations that GreenPlay contributes to the field. In addition to leading projects and the firm, Teresa teaches and researches best practices around the country. She is an Official Visitor Chair for the Commission on Accreditation for Parks and Recreation Agencies (CAPRA). Teresa also co-founded GP RED in 2008. She now divides her time between special projects, academic endeavors, and administration of the firm.

Education

- PhD Student, North Carolina State University, College of Natural Resources
- Master of Science, Organizational Management, University of Phoenix, Denver, 1998
- Bachelor of Science, Magna Cum Laude, Kinesiology, University of Colorado, 1993
- NRPA Revenue/Leadership Schools

Professional Affiliations and Recognition

- Board of Regents, NRPA Reitz Pacific Revenue and Marketing School, 2006-2008
- Commission for Accreditation of Parks and Recreation Administration (CAPRA) Official Visitor, 2008 - present
- Top 100 Women-Owned Businesses, *Colorado Biz*, 2003, 2005, 2006, 2007, 2008, 2012, 2013
- Received "Outstanding New Professional" and "President's Award" from CPRA, 1997
- Professional Member of NRPA, CPRA, and eight other State Associations

- GreenPlay LLC (Founder and CEO): Nationwide, 1999 - Present
- GP RED (Faculty Researcher): 2008 - Present
- North Jeffco Park and Recreation District, Arvada, CO: 1996-1999
- City of Broomfield Parks, Recreation, and Senior Services, CO: 1993-1996
- City of Boulder Parks, Recreation and Mountain Parks Department, CO: 1989-1993

Representative Project Experience

Teresa has led the firm in completion of over 350 projects for communities of all sizes around the U.S. since 1999. The following are some of the key projects on which she has performed as the Project Manager:

- Director of the Healthy Communities Research Group
- United States Antarctica Program - Recreation and Wellness Plan
- Broward County, FL - Parks and Recreation Needs Assessment
- Arlington County, VA - Public Spaces Master Plan
- Brookline, MA (Boston area) - Parks, Recreation and Open Space Master Plan
- City and County of Denver, CO – Multiple projects, including the city-wide Game Plan, the master plan for the Stapleton Airport Redevelopment, and the detailed study of 29 indoor recreation centers
- National Recreation and Park Association, Ashburn, VA - National Inventory and USA Football Grant Project
- Washington DC, National Capital Planning Commission – CapitalSpace Master Plan for parks and recreation
- Along with many other plans for large and small communities

Education For:

- American Society of Landscape Architects
- Athletic Business
- Colorado Open Space Alliance & Colorado Outdoor Recreation Resource Project
- Metropolitan State College of Denver - Colorado
- National Association of Youth Sports; Rocky Mountain Revenue and Management School
- National Executive Development School
- World Leisure Organization
- Innovations Group – Transforming Local Government
- National Recreation and Parks Association; Reitz Pacific Revenue and Marketing School
- Various State Parks and Recreation Associations including: Arizona, Colorado, Florida, Illinois, Kansas, Michigan, New England, New York, Oregon, Pennsylvania, Ohio, New Jersey, California, Indiana, Texas, Virginia, Nevada, and Washington

Key Topics: Master and Strategic Planning; Trans-Disciplinary Alignment; Public Health; Cost Recovery, Traditional and Alternative Funding; Creating Community through Level of Service Analysis; Tools for Communication; Leadership; Technology and Trends



Pat O'Toole

Principal

Work Experience:

Pat brings more than 30 years of management planning for parks and recreation agencies, and has led projects for GreenPlay since 2003. Prior to joining GreenPlay, Pat was President of OATS LLC, a private park and recreation consulting firm, and worked for many years as a Principal for Leon Younger and PROS. Pat also has previous management experience as both a director and an assistant director for several progressive agencies in four different states. He brings to GreenPlay extensive expertise in planning, operations, budgeting, pro formas, cost recovery and activity-based costing, funding sources, customer service, partnerships, efficiencies, public process, and all other facets of park and recreation agency management. He is skilled at leading forward-focused projects and teams, specifically related to creating vision and implementation.

Education

- Bachelor of Science in Recreation Administration, Kansas State University, 1978
- NRPA Pacific Revenue Sources Management School, 1986-1989
- NRPA Revenue Sources Management School, Board of Regents, 1993-1995

Professional Affiliations

- Member of National Recreation and Park Association, 1979-Present
- Certified Leisure Professional, 1979-1994
- Named to Outstanding Young Men of America, 1985
- National Register's Who's Who in Executives and Professionals, 2006, 2007
- Member of Indiana Park and Recreation Association, 1992-2002
- Member of Ohio Park and Recreation Association, 1989-1992
- Board of Trustees, Ohio Park and Recreation Association, 1991, 1992
- Member of Missouri Park and Recreation Association, 1985, 1986, 2000-2002
- Member of Kansas Recreation and Park Association, 1977-1984, 2001, 2002

Management Consulting in Parks, Recreation, and Sports since 1995

- Principal, GreenPlay LLC, 2003 - Present
- President, OATS, LLC, 2002 - 2008
- Principal, Leon Younger & PROS, 1995 - 2002

Public Parks and Recreation Administration from 1979-1995

- Indy Parks and Recreation, Indianapolis, IN Assistant Director 1992-1995
- Lake Metroparks, Cleveland, OH Assistant Director 1988-1992
- Jackson County Parks & Recreation, Kansas City, MO Asst. Director 1984-1988
- Kingman Recreation Commission, Kingman, KS Director 1979-1984

Representative Project Experience

Pat has worked on over 175 projects in 42 states since 1995. The following is a sample listing of projects.

Project Manager

- **West Elmore County, ID** – Recreation Facility Feasibility Study
- **Bella Vista Village Property Owners Association, AR** – Recreational Amenities Needs Assessment
- **Laguna Hills, CA** – Recreational Facilities Needs Assessment
- **Farmington, NM** – Parks and Recreation Master Plan
- **Winter Park, FL** – Recreation Programming Plan
- **Raymore, MO** – Parks and Recreation Strategic Implementation Plan
- **Mississippi State Parks** – Operations Assessment
- **Clive, IA** – Parks & Recreation Master Plan, Recreation Center Feasibility Study
- **Coppell, TX** – Parks and Recreation Master Plan
- **Durham, NC** – Recreation Program Assessment and Operational Audit

Lead Consultant

- **Charleston County SC** – Parks and Recreation Master Plan
- **Lawrence, KS** – Sports Facility Feasibility Study
- **Kirkwood, MO** – Aquatic Center and Ice Arena Feasibility Study



Dylan Packebush, MBA

Project Consultant/Manager

Work Experience:

Born and raised in Anchorage, Alaska, Dylan brings a wide-range of experiences to GreenPlay. His career in recreation began in sports, building an expertise in logistics and operations through his work in collegiate athletics and the non-profit sector. He chose to earn his MBA at the prestigious Warsaw Sports Marketing Center at University of Oregon where he worked as a business and market strategy consultant. His projects ranged from the formation of a 501(c)3 to grassroots marketing campaigns to market segmentation and analytics. Dylan transformed his life through his own access to recreation, and he looks to provide those same opportunities to others. He holds a deep-rooted belief in improving communities through the access to arts, education, and sports. Dylan's passion for life, new experiences, and people is reflected in his commitment to GreenPlay and its clients.

Education

- Master of Business Administration, Sports Marketing, Lundquist College, University of Oregon, 2013
- Bachelor of Science, Recreation, Harrah College, University of Nevada, Las Vegas, 2009

Committee Service

- Denver Urban Scholars, Marketing and Volunteer Outreach Committee, 2014 to Present
- University of Oregon Movember campaign, Co-Lead, Fall 2012
- Women in Sports Business Symposium Organizing Committee, Relations, Spring 2012
- Anchorage Opera, Opening Night Gala Committee, Fall 2009 and 2010

Representative Experience

Warsaw Sports Marketing Center, Project Manager and Consultant
Eugene, OR, 2011 to 2013

- Social Media Analytics Project – Valuation, Measurement, and Implementation Strategy
- Willamette Pass Resort – New Customer Development Strategy and Marketing Plan
- Eugene, Cascades and Coast Sports – Facility Assessment
- O Heroes – Application/Formation of 501(c)3 and Growth Strategy
- Inov-8 – Market Research, Data Analysis, and Grassroots Market Strategy
- Krossover – Grassroots Feasibility Study and Research
- Ninkasi Brewing – Marketing and Management Growth Strategy

Special Olympics Alaska, Assistant Manager
Anchorage, AK, 2009 to 2011

- Responsible for the management and coordination of logistics and operations for sports training seasons, competitions, and fundraising events, providing opportunities to 2000 athletes with disabilities and 1500 volunteers in 10 communities across Alaska, and earning up to \$250,000 at a single event.
- Managed relations between with participants, vendors, volunteers, donors, media, and board members.
- Developed communications and marketing material for all events.
- Developed Special Olympics Alaska Coaches, Leadership, and Educational Trainings, Workshops, and materials.

Other Experiences

- NCAA Basketball Championships, Operations, Denver, CO, 2011 and 2012
- Pioneer Las Vegas Bowl, Marketing and Operations, 2008
- University of Nevada, Las Vegas Athletics, Operations, 2005 to 2009
- Mountain West Championships, Operations, Las Vegas, NV, 2005 to 2009



Christi Jackson, RLA, ASLA

Park Assessment/Planning

Landscape Architect

Education

Bachelor of
Landscape Architecture,
Ball State University

Years of Experience

13

Certifications

Registered
Landscape Architect (RLA)
State of Florida,
License #6667046

Professional Affiliations

American Society of
Landscape Architects (ASLA)

Christi will lead the site assessment, component based inventory, conceptual park plans and cost estimating tasks. She will also evaluate existing facilities as to condition, safety and ADA compliance. Christi serves as a Registered Landscape Architect and Project Manager at Tindale Oliver. She has over thirteen years of experience planning, programming, designing and implementing a wide variety of parks and recreational facilities throughout Florida. Her experience includes regional parks, community parks, pocket parks, sports complexes and recreation centers. The following lists Christi's parks and recreation experience.

Representative Projects

Recreational Planning

- Carney Island Recreational Area Plan; Marion County, FL
- Cecil Recreational Facility Plan; Jacksonville, FL
- Central Park Master Plan Update; Ocoee, FL
- Citywide Parks & Recreation Master Plan; Winter Garden, FL
- Citywide Parks, Recreation & Trails Master Plan; Winter Haven, FL
- Countywide Parks, Recreation & Trails Master Plan; Lake County, FL
- Marsh Preserves Master Plan & Grant Support; Atlantic Beach, FL
- Recreation & Open Space Element; Winter Haven, FL
- Valentine Park Master Plan; Orange City, FL
- Veterans Park Master Plan; Hillsborough County, FL

Park Design

- Alabama Greenway; DeLand, FL
- Astor Lions Club Park; Lake County, FL
- Boston Hill Park; Oviedo, FL
- Brosnham Soccer Complex; Escambia County, FL
- Chain-of-Lakes Downtown Trailhead Park, Winter Haven, FL
- Colby/Alderman Park; Volusia County, FL
- Dickson Azalea Park; Orlando, FL
- Dover Shores Community Center; Orlando, FL
- Dr. P. Phillips Community Park, Orange County, FL
- Fennell Street Park; Maitland, FL
- Ferndale Preserve; Lake County, FL
- Freedom Park; Ocoee, FL
- Friendship Park; Oviedo, FL
- Friendship Park Phase II; Oviedo, FL
- Heroes Memorial; Seminole County, FL
- Hickory Tree Community Park; Osceola County, FL
- Kelly Park; Orange County, FL
- Lake Eola Park Improvements, Orlando, FL



Ginger Corless, AICP, CPRP
Parks & Recreation Planner/Programmer

Education

BS, Ornamental Horticulture/
Landscape Design,
Auburn University

Graduate of Park Planning
& Maintenance School

Years of Experience

31

Certifications

American Institute of Certified
Planners (AICP)
Certification #011315

Certified Parks & Recreation
Professional (CPRP)

Crime Prevention Through
Environmental Design
Specialist (CPTED)

FDOT Public
Involvement Specialist

Professional Affiliations

American Planning
Association (APA)

Florida Planning & Zoning
Association (FPZA)

Florida Recreation & Parks
Association (FRPA)

National Recreation & Parks
Association (NRPA)

Ginger will work closely with the assessment team in identifying existing level of service. She will also identify funding mechanisms to implement the Master Plan. Ginger joined Tindale Oliver, after directing the planning, urban design and parks/recreation efforts for Herbert-Halback, Inc. (HHI Design) for 23 years. Ginger is a certified planner, certified parks and recreation professional, public outreach and Crime Prevention Through Environmental Design (CPTED) specialist.

Ginger has 30 years of experience providing planning, programming, design and implementation services for parks and recreation facilities throughout Florida. Assignments have included parks and recreation master plans, active and passive parks, community and recreation centers, sports facilities, blueways, greenways and trails projects. The following lists some of Ginger’s similar experience.

Representative Projects

Recreational Planning

- Blueways Master Plan; Flagler County, FL
- Caloosahatchee Regional Park Interpretative Program; Lee County, FL
- Central Park Master Plan Update; Ocoee, FL
- Citywide Parks & Recreation Master Plan; Lantana, FL
- Citywide Parks & Recreation Master Plan; Winter Garden, FL
- Citywide Parks, Recreation & Trails Master Plan; Winter Haven, FL
- Comprehensive Parks & Recreation Master Plan; Escambia County, FL
- Countywide Parks & Recreation Master Plan; Charlotte County, FL
- Countywide Parks, Recreation & Trails Master Plan; Lake County, FL
- Countywide Recreational Master Plan; Alachua County, FL
- Countywide Greenways & Trails; Master Plan; Brevard County, FL
- Marsh Preserves Master Plan & Grant Support; Atlantic Beach, FL
- Nova Road Community Park Long Range Master Plan; Ormond Beach, FL
- Parks & Recreation Impact Fee Study; Orange County, FL
- Recreation & Open Space Element; Lake County, FL
- Recreation & Open Space Element; Palm Coast, FL
- Recreation & Open Space Element; Winter Haven, FL
- Recreation Services Consolidation Plan; Valdosta, GA
- Tennis Complex Feasibility Study & Master Plan; Dougherty, GA
- Trails Master Plan & FCT Management Plan; Leesburg, FL
- Valentine Park Master Plan; Orange City, FL
- Veterans Park Master Plan; Hillsborough County, FL
- Walt Disney World Recreational Trails Master Plan; Lake Buena Vista, FL



Jennifer Bartlett, AICP, LEED AP

*Bicycle & Pedestrian Network
Planner & Walkability Specialist*

Education

- MA, Urban and Regional Planning, University of Colorado
- BA, Political Science, Urban Studies, Haverford College

Years of Experience

6

Certifications

- AICP #026047
- Florida LEED AP

Professional Affiliations

- American Planning Association (APA)
- Congress for New Urbanism (CNU)
- Waterfront Center

Jennifer has six years of experience in transportation and land use planning, with an emphasis on long range planning. She has been involved in a wide variety of projects including Long Range Transportation Plans, Bicycle and Pedestrian Master Plans, Corridor and Safety Studies and Wayfinding Plans.

She is currently working on LRTPs for Pasco, Hernando and Citrus counties, focusing on, among other aspects, socio-economic data development and socio-cultural analysis to meet environmental justice executive orders and federal requirements for each plan. Prior to joining Tindale Oliver, Jennifer was with Sprinkle Consulting where she worked on bicycle and pedestrian planning, design and safety projects.

Representative Projects

Multi-modal Long Range Transportation Plans

- Pinellas County MPO 2040 LRTP
- Pasco County MPO 2040 LRTP
- Hernando County MPO 2040 LRTP
- Hillsborough County MPO Socio-Economic Data/LRTP

Bicycle and Pedestrian Safety Studies

- Collier MPO Pedestrian and Bicycle Safety Study
- Pinellas MPO Bicycle Plan Update *
- Hillsborough MPO Bicycle Safety Action Plan *

Bicycle and Pedestrian Plans

- Overland Park & Mission, KS Bicycle Plan *
- St Augustine Bicycle Wayfinding Plan *
- City of Rochester, NY Bicycle Master Plan *
- Palm Beach MPO Bicycle Master Transportation Plan *

Complete Streets

- Complete Streets Planning Services, Mid-America Regional Council (Kansas City, MO) *

*Work performed with another company



A. Nilgün Kamp, AICP

Funding Specialist

Education

- MA, Economics, University of South Florida
- MA, Pacific International Affairs, University of California
- BA, Economics, University of California

Years of Experience

21

Certifications

AICP #19238

Professional Affiliations

- American Planning Association (APA)
- American Institute of Certified Planners (AICP)
- Women's Transportation Seminar Board Member, Tampa Bay Chapter

Nilgün has been involved in public infrastructure financing for the past 20 years. She has served as the project manager for approximately 150 impact fee, assessment, and user fee development and implementation studies for parks and recreational facilities, fire, EMS, schools, law enforcement, correctional facilities, government buildings, transportation, solid waste and libraries. Examples of her recent and current projects include those for Cities of Parkland, Oviedo, Casselberry, and Orlando, as well as Collier, Indian River, Hernando, Orange, Osceola, and Charlotte Counties, and others. She is regularly invited to make presentations at the industry conferences.

Her experience also includes demographic and travel behavior analysis, demographic and population projections for funding studies, travel behavior analysis, economic and fiscal impact studies, demand components, demand analysis, and other related assessment and impact fee support activities.

Representative Projects

Parks and Recreation

- Indian River County (2004, 2013)
- Charlotte County (2013)
- City of Lakeland (2006, 2009, 2013)
- Collier County (2009, 2013)
- City of Casselberry (2013)
- City of Oviedo (2005, 2013)
- Orange County (2004, 2012)
- City of North Port (2011)
- Volusia County (2008)
- Panama City (2008)
- Lake County (2007)
- City of Helena, MT (2007, 2009)
- Lewis & Clark County, MT (2007, 2009)
- City of Kissimmee (2007)
- City of St. Pete Beach (2006, 2007)
- City of Ft. Pierce (2006)
- City of Tavares (2006)
- City of Apopka (2006)
- City of DeBary (2006)
- Highlands County (2006)

Schools

- Indian River County (2004, 2013)
- Hernando County (2013)
- Osceola County (2009, 2012)
- Collier County (2006, 2008, 2011)
- Volusia County (2004, 2008, 2009)
- Highlands County (2006)
- Orange County (2007, 2009)
- Citrus County (2003, 2006)

Transportation

- Indian River County (2013)
- Charlotte County (2013)
- Collier County (2005, 2008, 2010, 2013)
- City of Sarasota (2013)
- Hernando County (2013)
- Orange County (2013)
- City of Orlando (2012)
- Osceola County (2011)
- City of North Port (2011)
- City of Haines City (2009)
- Sumter County (2008)
- Leon County (2008)
- Panama City (2008)
- City of Bozeman, MT (2007)
- City of Helena, MT (2007, 2009)
- Lewis & Clark County, MT (2007,

PUBLICARTCOLLABORATIVE

Janet Kagan MBA, MA

Janet Kagan is a Founding Principal of the Public Art Collaborative. She has more than three decades of experience working with mature and emerging arts programs, artists, design professionals, private and non-profit organizations, and government. Kagan has held positions in city and county government, local and statewide non-profits, and international architectural and interpretive design firms. These perspectives and partnerships have produced innovative strategic alliances and master plans, new programs and projects, and contextually sensitive policies and implementation guidelines for community well-being and growth. She believes that the strength of our cultural arts relies on keen aesthetic and curatorial vision, profound respect for community distinction, and abundant appreciation for the mind and eye of artists-artisans- designers. Her approach to strategic planning and management of creative work is grounded in principles of public collaboration, identification of the most appropriate artists and designers for the community, and the creation of extraordinary artwork that connects us with

new perceptions. This spotlight on how artists, designers, and organizations can align to make cities artful creates the framework for the future legacy of each community.

In 2005, she was elected to the Governing Council of the Public Art Network (PAN) of Americans for the Arts; from 2008 – 2010 she served as its Chair. From 2002-2008, she served on the Board of the Chapel Hill Public Arts Commission as Chair, Director of Percent for Art, and Director of Community Artist Residencies. She also serves on boards and committees of national and regional arts organizations, participates on artist and grant selection panels and juries, and lectures and publishes on the impact of community, creative, and cultural art.

Kagan holds an MBA from Simmons College School of Management and an MA in Philosophy of Art from Duke University. She is Associate Editor of the International Journal of the Arts in Society, and a member of the Board of Directors of Art-Force.

Dave Peterson,

Director of Specialized Planning

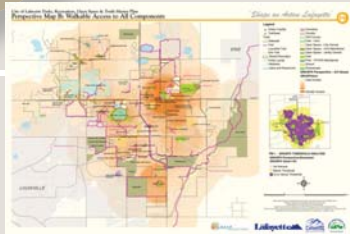
PLA

- Member of Design Concepts since August of 2004
- Bachelor of Science in Landscape Architecture; Colorado State University, 2004; Magna Cum Laude.
- Master of Science in Exercise and Sports Sciences; University of Arizona, 1991
- Bachelor of Science in Education; Univ. of Nebraska, 1989
- Registered Landscape Architect in Colorado (#977), 2012; and Virginia (#0406001848), 2014



Dave started his career with Design Concepts in community development and planning but expanded to park and school design. This provided an excellent transition into park and recreation master planning. This variety of experience within the office as well as his diverse background in education and sports medicine make him a valuable member of the Design Concepts team.

Dave loves the latest in software and technology and is always looking for the newest computer graphic technique or process to incorporate into his projects. He also enjoys the opportunity to visit hundreds of parks each year as part of GRASP® inventory and assessment. Parks and recreation master planning and comprehensive GIS mapping using composite values methodology incorporates both detailed and broad thinking and therefore is a good match for his skills. Dave is both a Registered Landscape Architect in Colorado and a CLARB Certified Landscape Architect



SPECIALIZED PLANNING: GRASP® PARKS AND RECREATION MASTER PLANNING & GIS MAPPING / ANALYSIS

- Stafford County, VA – Parks Utilization Plan (Phase 1-Athletic Fields), 2013
- Farmington, NM - Comp. Parks, Rec. & Cultural Services Master Plan, 2013
- Healthy Communities Surveillance and Management Project – Liberty, MO Healthy Communities Beta Site, 2013
- Sterling, CO – Parks and Recreation Master Plan, 2013
- Maryland Department of Natural Resources - Maryland Land Preservation & Recreation Plan
- Green Valley Ranch Metro District, Denver, CO - Parks & Recreation Master Plan
- Tualatin Hills Park & Recreation District, Beaverton, OR - Parks & Recreation Master Plan
- El Paso County, CO - Parks, Trails & Open Space Master Plan Update
- Desert Recreation District, Indio, CA - Parks & Recreation Master Plan
- Forest Preserve of Cook County, IL - Recreation Master Plan
- North Clackamas, OR - Parks & Recreation Master Plan
- Charleston County, SC - Parks, Recreation, Open Space & Trails Master Plan
- Post Falls, Idaho - Parks and Recreation Master Plan
- Corvallis, Oregon - Parks and Recreation Cost Recovery Model and Master Plan Update
- Louisville, Colorado - Parks, Recreation, Open Space & Trails Master Plan
- Palm Springs, California - Parks and Recreation Master Plan
- Spokane, Washington - Roadmap to the Future
- New Mexico - Statewide Comprehensive Outdoor Recreation Plan

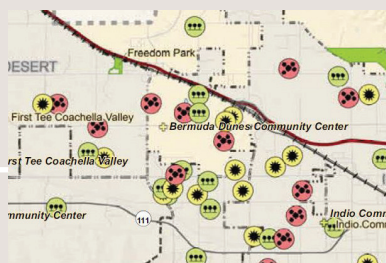
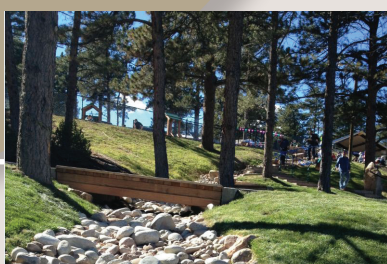
MASTER PLANNING

- Park Pavilion Master Plan - Eagle-Vail, Colorado
- West Gunnison Neighborhood Master Plan – Gunnison, Colorado





Carter brings to his work a passion for nature, a fascination with humanity, an awe of language and strong artistic sensibilities to inform his process in creating a better built environment. His desire to connect people to their world through meaningful design and community-oriented planning has steered his career toward public sector projects. His professional experience includes master planning, GIS analysis, facilitation, conceptual design, planting design, construction documentation, cost estimation, and competition entry. As comfortable designing an urban plaza as drafting a master plan or running a public meeting, Carter is ever seeking new opportunities to expand his skill set. He is currently focused on GRASP® projects and is in pursuit of state licensure.



SPECIALIZED PLANNING: GRASP® PARKS AND RECREATION MASTER PLANNING & GIS MAPPING / ANALYSIS

- Maryland Department of Natural Resources - Maryland Land Preservation and Recreation Plan
- El Paso County, CO - Parks, Trails, & Open Space Master Plan Update
- Desert Recreation District, Indio, CA - Parks and Recreation Master Plan
- Institute for Public Health Initiatives / Prince George's County, Maryland- Safe Routes to Play Blueprint
- Lafayette, CO - Parks, Recreation, Open Space, and Trails Master Plan
- Liberty, MO - Healthy Communities Surveillance and Management Project
- Tualatin Hills Park and Recreation District, Beaverton, OR - Master Plan Update

PARKS AND RECREATION

- Town of Nederland Gateway Park Area Master Plan - Nederland, CO
- Wulf Park Redevelopment - Evergreen, CO
- Wheelock Park Master Plan- Keene, NH
- Arapahoe County Fairgrounds Regional Park Schematic Design - Arapahoe County, CO

Previous Experience Includes:

Parks and Recreation; Miscellaneous

- Fire Island National Seashore General Management Plan
- Middle Kyle Canyon Master Plan
- Yellowstone National Park Cultural Resource Inventory
- Bandelier National Monument Cultural Landscape Report
- USFS Region 8 Visitor Safety Communication Study
- Northern Colorado Cultural Heritage Strategic Plan
- Broadway/Euclid Pedestrian Underpass Design

OTHER

- Final Design Review Juror, University of Colorado at Boulder, Spring 2013
- Teaching Assistant, University of Colorado-Denver, Spring 2009



C. CHRIS CARES

Chris possesses a diverse background in public and private planning. A founding partner of RRC Associates, he specializes in practical applications of research techniques including survey and qualitative research, modeling and applied analysis to solve problems in city planning, administration, and business applications. Parks and recreation needs assessments are particular areas of specialization. Chris has overseen numerous community/citizen surveys in towns and counties throughout the United States, which provide input to parks, recreation, trails, open space, and planning needs assessments. The results of these studies typically become incorporated into parks and open space master plans, or other policy documents.



Professional Experience

1983 to present MANAGING DIRECTOR/FOUNDING PARTNER
RRC Associates, Boulder, CO

Representative Projects

Parks and Recreation Surveys / Needs Assessments

Broomfield, CO	Jefferson County, CO
Cedar Rapids, IA	Louisville, CO
Cripple Creek, CO	Palm Springs, CA
Eagle-Vail, CO	San Diego County, CA
Erie, CO	State of New Mexico
Grand Junction, CO	Spokane, WA
Oklahoma City, OK	Superior, CO
Larimer County, CO	

RELEVANT BOARD EXPERIENCE
(Former) Breckenridge Outdoor Education Center, Breckenridge, CO – boec.org

GP RED – Research, Education and Development for Health, Recreation and Land Management – gpred.org
(currently board president)

Tourism and Ski Area Visitor Research (examples include National Ski Areas Association, Colorado Tourism Office, Vail Resorts, Copper Mountain, Telluride Ski and Golf Company, Crested Butte Mountain Resort, Cedar Rapids, IA)

Housing and Transportation Needs Assessments (examples include Boulder, Lafayette, Longmont and Westminster, CO; Eagle County and Town of Vail; Grand Junction, Pueblo, Weld County, CO)

Education

Master of City Planning: Harvard University, 1975
Bachelor of Arts, Political Science: University of Rochester, 1972
University of Michigan, 1971

Further Work Experience

1977-81 PLANNER/ASSOCIATE, Gage Davis Associates—Boulder, CO
Associate in charge of research studies for major destination resorts in Colorado and Utah

1976-77 PLANNER, City of Boulder—Boulder, CO

1975 PLANNER, Lincoln-Uinta Counties Planning Office—Kemmerer, WY

GREENPLAY, LLC REPRESENTATIVE PROJECT EXPERIENCE

City of Winter Haven, Florida | Parks and Recreation Master Plan

In conjunction with HHI Design

Client Contact:

Andy Palmer, *Planner*

451 Third Street, NW | Winter Haven, FL 33881

(863) 291-5600 | Apalmer@MyWinterHaven.com

GreenPlay provided a Parks and Recreation Master Plan for the City of Winter Haven, Florida. The plan served as both a vision for the parks and recreation facilities and services provided to the community and as an action plan for implementing this vision. The Plan assessed Winter Haven’s existing resources, administrative processes, and the community’s unique needs. The citizen-driven Plan established a clear set of goals, policies, and objectives that provided direction to the City for recreation programming, park renovations and improvements, facility development and enhancements, marketing, and fund allocation. *Team members included Design Concepts and Geowest.*



Broward County, Florida | Needs Assessment for the Parks and Recreation Division

Client Contact:

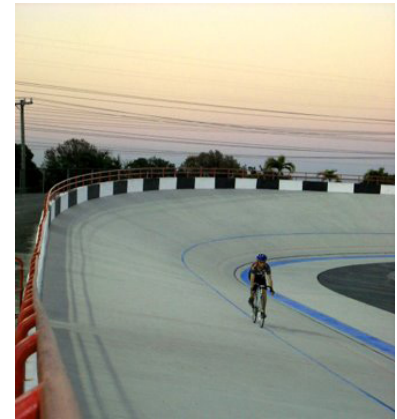
Mary Noe, Administrative Manager II

950 NW 38th Street

Oakland, FL 33309

954-357-8175 | mnoe@broward.org

GreenPlay created a Comprehensive Needs Assessment for the Broward County Parks and Recreation Department to provide a statistically-valid analysis of the needs of the Division. This project encompasses determining needs for facilities, lands, trails, and programs for Broward County, based on extensive community engagement, a statistically-valid survey, economic impact analysis, staff interviews, involvement of local municipalities, and level of service comparisons. *Team members included W Mack Associates, Willdan Financial, RRC Associates, and Design Concepts.*



City of Wellington, Florida | Recreation Center Renovation, Spatial Analysis Study

Client Contact:

Jim Barnes, Director of Operations

12300 Forest Hill Blvd.

Wellington, FL 33414

(561) 324-4259 | jbarnes@wellingtonfl.gov

The City of Wellington hired GreenPlay to conduct an analysis of the spatial needs and the building program for renovations to the Wellington Recreation Center. To conduct this assessment, the consultants worked with Wellington staff and key stakeholders to determine how to make the recreation center best meet the needs of the City. Our team reviewed previous planning documents, participation reports, and other related available information and conducted an on-site visit to examine the operations and the facility’s location. The project involved a public process to determine the needs and concerns of key stakeholders. This process included multiple focus groups of staff and invited stakeholders; individual interviews with key staff, decision makers, and stakeholders; and tours of the center, Village Park, City Hall, and the surrounding areas. A Recreation Center Building Program Report was created to help inform the future design-build process for the center, including listing and concepts for recommended spaces, approximate square footage, along with a schematic diagram of potential flow, adjacencies, and relationship of the spaces. *Team members included BRS Architecture.*



Lake County Parks & Recreation Master Planning, Design & Implementation

Lake County, Florida



Project Overview

HHI Design (now Tindale Oliver Design) has been providing parks master planning, design and implementation services through continuing services and project specific contracts to assist Lake County with a variety of assignments since 2004.

Knowledge

- The county did not have a parks and recreation master plan and lacked adequate facilities.

Insights

- The county wide PRMP focuses on active recreation, resource based recreation, greenways and trails. The goals, objectives and strategies contained within the master plan became the foundation for updating Lake County's Recreation and Open Space Element and led to the design and implementation of the facilities listed below.

Outcomes

- An intensive public participation program was developed and implemented by Tindale Oliver Design.
- The Countywide Parks, Recreation & Trails Master Plan identified recreational facility and program needs, recommended location of future parks and trails facilities by planning district and established level of services and facility standards for various park types
- Updated Recreation and Open Space Element
- Assisted to prepare Recreation and Open Space Report
- Prepared Criteria for Environmental Lands Program
- Designed Standards for Park Signs and Entry Ways
- Completed Planning, Design and Construction Phase Services for the following parks:
 - P.E.A.R Park
 - North Lake Community Park
 - Lake May Reserve
 - Pine Forest Park
 - Ferndale Preserve
 - Astor Lions Park

“ Tindale Oliver Design has provided creative solutions for a wide variety of project types and has worked diligently to respond to variations in project schedules and deadlines when they arise.

I would highly recommend Tindale Oliver for your project needs.”

***Bobby Bonilla,
Lake County Parks & Trails Director***



Logo developed for the PRMP.



Active park prototype.

TOA Contact:

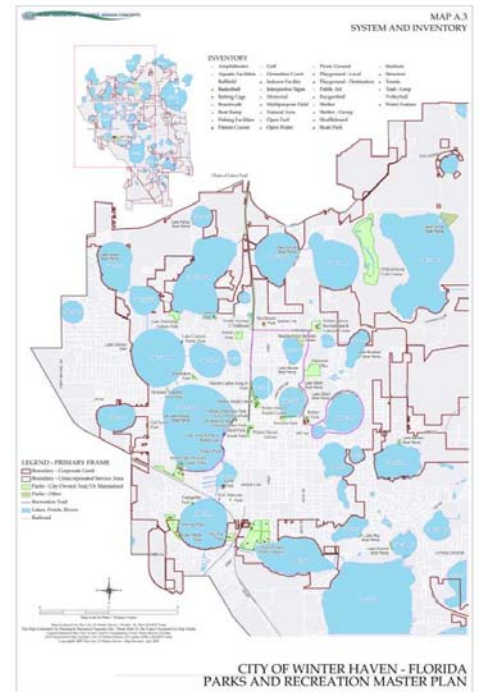
Ginger Corless, AICP, CPRP
VP/Director of
Community Planning & Design
Tindale Oliver Design
135 West Central Boulevard, Suite 450
Orlando, FL 32801
(407) 657-9210
gcorless@tindaleoliver.com

Client Contact:

Bobby Bonilla, Parks & Trails Division Manager
Lake Department of Public Works
P.O. Box 7800
Tavares, FL 32778
(352) 253-4950
rbonilla@co.lake.fl.us

Parks & Recreation Master Plan

Winter Haven, Florida



Level of services and access mapping was completed to assess park accessibility and location.

Project Overview

HHI Design (now Tindale Oliver Design, a division of Tindale Oliver) was selected to prepare a comprehensive Parks, Recreation, and Trails Master Plan to guide the development of new facilities, protect natural resources, and improve the quality of life.

Knowledge

- City committed to providing premier facilities, programs, athletic opportunities, beautification, and recreation outlets for community residents.

Insight

- Tindale Oliver was so familiar with the City's leisure goals, our firm provided continuing landscape architecture, parks master planning and design services.

Outcomes

- Intensive public involvement program needed to gauge citizen demand for recreation facilities and services.
- Completed inventory/analysis of existing recreation facilities.
- Conducted public workshops to inform and build consensus.
- Authored final plan to improve City's parks and recreation spaces.
- Updated Recreation and Open Space Element of the City's Comprehensive Plan

TOA Contact:

Ginger Corless, AICP, CPRP
VP/Director of
Community Planning & Design
Tindale Oliver Design
135 West Central Boulevard, Suite 450
Orlando, FL 32801
(407) 657-9210
gcorless@tindaleoliver.com

Client Contact:

Andy Palmer, Planner
Winter Haven Leisure Services Division
210 Cypress Garden Boulevard
Winter Haven, FL 33880
(863) 291-5656
apalmer@mywinterhaven.com



DESIGN CONCEPTS

RECREATION MASTER PLANNING

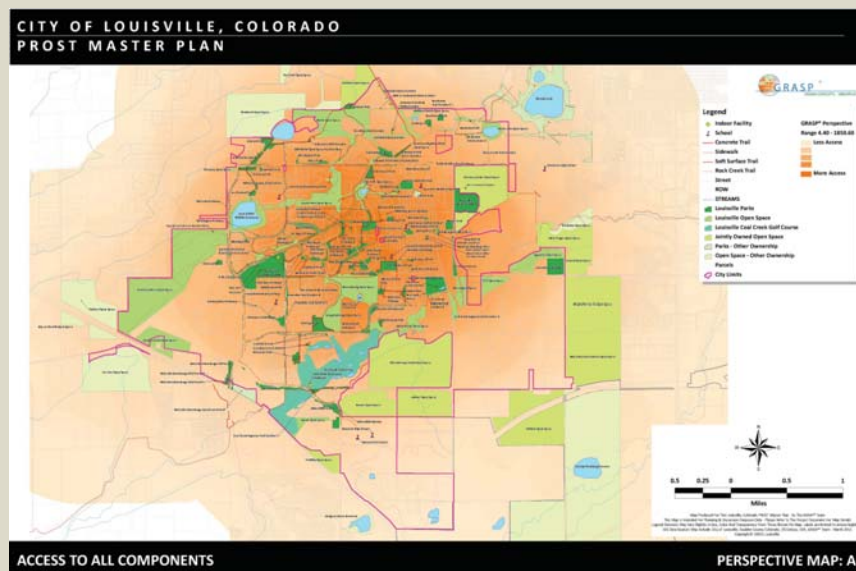


DESIGN CONCEPTS GREENPLAY

Design Concepts, CLA, Inc. has been collaborating with GreenPlay, LLC on master plans for a number of communities over the past few years. Together, we have developed the **GRASP® (Geo-Referenced Amenities Standards Process)** methodology, a unique tool that bases our plans on a Level of Service measurement that brings both the quantity and the quality of the component parts of the system into the equation. At the same time, we have developed methods for effective public involvement in our projects. This assures that our plans are based on solid analysis and reflect the needs and desires of the public that they serve.

- **Prince Georges County, MD** - Safe Routes To Play (GP RED)
- **Farmington, NM** - Comprehensive Parks, Recreation and Cultural Services Master Plan
- **Spearfish, SD** - Comprehensive Sports Field Plan
- **Sterling, CO** - Parks & Recreation Master Plan
- **Liberty, MO** - Healthy Communities Beta Site (GP RED)
- **Maryland Dept. of Natural Resources** - Maryland Land Preservation & Recreation Plan
- **Lafayette, CO** - Parks, Recreation, Open Space & Trails Master Plan Update
- **Salida, CO** - Salida Hot Springs Pool/Centennial Park Feasibility Study
- **Green Valley Ranch Metro District, Denver, CO** - Parks & Recreation Master Plan
- **Tualatin Hills Park & Recreation District, Beaverton, OR** - Parks & Recreation Master Plan
- **El Paso County, CO** - Parks, Trails & Open Space Master Plan Update
- **Desert Recreation District, Indio, CA** - Parks & Recreation Master Plan
- **Forest Preserve District of Cook County, IL** - Recreation Master Plan
- **North Clackamas, OR** - Parks & Recreation Master Plan
- **Charleston County, SC** - Parks, Recreation, Open Space & Trails Master Plan
- **Nederland, CO** - Open Space, Trails, Parks and Outdoor Recreation Master Plan Update and Gateway Park Concepts
- **Eastern Rio Blanco Metro Recreation and Park District** - Meeker, CO - Parks and Recreation Master Plan
- **Post Falls, ID** - Parks and Recreation Master Plan
- **Corvallis, OR** - Parks and Recreation Cost Recovery Model and Master Plan Update
- **Keene, NH** - Recreation Management Plan
- **Alexandria, VA** - Indoor/Outdoor Playspace Assessment
- **Essex, VT** - Parks & Recreation Needs Assessment
- **Cary, NC** - Parks & Recreation Master Plan
- **Williston, ND** - Parks & Recreation Master Plan
- **Evergreen, CO** - Parks & Recreation District Master Plan
- **Indiana University** - Healthy Communities/Active Living Study
- **City of Louisville, CO** - Parks and Recreation Master Plan
- **Maryland National Capital Parks and Planning Commission, Montgomery County, MD** - 2030 Vision and 10-Year Strategic Plan
- **Spokane, WA** - Method of Eight - Roadmap to the Future (GP RED)
- **Palm Springs, CA** - Parks and Recreation Master Plan
- **Tulsa, OK** - Parks and Recreation Master Plan
- **Wake Forest, NC** - Parks, Recreation, and Cultural Resources Master Plan
- **Laguna Hills, CA** - Recreation Facilities Needs Assessment
- **State of New Mexico** - Statewide Comprehensive Outdoor Recreation Plan (SCORP)
- **Washington D.C.** - CapitalSpace Initiative - Maryland National Capital Planning Commission (MNCPC) - Master Plan
- **Erie, CO** - Parks, Recreation and Open Space Master Plan
- **Cripple Creek, CO** - Parks and Recreation Master Plan
- **Steamboat Springs, CO** - Parks and Recreation Master Plan
- **Tacoma, WA** - Parks and Recreation Master Plan
- **Prospect Recreation District, CO** - Parks and Recreation Master Plan
- **Pueblo, CO** - Parks and Recreation Assessment and Implementation Plan
- **Cedar Rapids, IA** - Parks & Recreation Master Plan
- **Hayden, CO** - Parks & Recreation Master Plan
- **Woodburn, OR** - Parks & Recreation Master Plan Update
- **Asheville, NC** - Parks & Recreation Master Plan
- **Grandview, MO** - Parks & Recreation Master Plan
- **Windsor, CO** - Parks & Recreation Master Plan Update

- **Iowa City, IA** – Parks, Recreation & Trails Master Plan
- **Arlington, TX** – Needs Analysis
- **Eagle-Vail Metro District, CO** – Parks & Recreation Master Plan
- **Fort Lauderdale, FL** – Parks & Recreation Master Plan
- **Lone Tree, CO** – Parks, Trails & Recreation Master Plan
- **Salida, CO** – Parks, Recreation, & Trails Master Plan
- **Lakewood, CO** – Community Resources Master Plan
- **Brighton, CO** – Parks & Recreation Master Plan Update
- **Winter Haven, FL** – Parks, Recreation & Trails Master Plan
- **Bloomington, IN** – Parks & Recreation Master Plan
- **Colorado Front Range Trail** - Implementation Plan
- **Strasburg, CO** - Parks Recreation & Trails Master Plan
- **Washington DC** – National Capital Planning Commission – CapitalSpace Initiative
- **Raymore, MO** - Strategic Implementation Plan
- **Town Of Vail, CO** - Parks & Recreation Master Plan
- **Glenwood Springs, CO** - Parks & Recreation Master Plan
- **Coppell, TX** - Master Plan
- **Dillon, CO** - Parks & Recreation Master Plan
- **Oregon City, OR** - Parks & Recreation Master Plan
- **Commerce City, CO** - Strategic Plan
- **Roswell, NM** - Parks & Recreation Master Plan
- **La Quinta, CA** - Parks & Recreation Master Plan
- **Monte Vista, CO** - Parks & Recreation Master Plan
- **Ft Collins, CO** - Parks & Recreation Policy Plan Update
- **South Jordan City, UT** - Master Plan
- **National Recreation & Park Association** - NFL Grant
- **Charlotte County, FL** – Parks & Recreation Master Plan
- **City of Denver, CO** – Recreation Center Needs Assessment & Service
- **City of Sherwood, OR** – Parks And Recreation Master Plan
- **City of Lisle, IL** – Park District Master Plan
- **University Place, WA** – Capital Strategy Study
- **Montrose Recreation District, CO** – Parks & Recreation Master Plan
- **City of Casa Grande, Arizona** – Parks, Recreation, Open Space And Libraries Master Plan
- **County of Arlington, VA** – Public Spaces Master Plan
- **City of Las Cruces, NM** – Parks And Recreation Master Plan
- **City of Brookline, MA** – Parks And Recreation Master Plan
- **City and County of Denver, CO** – Athletic Fields Master Plan
- **City of Louisville, Colorado** – Athletic Fields Feasibility Study
- **Town of Superior, CO** - Parks, Recreation, Open Space And Trails Master Plan
- **City of Colorado Springs, CO** – Red Rock Canyon Open Space Master Plan
- **Town of Evans, CO** - Trails And Open Space Master Plan
- **City of Fort Morgan, CO** - Parks, Trails, Recreation And Open Space Master Plan
- **Town of Windsor, CO** - Parks, Recreation, Trails, And Open Lands Master Plan
- **City of Longmont, CO** - Open Space And Trails Master Plan



RRC has extensive experience with parks, recreation, open space, and trails needs assessment studies for cities, counties, recreation districts, and also at the state level. The goal of the studies is to obtain citizen input on a variety of topics related to parks and recreation use, values, and community priorities for future improvements. Many studies also have particular emphasis on gauging support for community recreation centers and aquatic facilities. A variety of research techniques are used in the studies, including telephone, mail, Internet, user surveys, and focus groups. Current satisfaction levels with existing facilities and programs are also measured, as is the relative importance of specific new priorities, facilities, and policies most desired and needed by the communities. Results and conclusions from the research help guide the development of parks and recreation master plans in the communities.

Some of our clients include:

- National Recreation and Parks Association (NRPA)
- County of San Diego Department of Parks and Recreation
- City of Asheville, NC Parks and Recreation
- City of Austin, TX Parks and Recreation
- City of Boulder, CO Parks and Recreation
- Boulder Valley (CO) School District Athletic Facilities
- Los Alamos County, NM Parks and Recreation
- Maryland-National Capital Parks and Planning Commission, Prince George's County and Montgomery County
- City of Cary, NC
- Oklahoma City Recreation Facilities & Programs Needs Assessment
- New Mexico Statewide Comprehensive Outdoor Recreation Plan
- City of Steamboat Springs, CO Parks and Recreation
- City of Burien, WA Recreation/Community Center
- City of Cedar Rapids, IA Parks and Recreation
- Denver Recreation Centers Needs Assessment
- City and County of Broomfield, CO
- Grand Junction, CO Parks and Recreation
- City of Palm Springs, CA Parks and Recreation
- City of Sherwood, OR Cultural Arts/Community Center
- City of Spokane, WA Parks and Recreation
- Vail Recreation District / Vail Parks and Recreation
- City of Woodburn, OR Parks, Recreation, Open Space and Trails
- City of Tulsa, OK Parks and Recreation



Denver Recreation Centers Needs Assessment



City and County of Broomfield



PUBLICARTCOLLABORATIVE



Milling Around

Working on behalf of and through the City of Clinton, the Public Art Collaborative assisted the City and its civic leadership in the creation of public processes for artist calls, artist selection and evaluation, and contract considerations. We developed implementation strategies to engage the community's nonprofit and arts organizations throughout the planning, design, and execution of the artwork.

Milling Around, fabricated from original art and transferred into cast glass, evokes the history of the mill wheel that drove the industrial history of the City. Today, it marks the center of town and the expression milling around downtown has been adopted by the community.

- 2008-2011
- Design of City of Clinton NC Cultural Art Strategic Plan
- Development + Execution of Public Arts Processes
- Project Management for First Civic Artwork
- \$150,000 : Funding provided by the City of Clinton, National Endowment for the Arts, and private philanthropy

PUBLICARTCOLLABORATIVE



Around Town

On behalf of the Town of Chapel Hill and the Chapel Hill Public Arts Commission, we drafted and received municipal approval for the community's first Percent for Art Ordinance. Subsequently, through the allocated one percent, we wrote calls for artists, established an artist selection committee comprised of arts professionals; community members; representatives from the Public Arts Commission, Town Council, project architect, Manager's Office, and Public Works and Transit. We managed the artist selection process, its design and review procedures, and the conceptual development, design, fabrication, and installation of Around Town, which is sited at the Chapel Hill Transit building complex.

The artwork is located at the entry to the building and its parking lot. Along the bench, the back shifts sides, allowing those seated the option of one view or another like passengers on a bus. Large black granite forms at either end of the bench recall enormous bus tires. The seat back is a sculpted, undulating elevation that references the region's rolling topography.

Engraved into the bench are images from the area, such as local architecture, wildlife, and sports references.

- 2004-2007
- Town of Chapel Hill and the Chapel Hill Public Arts Commission
- \$420,000 : Funding provided by the US Department of Transportation, State of North Carolina, and the Town of Chapel Hill

ABILITY TO WORK WITH GOVERNMENTS AND LEAD PUBLIC INPUT PROCESS

Experience Working With Governmental Agencies

Ninety-five percent (95%) of our projects have been performed for public clients. Collectively, the GreenPlay Team offers a comprehensive set of skills built on a foundation of excellent verbal and written communication abilities. We are known for our proven experience in dealing with adjacent and associated public and private entities. Our experience allows us to effectively manage our time while producing plans that are detailed, customized, and implementable.

Demonstrated Ability to Lead Public Input Process

We are professional facilitators and objective community engagement specialists. We utilize a detailed and well-developed public and key stakeholder methodology that helps identify all needs, issues, opportunities, and priorities for your community. Most of our projects have included significant public processes, and all of our team members are experienced facilitators who are adept at encouraging discussion and active participation by all.

We utilize a formalized assessment matrix that evaluates feedback from key community participants through specified methodologies that provide measurable outcomes. We recognize that public involvement is a critical component in developing projects that realistically represent the public's opinion. We employ many techniques to involve as much of the community as possible, including hard-to-reach populations such as teens, seniors, non-users, and other sectors of the population. In addition, the decided upon parameters become easily explainable to the public and can be used to provide presentations and justification as needed for managing lands and services. Our methodologies provide easily understood information that helps to guide staff and officials in decision making long after the project has been completed.

We have worked on many award-winning master plans, including:

Lafitte Greenway Programming Plan, New Orleans, Louisiana *(in conjunction with Design Workshop)*

- 2013 National Award of Excellence - ASLA

El Paso County, Colorado - Parks, Recreation, and Open Space Master Plan

- 2013 Merit Award for "Outstanding Planning Project" APA Colorado Chapter
- 2013 Starburst Community Award from the Colorado Lottery.

Wimberley Blue Hole Park Regional Master Plan *(in conjunction with Design Workshop)*

- 2011 Honor Award for Excellence Texas ASLA

Maryland National Capital Park Planning Commission, Montgomery County Maryland Strategic and 2030 Business Plan

- 2012 Award for an Outstanding Regional or Comprehensive Plan by the National Capital Area Chapter of the American Planning Association
- 2013 Project Excellence Award from the Society of Recreation Professionals

5.2 Project Understanding and Proposed Scope of Work

Project Understanding

We understand that the City of Fort Lauderdale is interested in obtaining a professional parks and recreation consultant to prepare an update to the 2008 Parks and Recreation Department Long Range Strategic Plan, which was completed by GreenPlay and Design Concepts as sub-consultants to Glattig Jackson.

We recognize that the City is home to a population of about 170,000 residents, and covers about 33 square miles. The largest municipality in Broward County, we know that Fort Lauderdale is also a popular vacation destination. Its pristine beaches, high quality parks and recreation amenities, wide variety of employers, and tropical climate attract businesses, residents, and visitors from all over the world. We understand that the City's Parks and Recreation Department plays into its quality of life, and that the Department is dedicated to providing a multitude of activities and programs that will foster the health of the community. Fort Lauderdale has been named a Playful Community by KaBOOM!

We understand that the City's location makes it particularly vulnerable to sea level rise, and that this and other potential challenges resulting from climate change will be critical to the development of recommendations. We are well-versed in risk management and disaster preparedness and response in our creation of master plans.

CAPRA Integration

We recognize that the City is one of only 138 agencies that are accredited by the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). GreenPlay is tuned into the requirements for "evidence" for the CAPRA standards, and Teresa Penbrooke is a Visitor Chair for CAPRA. We also realize that the City is dedicated to maintaining a quality parks and recreation system for residents and visitors. While we can never guarantee acceptance of any evidence, we will gear this broad planning effort to meet the criteria for the following Standards:

- 1.4.1 Agency Goals and Objectives
- 2.4 Park and Recreation System Master Plan
- 2.5 Strategic Plan
- 3.4.2 Community Relations Plan
- 3.4.3 Marketing Plan
- 6.1 Recreation Programming Plan
- 7.2 Area and Facilities Development Policies and Procedures
- 7.5 Maintenance and Operations Management Standards
- 10.4 Needs Assessment
- 10.5.1 Recreation and Leisure Trends Analysis

Scope of Work

The following Scope of Work primarily details the tasks we will complete to develop this plan.

A. Strategic Kick-Off and Determination of Critical Success Factors

Project Coordination

If selected to complete the plan, the GreenPlay team will provide a **Detailed Work Plan** within 10 days of the award of contract for discussion at a Strategic Kick-Off (SKO) meeting. We will review the details of the work plan and will formalize the timeline and requirements for the planning process, including accepted methodologies and tasks, final number and types of meetings, expected quality and formats for deliverables, and agreement on the implementation strategies. We will set a finalized timeline for the stakeholder involvement process and the anticipated approval process.

Project Management Efficiency

GreenPlay is pleased to maintain that we have never missed a project end date due to internal workloads. We propose projects based on the best professional project management practices, along with grouping of tasks to allow for concurrency and economization of time when possible. However, we do not rush the important elements on which we need to spend more time to identify and analyze the “full story” for best project completion. We also understand the daily responsibilities for your project staff, and work to minimize our impacts on staff workloads, while providing a strong focus on detail, efficiency, and expedient successful completion of your plan.

Project Coordination

Having worked as professionals on “your side of the table,” we understand how important it is for consultants to be accessible. We also understand the importance of your daily responsibilities. We will work closely with your team during the SKO to identify key “**Critical Success Factors**” that will help ensure that this project is successful and achieves your desired level of involvement and outcomes. We will also supply written **Monthly Progress Reports** that cover recent progress, outstanding issues or information needed, and upcoming meetings and agendas. We will always be available for phone or email communication. We want to be as timely and efficient as possible, while also being thorough and complete.

Integration of Existing Vision, Goals, Operations, Budgets, and Plans

Our team will evaluate and effectively utilize information from planning documents, inventory maps, budgets, work plans, and funding plans utilized by the City to facilitate the comprehensive coordination of direction and recommendations. We understand that these plans will include (but may not be limited to):

- Parks and Recreation Department Administrative Policies and Procedures
- Parks and Recreation Department Long Range Strategic Plan, adopted in 2008
- Parks and Recreation Department Recreation Programming Plan
- Parks and Recreation Department ADA Facilities Assessment
- Fort Lauderdale Comprehensive Plan
- Fort Lauderdale Comprehensive Plan Parks and Recreation Element
- Fort Lauderdale Budget and Community Investment Plan
- Press Play Fort Lauderdale Strategic Plan, 2018
- Fast Forward Fort Lauderdale Vision Plan, 2035
- Fort Lauderdale Sustainability Action Plan
- Downtown Master Plan, Riverwalk District Plan, Central Beach Master Plan and all other development and master planning documents
- Broward County Cultural Division Creative Broward 2020 Plan
- Broward MPO Long Range Comprehensive Plan
- Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP)
- Southeast Florida Regional Partnership Seven50 Plan
- Southeast Florida Regional Climate Action Plan, 2012
- CAPRA 2014 National Accreditation Standards

Public Involvement

The participation process utilized will be customized to the City’s unique situation, emphasizing data collection methods that are efficient, effective, and that incorporate your available resources to the greatest extent possible through a range of public outreach methods. We understand that Fort Lauderdale residents are very engaged in the community, and that their input will be critical to the development of this plan. Individual users and non-users, user groups, special interest organizations, associations, leagues, and other stakeholders will be given ample opportunity to participate in the development of this Master Plan. Our team will explore knowledge of local issues and concerns that will assist us in producing useful and pertinent community feedback. At least four public workshops will be held, and we typically include targeted focus groups and individual key stakeholder interviews as well.

Having recently completed the Needs Assessment for the Broward County Parks and Recreation Division, and currently completing a Parks and Recreation Master Plan for the City of West Palm Beach, we are aware of the inherent challenges of obtaining community feedback in your region.

During the Strategic Kick-Off meeting, we will work with the City to determine desired stakeholders for this project. We will work with the City’s project manager to determine who should be engaged, for which part of the project, and from where in the City.

Deliverables

- Final scope of services
- Project schedule
- Public involvement process and schedule

B. Inventories of Assets, Programs, and Alternative Providers

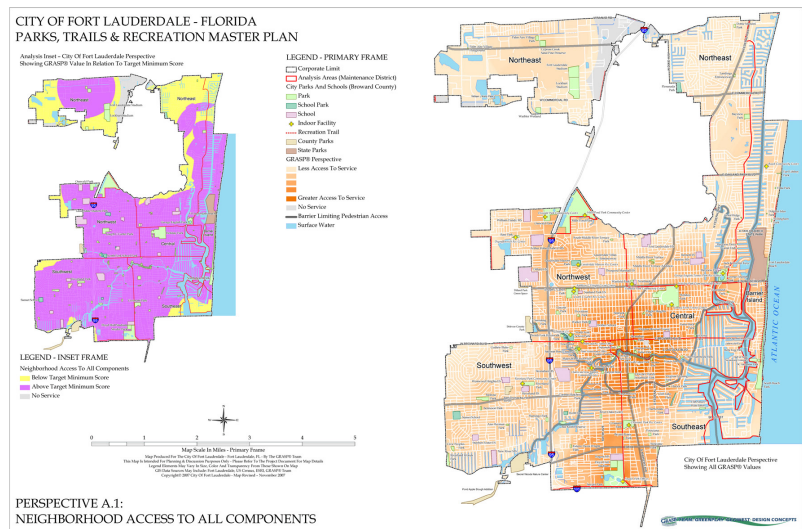
Parks, Resources, and Recreation providers in Fort Lauderdale

Working with your staff and stakeholders, our team will compile an extensive dataset of relevant providers and their offerings within the City. We will design and provide a collection template and a process to identify the offerings of other municipalities, special districts, schools, and other public, private, and non-profit alternative providers. We will also develop a base map and regional maps to communicate the vision to all stakeholders.

We know that the rich historical, archaeological, and biological resources of the City are of great interest to residents who highly value their preservation, interpretation, and conservation, and that one of the goals of this Parks and Recreation System Master Plan is to appropriately balance the resources and priorities for preservation and active use.

Mapping of Assets and Program Locations

The GreenPlay/Design Concepts team created the GRASP® Level of Service Analysis for the City during the development of the 2008 Long Range Strategic Plan. Our team, led by Design Concepts for this task, will collaborate with City representatives in to determine areas in which to update this inventory. We understand that the City has an interactive GIS component to its Park Finder feature on the website. These resources will assist us in producing an accurate inventory. Team members will utilize a combination of internet research, aerial photography, hard copy maps, interviews, and field surveys to compile an inventory of all City-Owned and/or managed parks, preserves, other natural areas, facilities, programs, and services.



We will build upon work from previous planning efforts, including a review of the methodology, demographics, trends, and needs assessment in order to ensure consistency between plans. We will analyze and make recommendations for recreation programming needs based upon recreation trends, facility inventory, and service provider offerings within the City. The condition of the overall park and its amenities will become the basis for any future capital improvements within the overall park system. Existing assets will be categorized by parkland classification, land manager, property ownership, and other criteria. Relevant data will be presented in a visually appealing, and easy to read format, such as tables, charts, graphs, etc.

This portion of the plan will make maximum use of existing regional databases and documented information about resources within the City to complete:

A. Inventory Update and Review

1. Package the Current Data for Review by City
2. Updating of the Dataset based on comments or edits by City
3. Produce GRASP® Atlas
4. Identification of major pedestrian barriers and create GIS layer
5. Development of a standard/threshold for Gap Analysis

- B. Level of Service Analysis (update up to 8 Analytical Perspectives)
 - 1. Composite
 - 2. Walkability
 - 3. Indoor
 - 4. Aquatics
 - 5. Programmable Indoor Spaces
 - 6. Athletic Fields, Courts, and Gymnasiums
 - 7. Athletic Fields
- C. Establish Prioritization Criteria based on following
 - 1. Public Input
 - a. Survey
 - b. Focus groups
 - c. stakeholders
 - 2. Targeted Demographics Analysis (100's of choices but these are the most common)
 - a. Average or Median Household Income
 - b. Total Population
 - c. Age Bracket Population
- D. Develop and Present Strategies for Addressing Gaps
 - 1. Improve and/or Upgrade
 - a. Low Scoring Components
 - Impact areas of possible improvements
 - Prioritization based on population and income criteria using Targeted Demographics Analysis
 - b. Low Scoring Parks
 - Impact areas of possible improvements
 - Prioritization based on population and income criteria using Targeted Demographics Analysis
 - 2. Development
 - a. Future Parks/Newly Acquired Land
 - Impact areas of possible development
 - Prioritization based on population and income criteria using Targeted Demographics Analysis
 - 3. Acquisition/Partnerships
 - a. Addressing areas currently without service

The updated inventory and maps will be prepared and integrated with the other datasets to serve as an opportunities and constraints analysis and as an identification of issues. The opportunities and constraints analysis is intended to help guide the identification of resource-based sites, lands for acquisition for regional parks and amenities and/or preservation, interpretation, and outdoor enjoyment. The plan will include alternatives and methods for pro-active management and preservation of historical, cultural, and natural resources.

As a key component of the plan, guidelines and recommendations will be included to provide for the sound management of these resources. They will also integrate goal-oriented implementation strategies for raising public awareness of the value of these types of resources and their preservation, and will identify educational opportunities. Future programs, services, and acquisitions for purposes of preserving and managing the resources, and for engaging the public will also be recommended.

The analysis will also identify areas where biological/natural resources can be restored to enhance the experiences of the public. Although extensive field work is not anticipated to be necessary to complete the inventory and mapping efforts, reconnaissance-level “windshield” surveys will be conducted to broadly update the documented information. To the extent practicable, the veracity of the available information will be confirmed in this manner.

Inventory of Alternative Providers and Existing Partnerships

Research and Gathering of all Parks, Resources, Recreation providers

Working with your staff and stakeholders, we will compile an extensive dataset of relevant providers and their offerings within the City. We will design and provide a collection template and a process to identify the offerings of other municipalities, special districts, schools, and other public, private, and non-profit alternative providers. We will also update relevant base maps and regional maps to communicate the vision to all stakeholders.

Program Inventory

This will include a narrative and program inventory template for describing the facilities and programs in the parks and recreation system including:

- a. Programs and activities available at each site
- b. Maintenance issues
- c. Preventive maintenance practices and any concerns for each site

Public Involvement

Statistically-Valid Survey

GreenPlay proposes to work with RRC Associates (RRC), an experienced survey research firm based in Colorado, to complete the survey. RRC provides excellent reasonably priced customized surveys that rely less on comparisons to other communities in the U.S., and more on finding out what your residents and visitors want and will pay for. We will create a survey to be mailed to approximately 3,000 households in the City (depending upon level of sub-community segmentation required), with the mailing sufficient to provide a statistically-valid response. The survey will provide critical information in determining community values, satisfaction levels, needs and priorities, and demographics for the City's long range planning efforts. Our primary proposed approach is a mail survey of City residents, which has proven to be a reliable method for obtaining information from interested parties as well as non-users.

Questions will be drafted based on information gleaned in the public involvement process as well as from staff, community leaders, and steering committee input. We will review and utilize information from any other recent surveys and from surveys done by neighboring communities, and/or unincorporated areas within the City. We will ask questions about what types of programs, facilities, and services residents want in their parks and recreation, open space, and trails system, level of current usage, primary providers of services, alternative providers, quality and satisfaction levels with existing services and facilities, priorities, and willingness to pay for new services and facilities. These questions will be supplemented with questions about specific, identified community issues, as deemed appropriate.

RRC will create a survey of four to five pages in length (plus cover letter). To help improve response rates, we also anticipate that the Department would assist with marketing and creating public awareness of the survey through media and other channels, such as local newspaper, radio, cable TV, Department web site, social media, flyers, and so on. We would also encourage the Department to offer some sort of participant incentive to residents who take the survey, such as a prize drawing for passes to Department-owned and operated recreation facilities, donated gift cards to a local grocery store or other local businesses, etc.

The survey will be well written and easily understood, and the results of overall needs will be tallied and summarized. All respondent comments will be included in the final report.

To potentially increase response rates, we can create a **web-based version** of the survey for anyone who would like to utilize an online method for survey completion (if desired). These results would be coded separately to control for statistical-validity and sub-analysis. We will submit our proposed methodology to your agency for approval prior to implementation.

Public and Stakeholder Engagement

GreenPlay team members function as professional, unbiased facilitators to gather specific information. We have extensive experience working in communities of all size. We can adjust our approach based on your needs and any sensitivities. Participant feedback has indicated that our techniques and formats are well received, and provide the opportunity to better understand the planning process and make a meaningful contribution, resulting in the feeling that attending an input session was a good use of someone’s valuable time. We are well aware of the misuse of meetings that may result in frustration over having to attend too many sessions or not feeling like the time was well spent, or that a person or group of people monopolized the meeting time. Our sessions are designed to avoid these common pitfalls.



We help to build consensus and agreement on the plan by first identifying the project “givens” or parameters; making the participants aware of the process from start to finish, including where they have opportunities to contribute and who will be making final decisions; allowing and encouraging participants to hear from each other; and identifying common ground as the plan evolves. Knowing that complete consensus is not always possible, we encourage participants to think about what they can “live with” if their ideal desires not achievable, and we convey information for informed decision making. We provide written records and summaries of the results of all engagement process and communications strategies appropriate for posting to your website, if desired.

Individual users and non-users, user groups, special interest organizations, associations, and other stakeholders will be given ample opportunity to participate in the development and update of this Master Plan. Our team will explore knowledge of local issues and concerns that will assist us in producing useful and pertinent community feedback.

Potential Public Assessment & Information Gathering Tools Options				
Who	Users	Citizens/ Voters	Key Stakeholders Staff & Decision Makers Partners Alternative Providers	Consultants Project Team
Methodologies	Intercept Surveys Focus Groups Questionnaires Various Group Process Techniques SWOT Analysis Dot-ocracy	Public Meetings Statistically-Valid Surveys Commission Meetings Websites Media Outlet Group Process SWOT Analysis Dot-ocracy	Individual Interviews Small Group Meetings SWOT Analysis	Facilitation Inventory Trends Demographics Benchmarking Best Practices
Outcomes	Issues Needs Satisfaction Fee Tolerance Amenities Identity Stakeholders	Support Consensus Education Funding Tolerance Priorities	Opportunities Constraints Gap Analysis Special Interest Political Issues Historic Issues Niche Markets	Recommendations Policies Staff Development Sustainability Level of Service Community Profile Partnerships Business Planning Funding CIP & Action Plans

Based on previous successes, the following community engagement strategy is designed to assure residents, user groups, associations, neighboring communities, and other stakeholders that they are provided an opportunity to participate in the development of the plan, and is recommended for this project:

- **Initial Information Gathering:** Collection of as much information as possible on awareness, use patterns, satisfaction, desires, barriers, vision, priorities, funding possibilities, and willingness to pay, so as to inform the development of the Master Plan.

- **Focus Group Meetings:** A minimum of 4 focus groups drawing from user individuals and groups, associations, other service providers (public, private and non-profit, etc.), and primary stakeholders such as youth, seniors, other recreation providers, disabled citizens, school officials, and other stakeholders, as mutually determined.
- **Stakeholder Interviews:** During onsite visits and as appropriate, we will meet with and/or have phone conversations with those who can contribute specific information that may need to be conveyed in a more detailed manner (might include representatives from neighboring communities, sister agencies, other City departments, Advisory Board members, etc.).
- **Statistically-Valid Survey** – see full description. This tool is the most effective mechanism for reaching current NON-USERS.
- **Board Meetings and Presentations:** Three (3) meetings and presentations with the Parks, Recreation, and Beaches Board and/or City Council, one as an introductory presentation, one of the Draft Master Plan, and one to recommend adoption of the Master Plan. We will work with the project team to design the best approach to accommodate these needs.
- **Findings Presentation:** We will compile and present a summary of findings from the inventory, needs assessment, and initial analysis for validation by staff, decision makers, stakeholders, and the public.
- **Project Managers Updates:** Weekly project updates via email to the City Project Manager.

We have extensive experience in engaging “hard to reach” community sectors, such as youth. We will work with your Project Team during Start-Up to devise the appropriate strategies, schedule all necessary meetings and project tasks, and to arrange proper noticing of meeting(s) associated with the plan development.

C. Funding

Present and Projected Fiscal Resources

We realize that recommendations mean nothing without examining the financial resources necessary to move forward. We will consider the implications and possibilities at all stages. GreenPlay will conduct an overview analysis of existing funding to understand how the Department is meeting its current needs and, based on recommended improvements, determine if current funding sources are sufficient for both capital and operational costs.

We will identify gaps in the current management and funding system and look for potential areas of improvement. In addition we will analyze other sources of funds such as tax and bond issues potentials and strategies for land acquisition including such things as partnerships and easements.

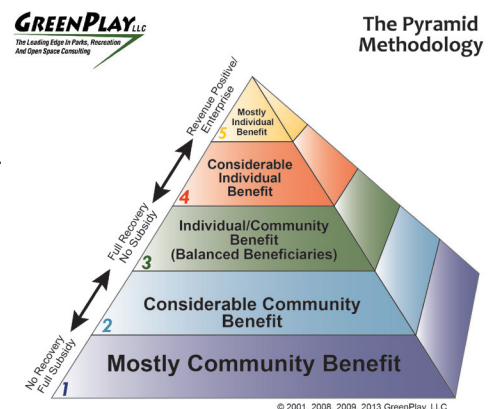
Based on the strategic recommendations that arise out of the needs assessment, we will identify probable operating, maintenance, and capital costs and recommendations for potential funding sources and mechanisms for the next ten (10) years.

Cost Recovery and Resource Allocation

GreenPlay is a national leader in teaching and developing innovative approaches to handling the often contentious financial issues of “how much taxpayer subsidy is enough?” or “where should the resources go?” GreenPlay has established and improved the “Pyramid” methodology for helping agencies create an overall philosophy and approach for resource allocation, program pricing, and cost recovery evaluation.

We currently teach implementation and use of this straightforward but innovative methodology at conferences, and also train agencies and universities in this methodology. It is invaluable for making tough resource allocation decisions, and creating pricing and cost recovery strategies.

This methodology will be helpful for evaluating the financial sustainability of the Parks and Recreation Department from both operational and capital funding aspects. As part of your project, we will use the concepts for identification of gaps and/or areas of non-consensus, along with introducing the concepts for this framework for decision making. *Note: A full detailed analysis of cost recovery, divisional budgets, and/or pricing is not typically included in a master planning project, but can be facilitated separately or concurrently for an additional fee, if this is determined to be a key focus area.*



Alternative Funding and Partnerships

GreenPlay brings extensive experience in evaluating options for alternative funding. Alternative funding typically includes grants, donor programs, and/or partnerships. Our Project Team will identify key partners in the area through the planning process and can provide management recommendations to enhance this potential funding area. *Note that this task does not include procurement of alternative funding, but this can be addressed separately if desired.*

D. Comparative Analysis and Needs Assessment

Comparative Analysis

We agree that living close to parks and other recreation facilities is consistently related to higher physical activity levels for both adults and youth. A community-specific and comparative analysis of the needs for future park, recreation, open space, facilities or programs will be conducted. All information gathered thus far will be analyzed to assess potential needs in the community and include the following tools and methods for relevant data gathering.

Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

To develop a short and long-term strategy for the Department's service provisions, we will conduct a SWOT Analysis. A SWOT Analysis is an effective and realistic way of identifying the market Strengths and internal and external Weaknesses, and for examining the Opportunities and Threats faced by your organization. This process will help to identify any deficiencies in the provision of services and programs.

Demographics and Population Projections

A detailed demographic analysis based on service areas will outline trends and information that could affect the need for facilities and programming. Our team will refine and build on current information and develop a detailed picture of the City service area. The demographic analysis and market profile will be created utilizing all information available from previous planning efforts and gathered from the Planning Department, U.S. Census Bureau, ESRI sources, and other national and local sources. We will work directly with your leadership to help document growth and redevelopment areas and land use changes.

Service Gaps

Using the results of the statistically-valid survey, focus groups, stakeholder meetings, needs assessment, current level of services, standards, and classifications analysis, GreenPlay will incorporate unmet needs in the community. The gaps in service can be identified using the nexus of unmet need and high importance. In addition, using the population projections as an overlay to current capacity and industry standards, we will project future needs.

We consider all of the consolidated data rather than relying on one data source to determine demand. We include population projections along with capacity, current and desired inventory and LOS analysis, previously conducted public engagement and statistically-valid survey results, demographic and trend data, and benchmarking. In addition, we evaluate gaps and duplicative services, as well as identify potential partners.

Level of Service Standards

Based on the existing park system and the recommendations of the community, we will establish proposed level of service standards to help guide the development of the park system over the next 5 to 10 years. This will include providing an evaluation and analysis of current management and operations practices giving specific attention to parks maintenance and staffing with recommendations pertinent to future growth of parklands (consideration will be given to park land classifications), buildings and facilities, and related services. The plan will project cost-effective funding levels necessary to adequately sustain the recommended levels of maintenance and service in these areas. NRPA "levels of maintenance standards" may be used, as appropriate, to help define recommendations.

Needs Assessment Overview

We will collect and analyze information on usage, needs, desires, operations, maintenance, and land use trends, and make recommendations. We will identify areas of service shortfalls and projected impact of future trends. Using the results of the statistically-valid survey, focus groups, stakeholder meetings, current level of service, current capacity and future growth, standards, and classifications analysis, GreenPlay will identify and prioritize the unmet facility and asset needs in the community. In addition, using the population projections as an overlay to current capacity and industry standards, we will project future needs.

Evaluation of Existing Standards

Using the community demographic profile, level of service and SWOT analysis, as well as community input, we will assess the quality and quantity of programs and facilities provided by the Department. We will evaluate appropriateness based on the mission, vision, and values of the Department, applicable industry standards, and the regional comparison.

We will evaluate the adequacy on the basis of size and location in relation to existing and future population. We will also make recommendations for minimizing duplication and/or enhancing possibilities for collaborative partnerships where appropriate.

Recreation Program Plan and User Fee Analysis

We will assess the following goals for analysis of Programs and Services:

- Provide an assessment and analysis of the City's current level of recreation programs, services, and maintenance.
- Provide a user fee analysis for facilities, programs, and services.
- Provide recommendations for minimizing duplications or enhancing possibilities for collaborative partnerships where appropriate.
- Document current and future recreation programming needs through a community recreation needs assessment survey, based on a statistically-valid sample provided by the consultant team.
- Evaluate and incorporate the findings of statistically significant needs assessment results.
- Utilize standard analysis methods to forecast future needs.
- Analyze recreation program demand with regard to currently-available facilities, including facilities owned by key alternative providers.

We will collect and analyze information on participation, needs, desires, operations, and management strategies for programming and service offerings, and make recommendations. We will identify areas of service shortfalls and projected impact of future trends.

Ranking and Prioritizing Demand and Opportunities

To develop a short-term and long-range strategy for the future planning of the Department's park and recreation system, programs, and provision of services, we will use a variety of tools and findings from previous tasks. These methodologies provide easily understood information that helps to guide staff and officials in decision making from this point forward. In addition, the decided upon parameters become easily explainable to the public and can be used to provide presentations and justification as needed for managing lands and services.

We will also use these tools to develop priorities for the Department's future parks and recreation needs. We will pay particular attention to the programming aspects and relationships, effects of expansions, and identification of those offerings that will encourage people to utilize the Department's recreation system and services.

E. Findings and Visioning and Implementation Strategies

We will develop a Draft Plan through a series of workshops with Department staff. At this stage, the Department vision and mission statements will be reviewed and possibly modified, and action strategies will be identified, providing direction to the Department. The Strategic Action Plan will include a prioritized 10-year matrix identifying key recommendations and tactics that support each action strategy.

Review and Adjust Departmental Vision, Mission and Goals/Objectives

We will become familiar with the current values, vision, mission, and goals of the Department and will assess their overall relevance to the Department and the community. We believe that an agency's values, vision, and mission are the foundation for all goals, objectives, and tactical development.

Your organizational values direct your future vision and help determine what conditions you want to impact that are aligned with your mission and purpose in the community. Your mission and purpose will help you identify your core services, which can then be analyzed for gaps, duplication of efforts, opportunities for re-purposing or partnering, or over-saturation in the market. We will help the Department to determine how its current operational, pricing, and operating structure may be functioning, as well as how it can be improved.

Finding and Visioning Sessions

We recognize that our team needs to work with the City's project team to fully analyze identified findings, creating implementable recommendations for your future. We want to be respectful of the project team's time, while thoughtfully contributing our identified ideas, suggestions, qualitative, and quantitative findings. We will engage all interested project team members and key stakeholders in determining future vision and action plan steps for the City's parks and recreation needs. Findings will be presented in a formal presentation at a joint public meeting with the City Council and the Parks, Recreation, and Beaches Board. Following review of the Findings, we will facilitate an **Implementation Strategies Workshop** that will include an analysis of all findings and potential challenges. We will also identify opportunities for implementation steps, work plans, and funding implications.

This Workshop will help provide an articulated guiding vision for the City's future parks and recreation facilities and services, as well as collaborative opportunities, with goals, specific actions, timelines, individuals responsible for implementation, and resources necessary for completing the plan.

Key Issues Triangulation Matrix

During the Findings Phase of each project, GreenPlay Project Managers compile a **Key Issues Triangulation Matrix** that helps identify focus areas from the various tools and methodologies used to collect information. This will be presented to help substantiate the draft recommendations.

ADA Transition Plan

Tindale Oliver and Associates will evaluate the City's Parks and Recreation system with regard to ADA issues. We are familiar with the new ADA requirements, and understand that they should be implemented in March 2015. Our team will assess the City's programs and services to determine how they measure up with the new requirements. We will develop a phased plan for the removal of barriers at existing recreation facilities, parks, and amenities owned or operated by the Department.

Community Relations and Marketing Plan

Our team will develop a Community Relations and Marketing Plan for the City. This plan will identify and addresses community needs for all segments of the City's service population. This plan will address (but will not be limited to):

- Community relations policies for the Department
- Process and procedure for establishing contact with community organizations and other community groups
- Staff training needs

We will create a Marketing Plan to gain an understanding of customer needs, wants, concerns, and behaviors. This plan will address the appropriate mix of communications tools to promote agency programs, facilities, events and services and to provide accurate, timely and useful information to the various segments of the target audience. This plan will include (but will not be limited to):

- Marketing objectives
- Situation assessment, to include:
 - Examination of demographic trends
 - Economic climate
- Market coverage by alternative providers
- Segmentation, targeting, and positioning
- Marketing mix
- Marketing methods
- Evaluation criteria and methods

Key Issue - Rating Scale c - minor issue b - opportunity to improve - longer-term a - priority - short-term n/a - not applicable	Recreation	Park Operations	Golf Operations	South	Central	North	Staff Input	Focus Groups/Public	P & R Commission	City Council	Survey	Services Assessment
Safety												
Safety concern in facilities/parks	a	n/a	n/a				a	a	a			
Homeless and vagrants in parks	a	n/a	n/a				a	a				
Safety at skatepark	a	n/a	n/a				a					
Code enforcement	b	n/a	n/a				a	b	b			
Graffiti/Vandalism	a	n/a	n/a				a					
Create park ranger program	b	n/a	n/a				b					
Improvements and Maintenance												
Maintain what we have	a	a	a				a	a	a	a		
Improved park/athletic field maintenance	a	n/a	n/a				a	b	a	b		
Tree care/replacement program	n/a	c	n/a				n/a	b	n/a	n/a		
Less grass/more desert landscaping	n/a	c	n/a				n/a	b	c	c		
Restrooms	n/a	c	n/a				n/a	b	n/a	n/a		
More shelters/picnic areas	n/a	c	n/a				n/a	n/a	n/a	n/a		
Facilities												
Build a new sports complex	a	n/a	n/a				a	a	a	a		
Inadequate number of athletic fields	a	n/a	n/a				a	a	a	a		
Trail Connectivity	b	a	n/a				a	a	a	a		
Community gardens	b	n/a	n/a				a	a	n/a	n/a		
Need lights for soccer fields	b	n/a	n/a				b	a	n/a	n/a		
Additional aquatic	c	n/a	n/a				c	b	n/a	n/a		
Programs												
Special events to attract tourists	a	n/a	n/a				a					
More non-sport programming	b	n/a	n/a				b					
More indoor fitness	b	n/a	n/a				a					
More family programming	b	n/a	n/a				a					
More middle/high school programming	b	n/a	n/a				a	a	a			
Youth and teen programming	b	n/a	n/a				b		a			
Tournaments and Sports	a	n/a	n/a				a		a			
Bocce or Piquant	n/a	n/a	n/a				n/a		b			
Administration, Services												

Community Health and Environmental Responsibility Plan

Our team will develop a Community Health and Environmental responsibility Plan as part of this Parks and Recreation System Master Plan. GreenPlay is at the forefront of understanding how parks and recreation contributes to public health. Since 2010, our firm has teamed with GP RED on the Healthy Communities Research Group, which is an initiative dedicated to researching the impact of parks and recreation on public health and improving usage and awareness rates. We will utilize this knowledge to evaluate Fort Lauderdale’s system as it contributes to the community’s health.

We have included Tindale Oliver on this project team in part because of their knowledge of environmental and sustainability practices. Our team will work together to review existing policies and practices and prepare a plan designed to educate park and recreation employees to integrate sustainable practices in daily operations, park projects and improvements, committing to pollution prevention, waste reduction, recycling, resource conservation; teaching employees to be green advocates in the community, promoting community environmental stewardship and sustainability.

This plan will include recommended healthful programs to educate and promote health and wellness to the community, as well as strategies focused on improving access to healthy food and increasing opportunities for physical activity.

Art in Public Places Plan

Public Art Collaborative will review and evaluate the City’s Public Arts Ordinance and Strategic Plan and the Creative Broward 2020 Plan and provide recommendations to improve Arts for public enjoyment in Fort Lauderdale.

Operations and Maintenance Analysis

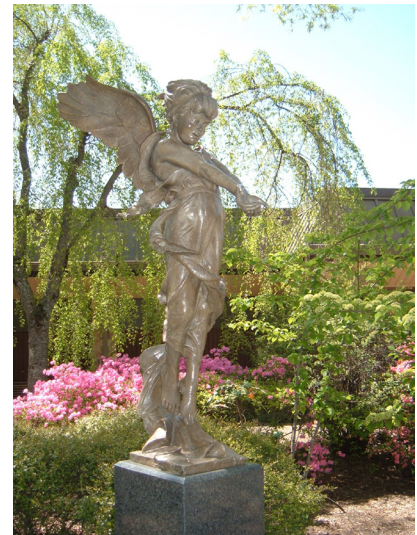
GreenPlay will conduct a review of existing park operations and maintenance practices in relation to operational expectations and industry “best practices.” The review will consist of staff interviews; review of user feedback, budgets, and policies; and site visits. We will develop recommendations for operations, staffing, and maintenance needs. GreenPlay consultants will place a focus on sustainable operations and strategies for improving park maintenance levels and efficiencies. All Plan recommendations will take into account cost effective options for on-going operations and maintenance, including options for volunteers and/or other partnerships. If appropriate, we will also provide recommendations related to the development of more detailed business planning efforts in the future.

Visioning Strategies Development Workshop

We recognize that our team needs to work with the City’s Project Team to fully analyze identified findings and to create implementable recommendations for your future. We want to be respectful of the staff’s time, while thoughtfully contributing our identified ideas, suggestions, qualitative, and quantitative findings. We also want to engage all interested members and key stakeholders in determining future vision and action plan steps for the City’s parks and recreation needs.

Following review of the Findings, we will facilitate a **Visioning Strategies Workshop** that will include an analysis of all findings, including operational feasibility, political or historical constraints, and any other potential challenges. We will also identify opportunities for implementation steps, work plans, and funding implications.

This Workshop will help provide an articulated guiding vision for future acquisition, development, and maintenance of recreation facilities, with goals, desired outcomes, and standards identified to direct policy and acquisition for existing and proposed facilities.



F. Draft Plan and Recommendations

The GreenPlay team will summarize and synthesize all research and stakeholder input, and develop recommendations and priorities into a Draft Plan. We will work with the project team to prioritize recommendations, balancing needs and cost/benefit analyses, capacity of the City, and potential budgetary realities. The product of this task will be a set of recommendations phased into immediate, near-term, and long-term timeframes that address goals and action strategies.

The Plan will provide a roadmap for the City by:

- Identifying the Department's key goals and guiding principles based on community input.
- Identifying strategies for prioritizing any potential lands for acquisition and public use as parks, recreation, or open space within a 5-10 year time span
- Identifying and prioritizing potential recreation amenities to be developed within a 5-10 year time span
- Identifying possible partnerships to enable the City to successfully implement the plan – funding, implementation, maintenance, etc.
- Analyzing and planning the best use of existing or expanded local facilities and amenities where possible for recreation use.
- Performing a cost analysis defining how much funding be required to implement the plan.

An Implementation/Action Plan including costs, potential funding mechanisms, timing, and responsible parties will be developed for the Department. We will provide the City with one (1) printed and one (1) electronic copy of the Draft Plan.

G. Final Master Plan and Deliverables

All relevant comments on the draft recommendations will be incorporated into your Final Plan, and as necessary, we will assist in guiding the Plan through the formal adoption process, including review and recommendation by the Department and review and acceptance of the Plan by the City Council.

Deliverables for the final Master Plan

Deliverables will include all aspects outlined in the preceding tasks, summarized as:

1. A long-range vision for the Fort Lauderdale Parks and Recreation Department including specific goals and priorities
2. A well-defined, long-range plan for an integrated network of parks, community facilities, bikeways, open spaces, public places, and corridors for the future; community parks and facilities resource maps that graphically identify the existing and proposed components of this system (this should include identification of park types, future acquisition and development plans and, solutions addressing neighborhood and community access issues).
3. A review and listing of recommendations for the Parks and Recreation Element of the City of Fort Lauderdale's Comprehensive Plan document.
4. A framework for maximizing citizen use and enjoyment of existing parks, facilities, and recreation services.
5. A framework for meeting future needs and achieving long-range parks system development and recreation program services goals.
6. A specific action plan for the next five (5) years that implements standards, guidelines, policies and recommendations of the Master Plan. This plan should address administration and management as well as maintenance and operations for both parks development and recreation program services.
7. Specific funding recommendations and strategies which support short range (2015-2020) mid-range (2021-2026), and long-range (2027-2032) parks development and recreation program development needs while responding to the community's "willingness to pay" attitudes and priorities.
8. Maintenance and operations standards and guidelines for providing quality, safe and cost-effective maintenance operations and practices.
9. Recommendations for improved public relations and communications to maximize community awareness of Parks and Recreation Department programs services.

Deliverables

- One (1) hard copy of the Draft Plans shall be provided for distribution and review plus one (1) electronic copy compatible with the City’s software.
- Appropriate written materials and graphics (maps, slides, power point presentations, etc.) shall be provided for public presentations.
- One (1) hard copy of the Final Plans shall be provided for distribution and review plus one (1) electronic copy compatible with the City’s software.

Our plans also include at no additional charge:

- **Qualitative and Quantitative analysis methods** beyond those specified, designed to address specific key issues, constraints, and opportunities; the City’s future livability; and the contribution of parks, open space, and recreation to economic development, community vitality, and long-term viability.
- **Our commitment** that for each task, we will quickly assess your current circumstances and provide specific information that you need to move to the next level, rather than providing you with just a standard planning response, whether you need it or not.

Proposed Project Timeline

We typically complete similar projects in 10-12 months. We will allocate appropriate resources to meet the deadlines. We request that the Department’s project staff be responsive with turnaround on review and approval of documents, and we will work jointly to lay out a mutually agreed upon detailed timeline upon award of the project in order to meet this timeframe. Our team recognizes the need to be both flexible and efficient as part of a community planning process. We will conduct and attend the number of meetings needed to complete this project in a way that works specifically for your agency. **We have never missed a project end date due to internal GreenPlay workloads.**

Fort Lauderdale, Florida Parks and Recreation System Plan												
Tasks and Key Meetings	J	F	M	A	M	J	J	A	S	O	N	D
A. Strategic Kick-off	X											
B. Inventory		X			X							
Public Process		X			X			X				
Statistically-Valid Survey		X			X							
Inventory and Level of Service Analysis		X			X							
C. Funding					X			X				
D. Comparative Analysis and Needs Assessment								X		X		
E. Findings and Visioning								X		X		
F. Draft Plan and Presentations										X		
G. Final Plan												X

X = Key Meetings and Presentations.

While GreenPlay staff will be available throughout the project by phone and email for ongoing communications and for progress meetings, the primary team visits are organized as follows:

Strategic Kick-Off: A meeting with continuing series of calls as GreenPlay familiarizes themselves with the existing planning documents, materials, survey results, etc.

- **Stakeholder Input, and Information Gathering:** On-site for intensive work conducting on-site inventories and meetings with the staff key stakeholders.
- **LOS and Facilities Analysis:** A team member is on-site to visit parks and facilities to record inventory and evaluate facility components.
- **Findings and Strategy Workshop:** Team members are on-site to meet with the key stakeholders and staff to review findings and discuss draft recommendations and implementation strategies. We will identify key issues for prioritization.
- **Draft Presentation:** Team members are on-site to meet with staff, key stakeholders, Parks and Recreation, and Beaches Board, City Council, and public to present the Draft Pan recommendations.
- **Final Plan Presentation:** Team members are on-site to meet to present the final Plan for adoption.

6. Ability to Complete the Project in a Timely Manner

It is the Mission of GreenPlay to help organizations that are dedicated to parks, recreation, and cultural arts achieve their community goals. Our hallmark is creating great relationships with our clients, staff and consortium members by working as a team with a unified vision. We build and maintain a reputation for high quality, dynamic, creative, and functional solutions to challenges; we provide personalized services and products; we operate efficiently; and we balance the needs and the resources of our clients. We are experienced, recognized leaders, and we are committed to a consistent and reliable performance. We have had several clients who have used us repeatedly for multiple projects. GreenPlay has an excellent reputation nationally for satisfactory and repeat work for agencies. Our integrity, credibility, and capacity to complete projects is well-documented. In over 15 years of business, we have never missed a project end date due to internal workloads, and have never had any legal actions or judgments pursued against our firm.

7: References

City of Wellington, Florida

Jim Barnes, Director of Operations
 12300 Forest Hill Blvd.
 Wellington, FL 33414
 (561) 324-4259 | jbarnes@wellingtonfl.gov
 Contract Dates: August - October 2011

Winter Park

John Holland, *Director of Parks and Recreation*
 401 Park Ave. South
 Winter Park, FL 32789
 (407) 599-3373 | jholland@cityofwinterpark.org
 Contract Dates: January - August 2011

Winter Haven

T. Michael Stavres, Community Services Director
 451 Third St. NW
 Winter Haven, FL 33881
 (863) 291-5600 | mstavres@mywinterhaven.com
 Contract Dates: January - August 2007

8: Additional In-House Services

Pre-Design Services - Feasibility and Program Components	Community Engagement
	Community Survey
	Market Profile
	Service Assessment
	Operational Business Plan, Operational Pro-forma, and Final Building Plan
Concurrent-Design Services	Design Consulting
	Alternative Funding Identification and Assistance
	Procurement Assistance
	Resource Allocation and Cost Recovery Philosophy, Policy, and Model
	Facility Management Plans
	A. Facility Operations Plan and Manual
	B. Marketing Plan
C. Owner Items and Equipment Purchasing Plan	
D. Maintenance Plan	
E. Compilation and Presentation of the Facility Management Plans	
F. Staff Training	
G. Grand Opening Plan	
Post- Design Services	Owner's Representative

9: Business Licenses and Evidence of Insurance



FLORIDA DEPARTMENT OF STATE
Glenda E. Hood
Secretary of State

January 28, 2004

GREENPLAY, LLC
3050 INDUSTRIAL LANE, SUITE 200
BRROMFIELD, CO 80020

Qualification documents for GREENPLAY, LLC were filed on January 20, 2004, and assigned document number M04000000363. Please refer to this number whenever corresponding with this office.

Your limited liability company is now qualified and authorized to transact business in Florida as of the file date. In accordance with section 608.406(2), F.S., the name of this limited liability company is filed with the Department of State for public notice only and is granted without regard to any other name recorded with the Division of Corporations.

A limited liability company annual report/uniform business report will be due this office between January 1 and May 1 of the year following the calendar year of the file date. A Federal Employer Identification (FEI) number will be required before this report can be filed. If you do not already have an FEI number, please apply NOW with the Internal Revenue by calling 1-800-829-3676 and requesting form SS-4.

Please be aware if the limited liability company address changes, it is the responsibility of the corporation to notify this office.

Should you have any questions regarding this matter, please telephone (850) 245-6051, the Registration and Qualification Section.

Michelle Hodges
Document Specialist
Division of Corporations

Letter Number: 904A00005653

Division of Corporations - P.O. BOX 6327 -Tallahassee, Florida 32314



STATE OF FLORIDA
DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION

BOARD OF LANDSCAPE ARCHITECTURE
1940 NORTH MONROE STREET
TALLAHASSEE FL 32399-0783

(850) 487-1395

TOA DESIGN GROUP LLC
1000 N ASHLEY DR SUITE 400
TAMPA FL 33602

Congratulations! With this license you become one of the nearly one million Floridians licensed by the Department of Business and Professional Regulation. Our professionals and businesses range from architects to yacht brokers, from boxers to barbeque restaurants, and they keep Florida's economy strong.

Every day we work to improve the way we do business in order to serve you better. For information about our services, please log onto www.myfloridalicense.com. There you can find more information about our divisions and the regulations that impact you, subscribe to department newsletters and learn more about the Department's initiatives.

Our mission at the Department is: License Efficiently, Regulate Fairly. We constantly strive to serve you better so that you can serve your customers. Thank you for doing business in Florida, and congratulations on your new license!



The Department of State is leading the commemoration of Florida's 500th anniversary in 2013. For more information, please go to www.VivaFlorida.org.

DETACH HERE

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

LICENSE NUMBER

LC26000504

The LANDSCAPE ARCHITECT BUSINESS
Named below HAS REGISTERED
Under the provisions of Chapter 481 FS.
Expiration date: NOV 30, 2015

TOA DESIGN GROUP LLC
1000 N ASHLEY DR SUITE 400
TAMPA FL 33602



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



LICENSE NUMBER

LA6667046

The LANDSCAPE ARCHITECT
Named below HAS REGISTERED
Under the provisions of Chapter 481 FS.
Expiration date: NOV 30, 2015

JACKSON, CHRISTINA A
135 WEST CENTRAL BLVD
SUITE 450
ORLANDO FL 32801



RICK SCOTT
GOVERNOR

ISSUED: 10/28/2013 SEQ # L1310280001865
DISPLAY AS REQUIRED BY LAW

KEN LAWSON
SECRETARY

CERTIFICATE OF LIABILITY INSURANCE

5/02/2014

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER: USI Colorado, LLC, 1515 Wynkoop Street, Suite 200, Denver, CO 80202. CONTACT NAME: Shauna Bills, PHONE (A/C, No, Ext): 303-831-5123, FAX (A/C, No): [blank], E-MAIL ADDRESS: [blank]. INSURER(S) AFFORDING COVERAGE: INSURER A: Hanover Insurance Company, NAIC #: 22292. INSURED: Greenplay, LLC, 1021 E. South Boulder Road Suite N, Louisville, CO 80027.

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

Table with columns: INSR LTR, TYPE OF INSURANCE, ADDL INSR, SUBR WVD, POLICY NUMBER, POLICY EFF (MM/DD/YYYY), POLICY EXP (MM/DD/YYYY), LIMITS. Rows include General Liability, Automobile Liability, Umbrella Liab, Excess Liab, Workers Compensation and Employers' Liability, and Professional.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

CERTIFICATE HOLDER: For Information Only, N/A, N/A, CO 0N/A--000. CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE: [Signature]