

FORT LAUDERDALE

PARKS AND RECREATION SYSTEM MASTER PLAN

RFP#: 554-11509

December 22, 2014

FORT LAUDERDALE
PARKS AND RECREATION SYSTEM MASTER PLAN

TOC



Contents


	Page
1 Bid/Proposal Signature Page	3
2 Non-Collusion Statement/Local Preference	5
3 Cost Proposal Page	9
4 Letter of Interest	13
5 Statement of Proposed Services	15
6 Assignment of Resources	27
7 Additional Services	31
8 References and Work Experience	33
9 Business Licenses	39
10 Evidence of Insurance	41
11 Additional Attachments	47

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:  (signature) 12/11/14 (date)

Name (printed) Randy Mejeur Title: Associate Principal

Company: (Legal Registration) AECOM Technical Services, Inc.

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: 150 North Orange Avenue, Suite 200

City Orlando State: FL Zip: 32801

Telephone No. 407-843-6552 FAX No. 407-839-1789 Email: randy.mejeur@aecom.com

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

Payment Terms (section 1.04): Net 30 Total Bid Discount (section 1.05): 0

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

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

<u>Addendum No.</u>	<u>Date Issued</u>
---------------------	--------------------

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.

Variances:

While we are in substantial agreement with the terms included in the [Request for Proposal], in the event of award, we request the opportunity to seek clarification on and/or negotiate certain terms and conditions of the Contract Form and related provisions in an effort to reach a mutually agreeable contract consistent with industry standards and our risk mitigation and insurance guidelines.

revised 06/11/14

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.

NAME

RELATIONSHIPS

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.

Local Preference Form

LOCAL BUSINESS PREFERENCE CERTIFICATION STATEMENT

The Business identified below certifies that it qualifies for the local BUSINESS preference classification as indicated herein, and further certifies and agrees that it will re-affirm it's local preference classification annually no later than thirty (30) calendar days prior to the anniversary of the date of a contract awarded pursuant to this ITB. Violation of the foregoing provision may result in contract termination.

- (1) _____ is a **Class A** Business as defined in City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the City of Fort Lauderdale current year Business Tax Receipt and a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (2) _____ is a **Class B** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Business Tax Receipt or a complete list of full-time employees and evidence of their addresses shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (3) AECOM Technical Services, Inc. is a **Class C** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. A copy of the Broward County Business Tax Receipt shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (4) _____ requests a **Conditional Class A** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (5) _____ requests a **Conditional Class B** classification as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. Written certification of intent shall be provided within 10 calendar days of a formal request by the City.
Business Name
- (6) _____ is considered a **Class D** Business as defined in the City of Fort Lauderdale Ordinance No. C-12-04, Sec.2-199.2. and does not qualify for Local Preference consideration.
Business Name

BIDDER'S COMPANY: AECOM Technical Services, Inc.

AUTHORIZED COMPANY PERSON: Randy Mejeur
NAME


SIGNATURE

12/18/14
DATE

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
 115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: AECOM TECHNICAL SERVICES, INC Receipt #: 315-263752
 Business Name: AECOM TECHNICAL SERVICES, INC Business Type: ENGINEER
 Owner Name: AECOM TECHNICAL SERVICES, INC Business Opened: 10/01/2006
 Business Location: 11555 HERON BAY BLVD STE 200 State/County/Cert/Reg: 22820112975
 CORAL SPRINGS Exemption Code:
 Business Phone: 954-450-7770

		Rooms	Seats	Employees	Machines	Professionals
				45		
For Vending Business Only						
Number of Machines:				Vending Type:		
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
45.00	3.00	0.00	0.00	0.00	0.00	48.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

THIS BECOMES A TAX RECEIPT WHEN VALIDATED This tax is levied for the privilege of doing business within Broward County and is non-regulatory in nature. You must meet all County and/or Municipality planning and zoning requirements. This Business Tax Receipt must be transferred when the business is sold, business name has changed or you have moved the business location. This receipt does not indicate that the business is legal or that it is in compliance with State or local laws and regulations.

Mailing Address: AECOM TECHNICAL SERVICES, INC
 4840 COX ROAD
 GLEN ALLEN, VA 23060
 Receipt #15B-13-00002665
 Paid 08/06/2014 48.00

2014 - 2015

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
 115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: AECOM TECHNICAL SERVICES, INC Receipt #: 316-263757
 Business Name: AECOM TECHNICAL SERVICES, INC Business Type: ARCHITECT (ARCHITECT CORP)
 Owner Name: RICHARD PETER HRIDRICH Business Opened: 10/01/2006
 Business Location: 11555 HERON BAY BLVD STE 200 State/County/Cert/Reg: JAC001325
 CORAL SPRINGS Exemption Code:
 Business Phone: 954-972-1901

		Rooms	Seats	Employees	Machines	Professionals
				5		
For Vending Business Only						
Number of Machines:				Vending Type:		
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
30.00	3.00	0.00	0.00	0.00	0.00	33.00

THIS RECEIPT MUST BE POSTED CONSPICUOUSLY IN YOUR PLACE OF BUSINESS

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Mailing Address: AECOM TECHNICAL SERVICES, INC
 4840 COX ROAD
 GLEN ALLEN, VA 23060
 Receipt #15B-13-00002665
 Paid 08/06/2014 33.00

2014 - 2015

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
 115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: AECOM TECHNICAL SERVICES, INC Receipt #: 183-263761
 Business Name: AECOM TECHNICAL SERVICES, INC Business Type: HEATING/AIRCONDITION CONTRACTOR
 Owner Name: JOSEPH R RICHARD/QUAL Business Opened: 10/01/2007
 Business Location: 11555 HERON BAY BLVD STE 200 State/County/Cert/Reg: CMC056684
 CORAL SPRINGS Exemption Code:
 Business Phone: 954-450-7770

		Rooms	Seats	Employees	Machines	Professionals
				16		
For Vending Business Only						
Number of Machines:				Vending Type:		
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
54.00	3.00	0.00	0.00	0.00	0.00	57.00

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Mailing Address: AECOM TECHNICAL SERVICES, INC
 4840 COX ROAD
 GLEN ALLEN, VA 23060
 Receipt #15B-13-00002665
 Paid 08/06/2014 57.00

2014 - 2015

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
 115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: AECOM TECHNICAL SERVICES, INC Receipt #: 180-263751
 Business Name: AECOM TECHNICAL SERVICES, INC Business Type: GENERAL CONTRACTOR (BLDG CONTRACTOR)
 Owner Name: JOSEPH ROBERT RICHARD Business Opened: 10/01/2008
 Business Location: 11555 HERON BAY BLVD STE 200 State/County/Cert/Reg: CBC057921
 CORAL SPRINGS Exemption Code:
 Business Phone: 954-450-7770

		Rooms	Seats	Employees	Machines	Professionals
				16		
For Vending Business Only						
Number of Machines:				Vending Type:		
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
54.00	3.00	0.00	0.00	0.00	0.00	57.00

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Mailing Address: AECOM TECHNICAL SERVICES, INC
 4840 COX ROAD
 GLEN ALLEN, VA 23060
 Receipt #15B-13-00002665
 Paid 08/06/2014 57.00

2014 - 2015

BROWARD COUNTY LOCAL BUSINESS TAX RECEIPT
 115 S. Andrews Ave., Rm. A-100, Ft. Lauderdale, FL 33301-1895 – 954-831-4000
VALID OCTOBER 1, 2014 THROUGH SEPTEMBER 30, 2015

DBA: AECOM TECHNICAL SERVICES Receipt #: 189-263753
 Business Name: AECOM TECHNICAL SERVICES Business Type: ALL OTHER TYPES CONTRACTOR (MECHANICAL)
 Owner Name: JOSEPH R RICHARD/QUAL Business Opened: 11/13/1998
 Business Location: 11555 HERON BAY BLVD STE 200 State/County/Cert/Reg: CMC056684
 CORAL SPRINGS Exemption Code:
 Business Phone: 954-450-7770

		Rooms	Seats	Employees	Machines	Professionals
				16		
For Vending Business Only						
Number of Machines:				Vending Type:		
Tax Amount	Transfer Fee	NSF Fee	Penalty	Prior Years	Collection Cost	Total Paid
54.00	3.00	0.00	0.00	0.00	0.00	57.00

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 4840 COX ROAD
 GLEN ALLEN, VA 23060
 Receipt #15B-13-00002665
 Paid 08/06/2014 57.00

2014 - 2015

PART VII - PROPOSAL PAGES – COST PROPOSAL

Proposer Name AECOM Technical Services, Inc.

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: \$ 497,576 (attach a breakdown of costs and list staff hours, including hourly rates for each staff person dedicated to the project).

Fee Budget

PROJECT FEE BUDGET

City of Fort Lauderdale Parks and Recreation System Master Plan

12/22/2014

Task	Activity	Proj. Dir. PIC-5 hrs. \$175.00	PM & LA 5 LA-5 hrs. \$140.00	Parks Planner LD-2 hrs. \$85.00	Planner 5 PL-5 hrs. \$140.00	Parks Planner LD-1 hrs. \$75.00	GIS/Graphics GIS -2/GA-1 hrs. \$85.00	Proj. Assist. AA hrs. \$60.00							
I	Project Organization and Initiation	8	\$1,400	16	\$2,240	0	\$0	0	\$0	56	\$4,200	20	\$1,700	2	\$120
1.1	Public Involvement Plan		\$0	2	\$280		\$0		\$0	8	\$600		\$0	1	\$60
1.2	City Website Materials		\$0	2	\$280		\$0		\$0	16	\$1,200	12	\$1,020		\$0
1.3	Kick-Off Meeting	8	\$1,400	8	\$1,120		\$0		\$0	8	\$680		\$680	1	\$60
1.4	Public Engagement Website		\$0	4	\$560		\$0		\$0	32	\$2,400		\$0		\$0
II	Community Inventory and Assessment	42	\$7,350	128	\$17,920	68	\$5,780	48	\$6,720	174	\$13,050	66	\$5,610	44	\$2,640
2.1	Recreation Treads Analysis	1	\$175	4	\$560		\$0		\$0	12	\$900		\$0	1	\$60
2.2	Develop Database and Base Map		\$0	2	\$280		\$0		\$0	32	\$2,400	12	\$1,020	1	\$60
2.3	Guiding Documents and Initiatives	4	\$700	8	\$1,120	12	\$1,020	8	\$1,120	8	\$600		\$0		\$0
2.4	Social Service and Recreation Programs Analysis	4	\$700	8	\$1,120		\$0		\$0	4	\$300		\$0		\$0
2.5	Park System Resources Analysis	12	\$2,100	40	\$5,600	48	\$4,080		\$0	64	\$4,800	8	\$680	2	\$120
2.6	ADA Evaluations (Option 1)														
2.6a	Data Review	2	\$350	4	\$560		\$0		\$0		\$0	24	\$2,040	2	\$120
2.6b	Preparation of Forms and Maps for Sample		\$0	4	\$560		\$0		\$0	2	\$150		\$0	8	\$480
2.6c	Advanced Training with City Staff		\$0	8	\$1,120		\$0		\$0		\$0		\$0	4	\$240
2.6d	Park Evaluations (Sample)		\$0	8	\$1,120		\$0		\$0		\$0		\$0	16	\$960
2.6e	Finalize Surveys by City Staff		\$0	8	\$1,120		\$0		\$0		\$0		\$0	4	\$240
2.6f	Develop Cost Opinions for Sample Sites	2	\$350	8	\$1,120		\$0		\$0		\$0		\$0	2	\$120
2.6g	Final Evaluation Report	2	\$350	4	\$560		\$0		\$0		\$0		\$0	2	\$120
2.7	Existing Funding Analysis		\$0	4	\$560		\$0		\$0		\$0		\$0		\$0
2.8	Environmental Practices Analysis	12	\$2,100	4	\$560		\$0	40	\$5,600	4	\$300		\$0		\$0
2.9	Comparative Analysis	1	\$175	2	\$280	8	\$680		\$0	16	\$1,200	10	\$850		\$0
2.10	Community Inventory and Assessment Summary	2	\$350	12	\$1,680		\$0		\$0	32	\$2,400	12	\$1,020	2	\$120
III	Needs and Priorities Assessment	20	\$3,500	98	\$13,720	24	\$2,040	0	\$0	152	\$11,400	8	\$680	13	\$780
3.1	Statistically Valid Public Survey	1	\$175	12	\$1,680		\$0		\$0	16	\$1,200		\$0	2	\$120
3.2	Online Survey		\$0	2	\$280		\$0		\$0	8	\$600		\$0	2	\$120
3.3	Public Involvement	12	\$2,100	28	\$3,920	24	\$2,040		\$0	32	\$2,400	8	\$680	6	\$360
3.4	Existing Level of Service Analysis		\$0	8	\$1,120		\$0		\$0	64	\$4,800		\$0		\$0
3.5	Needs and Priorities Assessment Summary	6	\$1,050	12	\$1,680		\$0		\$0	24	\$1,800		\$0	1	\$60
3.6	Staff Presentation	1	\$175	4	\$560		\$0		\$0		\$0		\$0	1	\$60
3.7	Interim Presentation		\$0	32	\$4,480		\$0		\$0	8	\$600		\$0	1	\$60
IV	Long-Range Vision and Goals	30	\$5,250	64	\$8,960	30	\$2,550	16	\$2,240	52	\$3,900	12	\$1,020	8	\$480
4.1	Visioning Workshop	24	\$4,200	30	\$4,200	30	\$2,550	16	\$2,240	32	\$2,400	12	\$1,020	4	\$240
4.2	Level of Service Standards Revisions	4	\$700	8	\$1,120		\$0		\$0	4	\$300		\$0		\$0
4.3	Staff Check-in Meeting		\$0	8	\$1,120		\$0		\$0		\$0		\$0		\$0
4.4	Staff Focus Groups		\$0	2	\$280		\$0		\$0		\$0		\$0	2	\$120
4.5	Department Mission, Vision, Objectives and Values Works		\$0	12	\$1,680		\$0		\$0		\$0		\$0		\$0
4.6	Order of Magnitude Cost Estimate	2	\$350	4	\$560		\$0		\$0	16	\$1,200		\$0	2	\$120
V	Implementation Planning	24	\$4,200	72	\$10,080	36	\$3,060	40	\$5,600	68	\$5,100	28	\$2,380	7	\$420
5.1	Implementation Workshop	10	\$1,750	16	\$2,240		\$0		\$0	16	\$1,200	8	\$680	2	\$120
5.2	Strategic Plan	12	\$2,100	32	\$4,480	36	\$3,060	40	\$5,600	24	\$1,800	8	\$680	2	\$120
5.3	Staff Check-in Meeting and Advisory Board	2	\$350	8	\$1,120		\$0		\$0	4	\$300		\$0	1	\$60
5.4	ADA Transition Plan		\$0	16	\$2,240		\$0		\$0	24	\$1,800	12	\$1,020	2	\$120
VI	Master Plan Report	18	\$3,150	56	\$7,840	0	\$0	0	\$0	52	\$3,900	16	\$1,360	7	\$420
6.1	Draft P&R Master Plan Document	12	\$2,100	10	\$1,400		\$0		\$0	36	\$2,700	12	\$1,020	2	\$120
6.2	Master Plan Open Houses	1	\$175	28	\$3,920		\$0		\$0		\$0		\$0		\$120
6.3	Commission Presentation	1	\$175	10	\$1,400		\$0		\$0	4	\$300		\$0	2	\$120
6.4	Final P&R Master Plan	4	\$700	8	\$1,120		\$0		\$0	12	\$900	4	\$340	1	\$60
I-VI Totals:		142	\$24,850	434	\$60,760	158	\$13,430	104	\$14,560	554	\$41,550	150	\$12,750	81	\$4,860

Direct Expenses

TOTAL FEE

Task	AECOM Labor Hours	AECOM Labor FEE	SUB DLB fee	SUB H&H fee	SUB B*K fee	SUB CPG fee	SUB ETC fee	SUB PAS fee	SUB Adams fee	SUB RMPK fee	SUB MindMixer fee	Consultant Total Fee
I	102	\$9,660	\$2,100	\$1,560	\$0	\$0	\$0	\$0	\$6,975	\$0	\$8,000	\$28,295
1.1	11	\$940							\$5,225			\$6,165
1.2	30	\$2,500										\$2,500
1.3	25	\$3,260	\$2,100	\$1,560					\$1,750			\$8,670
1.4	36	\$2,960									\$8,000	\$10,960
II	570	\$59,070	\$11,725	\$4,300	\$21,450	\$7,480	\$0	\$27,200	\$0	\$0	\$0	\$131,225
2.1	18	\$1,695	\$350	\$195	\$6,925							\$9,165
2.2	47	\$3,760										\$3,760
2.3	40	\$4,560	\$700	\$390		\$4,840						\$10,490
2.4	16	\$2,120	\$350	\$590	\$14,525							\$17,585
2.5	174	\$17,380	\$7,000	\$780		\$2,640						\$27,800
2.6												
2.6a	32	\$3,070						\$3,200				\$6,270
2.6b	14	\$1,190						\$1,600				\$2,790
2.6c	12	\$1,360						\$10,400				\$11,760
2.6d	24	\$2,080						\$7,200				\$9,280
2.6e	12	\$1,360										\$1,360
2.6f	12	\$1,590										\$1,590
2.6g	8	\$1,030						\$4,800				\$5,830
2.7	4	\$560	\$175	\$1,370								\$2,105
2.8	60	\$8,560	\$350	\$390								\$9,300
2.9	37	\$3,185	\$2,800	\$585								\$6,570
2.10	60	\$5,570										\$5,570
III	315	\$32,120	\$15,050	\$4,490	\$0	\$4,400	\$37,200	\$0	\$13,875	\$0	\$0	\$107,135
3.1	31	\$3,175	\$700	\$390			\$37,200					\$41,465
3.2	12	\$1,000										\$1,000
3.3	110	\$11,500	\$7,000	\$3,120		\$4,400			\$13,875			\$39,895
3.4	72	\$5,920	\$1,400	\$390								\$7,710
3.5	43	\$4,590	\$2,800	\$590								\$7,980
3.6	6	\$795	\$350									\$1,145
3.7	41	\$5,140	\$2,800									\$7,940
IV	212	\$24,400	\$11,550	\$11,310	\$0	\$9,900	\$0	\$0	\$5,875	\$0	\$0	\$63,035
4.1	148	\$16,850	\$7,000	\$3,900		\$9,900			\$5,875			\$43,525
4.2	16	\$2,120	\$1,400	\$390								\$3,910
4.3	8	\$1,120	\$350									\$1,470
4.4	4	\$400		\$3,900								\$4,300
4.5	12	\$1,680	\$2,800	\$3,120								\$7,600
4.6	24	\$2,230										\$2,230
V	275	\$30,840	\$7,350	\$3,120	\$0	\$11,440	\$0	\$22,400	\$6,775	\$3,500	\$0	\$85,425
5.1	52	\$5,990	\$2,800	\$1,560		\$2,640				\$3,500		\$16,490
5.2	154	\$17,840	\$4,200	\$1,560		\$8,800			\$6,775			\$39,175
5.3	15	\$1,830	\$350									\$2,180
5.4	54	\$5,180						\$22,400				\$27,580
VI	149	\$16,670	\$5,600	\$1,560	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$23,830
6.1	72	\$7,340	\$2,800	\$1,560								\$11,700
6.2	31	\$4,215										\$4,215
6.3	17	\$1,995	\$2,800									\$4,795
6.4	29	\$3,120										\$3,120
	1623	\$172,760	\$53,375	\$26,340	\$21,450	\$33,220	\$37,200	\$49,600	\$33,500	\$3,500	\$8,000	\$438,945
		\$30,511	\$6,000	\$4,800	\$3,600	\$6,020		\$1,500	\$6,200			\$58,631
												\$497,576

Procurement Services Division
 Room 619, City Hall
 100 N. Andrews Ave.
 Fort Lauderdale, FL 33301

December 22, 2014



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305 444 4691 tel
 305 447 3580 fax

Dear Ms Diaz:

AECOM Design + Planning is pleased to submit this proposal for development of a Parks and Recreation System Master Plan with the City of Fort Lauderdale. We fully understand the scope of the work for the project based on our nation-wide experience in parks and recreation system master planning and design with extensive public involvement. Our approach is consistent with CAPRA accreditation requirements and we fully understand the target of completing this System Master Plan well before the fall 2016 CAPRA review date. In order to assist the City in this important process we bring the following unique qualifications:

- **A collaborative process with the City** to help further broad city-wide goals and initiatives through a lasting relationship. Having worked with the City on the Long-Range Strategic Plan in 2008 and the Creative Broward 2020 Plan, the AECOM Team knows how to work with Department staff to identify the opportunities and challenges to advance goals and meet the needs of the City’s neighbors (residents). This is our core focus.
- **A passion for making communities more livable and sustainable** through a life-style based approach and a relentless focus on implementation to build upon the City’s Comprehensive Plan and guiding documents Our team brings one of the comprehensive experience in South Florida for universal accessibility evaluations with extensive experience in Broward and Miami-Dade County.
- **National reputation as a leading Parks and Recreation System Planning expert** based on our work on over 75 similar projects throughout the United States, including the visionary Miami-Dade County Parks and Open Spaces System Master Plan, as well as for Doral, FL, Wilton Manors, FL, Sunrise, FL, Orlando, FL, City of Raleigh, NC, and Washington D.C. Two outstanding ongoing projects, began in 2014, include master plans for Tamarac, FL and Pasco County, FL.
- **Proven management team** with a superior track record of on-time, on-budget, high quality, and award-winning performance, just ask our clients! We can achieve the plan in twelve months.
- **Skilled, experienced multi-disciplinary team to meet all the City’s** needs including certified park planners, landscape architects, ecologists, management consultants, economists, and other professionals with experience in park planning, urban and park design, trail planning and design, management plans and environmental planning, funding analysis, feasibility studies, cultural planning and ADA evaluation.
- **Nationally known subconsultants** including David L. Barth, LLC (parks and recreation planning); Heller & Heller (Organizational); Ballard*King and Associates (recreation programming); and ETC/Leisure Vision (public opinion surveys); Cultural Planning Group (cultural planning); Professional Access Service (ADA evaluations), each contributing highly specialized skills to the team.
- **Proven, tested planning methodology and process** for successfully completing this scope of work by drawing upon our team’s 30+ years of experience in the field for some of the most livable communities in the nation. Let us help further your vision.

The following proposal further defines our qualifications and approach to completing this important assignment for Fort Lauderdale. AECOM looks forward to leveraging our extensive knowledge of parks, recreation, trails and cultural resources throughout South Florida to advance the goals and vision of Fort Lauderdale and its neighbors.

Sincerely,

Nick Kuhn
 Project Manager
 FL License #LA6667065
 nick.kuhn@aecom.com

Randy Mejeur, M.S., LEED AP
 Authorized Signatory
 AECOM Technical Services, Inc.
 randy.mejeur@aecom.com





Ludlam Trail Design Guidelines and Standards

Project Approach

General Philosophy

AECOM, along with our team members has a comprehensive, proven process for preparing and updating Parks and Recreation Master Plans, based on over thirty 30 years of experience with over 75 Recreation and Parks Master Plans similar to Fort Lauderdale. Key attributes of our philosophy include:

Thoughtful – No two communities are alike, and we work very hard to understand the unique conditions and challenges facing each community, as well as the most appropriate responses and solutions to community needs.

Inclusive – We reach out to the community to engage a wide cross section of users and stakeholders, including staff, elected officials, seniors, youth, families, schools, business leaders, arts and cultural groups, sports leagues, special interest groups and others who have a stake in the community’s parks and recreation system.

Engaging – We use a variety of innovative techniques to engage community participants in the master planning process, including workshops, surveys, interviews, focus groups, charrettes, public events, social networking, open houses and others.

Transparent – We construct our findings and conclusions based on each step of the planning process, being careful not to inject biases or pre-conceived ideas into the thought process. Stakeholders can easily understand the basis for our decisions and recommendations.

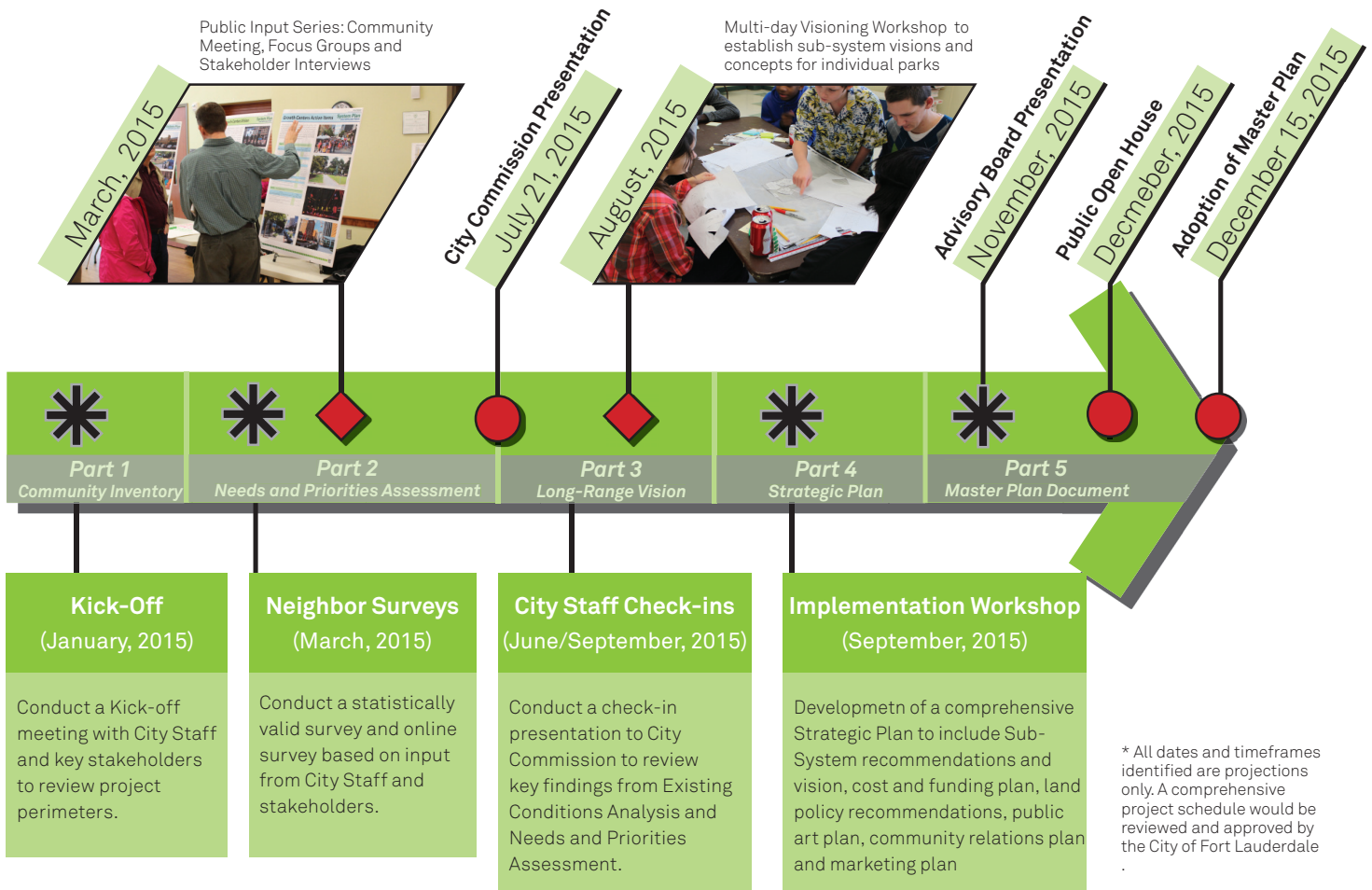
Feasible – We emphasize implementation from the outset, and make sure that our Master Plan is realistic and achievable. All of our Master Plans include a detailed Funding/ Implementation Strategy that includes both short term and long term actions based on a realistic assessment of funding, partnership and implementation opportunities.

On-Time, On-Budget Performance – We use a variety of techniques to maintain the project schedule, and are known for our customer focus and responsiveness. All of the techniques underscore the need for frequent and meaningful communications between all parties involved in the project. Our proven techniques include kickoff workshops; detailed project schedule; pre-scheduled milestones and interim submittal dates; review periods and presentations; bi-weekly status conference calls or meetings; interim presentations and discussions; and monthly status reports tied to invoices.



AECOM Technical Services, Inc. (“AECOM”) has reviewed the RFP for Parks and Recreation System Master Plan, RFP #554-11509. In the event of award, AECOM hereby respectfully reserves the right to discuss mutually acceptable terms and conditions of contract in an effort to reach a mutually agreeable contract in line with industry standards. AECOM does not desire to delay the intended schedule of the work covered under this RFP and would carry out any discussions in an expedited manner.

Approach Diagram



General Scope of Services

We have reviewed the Scope of Services in Part IV – Technical Specifications/Scope of Services of the RFP, and find it to be thoughtful and consistent with our comprehensive and proven approach to Park and Recreation System Master Planning. Following are our thoughts and ideas regarding our specific process for research, analysis and recommendations that we have found to be **instrumental in developing successful and implementable** Parks and Recreation System Master Plans and will help meet the target schedule for the project.

We propose to organize the City’s tasks into six phases of a Park and Recreation System Master Plan process, which allows a “feedback loop” for review, comments and revisions at the end of each phase. Each phase concludes with an interim product, which ultimately becomes part of the Master Plan. In some cases, we have combined similar tasks from the RFP Scope of Services that can occur concurrently or will help provide a more thorough review product.

- Part 1 – Project Organization and Initiation
- Part 2 – Community Inventory and Assessment
- Part 3 – Needs and Priorities Assessment
- Part 4 – Long-Range Vision
- Part 5 – Strategic Plan
- Part 6 – Parks and Recreation System Master Plan Report

Part I – Project Organization and Initiation

1.1 Develop Project Public Participation Plan – AECOM will development a comprehensive Project Public Participation Plan for the Project Team’s review and approval. The Project Public Participation Plan shall detail the following:

- Communications goals
- Communications methods
- Measurable objectives
- Strategies and tactics
- Key messages
- Spokespersons
- Activities
- Timelines
- Responsibilities



Example of public engagement (teen workshop for City of Raleigh)

1.2 City Website Materials – AECOM will provide deliverables in a digital format for posting to the City/ Department’s website. Products may include a project schedule, approved chapters of final report and meeting notes. Posting of materials and maintenance of website will be the responsibility of the City.

1.3 Kickoff Meeting – AECOM will conduct a ½ day kickoff/ orientation meeting with the Project Team (City Staff) to review and discuss:

- Project scope and schedule
- Roles and expectations
- Needs, priorities, obstacles, opportunities and implementation
- Comprehensive Plan and other guiding documents
- Stakeholder Interviews
- Website materials
- Final document format
- Presentation of Public Participation Plan

Project Manuals will be provided to the Project Team which documents each of the elements listed above. Project Manuals will remain resources for each team member throughout the project.

1.4 Public Engagement Website - AECOM and Mindmixer will create a website for the project in collaboration with the Project Team. The website will include posting of digital (PDF) documents for public review along with up to 40 discussion topics. Website hosting, administration and moderation services will be provided for up to 12 months. An interactive city-wide Google Map will be provided during each phase of the project for public comments. Comments received will

be documented and organized by topic for analysis and inclusion in final Master Plan. A final post-project report will be provided with all data, metrics and profiles of participants.

Part I Deliverables – As a result of these tasks, AECOM shall produce:

- Project Public Involvement Plan (1.1)
- Website Materials (1.2)
- Project Manuals (1.3)
- Kick off Meeting notes (1.3)
- Public Engagement Website (1.4)

A Recent Success Highlight: AECOM recently executed a successful public involvement process with the City of Raleigh, North Carolina, which included extensive use of traditional and non-traditional public engagement techniques. These included community meetings in each quadrant of the city, 20+ focus groups, a week-long visioning workshop with 15 sessions, online engagement website, online survey, statistically valid survey, emails, business cards, and social media. Overall, the project engaged more than 24,000 residents online and 5,300 participants that contributed over 8,000 hours of volunteer input. With these innovative techniques, we achieved a participation rate **more than three times the typical rate** public agencies experience.

Part II – Community Inventory and Assessment

2.1 Recreation Trends Analysis – AECOM will research and identify unique qualities, geography, demographics, and park /recreational trends specific to Fort Lauderdale that will affect Master Plan considerations for the future.

2.2 Develop Database and Base Map – AECOM will work with City staff to create a project base map and updated database for use throughout the project. Specifically, AECOM will:

- Work with the City to obtain and utilize the City’s GIS database and ArcView/ArcGIS to develop a base map for the project. This base map will include lands and base map elements extending approximately three miles beyond the City’s boundaries for context.
- Review and update the parks and preserves database (map and data file), including location, size, facilities, conditions, quality, classification, existing service area, developed/undeveloped land based on data provided by the City or as obtained during site evaluations.
- Map and document the following factors affecting parks and preserves planning, such as existing parks, preserves, athletic fields, community centers, recreation facilities and trails; and consider sites of significance such as schools, historical sites, archaeological sites, important county and city facilities, ecological sites, wildlife areas, future land use plan, zoning, proposed developments, private recreational facilities, and city-owned vacant lands, drainage easements/Right-of-Ways and stormwater ponds as available from the City.
- Map regionally significant recreational elements: regional parks and preserves, regional trails, regional

open space corridors, regional drainage systems, regional ecological features, regional historical / archaeological / cultural features, campgrounds, museums, and quasi-public / private facilities and resources (such as golf courses, athletic clubs, camping, sports centers, etc.) as available from Broward County and adjacent municipalities.

2.3 Guiding Documents and Initiatives – AECOM will review and summarize potential implications of the following guiding documents, programs or initiatives:

- Department Documents: Administrative Policies and Procedures, Long-Range Strategic Plan, Recreation Programming Plan, ADA Facilities Assessment and CAPRA Accreditation Standards;
- City-Wide Documents: Comprehensive Plan, Comprehensive Parks and Recreation Element, Budget and Community Investment Plan, Press Play Strategic Plan, Fast Forward Vision Plan, Sustainability Plan, area master plans, and Public Arts Ordinance and Strategic Plan;
- County, Regional or State Documents: Broward County Creative Broward 2020 Plan, MPO Long-Range Comprehensive Plan, Florida SCORP, Seven50 Plan, Regional Climate Action Plan.

2.4 Social Service and Recreation Programs Analysis – Ballard*King and AECOM will inventory and document locations, costs, funding mechanisms, revenues, user profiles, and frequency of existing social services and recreation programs such as camps, classes, tours, nature walks, clubs, sports clinics, water sports programs, rowing programs, events, grand openings, volunteer opportunities. Ballard*King will evaluate the adequacy of social services and recreation programs and recommend appropriate levels of cost recovery.



Public Presentation

2.5 Park System Resources Analysis – AECOM will utilize a multi-faceted approach to evaluate the City’s Park System resources. The approach will include in-person inventory and evaluation of parks, GIS-based analysis, and development of recommendations. This task would include:

- Work with City staff to jointly develop a comprehensive evaluation form that incorporates social, economic and environmental indices to rank the performance of parks to quasi-national standards, such as Project for Public Spaces. AECOM will spend up to fifteen person days evaluating all of the City’s parks. City staff will be encouraged to participate in the evaluation field work to facilitate continuing consistent evaluation methods following the completion of the master plan. Park evaluation information will include recommendations for system-wide improvements and opportunities for the parks that were visited, such as unique or iconic structures to attract tourism or support community building;
- Work with City staff to identify and define immediate or deferred needs for improvements;
- Utilize a GIS-based analysis of walking/biking and vehicle access to parks and park resources;
- Evaluate existing and projected future parkland needs and allocations based on urban boundary, projected growth, transportation, safety and access;
- Identify potential redevelopment opportunities with parkland needs;
- Evaluate need and recommend steps for the development of a natural, historical and cultural management plan;
- Evaluate safety concerns at parks and facilities in coordination with the City’s Police Department and development recommendations regarding potential capital improvements, initiatives or policy changes needed to advance city-wide safety goals;
- Evaluate opportunities for reductions in impacts on human health and the environment through better siting, design, construction, operation and maintenance;
- Review and recommend policy changes needed to update the acquisition policy and priorities
- j. Review and development recommendations for amendments or new ordinances for park development within the City’s approved planning and zoning and economic development ordinances;

2.6 ADA Evaluations – AECOM and Professional Access Services will conduct a detailed ADA evaluate training session with City Staff for information collection and assessment protocols in-line with current US Department of Justice regulations included, but not limited to: Americans with Disability Act Accessibility Guidelines (ADAAG), American Barriers Act (ABA) Accessibility Guidelines for Buildings and Facilities, ABA Accessibility Guidelines for Outdoor Developed Area; and Chapter 11 of the Florida Building Code (FBC). Survey Forms will be completed by City Staff

in two-man highly trained teams to document each park asset and corresponding barrier for each of the approximately 90 parks and facilities within the Fort Lauderdale system. The ADA Evaluation will have three objectives:

- Inventory and evaluate park facilities for compliance with ADA, ABA and FBC accessibility requirements;
- Identify the specific physical improvements that need to be made to reach compliance with current accessibility guidelines;
- Provide Order of Magnitude costs for phased barrier removal based on physical improvement needs.

*** See options for Task 2.6 - ADA Evaluations and Task 5.4 - ADA Transition Plan under Tab 3 -Cost Proposal Page**

A Recent Success Highlight: AECOM and Professional Access Services worked with Miami-Dade County to complete an ADA evaluation of 139 County parks and facilities for an update to the County’s 1992 ADA Transition Plan. The \$480,000 evaluation includes detail assessment of park facilities to document barriers to universal access. The plan included the development of a phased approach and cost estimates to bring existing facilities into compliance with US Department of Justice regulations and Florida Building Codes. Overall barrier elimination was estimated to be \$12.4 million with the greatest share of costs for improvements to site furniture, baseball fields, restrooms, trails and playgrounds. Additional work include a training workshop for County staff for future ADA evaluation needs, helping to reduce future costs associated with updates to the ADA Transition Plans.

2.7 Existing Funding Analysis – AECOM and Heller & Heller will evaluate existing funding practices and sources for parks/facilities as well as programs. Recommendations will be developed to align funding practices to meet documented needs from Task 2.4 and 2.5.

2.8 Environmental Practices Analysis – AECOM will review existing policies and practices used to educate park and recreation employees regarding the daily integration of sustainable practices. Recommendations will be prepared regarding best practices for management of landscapes, protection and conservation of natural resources and system-wide resource implications to climate change.

2.9 Comparative Analysis – AECOM and ETC/ Leisure Vision will benchmark/ compare the parks and recreation resources of the City of Fort Lauderdale with similar municipal departments in regards to number of parks per capita, park facilities, open space, recreation/ sports facilities per capita, recreation/sports programs and services, usage, revenues to expenditures, overall budgets and staffing levels, and operating and management per capita and per acre and level of service standards.

2.10 Community Inventory and Assessment Summary

– AECOM will compile the findings from the tasks outlined above into a draft Community Inventory and Assessment document. The AECOM team will include summaries of key findings, recommendations and conclusions about the existing conditions, and potential future needs of the community identified through the steps above. The summary will include:

- Recreation Trends
- Appropriate maps, charts and tables including:
 - Demographic map(s), chart(s) and table(s)
 - Park and natural land map(s) and chart(s)
 - Park and preserve facilities map(s) and chart(s)
 - Park type classification chart(s)
 - Park, trail and natural lands connectivity map(s), chart(s) and/or diagram(s)
 - Land Use planning map(s) and chart(s)
- Guiding Documents Implications
- Social Services and Recreation Program Analysis findings
- Park System Resource Analysis findings including ADA evaluations
- Existing Funding Analysis findings
- Comparative Analysis results

AECOM will provide 5 printed copies of the Community Inventory and Assessment Summary, digital review copy(ies) on-line and digital PDF format.

Part II Deliverables – *As a result of these tasks, AECOM shall produce:*

- *Recreation Trends Summary (2.1)*
- *Base Map(s) (2.2)*
- *Guiding Documents and Initiatives Summary (2.3)*
- *Social Services and Recreation Programs Analysis Summary (2.4)*
- *Park System Resources Evaluations (2.5)*
- *ADA Evaluations Survey Forms (2.7)*
- *Existing Funding Analysis Summary (2.7)*
- *Environmental Practices Analysis (2.8)*
- *Comparative Analysis Summary (2.9)*
- *Five (5) printed copies and digital formats of Community Inventory and Assessment Summary (2.10)*

A Recent Success Highlight: AECOM recently completed an Existing Conditions Analysis for Pasco County, Florida that evaluated existing parks and recreation facilities as well as the County’s different “Market Areas”. Each Market Area is characterized by unique demographics, development patterns, lifestyles, and growth trends that have implications for future parks and recreation facilities changing life-style needs and ageing facilities.

Part III – Needs and Priorities Assessment

3.1 Statistically Valid Public Survey – AECOM will work with the City to develop a statistically valid mail/ telephone/online survey focusing on the parks and recreation needs and priorities of the community. AECOM and ETC/Leisure Vision will detail the methodology of the survey and work with the City in the development of the questions. A draft survey instrument of the statistically valid survey will be provided to the City for review prior to administration of the survey. The survey instrument will be six (6) pages (approximately 20-30 questions) in length. In order to more accurately gauge the needs and priorities of a diverse City, the survey will sample up to five (5) zones; each of the four Commission Districts and the overall City. By sampling five areas, results will be statistically accurate for each district and allow for additional drill down of results.

Techniques utilized for administration of survey will include mail, telephone and a website. The statistically valid survey will have a minimum guaranteed sample size of 800 with a level of confidence of 95% and margin of error of +/- 3.5%. Survey will include geocoding of respondents, and five sets of important/unmet needs matrices. ETC/Leisure Vision will manage the printing, mailing and analysis of all surveys with an initial mail projected for 5,000 households. A final survey report will be provided in printed and digital format with key findings, cross tabulations, maps and question results.

Survey questions may focus on the following topics:

- Current levels of usage for facilities and programs;
- Importance and Unmet needs for facilities, programs and/or activities;
- Public Priorities;
- Communication techniques;
- Funding options support;
- Other topics in coordination with Department Staff input.

A Recent Success Highlight: AECOM recently completed work with Miami-Dade County on the largest park and recreation survey ever conducted by a municipal government in the United States. This innovative life-style based survey was mailed to over 72,000 households with results analyzed in 70 distinct neighborhoods. Results will help the County tailor park and facility development to address unique neighborhood-level leisure activity needs.

public access and opportunities for participation and methods to maximize opportunities. The public involvement will include the following events:

- Three (3) Evening Public Community Open Houses (one in northern area of City, a second in the southern area of the City and one in the downtown area)
- Up to twelve (12) Focus Groups meetings over a three-day period (with a minimum of two in the northern area of the City and two in the southern area of the City), possibly including:
 - Key staff from City Departments
 - City Parks Advisory Board
 - Tourism Council
 - Sports Commission
 - City Planning Commission
 - Economic Development Corporation(s)
 - Community Redevelopment Area / Merchants Associations/ Chambers of Commerce
 - Park and Preserve interest group(s)
 - Youth and Parent group(s)
 - Other key community group(s)
- Up to twelve (12) Interviews with stakeholders such as elected officials, Parks and Recreation Director and Deputy Director, other recreation providers, community leaders, and/or others.
- Additional outreach may involve briefings at each Commissioner’s District Monday meetings.

3.2 Online Survey – AECOM will prepare a web-based survey (via Survey Monkey) that will allow for the cross-checking of public input results between statistically valid and online responses. Though not statistically valid itself, the online survey will help to identify and verify trends within the City by residents, visitors and worker for usage, importance, barriers to use, communications, funding, priorities and demographics.

3.3 Public Involvement – AECOM will conduct a robust series of public open houses, focus groups meetings and stakeholder interviews to gather information regarding parks, preserve and recreation needs and priorities from individuals and groups. A goal of the public involvement techniques is to identify local trends in participation and needs and compare findings to statistically valid survey results. Topics may include



We utilize our **triangulated, mixed-methods approach** (shown in the following diagram) for information gathering to effectively document the community’s true parks and recreation needs and priorities using a data driven process. Our approach will provide the ability to answer critical questions such as usage levels, facility needs, barriers to participation, communications means, service areas standards, satisfaction levels, priorities for improvements, etc.

3.4 Existing Level of Service Analysis – AECOM will work with City staff to verify existing parks and recreation access standards in coordination with current performance-based and comprehensive plan standards. Based on the standards established with City staff, AECOM will conduct a GIS-based service areas analysis for each existing park and/or recreation facility in the City based on current classifications and compare to identified areas of development. Additional level of service analysis will include acreage and facility level of service results consistent with SCORP and NRPA standards. This task will help identify current City-wide service levels for use in development of future goals and policies for new level of service standards. Using demographic projections, AECOM will prepare projected park and preserve facilities and acreage needs for 5 and 10-year increments based on current level of service standards. This information will be updated based on goal and policy formation in later phases of work.

A Recent Success Highlight: AECOM is working with the City of Tamarac on developing a new park classification system, park prototypes, and a life-style based Level of Service Standard that highlights how parks and recreation facilities needs change relative to the location in the urban transect. This is designed to allow the City to better respond to residents’ urban and suburban needs.

3.5 Needs and Priorities Assessment Summary – AECOM will compile the findings from the tasks outlined above into a draft Needs and Priorities Assessment Summary document. The AECOM team will include summaries of key findings, recommendations and conclusions from public involvement, and analysis of park service areas. The Assessment Summary will include a series of maps, charts, tables and diagrams to illustrate the documented current and potential future needs and priorities of the community.

AECOM will provide five (5) printed copies of the Needs and Priorities Assessment Summary, digital review copy(ies) on-line and digital PDF format.

3.6 Staff Presentation – AECOM will present the findings of the Community Inventory and Assessment and Needs and Priorities Assessment to City staff. Submittals will include interim reports sections for each analysis and a PowerPoint presentation.

3.7 Interim Presentation – AECOM will conduct an update presentation of interim findings to the City Commission. In addition, content from each interim section will be made available online for general public review. This ‘check-in’ presentation will ensure the project team is on firm base before launching the next phase of the project.

Part III Deliverables – As a result of these tasks, AECOM shall produce:

- Statistically Valid Public Survey Summary Report (3.1)
- On-line Public Survey (3.2)
- Public Open Houses meeting notes (3.3)
- Focus Groups meeting notes (3.3)
- Stakeholder Interview notes (3.3)
- Existing Level of Service Analysis maps and tables (3.4)
- Printed and digital copies of draft Needs and Priorities Assessment Summary (3.5)
- Staff Presentation meeting notes (3.6)
- Interim Presentation notes (3.7)

Part IV – Long-Range Vision and Goals

4.1 Visioning Workshop – AECOM will facilitate a 3-day open-door Visioning Workshop with City staff, prior focus group participants, and/or other stakeholders to develop a long-range vision for the City’s parks and recreation system. A preliminary agenda for the workshop includes:

- Presentation of the Community Inventory and Assessment and Needs and Priorities Assessment findings;
- Discussion of alternative “responses” to needs and priorities, including alternative roles for the City as provider, partner and/or facilitator;
- Development of draft Goals, Policies and Objectives;
- Discussion and development of new draft Level of Service (LOS) Standards for parks, preserves and other facilities;
- Identification of key “sub-systems” for further planning and development, including guiding principles and planning criteria for future parks, athletic fields, community centers and recreation facilities, natural areas, beaches, sustainability, public art, etc.;
- Development of a connectivity plan for linear trails, parks with proposed improvements to greenways, trails, blueways, bike facilities and sidewalks to enhance connectivity to parks and schools in cooperation with City-wide transportation planning initiatives;
- Development of preliminary subsystem visions;
- Identify community health and environmental responsibility initiatives, techniques, policies and principles that advance sustainable practices, foster the next generation of stewards, promote community health and wellness, and encourage safety throughout parks to increase physical activity and a sense of community;

- Identify public art opportunities community-wide that contribute to the aesthetic enhancement of the community.

AECOM will prepare a PowerPoint presentation summarizing key principles, concepts and ideas developed during the workshop and conduct one (1) public open house.

A Recent Success Highlight: AECOM completed 50-year, unifying vision for a livable, sustainable, Miami-Dade County and addressed five (5) major components: great parks; great public spaces; great natural and cultural places; great greenways, trails, and water trails; and great streets. Through a series of public involvement workshops AECOM developed a series of guiding principles for all five components that will set forth a new vision for a livable, sustainable community. Since adoption of the Master Plan in 2008, AECOM is proud to have continued working with Miami-Dade County on over 30 park master plans and other department-wide defining plans and documents as part of the implementation of this ground-breaking 50-year vision.

4.2 Level of Service Standards Revisions – In coordination with City Staff and based on input from the Visioning Workshop, AECOM will develop revised Level of Service (LOS) standards for each park type including service area, population served, standard facilities, quantity of facilities, amenity types, locations, connectivity, ADA access and parking requirements. Additionally, AECOM will update park classification categories to reflect these changes.

4.3 Staff Check-In Meeting– AECOM will present the interim products of the Long-Range Vision and Goals development to City staff. Submittals will include interim reports sections, maps, charts and tables necessary to illustrate the physical plan and LOS Standards proposed.

4.4 Staff Focus Groups – Heller & Heller will facilitate a series of up to eight (8) staff focus groups (10 employees per focus group) in one (1) hour meetings over a two (2) day period in order to collect staff’s perspectives relating to the future direction of the Parks and Recreation Department. Heller & Heller will use the information generated from the focus groups along with community feedback from statistically valid mail/ telephone survey and community meetings to craft preliminary Department mission and vision statements.

4.5 Department Mission, Vision, Objectives, Values

Workshop – Heller & Heller will prepare a values exercise for all employees. The online survey will ask employees to identify their top ten (10) values from a list and then again their top five. Each value will be defined in order to ensure common understanding.

- Heller & Heller and AECOM will facilitate a one day (1 day) workshop with up to 20 employees. Staff will work in groups of four to five individuals each. The proposed agenda for the workshop may include:
 - Education session about the definitions of mission, vision and values;
 - Provide examples of mission and vision from other organizations;
 - Review of current mission;
 - Guided facilitation of mission and vision: what business are we in, what is our desired future, our strengths and weaknesses, etc.;
 - Review of Staff Focus Groups summary;
 - Group development of key words for mission and vision through affinity diagramming;
 - Group development of mission and vision statements;
 - Discussion about how to institutionalize the mission and vision; and
 - Objectives and values discussion
- Heller & Heller will provide a summary of the workshop with a draft mission and vision statement and a list of values. The workshop summary will be provided to City Staff for review.
- Based on City Staff comments, Heller & Heller will provide a final set of mission, vision and values.

4.6 Order of Magnitude Estimate of Probable Costs

– AECOM will prepare an “order-of-magnitude” opinion of probable construction costs (Excel) to implement each of the parks and/or other improvements shown on the Physical Plan, including:

- Land Acquisition (based on costs/acre provided by the City)
- Park/Facility Development (based on comparable facilities)
- Programming /Staffing (based on data provided by the City)
- Operations and Maintenance for existing and proposed system (based on data provided by City)

Part IV Deliverables – As a result of these tasks, AECOM shall produce:

- Visioning Workshop Meeting notes (4.1)
- Draft Goals, Objectives and Policies (4.1)
- Guiding Principles (4.1)
- Level of Service Standard Revisions (4.2)
- Staff Meeting notes (4.3)
- Staff Focus Groups notes (4.4)
- Department Mission, Vision, Objectives and Values Workshop notes (4.5)
- Final Department Mission, Vision, Objectives and Values report (4.5)
- Order of Magnitude Estimate of Probable Costs (4.6)

Part V – Strategic Plan

5.1 Implementation Workshop – AECOM will conduct a one-half (1/2) day Implementation Workshop with City staff, Budget and Finance Department Staff, and/or other City staff to review the cost estimate, goals and objectives, and to discuss various Implementation Strategies for the Parks and Recreation Master Plan, including both public and private initiatives. A preliminary agenda for the workshop includes:

- Review of the vision and estimate of costs;
- Review of the needs and priorities summary;
- Review of current 5-year CIP;
- Review of funding projections;
- Determination of top spending priorities;
- Development of funding, phasing strategies for 5 and 10-year periods for existing and proposed system.

5.2 Strategic Plan – AECOM will develop a five-year Strategic Plan which includes issues, strategies, priorities and analysis for budget support and funding mechanisms for parks, preserves, and recreation/ sports facilities, programs and services. The Strategic Plan shall include, but not be limited to, the following:

- A) Recommended Goals and Objectives by Parks Sub-systems
- Identification of planning and capital priority projects by park type and accessibility;
 - Integration with City-wide guiding documents;
 - Identification of priority future acquisitions;
 - Guiding principles for policies, ordinances and appropriate use of parks and recreational activities.
- B) Costs and Phasing
- Based on Cost Estimates developed for Task 4.6, a long-range phasing plan with significant 5 and 10-year milestones;
 - Recommendations for annual Capital Improvements Plan (CIP) based on phasing increments;
 - Operations and maintenance staffing and cost estimates in-line with phased facility development;
 - Development of best practice revenue policy, cost recovery plan (e.g. partnerships/cost sharing, impact fees, grants, sponsorships, etc.);
 - Grant and potential funding source analysis with proposed alternative financing mechanism to achieve the development as outlined in the Phasing Plan.
- C) Long-Range Land Planning Policy
- Comprehensive Plan integration recommendations;
 - Recommended parkland, environmental land and open space dedications, Level of Service Impact fees, Maintenance impact fees;

- Impact fees allocations by park, preserve and facilities hierarchy distribution.
- D) Community Health and Environmental Responsibility Plan
- Development of strategies to protect and conserve natural resources
 - Best management landscape practices;
 - Recommendations to engage volunteers and youth in stewardship;
 - Recommended health and wellness partners;
 - Safety improvements to promote increase in physical activity throughout community.
- E) Community Relations Plan
- Community relations policies for the Department;
 - Process and procedures for establishing contact with community organizations;
 - Recommended staff training.
- F) Marketing Plan
- Marketing objectives and methods;
 - Recommendations for segmentation, targeting and positioning;
 - Evaluation criteria;
 - Recommended staff training.
- G) Art in Public Places Plan
- Recommendations for policy changes or amendments;
 - Recommendations of priority projects, to include elements which contribute to the aesthetic enhancement of the overall community;
 - Identification of potential partners and funding opportunities.

A Recent Success Highlight: AECOM recently worked with the City of Raleigh on the successful adoption of the City's new Parks, Recreation and Cultural Resources System Plan. An integral part of the success was the development of a comprehensive and transparent Strategic Plan that included detailed actions for each of the system's eight sub-systems. Overall, 75 goals and 320 actions were identified with assigned timeframes, roles, costs and performance indicators. The product is a living document which will help the Department evaluate performance and adapt to changing environments and needs on an annual basis over the next 20 years. Based on this success, voters were able to pass a \$92m bond package for priority projects with a clear understanding of projects, costs and timeframes.

5.3 Staff Check-In Meeting – AECOM will present the interim products of the Strategic Planning to City staff. Submittals will include interim reports sections, maps, charts and tables necessary to illustrate the Strategic Plan products.

5.4 ADA Transition Plan – AECOM and Professional Access Services will develop an updated ADA Transition Plan for the Department that outlines a phased plan for the removal of barriers at existing recreation facilities, parks and amenities. The plan will include recommendations for equivalent and purposeful opportunities for users of varying abilities.

Part V Deliverables – As a result of these tasks, AECOM shall produce:

- *Implementation Workshop notes (5.1)*
- *Strategic Plan maps, charts, text and tables (5.2)*
- *Staff Check-in meeting notes (5.3)*
- *ADA Transition Plan (5.4)*

Part VI – Parks and Recreation System Master Plan Document

6.1 Draft Parks and Recreation Master Plan Document – AECOM will compile the interim documents prepared from Tasks 2 through 5 (outlined above) into a draft Parks and Recreation Master Plan report that includes the following:

- A color Executive Summary
- Community Inventory and Assessment (Part I of report)
- Needs and Priorities Assessment (Part II of report)
- Long-Range Vision and Goals (Part III of report)
- Strategic Plan (Part IV of report)
- Parks and Recreation Master Plan PowerPoint Presentation

6.2 Master Plan Open Houses – AECOM will conduct three public open houses (one in northern area of city, one in the southern area of the city and one downtown) to gain public input while the draft master plan is available online. AECOM will provide a record of all comments to City staff for review.

6.3 Commission Presentations for Adoption/Approval – AECOM in corporation with City staff will present the final Parks and Recreation Master Plan at a public hearing, scheduled by the City, to solicit Commission approval and/or adoption.

6.4 Final Parks and Recreation Master Plan – AECOM will finalize the Parks and Recreation Master Plan report and submit one (1) digital copy, five (5) color printed copies and one-hundred (100) color printed copies of the Executive Summary to the City for printing and distribution. In addition, AECOM will provide digital and working files for all materials produced during the project on a series of DVDs. AECOM will also provide

Master Plan summary digital material in MS Word, Jpeg and PDF format for posting to the critical websites.

Part VI Deliverables – As a result of these tasks, AECOM shall produce:

- *Draft Parks and Recreation Master Plan document (6.1)*
- *Parks and Recreation Master Plan PowerPoint (6.1)*
- *Master Plan Open Houses notes (6.2)*
- *Commission PowerPoint Presentation (6.3)*
- *Final Parks and Recreation Master Plan document (6.4)*
- *Final Parks and Recreation Executive Summary (6.4)*
- *Parks and Recreation Master Plan digital files for website(s) (6.4)*
- *Project digital and working files for records (6.4)*

A Recent Success Highlight: AECOM commonly works with communities using a planning approach that is derivative of input and feedback received. In order to ensure that the information gathered puts the planning team on the right course AECOM commonly suggest having a ‘mid-point check-in’ with department and City staff as well as elected officials to make sure the planning team heard the right points and have taken note of the important community priorities.

During work with the City of Raleigh on their comprehensive Parks, Recreation and Cultural Resources System Plan, AECOM met with advisory boards and the City Council a total of nine times during the project. This enabled the plan to be adopted upon receipt by City Council in a celebratory fashion with board support from the public as the “People’s System Plan.”



>> 6

Assignment of Resources

In an effort to outline a collaborative approach, the following section includes a team organization chart with lead staff from the AECOM team, their titles and affiliations followed by resumes from key members. AECOM would assist the City by serving as the consultant point of contact, project manager and lead planner for the Parks and Recreation System Master Plan project .

Organizational Chart



The City can be assured that we will be able to meet your scheduling, time, and budget expectations and our client references can attest to this. The AECOM team is able to commit the time required to respond to the City's needs in a timely fashion. Based on our current and anticipated workload, we anticipate that our key personnel will be able to commit the time needed to complete a high quality Parks and Recreation System Master Plan with the City.



Community Relations

Pamela Adams
Adams Consulting Group

Davicka Thompson
Adams Consulting Group

Parks & Open Space Planning

David L. Barth, ASLA, AICP, CPRP
(David L. Barth, LLC)

Drew Crumpton
(AECOM)

Lauren Swan
(AECOM)

Chayanika Mohan
(AECOM)

Organizational Planning

Barbara Heller
(Heller & Heller)

Nicholas Troy
(Heller & Heller)

Recreation Planning

Ken Ballard, CPRP
(Ballard*King & Associates)

Darin Barr
(Ballard*King & Associates)

Public Survey

Ron Vine
(ETC/Leisure Vision)

Cultural Planning

Jerry Allen
(Cultural Planning Group)

Linda Flynn, Ph.D
(Cultural Planning Group)

Environmental/Sustainable Planning

Randy Mejeur, MS, LEED AP
(AECOM)

Jason Bird
(AECOM)

Ken Stapleton
(Stapleton & Associates)

Funding

Ryan Ruskay
(RMPK Funding)

ADA Evaluations

Steve Roth, RA
(Professional Access Service)

Diana Worrall, Ph.D
(Professional Access Service)



Synopsis of Firm



Create. Enhance. Sustain.

Our capabilities include:

- Park Planning + Design
- Architecture
- Building Engineering
- Design + Planning
- Economics
- Energy
- Environment
- Government Services
- Program + Construction Management
- Transportation
- Water

AECOM is a global professional services firm of almost 100,000 talented professionals providing integrated design, planning, engineering, environment and program management services to a broad range of markets. Formed from some of the world's leading consultancies, we are configured to address the complex challenges facing our clients as they embark on projects involving land, community or infrastructure. Our purpose is to enhance and sustain the world's built, natural and social environments.

We blend global knowledge, local experience, technical excellence, innovation and creativity to offer our clients unparalleled possibilities to create, enhance and sustain the world's built, natural and social environments. Our project teams can address every layer of a site and every phase of its development through a collaborative, systemic approach. Our work bridges grey infrastructure and green infrastructure, land and buildings, economy and ecology, society and nature.

Design + Planning

The Design + Planning practice at AECOM is dedicated to responsible and productive use of land. We help create, enhance, restore and maintain urban and natural environments. We work at all scales and in all contexts, from vernal pool to metropolis. Our collaborative approach integrates Landscape Architecture + Urban Design, Masterplanning, Environmental + Ecological Planning, and Strategic Planning.

AECOM's team members are also leading contributors to the Parks and Recreation profession through research, writing and lectures. Our Project Manager, Nicholas Kuhn, RLA is an active member of the National Recreation and Parks Association and presents and lectures throughout the country on various processes for park planning at such events as NRPA, ASLA and Park Pride in Atlanta.

Skill and Experience

The AECOM team proposed to work with your staff are composed of licenced landscape architects, certified planners, certified park and recreation professionals, transportation engineers, ecologists park planners, cultural planners, and ADA specialists.

Many team members are also leading contributors to the Parks and Recreation profession through research, writing and lectures. Our Project Manager, Nicholas Kuhn, RLA is an active member of the National Recreation and Parks Association and presents and lectures throughout the country on various processes for park planning at such events as Park Pride in Atlanta, NRPA, FRPA and ASLA conferences.

Our team members, **David Barth, Heller & Heller, Ballard*King, Cultural Planning Group, and ETC Institute/ Leisure Vision** are also nationally known leaders in Parks, Recreation, Trail and Open Space Planning and regularly lecture and teach.

David Barth, ASLA, AICP is a Certified Parks and Recreation Professional (CPRP) who has specialized in Parks and Recreation System Planning for over 30 years. David is an active member of the National Recreation and Parks Association, and has served as the president of the FRPA Foundation. He regularly writes and lectures across the United States on topics such as “the Future City Parks System”; “New Alternatives for Calculating Parks and Recreation Levels of Service”; and “Harnessing the Power of the Public Realm to Create Livable and Sustainable Communities”.



Plan adoption Public Open House for the City of Raleigh System Plan.



Heller and Heller Consulting, Inc. aspires to be a different kind of consulting group. We have a serious commitment to improving every agency we work with through building loyal and lasting relationships, developing inspired and thoughtful insight, and continuously improving our processes through client feedback. We like to think of ourselves as trusted partners rather than consultants. Partners are collaborators who associate in an endeavor of common interest. In the case of our client relationships, the common interest is building organizational capacity.



Ballard*King is a nationally recognized parks programming and management firm. With over 75 combined years of facility management and planning experience in the public, collegiate, non-profit and private section, B*K has completed over 500 projects in 48 states and has completed over 30 master plan studies that have included feasibility studies, operations analysis, maintenance costs estimates, revenue projections, staffing levels, budgeting, marketing plans and third party design review. B*K has completed work for the Cities of Key Biscayne, Doral, Tamarac and Miami Beach.



Cultural Planning Group (CPG) formed in 1998, and is a consulting firm serving the field of arts and culture. We are based in California, Philadelphia, South Florida and Hawaii. The field of arts and culture faces unprecedented challenges that include rapid and unpredictable change. Our focus is to help our clients address change and develop appropriate solutions.



ETC Institute/Leisure Vision is the leading national authority on Parks and Recreation surveys and benchmarking, working with AECOM for over 20 years. They have conducted over 600 Parks and Recreation Surveys, and maintain a data base of over 70,000 surveys and benchmarking comparisons. ETC has recently worked with AECOM on the largest municipal park and recreation survey in the United State for Miami-Dade County. In addition, ETC has recently worked with the Cities of Doral and Tamarac.



Adams Consulting Group (ACG) is a full service public affairs firm specializing in public involvement, public relations and diversity engagement. The business is dedicated to designing effective strategic public involvement, project management, diversity and compliance programs. Our clients include public and private agencies in the construction, transportation, planning, maritime and neighborhood revitalization markets.



Our team also includes **Ryan Ruskay** of **RMPK Funding**. We have worked with Ryan over the last 10 years to identify additional funding sources to help implement projects in Park and Recreation Master Plans. He is a leader in tackling federal, state and local grant sources and creatively “stacking” grants to allow existing grants to serve as leverage for additional funding for park facilities, recreation services, land acquisitions, and cultural facilities projects.

Project Schedule

City of Fort Lauderdale Parks and Recreation System Master Plan

12/22/2014

Task	Task Item	Months												Consultant Personnel Assigned
		1	2	3	4	5	6	7	8	9	10	11	12	
I Project Organization and Initiation														
1.1	Public Involvement Plan	■												ACG, NK
1.2	City Website Materials	■												DC, NK, ACG
1.3	Kick-Off Meeting	■	■											RM, NK, DLB, HH
1.4	Public Engagement Website	■	■											MM, ACG, NK, DC
II Community Inventory and Assessment Summary														
2.1	Recreation Treads Analysis	■												B*K
2.2	Develop Database and Base Map	■	■											DC, NK
2.3	Guiding Documents and Initiatives	■	■											NK, DLB, CPG
2.4	Social Service and Recreation Programs Analysis	■	■											B*K
2.5	Park System Resources Analysis	■	■											NK, DC, CPG
2.6	ADA Evaluations (Option 1)	■	■											PAS, DC
2.7	Existing Funding Analysis	■	■											HH
2.8	Environmental Practices Analysis	■	■											NK, JB
2.9	Comparative Analysis	■	■											ETC, NK
2.10	Community Inventory and Assessment Summary	■	■	■										NK, DC, DLB
III Needs and Priorities Assessment														
3.1	Statistically Valid Public Survey			■	■	■	■							ETC, NK
3.2	Online Survey			■	■	■	■							DC, NK
3.3	Public Involvement			■										NK, DLB, B*K, HH, CPG
3.4	Existing Level of Service Analysis				■	■								DC, NK
3.5	Needs and Priorities Assessment Summary					■	■							NK, DLB, DC
3.6	Staff Presentation						■	■						NK, DLB, ETC
3.7	Interim Presentation							■						NK, DLB
IV Long-Range Vision and Goals														
4.1	Visioning Workshop							■	■					NK, RM, DLB, HH, CPG
4.2	Level of Service Standards Revisions							■	■					NK, DLB, DC
4.3	Staff Check-in Meeting								■	■				NK, DLB
4.4	Staff Focus Groups									■				HH
4.5	Department Mission, Vision, Objectives and Values Workshop									■				HH, DLB, NK
4.6	Order of Magnitude Cost Estimate										■			DC, NK
V Implementation Planning														
5.1	Implementation Workshop									■				NK, RM, DLB, HH B*K
5.2	Strategic Plan										■	■		NK, DLB, HH, RR, CPG
5.3	Staff Check-in Meeting and Advisory Board											■	■	NK, DLB
5.4	ADA Transition Plan											■	■	PAS, DC
VI Master Plan Report														
6.1	Draft P&R Master Plan Document												■	DC, NK, DLB, HH
6.2	Master Plan Open Houses												■	NK, DLB, DC
6.3	Commission Presentation												■	NK, DLB
6.4	Final P&R Master Plan												■	DC, NK, RM, DLB

Consultant Key

RM	Randy Mejeur	HH	Heller & Heller	PAS	Professional Access Services
NK	Nicholas Kuhn	B*K	Ballard*King	ACG	Adams Consulting Group
DC	Drew Crumpton	ETC	ETC/Leisure Vision	KS	Ken Staplenton
DLB	David L. Barth	CPG	Cultural Planning Group	MM	MindMixer

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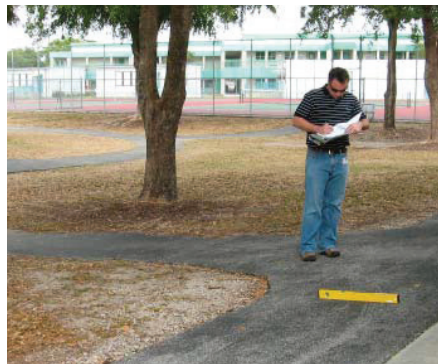
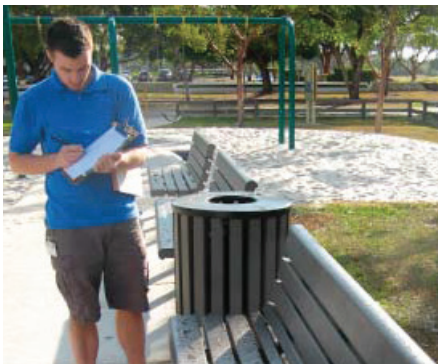
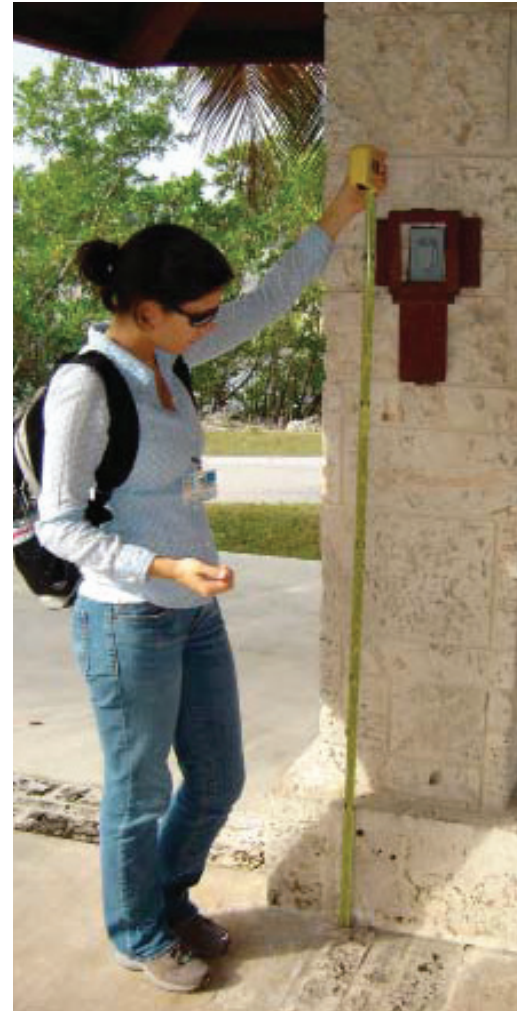
Additional Services

Expanded ADA Transition Plan Services

AECOM and Professional Access Services has a long history of providing high quality ADA evaluation and ADA Transition Plans for public agencies throughout South Florida. Based on this experience we would like to highlight two options for consideration by the City in completing a ADA Transition Plan. These options are based on information provided by the City as to the current status of ADA evaluations with the System's parks and facilities.

Option 1 – This option has been included in the Scope of Work outline in Tab 5 as well as shown in Tab 3 - Cost Proposal Page. This option includes specialized training of City Staff and development of required forms and surveys for City Staff to evaluation all parks and facilities. Though this option limits consultant participation in the evaluations, services are provided to complete necessary training, review of data collect and completion of a ADA Transition Plan by the consultant team. This option has the added benefit of on-going cost savings to the City by having highly trained staff able to complete ADA evaluations.

Option 2 – This option has been included in Tab 7 - Additional Services as an optional task. Included services are for an expanded ADA evaluation task that would consist of the consist team evaluation all parks and facilities within the City's System, development and execution of all forms and data collection, review of data and development of a comprehensive ADA Transition Plan. This proposed additional service has a fee of \$185,530 (including all labor and expenses) above Option 1.



Option 2 - Expanded ADA Evaluation and Transition Plan

PROJECT FEE BUDGET

City of Fort Lauderdale Parks and Recreation System Master Plan

12/22/2014

Task	Activity	Proj. Dir. PIC-5 hrs.	Dir. Fee	PM & LA 5 LA-5 hrs.	PM & LA Fee	Parks Planner LD-2 hrs.	Parks Planner Fee	Parks Planner LD-1 hrs.	Parks Planner Fee	Proj. Assist. AA hrs.	Proj. Assist. Fee	AECOM Labor Hours	AECOM Labor FEE	SUB Professional Access Service fee	Consultant Total Fee
2.6	ADA Evaluations		\$175.00												
2.6a	Data Review	2	\$350	4	\$560	24	\$2,040		\$0	2	\$120	32	\$3,070	\$3,200	\$6,270
2.6b	Preparation of Forms and Maps		\$0	16	\$2,240		\$0	120	\$9,000	8	\$480	144	\$11,720	\$1,600	\$13,320
2.6c	Advanced Training		\$0	16	\$2,240	40	\$3,400	40	\$3,000	4	\$240	100	\$8,880	\$10,400	\$19,280
2.6d	Park Evaluations		\$0	8	\$1,120	414	\$35,190	414	\$31,050	16	\$960	852	\$68,320	\$7,200	\$75,520
2.6e	Finalize Surveys		\$0	8	\$1,120		\$0		\$0	4	\$240	12	\$1,360	\$62,400	\$63,760
2.6f	Develop Cost Opinions	2	\$350	8	\$1,120		\$0		\$0	2	\$120	12	\$1,590	\$17,500	\$19,090
2.6g	Final Evaluation Report	2	\$350	4	\$560		\$0		\$0	2	\$120	8	\$1,030	\$4,800	\$5,830
Sub Total		6	\$1,050	64	\$8,960	478	\$40,630	574	\$43,050	38	\$2,280	1160	\$95,970	\$107,100	\$203,070
5.4	ADA Transition Plan		\$0	16	\$2,240		\$0	24	\$1,800	2	\$120	54	\$5,180	\$22,400	\$27,580
VI	Master Plan Report	0	\$0	16	\$2,240	0	\$0	24	\$1,800	2	\$120	54	\$5,180	\$22,400	\$27,580
Direct Expenses													\$25,646	\$1,500	\$27,146
Option 2 - ADA Evaluation and Transition Plan TOTAL FEE															\$257,796
Increase from Option 1															\$185,530

Safety and Crime Prevention Recommendations

Ken Stapleton, as president of SafeDesign Institute, has been at the forefront of planning for healthier communities through the reduction and prevention of crime and development of unsafe environments. Through the reduction of safe barriers, increased physical activity and a great sense of community can be promoted. Ken Stapleton is currently the Chair of the Panel for the ULI TAP project along Sistrunk Boulevard.

Option 1 – This option includes additional services (see table below) at each stage of the System Master Plan to engage critical stakeholders, develop recommendations and promote ideas for a safe and more healthy System through the reduction of unsafe barriers. The additional fee associated with this option is \$9,500.

PROJECT FEE BUDGET

City of Fort Lauderdale Parks and Recreation Master Plan

12/22/2014

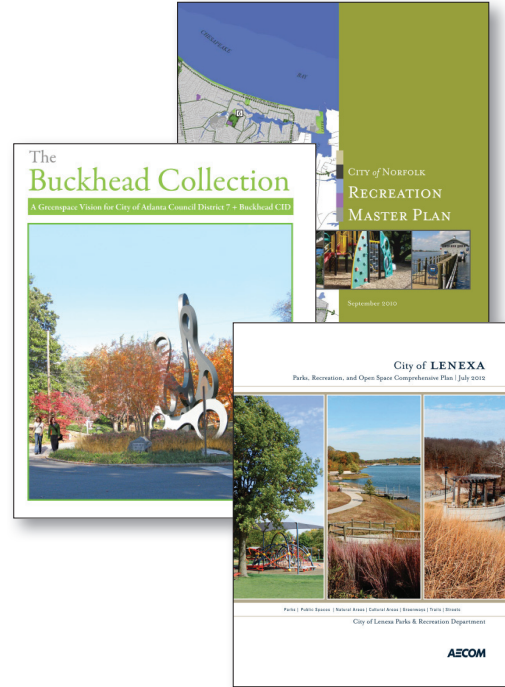
Task	Activity	SUB Ken Stapleton	Consultant Total Fee
II	Community Inventory and Assessment	0 \$2,000	\$2,000
2.5	Park System Resources Analysis	\$2,000	\$2,000
III	Needs and Priorities Assessment	0 \$2,500	\$2,500
3.3	Public Involvement	\$2,500	\$2,500
IV	Long-Range Vision and Goals	0 \$1,500	\$1,500
4.1	Visioning Workshop	\$1,500	\$1,500
V	Implementation Planning	0 \$3,500	\$3,500
5.1	Implementation Workshop	\$1,500	\$1,500
5.2	Strategic Plan	\$2,000	\$2,000
I-VI Totals:		\$9,500	\$9,500
Direct Expenses			\$0
TOTAL FEE			\$9,500

Parks and Recreation System Master Plan Experience:

As mentioned in the Letter of Interest, the AECOM team has been providing Park and Recreation Master Plans to communities throughout the United States for over 30 years. We have developed visionary, implementable city-wide and county-wide park and recreation master plans for over 75 communities, and have become regarded as one of the leading experts in Parks and Recreation Master Planning in the United States. We continuously refine and improve our methodology and approach through research, writing and lecturing.

Following is a partial list of our Parks and Recreation Master Plans:

- Pasco County, FL Parks and Recreation Master Plan | Ongoing
- **City of Tamarac, FL Parks and Recreation Master Plan | Ongoing (Completion Dec., 2014)**
- Washington DC Parks and Recreation Master Plan | Ongoing (Completion Dec., 2014)
- City of Rocky Mount, NC Parks and Recreation Master Plan | Ongoing (Completion January, 2015)
- City of Raleigh, NC Parks & Recreation System Plan | 2014
- City of Gainesville, FL Parks, Recreation and Cultural Affairs Master Plan | 2012
- City of Norfolk, VA, Recreation Master Plan | 2012
- City of Lenexa, KS Parks, Recreation and Open Space Comprehensive Plan | 2012
- NoMA Public Realm Plan, Washington DC | 2012
- Columbia Pike Open Space Plan, Alexandria, VA | 2011
- City of Sunrise, FL Needs Assessment | 2011
- Buckhead, GA Green Space Action Plan | 2011
- **Doral, FL Parks and Recreation System Master Plan | 2010**
- Galveston TX, East End Lagoon Preserve Master Plan | 2010
- City of Orlando, FL Families, Parks and Recreation Vision Plan | 2010
- San Francisco, CA Mission Bay Public Parks Program | 2010
- Washington, DC, Capital Space Parks and Open Space Comprehensive Plan | 2010
- **Wilton Manors, FL Parks, Recreation Open Space Master Plan | 2010**
- Okeechobee County, FL Parks System Master Plan | 2009
- Aiken, SC Open Space Element for the Comprehensive Plan | 2009



- **Fort Lauderdale, FL Parks Long Range Strategic Plan | 2009**
- San Diego, CA Downtown Parks and Recreation Needs Assessment | 2009
- **Miami-Dade County, FL Parks and Open Space Master Plan | 2008**
- Haines City, FL Parks and Open Space System Master Plan | 2008
- Jacksonville, FL Downtown Pedestrian and Open Space Master Plan | 2008
- Orange County, FL Trails Master Plan | 2008
- North Miami Beach, FL Parks System Master Plan | 2008
- Ft. Myers, FL Bicycle and Pedestrian Plan | 2007
- Ft. Myers, FL City-Wide Parks and Recreation Needs Assessment | 2006
- Martin County, FL Parks and Recreation System Master Plan | 2005
- Osceola County, FL Parks System Master Plan | 2005
- Palm Beach County, FL Northeast Everglades Natural Areas Master Plan | 2005

Description of the project:

Miami-Dade County Parks and Open Space System is composed of parks and public spaces, recreation facilities, greenways, blueways, great streets and conservation lands.

The Parks and Open Space Vision Plan was planned and created with an eye to its impact on the neighborhood, city, county and region as a whole; it must be effective, efficient, fair and balanced; must share responsibility with other public and private agencies; and must enhance health, happiness and well-being.

The new model Parks and Open Space system is an integral part of attaining social, environmental and economic sustainability; it must seek to be an integral part of the everyday human experience; it must be connected spiritually, physically and jurisdictionally and must provide access so that people can travel from park to park with a sense of belonging and safety. The model Park System must raise the standards of living for the region and inspire generations of people to care and contribute to their communities.

This Model Park System shall:

- Ensure an accessible, diverse and balanced system of passive and active recreation opportunities that promote health and well-being.
- Ensure the preservation, protection, enhancement of ecological resources to ensure biodiversity, integrity and the health of the region.
- Ensure the preservation, protection and enhancement of cultural landscapes and their historical and heritage features.
- Ensure that parks, recreation and conservation open spaces guide the growth of urban form.
- Ensure that there is no net loss of parks, recreation or conservation lands and mandate replacement of land of equal ecological value, context and significance.
- Ensure community stewardship of parks, recreation and conservation open spaces by fostering educational programming, civic art, volunteerism and support of philanthropic and grassroots organizations.
- Ensure the continual enhancement of economic development and quality of life in the region by partnering and collaborating with businesses and organizations to enhance services for residents and visitors.
- Ensure the equitable distribution of parks, recreation and conservation open spaces for all communities in the region.
- Ensure the support of infill development within existing urban areas to conserve environmental resources, promote economic investment and support the social fabric, while reclaiming marginal and abandoned areas.
- Ensure the support and development of an interconnected framework of transportation alternatives such as transit, pedestrian, bicycle and



waterway systems to link parks, recreation and conservation open spaces to each other and to communities.

- Ensure economic, social and environmental sustainability of the region by upholding high standards of design excellence, innovation and beauty.

David Barth served as Principal Planner and Nicholas Kuhn served as park planner. The following sub consultants worked on this project:

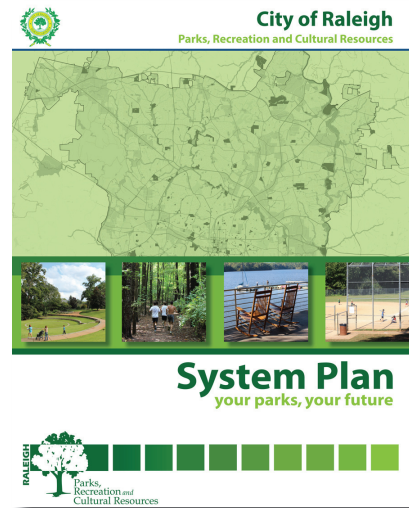
- Ron Vine (ETC/Leisure Vision)

Project reference:

Joseph J. Webb, RLA
Park System Planning Section Supervisor
Miami-Dade County Parks, Recreation and Open Spaces Department
275 NW 2nd Street
Suite 544
Miami, FL 33128
(305) 755-7831
jwebb@miamidade.gov

Description of the project:

The City of Raleigh hired AECOM to develop a new comprehensive Park Recreation and Cultural Resources System Plan that outlined the development and delivery of park and recreation services over the next 20 years. The project was overseen by a 13 member project team at the Parks and Recreation Department and a 22 member City Council appointed citizen Planning Committee. The scope for the Raleigh System Plan includes the completion of a comprehensive 12 step needs assessment process and presentation to City Council, a five-day public Visioning workshop with park, recreation, transportation and urban planning professionals teaming with the City's Parks and Recreation, Planning and Transportation departments; and an implementation workshop that identified realistic funding, management, operations, and maintenance opportunities and priorities. Work also included updating the City's Greenway Design Guidelines as well as the development of a new department Mission, Vision and Values.



The project was 16 months in schedule and was adopted by City Council in May, 2014. Project resulted in a Phase 1 Priority Projects bond package approved by voters in November, 2014 for \$91.7million.

Nicholas Kuhn, RLA served as Project Manager and lead park planner on this project. Drew Crumpton served as park planner and David Barth served as Principal Planner. The following sub consultants worked on this project:

- Barbara Heller (Heller & Heller)
- Ron Vine (ETC/Leisure Vision)

Project reference:

Stephen Bentley, Superintendent of Strategic Planning, Communications and Analytics
City of Raleigh Parks, Recreation and Cultural Resources Department
PO Box 590
Raleigh, NC 27602
(919) 996-4784
Stephen.Bentley@raleighnc.gov



Description of the project:

AECOM developed a City-Wide Parks and Open Space Master Plan that analyzes access to and develops a Vision for the City’s Parks, Open Spaces and Recreation Facilities. Major components of the Plan include an analysis and assessment of previously developed studies and reports, a city-wide and neighborhood demographics analysis; existing system analysis; needs and priorities assessment that will include public workshops; focus group interviews; interviews with the City Manager and elected officials; and a mail/ telephone/ web-based public survey.,

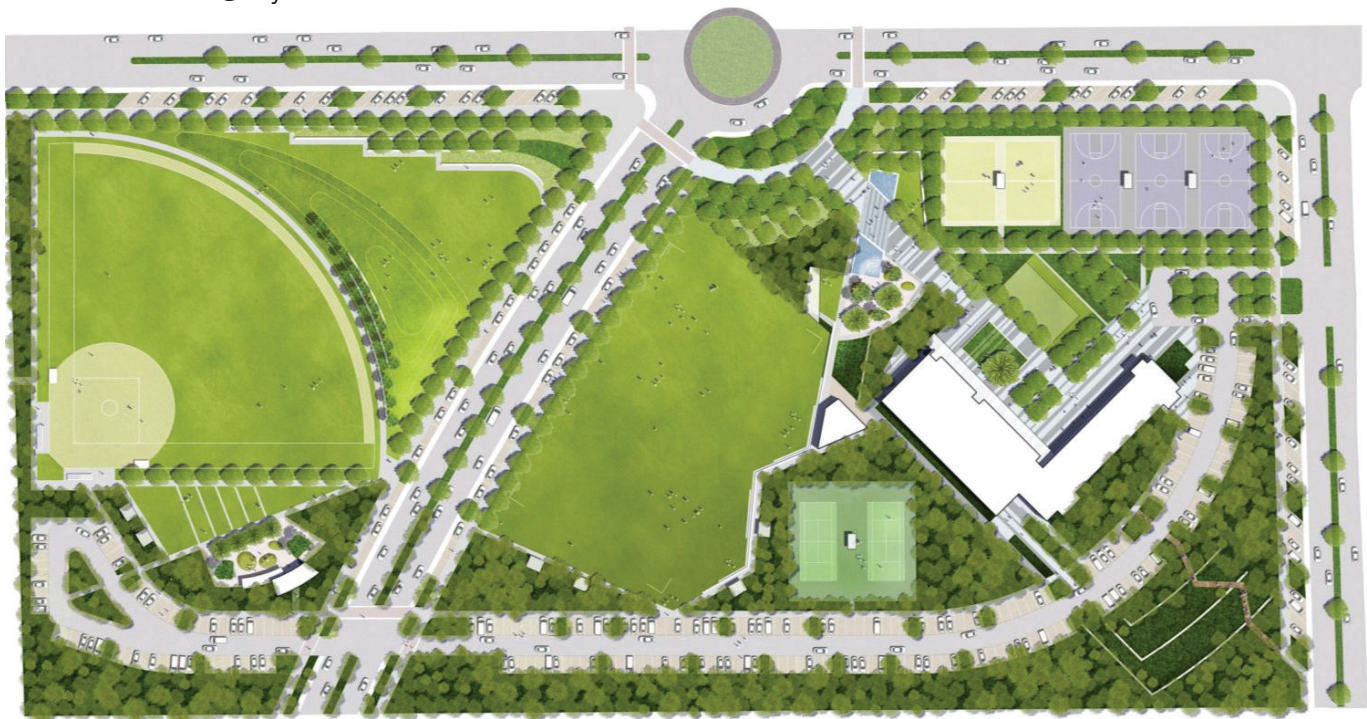
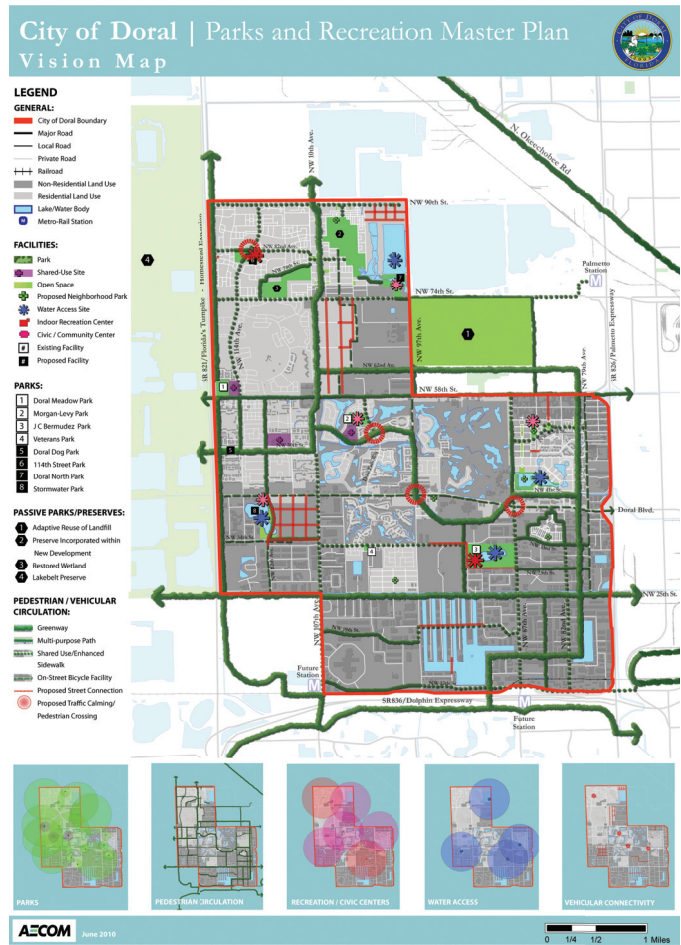
Additionally, a five-tiered Level of Service (LOS) Evaluation was completed that helped to accurately evaluate park acreage, the number of facilities, access to facilities and programs, and quality. Findings from the LOS Evaluation helped drive the development of a comprehensive Parks System Vision Plan, which included the development of individual Parks Master Plans and Neighborhood Improvement Plans; a cost estimate and a feasible implementation strategy.

David Barth served as Principal Planner and Nicholas Kuhn served as park planner. The following sub consultants worked on this project:

- Ken Ballard (Ballard*King)
- Ron Vine (ETC/Leisure Vision)

Project reference:

Barbara Hernandez, Parks & Recreation Director
8300 NW 53rd St.
Suite. 202,
Doral, FL 33166
(305) 593-6600
barbara.hernandez@cityofdoral.com



Description of the project:

Miami-Dade County Parks, Recreation and Open Spaces Department retained us to provide project management and planning services to evaluate the County's 139 park, recreation, and cultural sites to determine the needed improvements to comply with accessibility guidelines and state building code. Based upon the request of the client, the most stringent aspects of a number of accessibility guidelines were established as standards, including aspects of the ADA and ABA Accessibility Guidelines for Buildings and Facilities. Managed by a park planner, the project required an experienced staff of landscape architects, an ADA consultant (Professional Access Services), and a local contractor to provide cost estimating services.

Assets reviewed included everything from bathrooms to baseball field bleachers, paddle boat docks to petting zoos. Miami-Dade's diverse and extensive park system includes parks ranging in size from a half acre to 900 acres. In all, close to 7,000 acres of programmed park space were evaluated.

Over a course of several months, each park was visited by a team of two staff members to identify existing accessibility barriers. Survey teams entered preliminary survey data into a digital evaluation form and also provided digital photos of accessibility barriers.

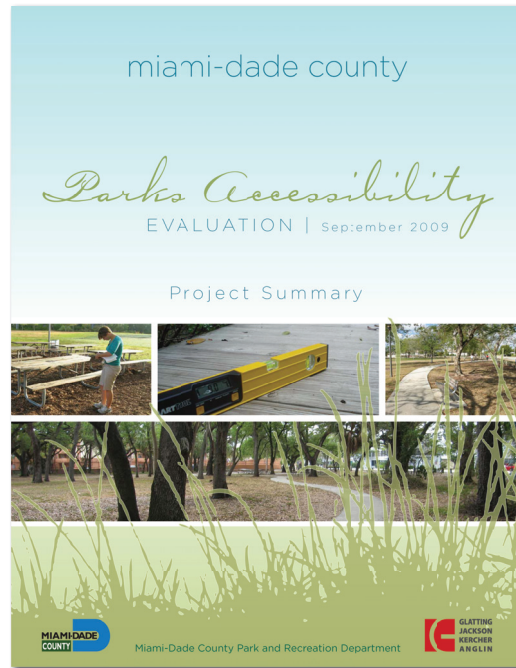
The survey results, scope of work to remediate barriers, and Opinion of Probable Cost were entered into a spreadsheet referred to as the Asset Prioritization Index. This tool, created by the consultant, can be used to distill the information that was collected and allow the Department to prioritize the manner in which repairs should be made to the inaccessible items. The data is sortable in a matter of ways including: commission district, park type, maintenance zone, improvement cost, and by a number of other characteristics. A manual was developed that provides step by step examples on how the Asset Prioritization Index can be used to benefit the citizens of and visitors to Miami-Dade County.

David Barth served as Principal Planner and Nicholas Kuhn served as landscape architect. The following sub consultants worked on this project:

- Steve Roth (Professional Access Services)

Project reference:

Joseph J. Webb, RLA
Park System Planning Section Supervisor
Miami-Dade County Parks, Recreation and Open Spaces Department
275 NW 2nd Street
Suite 544
Miami, FL 33128
(305) 755-7831
jwebb@miamidade.gov



<p>SPATIAL STANDARDS (4.3)</p> <p>Passing Width: 32" for 24" max.; 36" continuous</p> <p>Turning Space: 40" every 200 feet</p> <p>90° Turning Space: 60" diameter</p> <p>180° Turning Space: 100" diameter</p> <p>Turning Space at Obstruction</p> <p>Clear Floor Space: 30" x 48"</p> <p>Head Room: 80"</p> <p>PROTRUDING OBJECTS/HAZARDS (4.3)</p> <p>Wall Mounted: 27" - 80" high; 4" max. protrusion</p> <p>Post Mounted: 27" - 80" high; 12" max. protrusion</p> <p>Contingents max 12" square perpendicular to travel</p> <p>Obstructive Protrusions: Truncated above 2.30" opening</p> <p>REACH RANGES (4.25, 4.26)</p> <p>Forward Reach: 48" high; 13" low</p> <p>Side Reach: 54" high; 9" low</p> <p>SLOPES/LEVEL CHANGES (4.3)</p> <p>Cross Slope: 1/2% (2%) max.</p> <p>Running Slope: 1/2% (2%) max.</p> <p>Ramps: 1:1 (8.33%) max.</p> <p>Curb Ramps: ADA AGS 1.18 (10%); FBC - 1:12 (8.33%)</p> <p>Vertical level change: 1/4" max.</p> <p>Reveled level change: 1:24; 1/2" max.</p> <p>RAMPS (4.4)</p> <p>Min. Rise: 30" without landing</p> <p>Top Landing: 60" long min.</p> <p>Bottom Landing: 27" long min. (FBC)</p> <p>Landing with direction change: Min. 60" x 60"</p> <p>Max. Landing Slope: 1:50 (2%)</p> <p>HANDRAILS (4.5)</p> <p>Hand Height: 34" - 38"</p> <p>Clearance from adjacent wall: 1-1/2"</p> <p>Handrail extensions: ADA AGS min. 12"; FBC min. 18"</p> <p>→ Note: deviation from FBC</p> <p>Edge Protection: 2" curb if drop-off condition exists</p> <p>PARKING & LOADING (17.4.4)</p> <table border="1"> <tr> <td>1-25</td> <td>1</td> <td>100-200</td> <td>5</td> <td>400-800</td> <td>9</td> </tr> <tr> <td>26-50</td> <td>2</td> <td>100-200</td> <td>6</td> <td>100-200</td> <td>2% of total</td> </tr> <tr> <td>51-75</td> <td>3</td> <td>200-400</td> <td>7</td> <td>100+</td> <td>20 + 1/100 over</td> </tr> <tr> <td>76-100</td> <td>4</td> <td>300-400</td> <td>8</td> <td>1000</td> <td></td> </tr> </table> <p>Parking Spaces: 12' 0" wide plus 5' 0" min. access aisle</p> <p>Parking: White parking, White access aisle, White symbol (optional)</p> <p>Parking Sign: 7' 0" min. base of sign; 17" min. letters.</p>	1-25	1	100-200	5	400-800	9	26-50	2	100-200	6	100-200	2% of total	51-75	3	200-400	7	100+	20 + 1/100 over	76-100	4	300-400	8	1000		<p>DOORS (4.13)</p> <p>Maneuvering Clearance:</p> <p>Push Side</p> <p>Pull Side</p> <p>Diagrams showing door clearances for push and pull sides.</p> <p>Diagrams in a series: 48" clear + width of door swinging into space</p> <p>Threshold: Sliding door - 3/4" max.; Other: 1/2" max.</p> <p>Hardware: closed end first</p> <p>Door Clearance: From 70" open, min 3 sec to 3" from latch</p> <p>Door Frame: finished inside 5/8"</p> <p>DRINKING FOUNTAINS (4.14)</p> <p>Height to lowest water outlet</p> <p>TOILETS (4.16, 6.01)</p> <p>Height: 17" - 19" to top of seat</p> <p>Location: Centerline 50" from side wall</p> <p>Flush Controls: On wide side</p> <p>Grab Bars: 1-1/2" x 1-1/2" dia.</p> <p>Bar Rise: 36" min.</p> <p>Wall Rise: 42" min.</p> <p>Dispensers: Centerline 9" from front edge of toilet; 2-1/2" below grab bar (full stall)</p> <p>URINALS (4.16)</p> <p>Height: Rise 27" from floor</p> <p>Flush Controls: 44" max. from floor</p> <p>LAVATORIES (4.16)</p> <p>Clearance: Clear to outside restroom required in addition to accessible stall</p> <p>Height: Rise of lav: 34" high max.</p> <p>Clearance:</p> <p>Clear floor space: 30" x 48" can include knee space</p> <p>20" min. from floor to bottom of apron</p> <p>9" min. low clearance</p> <p>Toilet Room: 18" min. CL of toilet to edge of lav</p> <p>Toilet Stall: 47" CL toilet to edge of lav</p> <p>Exposed Pipes: must be insulated</p> <p>Controls: Closed fit lock</p> <p>MIRRORS (4.19)</p> <p>Height: 40" max. from floor to reflecting surface</p> <p>SHOWERS (21.4.23)</p> <p>Diagrams showing shower clearances.</p> <p>Seat: 17" - 19" in full depth of stall; opposite control wall</p> <p>Grab Bars: 33" 36" height</p> <p>Controls:</p> <p>36" x 36" stall: Horiz. CL of wall, bottom of control area 30" max. top of control area 48" max.</p> <p>Roll in Stall: Horiz. 27" max from open side; bottom of control area 30" max; top of control area 48" max.</p> <p>HOSE BIBBS</p> <p>All stalls in each area of park must be on an accessible route; it must comply with reach max and min range requirements and it must have accessible shape controls</p>	<p>SINKS (4.24)</p> <p>Height: Rise of lav: 34" high max.</p> <p>Clearance:</p> <p>30" wide</p> <p>27" min. from floor to bottom of apron</p> <p>19" min. deep</p> <p>Exposed Pipes: must be insulated</p> <p>Controls: Closed fit lock</p> <p>Depth: 9-12" max. sink depth</p> <p>CHANGING TABLES (6.02.1)</p> <p>Height: 28" - 34" top to ground</p> <p>SERVICE AREAS (6.02.2)</p> <p>Food Counters: any exceeding 34" height must have 48" long section 28" - 34" high with knee clearance (max) 27" - 30" - 49" (HIVAD)</p> <p>Aisles: 36" min.</p> <p>Sales & Service Counters: 36" min. length x 36" max. height accessible section</p> <p>ASSEMBLY AREAS (4.13.19), 4.31, 8.02</p> <p>SEATING: 4.311, 4.316</p> <p>RECREATIONAL BOWLING: 235, 1003</p> <p>EXERCISE MACHINES (public only): 236, 1004</p> <p>MINIATURE GOLF: 239, 1000</p> <p>PLAYGROUNDS: 240, 1008, HANDICUT SWIMMING POOLS: 241, 1009, SHOOTING FACILITIES: 243, 1010</p> <p>PARK BENCHES (6.04)</p> <p>2 types: 1. if more than 1, then at least 50% must be accessible (seat must be 17" to 19" high, it must be on an accessible route or adjacent 36" x 48" space for a wheelchair user and positioned on shoulders edge; it must have full length back support at least 1 inch rear)</p> <p>2. if only 1, it must be accessible; if more than 1, then at least 50% must be accessible (seat must be 17" to 19" high, it must be on an accessible route or adjacent 36" x 48" space for a wheelchair user and positioned on shoulders edge; it must have full length back support at least 1 inch rear)</p> <p>PICNIC TABLES (6.04)</p> <p>2 types: 1. if more than 1, then at least 50% must be accessible (in accessible route and comply with reach range and 34" max. ht requirement)</p> <p>2. if only 1, it must be accessible; if more than 1, then at least 50% must be accessible (in accessible route and comply with reach range and 34" max. ht requirement)</p> <p>PICNIC TABLES (portable)</p> <p>All stalls in each area of park must be on an accessible route and it must comply with reach max and min range requirements and it must have accessible shape controls</p> <p>TRASH RECEPTACLES</p> <p>Food trash receptacles must be on accessible route; all trash receptacles are portable (less than 100 lbs) in each area of park must be on accessible route</p>
1-25	1	100-200	5	400-800	9																					
26-50	2	100-200	6	100-200	2% of total																					
51-75	3	200-400	7	100+	20 + 1/100 over																					
76-100	4	300-400	8	1000																						



Creative BROWARD 2020 (2010)

Broward County, Florida

Description of the project:

The goal of this plan was to identify the local arts agency of the future. In response, Broward County's (Ft. Lauderdale) 10-year cultural master plan envisions a transformation of one of the nation's largest and most successful local arts agencies. The plan includes specific elements for the creative economy, cultural tourism, and public art and design. The extensive countywide planning process involved more than 1,000 people, online participation, two community surveys, community engagement, and four advisory bodies. As a result of this plan, the Steering Committee has created an Arts & Business Council to raise funds and provide leadership in implementation of the plan.



<http://www.broward.org/Arts/Resources/Publications/CulturalPlan2020/Pages/Default.aspx>

KCMO Arts Convergence (2013)

Kansas City, Missouri

Description of the project:

KCMO Arts Convergence is a communitywide cultural plan that redefines the role of the City of Kansas City, MO in arts leadership. After a decade of private philanthropic investment in the arts—more than \$1B in new cultural facilities and districts alone—new City leaders sought to leverage the arts to make KCMO a 21st Century cultural center. The plan has ten goals, including expanding the city's arts agency, expanding access to arts education, using arts and culture in neighborhood revitalization, better support for individual artists, planning and support for the creative sector, and expanding the well-established public art program.



<http://kcmayor.org>
(click on New Reports Available—Mayors Task Force for the Arts Final Report)

Scottsdale Public Art Master Plan (2012)

Scottsdale, Arizona

Description of the project:

This plan asked the question, "What's next?" for one of the nation's most acclaimed public art programs. It included a review of all aspects of Scottsdale's award-winning, 30 year old program. Because of the high-level challenges in this plan, we organized a two-day symposium, "The Future of Public Art," attended by a dozen national and regional experts to identify trends and new ideas for Scottsdale. The plan included new recommendations for strategies, funding sources and organizational structure. The revamped program includes permanent and temporary art projects, events



<http://www.scottsdalepublicart.org>

San Diego Public Art Master Plan (2004)

San Diego, California

Description of the project:

While we have done a great variety of, and more recent, public art master plans, the City of San Diego Public Art Master Plan is of particular interest for the Tempe project. Expanding from an existing program, this plan resulted in the adoption of a 2% for art policy for City capital improvement projects and a 1% for art requirement for private commercial and industrial development, with provision for an in-lieu contribution by the private developer to the City's Public Art Fund. It was probably the first higher-requirement ordinances in the US, and garnered the support of both City Council and the real estate developer community.



State of Florida Department of State

I certify from the records of this office that AECOM TECHNICAL SERVICES, INC. is a California corporation authorized to transact business in the State of Florida, qualified on August 21, 1995.

The document number of this corporation is F95000004014.

I further certify that said corporation has paid all fees due this office through December 31, 2014, that its most recent annual report/uniform business report was filed on April 30, 2014, and its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

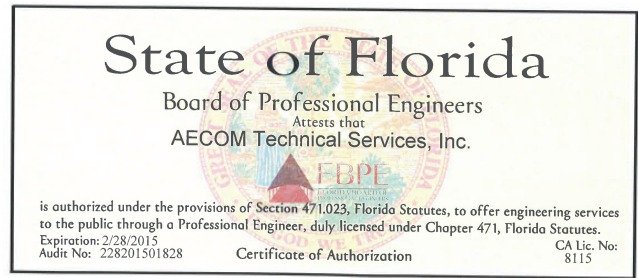
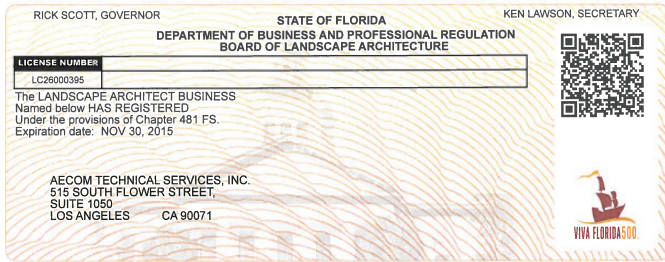
*Given under my hand and the
Great Seal of the State of Florida
at Tallahassee, the Capital, this
the Sixth day of June, 2014*



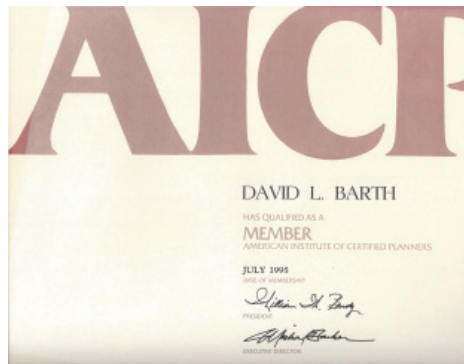
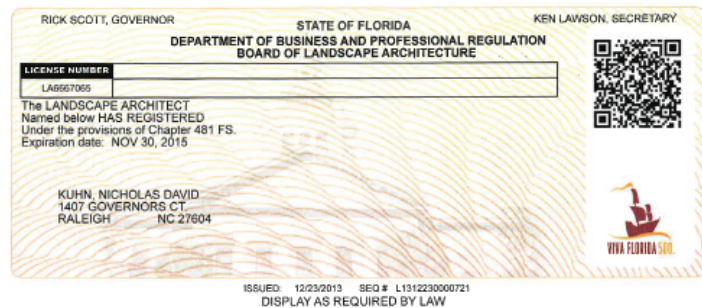
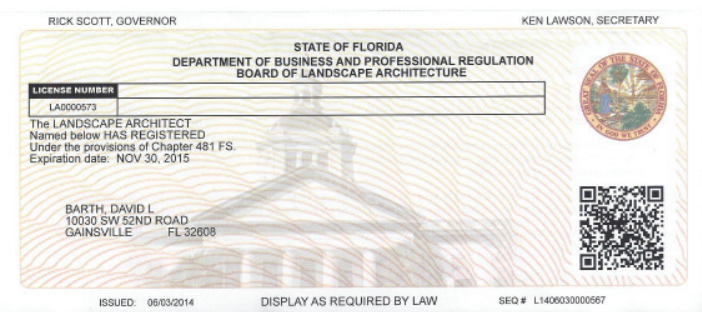
Ken DeFries
Secretary of State

Authentication ID: CU0954435966
To authenticate this certificate, visit the following site, enter this ID, and then follow the instructions displayed.
<https://efile.sunbiz.org/certauthver.html>

AECOM Technical Services, Inc. - Corporate Licenses



Individual AECOM team members Licenses and Certifications



AECOM Technical Services, Inc. - Insurances

General Liability

Carrier: Zurich American Insurance Company (AM Best rating: A+ XV)
Policy Period: 4/1/14 - 4/1/15
Limits: In excess of \$2,000,000 per occurrence/\$2,000,000 general aggregate

Automobile Liability

Carrier: Zurich American Insurance Company (AM Best rating: A+ XV)
Policy Period: 4/1/14 - 4/1/15
Limits: In excess of \$1,000,000 CSL

Umbrella Liability

Carrier: Allied World Assurance Company (U.S.), Inc. (AM Best rating: A XV)
Policy Period: 4/1/14 - 4/1/15
Limits: In excess of \$1,000,000

Professional Liability:

Carrier: Illinois Union Insurance Company (AM Best rating: A+ XV)
Policy Period: 4/1/13 - 4/1/16
Limits: In excess of \$2,000,000 per claim/aggregate

Broker for the above coverages:

*Marsh Risk and Insurance Services, Inc.
777 S. Figueroa Street
Los Angeles, California 90017
(213) 346-5620*

Workers Compensation/Employers Liability

Carrier: Travelers Property Casualty Co of America (AM Best rating: A+ XV)
Policy Period: 4/1/14 - 4/1/15
Limits: Statutory/\$2,000,000

Broker for the above coverage:

*Lockton Companies, LLC
19800 MacArthur Boulevard, Suite 550
Irvine, CA 92612
(949) 252-4400*



CERTIFICATE OF LIABILITY INSURANCE

4/1/2015

DATE (MM/DD/YYYY)

3/20/2014

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 Lockton Insurance Brokers, LLC 19800 MacArthur Blvd., Suite 1250 CA License #0F15767 Irvine 92612 949-252-4400	CONTACT NAME:	
	PHONE (A/C, No, Ext):	FAX (A/C, No):
E-MAIL ADDRESS:		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Travelers Property Casualty Co of America		25674
INSURER B :		
INSURER C :		
INSURER D :		
INSURER E :		
INSURER F :		

INSURED
1075642
AECOM Technology Corporation
AECOM Technical Services, Inc.
515 S. Flower St., 9th Floor
Los Angeles CA 90017

COVERAGES AECTE01 CERTIFICATE NUMBER: 11000061 REVISION NUMBER: XXXXXXXX

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.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	GENERAL LIABILITY <input type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR <hr/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX DAMAGE TO RENTED PREMISES (Ea occurrence) \$ XXXXXXXX MED EXP (Any one person) \$ XXXXXXXX PERSONAL & ADV INJURY \$ XXXXXXXX GENERAL AGGREGATE \$ XXXXXXXX PRODUCTS - COMP/OP AGG \$ XXXXXXXX \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			NOT APPLICABLE			COMBINED SINGLE LIMIT (Ea accident) \$ XXXXXXXX BODILY INJURY (Per person) \$ XXXXXXXX BODILY INJURY (Per accident) \$ XXXXXXXX PROPERTY DAMAGE (Per accident) \$ XXXXXXXX \$ XXXXXXXX
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			NOT APPLICABLE			EACH OCCURRENCE \$ XXXXXXXX AGGREGATE \$ XXXXXXXX \$ XXXXXXXX
A A A A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	N/A	TRJUB-4245B231-14 (MA, WI) TC2JUB-4245B22A-14 (All Other States)	4/1/2014	4/1/2015	<input checked="" type="checkbox"/> WC STATUTORY LIMITS <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 Notice of Cancellation applies per attached endorsement. All U.S. subsidiaries are covered.

CERTIFICATE HOLDER**CANCELLATION** See Attachment

11000061
Evidence of Coverage

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

TRAVELERS

WORKERS COMPENSATION AND EMPLOYERS LIABILITY POLICY ENDORSEMENT WC 99 06 11 (A)

POLICY NUMBER: TRJUB-4245B231-14
TC2JUB-4245B22A-14

NOTICE OF CANCELLATION

Except for non-payment of premium by you, we agree that no cancellation or limitation of this policy shall become effective until the number of days written notice specified in item 2 of the Schedule has been mailed to you and to the person or organization designated in item 1 of the Schedule at the address indicated.

SCHEDULE

1. **Name:** Any person or organization to whom you have agreed in a written contract that notice of cancellation or material limitations of this policy will be given but only if:
 1. You send us a written request to provide such notice, including the name and address of such person or organization, after the first Named Insured receives notice from us of the cancellation or material limitation of this policy; and
 2. We receive such written request at least 14 days before the beginning of the applicable number of days shown in this Schedule.

Address: The address for that person or organization included in such written request from you to us

2. **Number of Days Written Notice:** 30 Additional Days

Evidence of Coverage

This endorsement changes the policy to which it is attached and is effective on the date issued unless otherwise stated.

(The information below is required only when this endorsement is issued subsequent to preparation of the policy.)

Endorsement Effective: 4/1/2014 Policy No. TRJUB-4245B231-14 Endorsement No.
TC2JUB-4245B22A-14
Insured AECOM Technology Corporation AECOM Technical Premium \$
Services, Inc.
Insurance Company Travelers Property Casualty Co of America

Page 1 of 1

Attachment Code: D461827
Master ID: 1075642, Certificate ID: 11000061



EVIDENCE OF COMMERCIAL PROPERTY INSURANCE

DATE (MM/DD/YYYY)

4/16/2014

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

PRODUCER NAME, CONTACT PERSON AND ADDRESS Lockton Insurance Brokers, LLC 19800 MacArthur Blvd., Suite 1250 CA License #0F15767 Irvine 92612	PHONE (A/C, No, Ext): 949-252-4400	COMPANY NAME AND ADDRESS Zurich American Insurance Company	NAIC NO: 16535
FAX (A/C, No): 949-252-4410	E-MAIL ADDRESS:	IF MULTIPLE COMPANIES, COMPLETE SEPARATE FORM FOR EACH	
CODE: AECTE01	SUB CODE:	POLICY TYPE Property	
AGENCY CUSTOMER ID #:		LOAN NUMBER	POLICY NUMBER MLP 4578871-03
NAMED INSURED AND ADDRESS 1005807 AECOM Technology Corporation AECOM Technical Services, Inc. 515 S. Flower St., 9th Floor Los Angeles CA 90017		EFFECTIVE DATE 4/1/2014	EXPIRATION DATE 4/1/2015
ADDITIONAL NAMED INSURED(S)		CONTINUED UNTIL TERMINATED IF CHECKED <input type="checkbox"/>	
		THIS REPLACES PRIOR EVIDENCE DATED:	

PROPERTY INFORMATION (Use REMARKS on page 2, if more space is required) BUILDING OR BUSINESS PERSONAL PROPERTY

LOCATION / DESCRIPTION

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 EVIDENCE OF PROPERTY INSURANCE 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.

COVERAGE INFORMATION	PERILS INSURED	BASIC	BROAD	<input checked="" type="checkbox"/> SPECIAL	
COMMERCIAL PROPERTY COVERAGE AMOUNT OF INSURANCE: \$					DED: 100,000
<input type="checkbox"/> BUSINESS INCOME <input type="checkbox"/> RENTAL VALUE		YES NO N/A			If YES, LIMIT: Actual Loss Sustained; # of months:
BLANKET COVERAGE		X			If YES, indicate value(s) reported on property identified above: \$
TERRORISM COVERAGE		X			Attach Disclosure Notice / DEC
IS THERE A TERRORISM-SPECIFIC EXCLUSION?			X		
IS DOMESTIC TERRORISM EXCLUDED?			X		
LIMITED FUNGUS COVERAGE			X		If YES, LIMIT: DED:
FUNGUS EXCLUSION (If "YES", specify organization's form used)		X			
REPLACEMENT COST		X			
AGREED VALUE			X		
COINSURANCE			X		If YES, %
EQUIPMENT BREAKDOWN (If Applicable)		X			If YES, LIMIT: See below DED: 10,000
ORDINANCE OR LAW - Coverage for loss to undamaged portion of bldg			X		If YES, LIMIT: DED:
- Demolition Costs			X		If YES, LIMIT: DED:
- Incr. Cost of Construction		X			If YES, LIMIT: 5,000,000 DED:
EARTH MOVEMENT (If Applicable)		X			If YES, LIMIT: See below DED: 100,000
FLOOD (If Applicable)		X			If YES, LIMIT: 10,000,000 DED: 100,000
WIND / HAIL INCL <input type="checkbox"/> YES <input type="checkbox"/> NO Subject to Different Provisions:			X		If YES, LIMIT: DED:
NAMED STORM INCL <input type="checkbox"/> YES <input type="checkbox"/> NO Subject to Different Provisions:					If YES, LIMIT: DED:
PERMISSION TO WAIVE SUBROGATION IN FAVOR OF MORTGAGE HOLDER PRIOR TO LOSS		X			

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.

ADDITIONAL INTEREST		OE
MORTGAGEE	CONTRACT OF SALE	LENDER SERVICING AGENT NAME AND ADDRESS
LENDERS LOSS PAYABLE		
NAME AND ADDRESS 444098 Evidence of Coverage		AUTHORIZED REPRESENTATIVE

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ACORD 28 (2014/01)

For questions regarding this certificate, contact the number listed in the 'Producer' section above and specify the client code 'AECTE01'.

EVIDENCE OF COMMERCIAL PROPERTY INSURANCE-Including Special Conditions (Use only if more space is required)

THIS CERTIFICATE SUPERSEDES ALL PREVIOUSLY ISSUED CERTIFICATES FOR THIS HOLDER, APPLICABLE TO THE CARRIERS LISTED AND THE POLICY TERM(S) REFERENCED.

Valuable Papers Coverage of \$5,000,000 is included at all locations. Equipment Breakdown not to exceed: \$250,000 for Ammonia Contamination; \$250,000 for Spoilage. Earth Movement Limits as follows :a) Property Located in Zone 1: \$10,000,000; b) Property Located in Zone 2: \$10,000,000; c) Property Located in Zone 3 : \$25,000,000; d) Property Located in Zone 4: \$25,000,000. -- ALL U.S. SUBSIDIARIES ARE COVERED.

Certificate Holder ID: 444098



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
10/05/2014

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 Marsh Risk & Insurance Services CA License #0437153 777 South Figueroa Street Los Angeles, CA 90017 Attn: LosAngeles.CertRequest@Marsh.Com 06510 -AECOM-01-14-15 LosAng UMB 2014	CONTACT NAME: PHONE (A/C, No, Ext): FAX (A/C, No): E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE NAIC # INSURER A : Zurich American Insurance Company 16535 INSURER B : INSURER C : Illinois Union Insurance Co 27960 INSURER D : N/A N/A INSURER E : INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** LOS-001495942-63 **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.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PROJECT <input type="checkbox"/> LOC			GLO 5965891 06	04/01/2014	04/01/2015	EACH OCCURRENCE	\$ 2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 5,000
							PERSONAL & ADV INJURY	\$ 2,000,000
							GENERAL AGGREGATE	\$ 2,000,000
							PRODUCTS - COMP/OP AGG	\$ 2,000,000
								\$
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			BAP 5965893 06	04/01/2014	04/01/2015	COMBINED SINGLE LIMIT (Ea accident)	\$ 1,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE	\$
							AGGREGATE	\$
								\$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input type="checkbox"/> Y/N If yes, describe under DESCRIPTION OF OPERATIONS below		N/A				WC STATUTORY LIMITS	OTHER
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$
C	ARCHITECTS & ENG. PROFESSIONAL LIAB.			EON G21654693 ""CLAIMS MADE""	10/08/2014	04/01/2016	Per Claim/Agg	\$2,000,000
							Defense Included	

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

CERTIFICATE HOLDER AECOM TECHNICAL SERVICES, INC. 515 SOUTH FLOWER STREET, 9TH FLOOR LOS ANGELES, CA 90071	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 of Marsh Risk & Insurance Services David Denihan <i>David Denihan</i>
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ACORD 25 (2010/05)

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Innovations:

Our team understands the importance of communicating clearly and effectively on many levels at once. As demonstrated during the development of the City's Long-Range Strategic Plan, AECOM works within a collaborative environment and key to that is extensive public participation. We are experienced at connecting individuals to work as a group and are committed to engaging the public with neutral and purposeful facilitation. Because of our deep and varied background in planning and community development we are able to educate through informed facilitation. Our public communication activities and techniques include:

To Build Support:

- Kickoff workshop
- Surveys
- On-site focus groups and interviews
- Public visioning workshop
- Web page information and survey
- Social media
- Press releases and coverage
- Outreach to HOAs and community organizations

AECOM facilitation philosophy and techniques are simple:

- Be transparent and true to the role of facilitator
- Be respectful and listen well to all participants
- Create a safe, fun and energized environment
- Design exercises to be interesting, entertaining and informative
- Build on the findings and results of each previous exercise
- Assure equal opportunity for participation
- Stay on time, on task and on schedule
- Take time outs if needed to address new issues or to re-focus the discussion
- Regularly check in with the group to make sure that we are on task
- Incorporate food and music whenever possible!

Additional techniques utilized include the use of TurningPoint, an interactive audience response system that works with Microsoft PowerPoint. This software facilitates real time interaction, gathering responses from each participant and quickly translating them into measurable results in the form of charts and graphs. AECOM has been using this technique to collect, evaluate and record involvement at workshops, meeting, and focus groups.



Focus group meeting



Example of project business cards for public outreach



TurningPoint interactive audience response system

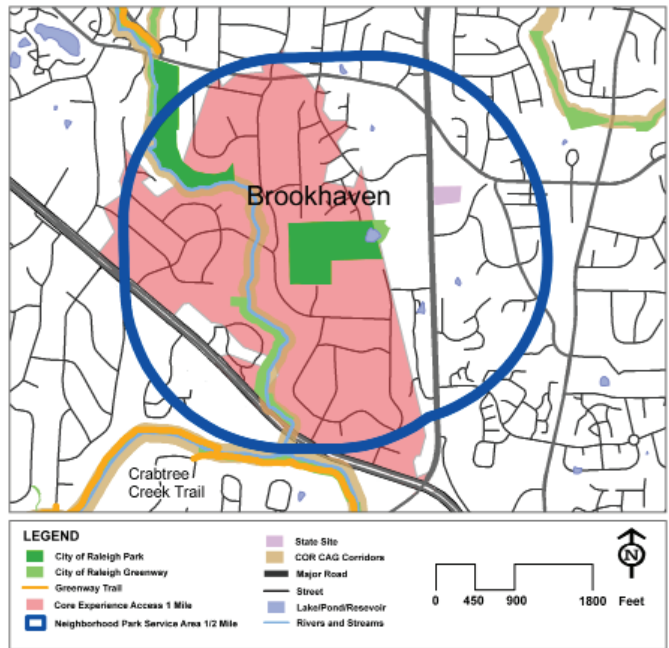


Data Collection

AECOM uses many methods and techniques to gather data from simple inventories or public input. All of the techniques underscore the need for frequent and meaningful communications between City staff to ensure a collaborative effort and review process. Data collection techniques will allow AECOM to determine the County's true park and recreation needs and priorities. Combined, the techniques form a mixed-method, triangulated approach based on three primary data collection practices; anecdotal or observational, qualitative and quantitative. Within each category we utilize a multitude of techniques such as facility observations, stakeholder interviews and level of service analyses. When combined, these techniques allow us to cross-check results to identify trends in needs and priorities. Adjacent is a diagram of the mixed methods process.

AECOM has all of the capabilities necessary to successfully execute the services specified for the Parks and Recreation Master Plan, including a full time, in-house Parks and Public Space Planning Team that specializes in Parks System Planning. Additionally our sub consultants David Barth, ETC/Leisure Vision and RMPK Funding supplement our capabilities with their expertise in Recreation Surveys and Funding, respectively.

In-house technology capabilities include the latest in Arc-GIS, AutoCAD, Adobe, and Microsoft software for GIS, Graphic Design, Publishing, Web Design, Public Engagement, and Communications needs and data collection.



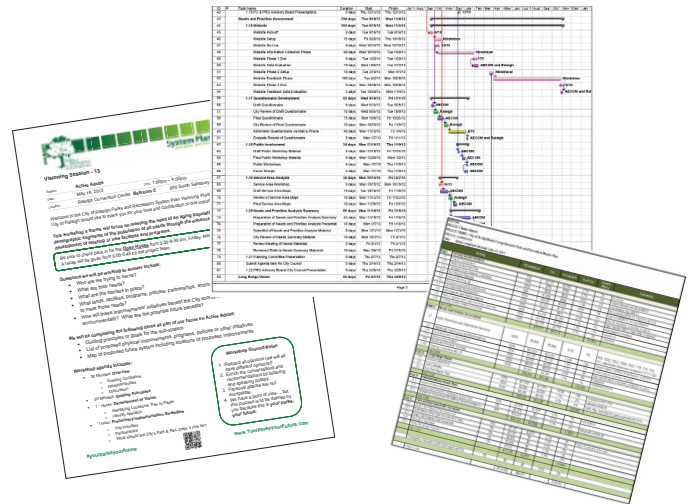
Example of GIS-Base Access LOS Analysis showing true walking and biking access to a neighborhood park.



Our clients can attest to the incredible service you get from AECOM's park planning team. We work hard to earn your trust and to do whatever it takes to meet your needs and schedule. Our goal is to not just 'get the job,' it's to develop a long-term, collaborative relationship with you and your team, to work together to development a comprehensive and realistic parks and recreation master plan. In order to achieve this, we typically include the following techniques to assure that the target schedule is met:

To Maintain Schedule:

- Detailed project schedule
- Pre-scheduled milestones, interim submittal dates, review periods and presentations
- Bi-weekly status conference calls or meetings
- Interim presentations and discussions
- Monthly status reports tied to invoices



Example of project planning tools

Why the AECOM team is the Most Qualified Firm

No one is more qualified in the State of Florida than the AECOM team to prepare the City's Parks and Recreation System Master Plan:

- We are nationally known leaders in parks and recreation planning, management, design and research
- We have a long and successful relationship with partner municipalities
- We are experts at public participation
- We are knowledgeable about the City's parks, trails, and open spaces
- We have a proven, successful approach that is lauded by over 75 counties and municipal clients throughout the US
- We are "implementation-oriented", producing realistic plans as catalysts for implementation
- We provide incredibly responsive service – just ask our clients
- We always produce our plans on-time and within budget

We have the knowledge, experience, proven approach, passion and enthusiasm to do a great job for South Miami and look forward to the opportunity to discuss our ideas and approach with you in more detail!



Following are 1-page summary resumes of the staff who will be involved in the majority of the work on the project.



Nicholas Kuhn, RLA
Project Manager

Education

Bachelor of Science in Landscape Architecture, The Ohio State University, 2005

Professional Registrations

Landscape Architect: Florida No. 6667065; North Carolina No. 1703;

Affiliations

American Society of Landscape Architects (ASLA) – Florida Chapter Government Affairs Committee member, 2010-2011
Sigma Lambda Alpha – Landscape Architecture Honorary Fraternity

Awards + Honors

Florida ASLA Honor Award, 2013 Haulover Park General Plan
Florida ASLA Honor Award, 2011 Ludlam Trail Benefits Study
Florida APA Gold Coast Best Report & Transportation Plan Awards, 2010
California APA Award, Downtown San Diego Needs Assessment, 2008

Publications + Technical Papers

Grant Jones, Jones & Jones/ILARIS: The Puget Sound Plan (Source book in Landscape Architecture), by Jane Amidon; June 28, 2007, Student Participant

Presentations

Quantifiable Benefits of Greenways, Park Pride Atlanta, 2012
Quantifying the Benefits of Trails and Greenways, National Recreation and Parks Association Annual Conference, 2011
The Social, Environmental and Economic Benefits of Trails and Greenways, Florida Recreation and Parks Association Annual Conference, 2011
Designing Sustainable Urban Trails, Florida Recreation and Parks Association Annual Conference, 2010
Process Approach to Designing Sustainable Parks, Florida Recreation and Parks Association Annual Conference, 2009

Experience

Years with AECOM: 9
Years with Other Firms: 3

Current Telephone Number

919.256.6308

Mr. Kuhn has extensive experience in park system planning, parks, trails and streetscape design and planning, providing master planning, trail planning and design, natural lands management planning, public facilitation, and project management.

Project Experience

Park/Open Space System Planning:

Raleigh Parks and Recreation System Plan, Raleigh, NC.

Major components of the Plan will include Neighborhood Demographics Analysis; a Maintenance, Staffing and Programming Analysis; an access-based Level of Service Analysis (LOS); interviews with a cross section of the project stakeholders; a Mail/Telephone survey; an illustrative Vision; a Cost Estimate and Implementation Strategy.

Specific project role includes project management and lead planner for the project.

Miami-Dade County Parks and Open Spaces System Master Plan, Miami-Dade County, FL.

This 50-year, unifying vision for a livable, sustainable, Miami-Dade County addressed five major components: great parks, great public spaces, great natural and cultural places, great greenways, trails, and water trails, and great streets. Through a series of workshops with representatives from all of the Miami-Dade County departments, public involvement workshops, lifestyle/ demographic analysis, analysis of existing systems, neighborhoods, various community and county-wide visions, benchmarking and economic analysis, AECOM developed a series of guiding principles for all five components. The Master Plan was successfully approved by the County in March of 2008. Project specific role include project manager, park planner for the project.

Ludlam Trail Design Guidelines and Standards, Miami-Dade County, FL:

Working jointly with Rails-to-Trails Conservancy and Miami-Dade County Park and Recreation Department, the Miami-Dade County Trails Guidelines and Standard achieved two purposes; provide specific sound solutions to complex transportation and safety concerns for the development of the Ludlam Trail; and the development of shared-use trail guidelines which can be implemented throughout Miami-Dade County. The final report has been unanimously approved by multiple governmental committees and departments. Work included extensive research and analysis of best practices and lessons learned in shared-trail planning. Project specific roles included project manager and lead planning for the project.

Additional Recent Projects Include:

- City of Tamarac, FL Parks and Recreation Master Plan (Project Manager)
- Miami-Dade Community Recreation Needs Assessment, Miami-Dade County, FL (Project Manager)
- Pasco County Parks and Recreation Master Plan (Planner)
- River of Grass Greenway Feasibility Study and Master Plan, Miami-Dade County to Collier County, FL (Project Manager)
- City of Gainesville, FL Parks, Recreation and Cultural Affairs Master Plan (Planner)



David L. Barth, ASLA,
AICP, CPRP
President - David L. Barth, LLC

Education

PhD Candidate, Design, Construction and Planning, University of Florida, current
Masters of Organizational Leadership, Palm Beach Atlantic University, 2003
Bachelor of Landscape Architecture, University of Florida, 1978

Professional Registration and Accreditations

Registered Landscape Architect, Florida #528, 1979
American Institute of Certified Planners, #011226, 1995
Certified Parks and Recreation Professional, 2002

Selected Presentations

“Community Leader First, Parks and Recreation Professional Second”, Illinois Park and Recreation Association, Chicago, 2012
“New Alternatives for Parks and Recreation Levels of Service”, American Public Works Association, Denver, 2011
“The Future City Parks System”, Opening Session, Park Pride, Atlanta, 2011
“Harnessing the Power of the Public Realm to Create More Sustainable Communities”, Sustainable Florida Conference, West Palm Beach, 2010
“Principles for Successful Community Visioning and Implementation”, Florida Association of Counties Advanced County Commissioner Program, Gainesville, 2010

“Repositioning Parks and Recreation Departments to Become More Essential”, National Recreation and Parks Association, Salt Lake City, 2009
“Greening Your Town through the Public Realm”, South Florida Green Energy & Climate Conference, 2009
“Using Parks and Recreation Master Plans to Create Livable Communities”, South Carolina Chapter APA, Myrtle Beach, 2008
“Sustainability, Leadership and the Role of Parks and Recreation Professionals”, FRPA Directors Summit, 2009
“Effective Techniques for Public Participation, Needs Assessments and Consensus-Building”, Florida Recreation and Parks Association, Orlando, 2009
“Repositioning Parks and Recreation Departments to become an Essential Service”, National Recreation and Parks Association, Seattle, 2009

Experience

Years with David L. Barth, LLC: 2
Years with Other Firms: 32

Current Telephone Number

561.308.9937

Mr. Barth specializes in the planning, design, funding and implementation of the public realm, including parks, open spaces, trails, greenways, natural areas, civic spaces and streets. He has led the development of over seventy parks and open space system plans for communities throughout the United States, as well as hundreds of individual projects. He is an expert facilitator and communicator with extensive experience working with elected officials, public and private agencies, business leaders, residents, funding agencies and other stakeholders to successfully plan and implement projects. David is a leading national advocate for “harnessing the power of the public realm” to create more economically, socially and environmentally sustainable communities, and regularly lectures and writes regarding

the role of parks and the public realm as a framework for livability and sustainability.

Project Experience

Park/Open Space System Planning

- Pasco County, FL Parks and Recreation Master Plan
- City of Tamarac, FL Parks and Recreation Master Plan
- Lenexa, KS Parks and Recreation Master Plan
- Colombia Pike, Arlington, VA Open Space Plan
- Norfolk, VA, Recreation Master Plan
- Doral, FL Parks and Recreation System Master Plan
- Orlando, FL Families, Parks and Recreation Vision Plan
- Aiken, SC Open Space Element for the Comprehensive Plan
- Fort Lauderdale FL, Parks and Long Range Strategic Plan
- San Diego, CA Downtown Parks and Open Space Needs Assessment
- Jacksonville, FL Downtown Pedestrian and Open Space Master Plan
- Miami-Dade County, FL Parks and Open Space Master Plan
- Palm Beach County, FL Northeast Everglades Natural Areas Master Plan
- Pinellas County, FL Recreation, Open Space and Culture System Master Plan
- Suwannee River Water Management District, FL Strategic Recreation Plan
- North Myrtle Beach, SC Parks and Open Space Master Plan
- Coral Gables, FL Parks and Open Space Master Plan
- Macon, GA, Parks and Recreation Open Space Master Plan
- Tallahassee, FL Parks and Recreation Master Plan
- Winter Park, FL Parks and Recreation Master Plan



Randy Mejeur, MS
Ecologist

Education

Master of Science, Botany, University of Georgia, 1998
 Bachelor of Science, Environmental Biology, Summa cum Laude, Taylor University, Upland, Indiana, 1995
 Federal 130/190 Firefighting Training Course
 Interagency Basic Prescribed Fire Training

Accreditation

LEED® Accredited Professional

Affiliations

Society of Ecological Restoration: Coastal Plain Chapter – At Large Florida Representative, 2003-2005; Conference Chair, 2005; Vice-President, 2005-2007; President, 2007-2009

Experience

Years with AECOM: 16
 Years with Other Firms: 2

Current Telephone Number

407.843.6552

Mr. Mejeur is an ecologist and environmental planner focused on integrating and enhancing natural systems within community design. He has served as senior scientist and project manager for urban interface/environmental system master planning, wetland delineation, wetland and listed species permitting, habitat analysis and ecological restoration, public involvement and meeting facilitation, and conservation and park system management planning projects for more than 15 years. Mr. Mejeur has worked with both public and private sector clients to design and implement multiple use approaches for natural system protection the design and development of management plans for parks and open space areas and ordinance development. Mr. Mejeur has served multiple roles, most recently as President, for the Southeast Chapter of the Society for Ecological Restoration.

Project Experience

Pasco County Parks and Recreation Master Plan, Pasco County, FL. Currently ongoing, this project has an anticipated completion date of fall, 2014. This project is highlighted with extensive public involvement through use of surveys, stakeholder interviews and public workshops. Tackling the impacts from projected population growth over the next 25 years, this plan will response to the unique characterisitcs of the County with priorities identified for coastal, urban areas and rural eastern area of the county. Utilizing the latest in public involvement techniques, GIS analysis, survey instruments, the Pasco County plan will

focus on community-based needs and priorities to improve the quality of life throughout the City. Specific project role includes project manager and lead planner for the \$125,000 project.

Shingle Creek Regional Park Management Plan Update, Osceola County, FL. Served as project manager and primary client contact to prepare an update to the management plan for Shingle Creek Regional Park, a 1,500 acre park in northwestern Osceola County. Led a workshop to identify master plan and management updates to a 2007 plan. Coordinated planning efforts for site plans and order of magnitude cost estimates for improvements and developed a five phase implementation plan for the proposed improvements. Established acquisition priorities and acquisition parcel types for additional expansion of the park. Prepared the management plan documenting the site plans, updated management requirements, and phasing plans. Presented the plans at a public meeting and the Osceola County Board of County Commissioners meeting.

Deering Estate at Cutler, Miami-Dade County, FL. Served as lead ecologist for the creation of a resource management plan for the conservation and public use of the Deering Estate at Cutler in Miami, Florida. Facilitated stakeholder and public meetings. Prepared the management plan document and coordinated with project staff to identify resource management costs to include in the management plan.

Lake Lizzie Natural Resource Management Plan, Osceola County, FL. Served as project manager and lead ecologist for the preparation of a natural resource management plan for the approximately 1,017 acre Lake Lizzie Conservation Area (LLCA) in northeastern Osceola County. Facilitated a meeting with stakeholders to identify and prioritize management requirements and actions for the LLCA. Prepared a management plan that identified multiple management units, requirements and/or constraints, existing and proposed recreational facilities, and short- and long-term management priorities for land managers to use for staff and funding allocation over time.

Barbara Heller

President, Heller and Heller Consulting, Inc.
129 Branchwood Drive, Schaumburg IL 60193
224.456.6934



Heller and Heller Consulting, Inc. 2010 to present - involved in strategic planning, master planning, operational assessments, staffing and organizational structure and culture, pricing of services, business planning, and service quality assessments specializing in the parks and recreation industry. The firm is also involved in the facilitation of public input processes and staff training in a variety of topics.



Work History

PROS Consulting, LLC, Principal Consultant 2007-2010 – responsible for strategic planning, master planning, operational and service quality assessments, marketing reviews, and recreation program analysis.

Naperville Park District, Naperville, IL Executive Director 2004-2007 – responsible for overall leadership of a park district for a community of 140,000, including a \$32 million budget, 105 full time staff and 2,500 acres of parkland.

Elk Grove Park District, Elk Grove Village, IL Executive Director 1995-2004 – responsible for overall leadership of a park district. \$16 million budget, 70 full-time and 500 part-time staff. Duties include overseeing the recreation service delivery process, maintenance and planning for 44 parks, golf course operations, theme park, recreation centers, water park operations and managing financial and human resources.

Arlington Parks and Recreation Department, Arlington, TX Assistant Director 1989-1995 – responsible for the successful management of widely diversified municipal programs, golf course operations, aquatics, athletics, recreation and senior centers for a community of 275,000. Managed 40 full-time and 500 part-time staff and a \$4.4 million budget.

Maryland National Capital Parks/Planning Commission, Montgomery County, MD 1976-1988 (roles include Assistant Division Chief - 1988; Recreation Superintendent - 1988; Personnel Director – 1984; District Programmer - 1978) - responsible for facility management and maintenance of 50 park sites including a regional park, golf course, horse center, nature center, and numerous local and neighborhood parks. Managed 50 full-time staff and a \$3 million dollar budget in a county operation of over 800,000 residents.

Education

Master Degree in Public Administration, American University, Washington, D.C.
Bachelor of Science, Recreation and Parks, Pennsylvania State University, University Park, PA.

Memberships

- National Recreation and Parks Association
- American Society for Quality, Association for Quality and Participation, and the Public Sector Network
- Illinois Parks and Recreation Association
- Speaking engagements at NRPA congress 1995-2010, IAPD and IPRA annual conference, NRPA schools, and many state conferences including IL, VA, TX, NJ, CA, OH
- Trained examiner for the Lincoln Award for Business Excellence using Malcolm Baldrige criteria
- Graduate of the Center for Creative Leadership program on Leadership Development



Ken Ballard, C.P.R.P. **Principal**

As a founding partner of Ballard*King & Associates, Ken has over 30 years experience in recreation facility operation and planning. Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation facilities. In his years of work with B*K, Ken has provided planning, feasibility and operations consulting to more than 250 recreation projects across the country. Ken is well known for his vast knowledge of recreation facility development and operations. His expertise has been developed over the years from a wide breadth of experiences within the recreational field.

Education

University of Colorado BS
Recreation, BA History

Certified Parks and Recreation
Professional

Professional Affiliations

Athletic Business Magazine
Advisory Board

Colorado Parks and Recreation
Association

National Recreation and Park
Association

Metropolitan State College of
Denver—Former Adjunct
Faculty

Ken's project experience includes feasibility studies, facility construction and design process, space planning and equipment specifications, request for proposal, grand opening celebrations, preventive maintenance programs, staffing, budgeting, marketing, programming, parks and recreation master plans, as well as audits. Ken also has extensive program experience including adult and youth sports, fitness/wellness, special events and cultural arts.

Ken's diverse experience has led to his active involvement with the Colorado Parks and Recreation Association's Recreation Facilities Design and Management School. For the past 13 years Ken has been a faculty member at the Athletic Business Conferences, where he presented numerous sessions on recreation facility planning. In addition, he serves on the editorial advisory board and planning committee. He has also been a speaker at several National Park and Recreation Association Congresses and numerous state parks and recreation conferences. Ken's published work includes the feature articles "Climbing Toward Cost Recovery" and "Happy Together" both in Athletic Business Magazine.

Prior to co-founding B*K, he was the Recreation Manager for the City of Thornton, CO, and was a key member of the team responsible for the pre-design phase of their recreation center. For 12 years before joining them he was the Director of the Englewood, CO, Recreation Center, in charge of the operation and administration of the Englewood Recreation Center, which received the 1986 "Facility of Merit" award from Athletic Business Magazine for design and operations excellence.



Darin Barr

Senior Associate

Darin began his work with Ballard*King & Associates in 2007 and brings 10 years of experience to the company.

Prior to B*K, Darin was the Senior Associate Director of the 300,000 square-foot Student Recreation Complex at the University of Missouri-Columbia. His main areas of responsibility were membership, dry-side facility operations, wet-side facility operations, maintenance and information technology. In addition to the Student Recreation Complex, Darin's responsibilities also spanned the adjacent sand volleyball courts, Stankowski Field, and 50-plus acres of green space. Previously he served as the Aquatic Manager for the Mizzou Aquatic Center and was responsible for opening that portion of the Student Recreation Complex in the summer of 2005.

His management experience includes economic impact studies, space planning and equipment specifications, request for proposal, grand opening celebrations, preventive maintenance programs, staffing, budgeting, marketing, risk management and programming.

Darin spent three years working for the Town of Pittsford, NY, Recreation Department as a Recreation Supervisor. During his tenure with Pittsford, Darin was responsible for the programming, budgeting, coordinating shared use facilities, and developing the Pittsford Triathlon. In addition, Darin spent a season working for a privately-owned water park as well as four years working as the Recreation Superintendent and Aquatics Coordinator at the Rec-Plex in St. Peters, MO.

The diversity of Darin's experiences have shaped his unique perspective on the delivery of recreation services, and the operation of recreation facilities. Darin's honest approach, attention to detail, and depth of knowledge give client's comprehensive insight to help guide them through their project

Education

SUNY—Brockport Master in
Public Administration

University of Missouri
BS Parks Recreation &
Tourism

Certified Pool Operator

Professional Affiliations

National Intramural-
Recreational Sports Association

New York State Parks &
Recreation Society

Missouri Park & Recreation
Association

University of Missouri—
Adjunct Faculty

Drew Crumpton

Landscape Designer

Education

Master of Landscape Architecture, North Carolina State University, 2013

Bachelor of Science in Parks, Recreation and Tourism Management, North Carolina State University, 2010

Affiliations

American Society of Landscape Architects (ASLA)

Experience

Years with AECOM: 2

Years with Other Firms: 0

Mr. Crumpton is a landscape designer and park planner with AECOM, providing support for projects serving public agencies nationwide. He specializes in parks and recreation system master plans and graphic visualizations for transportation design projects.

Mr. Crumpton has been involved in all phases of the planning and design process including project support, demographic analysis, graphic visualizations, and public involvement such as; workshops, focus groups, stakeholder meetings, and public presentations. Working on various master plans and transportation projects has provided Mr. Crumpton with an understanding of the value of thorough analysis, inclusive participation, clear and concise presentation, and collaborative team environments.

Project Experience

Raleigh Parks, Recreation and Cultural Resources System Plan, Raleigh, NC. Currently ongoing, this project has an anticipated completion date of 2014. Major components of the Plan will include Neighborhood Demographics Analysis; a Maintenance, Staffing and Programming Analysis; an access-based Level of Service Analysis (LOS); interviews with a cross section of the project stakeholders; a Mail/ Telephone survey; an illustrative Vision; a Cost Estimate and Implementation Strategy. Specific project role included landscape designer and planner for the \$415,000 project.

City of Rocky Mount Parks and Recreation Master Plan Rocky Mount, NC. The City of Rocky Mount selected AECOM to develop a new Parks and Recreation Master Plan in 2013. Currently in progress, the plan included an extensive analysis of the existing system, a comprehensive needs assessment including a significant public involvement component with focus groups, interviews stakeholder

input and a public opinion survey, a long range vision, and a feasible implementation plan. Specific project role included landscape designer and planner for the \$110,000 project.

River of Grass Greenway Feasibility Study and Master Plan Miami-Dade County to Collier County, FL.

Funded by a Federal Transit Administration grant through the National Parks Service and Miami-Dade County, the River of Grass Greenway Feasibility Study and Master Plan includes a comprehensive evaluation of the social, environmental and economic impact of this potential 75 mile greenway. Unique in the nature that the greenway will, if found feasibility, connect four national parks, preserves and wildlife refuges and five state parks and preserves while traversing one of the most ecologically sensitive areas of the world. Project includes an extensive analysis of benefits and cost; multi-phased implementation plan; and over 25 community meetings and three weeks of on-site workshops. Specific project role included landscape designer for the \$846,000 project.

West Kendall District Park, Miami-Dade County, FL.

Provided a park planning program plan for the 164 acre park and sports complex. Specific project role included planning and landscape design for the \$30,000 project.

Pasco County Parks and Recreation Master Plan, Pasco County, FL.

Currently ongoing, this project has an anticipated completion date of fall, 2014. This project is highlighted with extensive public involvement through use of surveys, stakeholder interviews and public workshops. Tackling the impacts from projected population growth over the next 25 years, this plan will response to the unique characteristics of the County with priorities identified for coastal, urban areas and rural eastern area of the county. Utilizing the latest in public involvement techniques, GIS analysis, survey instruments, the Pasco County plan will focus on community-based needs and priorities to improve the quality of life throughout the City.



Pamela A. Adams Public Engagement, Principal

Pamela Adams is the President and founder of Adams Consulting Group (ACG). ACG is a full service public outreach and engagement consulting firm, specializing in the design and execution of public engagement and involvement strategies and programs for large, impactful public transportation, planning, neighborhood revitalization, and quality of life infrastructure improvement projects. These programs are designed to facilitate community input and build consensus and understanding for client's programs.

Pamela has extensive experience creating unique programs to include diverse stakeholder communities and target clusters for each project. She brings valuable local knowledge and relationships to each engagement. She works as an integral part of the project team from the onset to ensure the nuances of public engagement are included in every phase.

Adams Consulting Group, Inc.

547 N.W. 9th Avenue Suite 5
Fort Lauderdale, FL 33311

7926 Willow Spring Drive, Suite 1318
Lake Worth, Florida 33467

Education

Masters of Public Administration
Pennsylvania State University, State
College, PA

B.S. Sociology Political Science
Western Michigan University,
Kalamazoo, MI

Licenses/Registrations

Florida Real Estate

Years of Experience

30 Years

Professional Associations

Leadership Florida
FTL – MBA
IARSL-CE

Training and Certifications

None

Experience

AECOM, Port Everglades Master Plan Update, Fort Lauderdale Public Engagement. Developed and execute a public outreach and engagement program, stakeholder and tenant engagement, responsible for meeting coordination, advertising and reporting.

AvAir Pros, JetBlue Terminal 3 CBIS/BHS Design/Build, Fort Lauderdale-Hollywood International Airport. Manage the County Business Enterprise Program for JetBlue Airlines. Develop and implement a business outreach and compliance program for the CBIS design build project at FLL Terminal 3.

Jacobs Engineering, Speak Up Broward, Broward Metropolitan Planning Organization Public Involvement Plan, Broward County, Community Engagement and Information. Develop and manage Speakers Bureau and Program for Empowering People, execute a public outreach and information program, identification of stakeholders, conduct interviews with key stakeholders, facilitate focus groups and make public presentations to community groups, assist with the development of information material.

Tindale Oliver, Broward County Transit Development Plan, Broward County, Community Involvement and Information. Develop and execute a public outreach and information program, identification of stakeholders, conduct interviews with key stakeholders, make public presentations to community groups, assist with the development of information material.

AECOM, FDOT City of Fort Pierce, Port Collaborative Opportunities Analysis, Fort Pierce Community Engagement and Meeting Facilitation. Develop and execute a public outreach and information program, identification of stakeholders, conduct interviews with key stakeholders, facilitate focus groups and make public presentations to community groups, assist with the development of informational material.

AECOM, City of Miramar – Historic Miramar Infrastructure Improvement Program – Phase 2 HMI12, City of Miramar Community Engagement and Conflict Resolution. Community & public information outreach and conflict resolutions. Development and distribution of presentations and collateral materials. Present project updates and community meetings.

Jacobs Engineering, Broward County Metropolitan Planning Organization (MPO) – 2035 Long Range Transportation Plan Update, Broward County Community Engagement and Public Information. Provide consulting services for public awareness, education and outreach to ensure maximum public participation in building a consensus for the LRTP process/plan. Surveyed the public about transit concerns and preferences, collected and analyzed data, prepared executive summary of results and all meetings.

Fort Lauderdale Transportation Management Association (TMA) – Sun Trolley Service Improvement Workshop, Fort Lauderdale Strategic Plan Development and Facilitation. Provide consulting services to develop and facilitate a strategy planning workshop for Board members, riders and stakeholders. Prepared workshop materials, surveys and reports.

Davicka N. Thompson

Public Engagement Manager



Ms. Davicka N. Thompson is a seasoned communications executive. Davicka has extensive public service and private sector experience, having led several public relations and community outreach initiatives for more than 15 years. She dedicates a majority of her time working in the government sector on infrastructure, transit, aviation, maritime, transportation and capital improvement programs. She possesses detailed understanding of the community, public policy, political and governmental institution factors that may affect decision-making. She plays a key role in soliciting public support for public awareness projects in the Dallas, Texas and South Florida metropolitan areas, as well as creating diversity plans and compliance programs to ensure fair and equal project participation.

Adams Consulting Group, Inc.

547 NW 9th Avenue
Fort Lauderdale, FL 33311

7926 Willow Spring Drive, Suite 1318
Lake Worth, Florida 33467

Education

B.S. Psychology
Nova Southeastern University
Davie, Florida

Years of Experience

Adams Consulting Group 3
Thompson Creative Collective: 3
K Strategies: 3
Neiman Marcus: 10

Training and Certifications

Turner School of Construction
Management Certification

Contract Compliance Administrator
American Contract Compliance
Association

**Federal Subcontracting and Texas
HUB Plan Preparation Certification**
Regional Hispanic Contractors
Association

Experience

AvAirPros, JetBlue Terminal 3 CBIS/BHS Design/Build, Fort Lauderdale-Hollywood International Airport

Manage the County Business Enterprise Program for JetBlue Airlines. Develop and implement a business outreach and compliance program for the CBIS design build project at FLL Terminal 3.

Jacobs Engineering, Broward Metropolitan Planning Organization's "Speak Up Broward" Public Involvement

Manage Speak Up Broward public engagement initiative, Speakers Bureau development and Program for Empowering People mini-grant project.

AECOM, Port Everglades Master Plan Update, Fort Lauderdale Public Engagement.

Facilitate public meetings, manage traditional and social media outreach efforts. Refine and maintain stakeholder database, communication with stakeholders, responsible for design of stakeholder collateral.

Tindale Oliver/ Broward County Transit's "Broward Connected" Transit Development Plan, Public Outreach and Information. Assist with execution of TDP public outreach program; coordinate and facilitate meetings; prepare stakeholder briefings; maintain stakeholder outreach information & database

AECOM / FDOT, Port of Fort Pierce Master Plan Update / Collaborative Opportunities Analysis, Fort Pierce (Public Engagement and Information). Project coordinator for public outreach and information program; identify stakeholders; meeting coordination; media outreach and event facilitation. Prepared reports, press releases, and project collateral materials.



Ron Vine
ETC Institute & President of
Leisure Vision

Education

M.S., Public Administration, University of Illinois, 1975
B.S., History, University of Illinois, 1973

Related Experience

Public Opinion Survey

Experience

Years with ETC/Leisure Vision: 15

Mr. Vine has worked on over 500 public opinion surveys and strategic planning and consulting assignments for a wide variety of community projects, including libraries, parks and recreation strategic and master plans; transportation research; water, waste water and storm water utility research; customer satisfaction research, comprehensive plan research; non-profit research, etc. He has extensive highly successful experience assisting communities with projects leading to sales tax and other tax referendums. Mr. Vine has directed survey efforts in 46 states across the United States, with public sector clients of various sizes ranging up to over 4 million populations.

Ron has served as a facilitator for over 500 stakeholder interviews, focus groups, public forums and consensus building workshops. Ron is skilled in both the use of quantitative phone and mail survey research efforts and qualitative research and has managed on-site survey research efforts

Previous Work (Specific to Master Planning)

Raleigh Parks and Recreation System Plan, Raleigh, NC. Currently ongoing, Leisure Vision has been working on this project with AECOM and the City of Raleigh on a comprehensive statically valid mail/telephone survey for this City of over 400,000 residents. The survey has been mailed to 4,000 households for a sample size of 800. Work also included a comprehensive benchmarking analysis for both operations and system indicators.

Parks And Recreation Needs Assessment Study

Mecklenburg County, NC. Leisure Vision conducted a parks and recreation citizen survey during the winter of 2007-08 as part of a comprehensive long range plan for this County of over 800,000 residents. The survey was designed to obtain statistically valid results from households throughout Mecklenburg County. The survey was administered by a combination of mail and phone.

Parks, Recreation, & Open Space Master Plan

Atlanta, GA. Leisure Vision conducted conducting a Community Attitude and Interest Survey in Atlanta to determine the need for future parks, greenspace, recreation facilities, programs, and services within the City. The survey was designed to obtain statistically valid results from households throughout the City of Atlanta. The survey was administered by a combination of mail and phone as part of a comprehensive master planning project.

Community Interest And Opinion Needs Assessment Survey Saint Paul, MN.

The City of Saint Paul conducted a community attitude and interest citizen survey during the winter of 2007-08 to establish priorities for the future improvement of parks and recreation facilities, programs and services. The survey was designed to obtain statistically valid results from households throughout the City of Saint Paul. The survey was administered by a combination of mail and phone.

Parks And Recreation Needs Assessment Study Los Angeles, CA.

Leisure Vision worked with the City of Los Angeles Parks and Recreation Department on a parks and recreation needs assessment survey during the summer of 2008 establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. Survey was administered by phone or by mail and phone in both English and Spanish. 2,800 surveys were completed, including at least 400 surveys in each of 7 major planning areas for the City.



Ryan Ruskay
President, RMPK Funding

Education

Bachelor of Science, Political Science Florida State University

Experience

Years with RMPK Funding: 12

Mr. Ruskay has more than 12 years of extensive experience in the evaluation and management of various state and federal funding programs, obtaining \$115 million dollars in the past nine years. He has worked with a wide range of local governments to find and obtain the funding necessary to make their capital projects a success. His projects consistently place in the top percentages of funding programs on the local, state and federal level. Mr. Ruskay’s experience includes obtaining funding for land acquisition, transportation projects, cultural facilities and public safety projects. In addition to assisting local communities throughout the state in obtaining funding for capital projects, Mr. Ruskay and the staff at RMPK Funding have developed Capital Improvement and Strategic Funding Plans for many of their clients.

Beginning his career with the State of Florida, Mr. Ruskay managed such programs as the Florida Recreational Development Assistance Program and the Florida Boating Improvement Program. Besides acting as Project Manager for hundreds of projects across the entire state, he has been actively involved in the evaluation and selection of State and Federal grant applications. This experience, combined with his relationships with many key funding coordinators on the local, state, and federal level, will ensure that the clients of the RMPK Funding have the best opportunity to receive funding.

Previous Work

Doral Strategic Funding Plan, Doral, FL. RMPK Funding prepared a Strategic Funding Plan as part of the City of Doral’s Parks Master Plan. The plan focused on the City’s recreation infrastructure and included projects associated with trails, land acquisition, cultural, historic and active recreational facilities. The Strategic Funding Plan utilized the priorities set forth by the City and its residents to identify funding sources, match individual grant programs

to specific projects and provide a 5 year schedule for obtaining alternative funding such as State and Federal grants. Also included in the plan was a comprehensive glossary of grant funding sources from local, state and federal agencies.

Buckhead Greenspace Action Plan, Atlanta, GA. The Buckhead Area Transportation Management Association recently completed the Buckhead Greenspace Action Plan. RMPK Funding working with Association staff and design consultants developed a strategic funding plan for priority projects developed as part of the planning process. The funding plan focused on projects ranging from trails, neighborhood parks, stormwater improvements and streetscape projects. The plan which provided a 3 year schedule of grant funding sources identified over millions of dollars in potential funding for the projects. These funding sources included State and Federal Grant Programs as well as several non-profit funding opportunities.

Anchorage Park, North Palm Beach, FL. RMPK Funding has worked with the Village of North Palm Beach as it planned a \$6 million renovation of Anchorage Park. The project has been divided into three distinct phases. RMPK Funding created a strategic funding plan for the project, grouping funding opportunities to meet the phased construction. RMPK Funding has obtained funding from seven sources totaling \$1,745,450 for Phase I.

Jason M. Bird

Sustainable Infrastructure >> AECOM

Education

Course work in Civil Engineering with Construction Management focus, University of Central Florida 2001-2004

Jason Bird is an experienced civil engineering professional with a focus on all aspects of land development, including commercial and residential, sustainable infrastructure, and transportation projects. Mr. Bird has experience taking projects from feasibility studies to conceptual planning, through full design, permitting, and construction administration. With AECOM, he has focused on water resources, water conservation, infrastructure assessment and sustainability, green infrastructure (Low Impact Development), SSIM water balance modeling, and LEED, Green Mark, and GBES sustainability evaluations for municipalities and US federal facilities.

Project Experience

- City of DeBary Community Park, Volusia County, Florida.
- Archer Recreation Complex, Laramie County, Wyoming.
- Atlanta International Airport, Water Audit and Masterplan, Georgia.
- National Park Service, Santa Monica Mountains National Recreation Area, Cheeseboro Trailhead and Accessible Trail Masterplan, Agoura Hills, California
- National Park Service, Flamingo Masterplan and Design Program, Everglades National Park, Florida
- Bureau of Land Management, Farmington District and Field Office, Farmington, New Mexico.
- Bellefontaine Cemetery Sustainable Infrastructure, St. Louis, Missouri

Chayanika Mohan

Park Planner >> AECOM

Education

Master of Landscape Architecture, North Carolina State University, 2014

Master of Business Administration in Real Estate, Guru Gobind Singh Indraprastha University, New Delhi, India, 2010

Bachelor of Architecture, Vastu Kala Academy Guru Gobind Singh Indraprastha University, New Delhi, India, 2007

Ms. Mohan is a landscape designer and park planner with AECOM, providing support for projects serving public agencies nationwide. He specializes in parks and recreation design projects.

Project Experience

- National Park Service - Paved Trail Network Study for the National Capital Region, Washington DC
- River of Grass Greenway Feasibility Study and Master Plan, Miami-Dade County to Collier County, FL.
- Chuck Pezoldt Park Master Plan, Miami-Dade County

Lauren Swan

Landscape Designer >> AECOM

Education

Master of Landscape Architecture, SUNY Environmental Science and Forestry in conjunction with Syracuse University 2010
Bachelor of Arts in Urban and Regional Planning, Florida Atlantic University, 2007
Associate of Science in Horticulture, Abraham Baldwin Agricultural College, 2003

Affiliations

American Society of Landscape Architects (ASLA)
National Wildlife Federation (NWF), Broward County Habitat Steward

Ms. Swan is an experienced landscape planner with a background in landscape architecture and urban planning. She has diverse experience in community design, master planning, streetscapes, site and detail design as well as project management for both public and private sector clients. As the landscape planner for the City of Pembroke Pines, she rewrote the landscape code, wrote several code of ordinance resolutions, drafted comprehensive plan amendments for green initiatives as well as the creation gateway and open space plans. While with the City, Ms. Swan also received a grant for implementation of her proposed streetscape design.

Project Experience

- Granada Golf Course, Coral Gables, FL
- Granada Golf Course, Coral Gables, FL
- Alhambra Park, Coral Gables, FL
- Tamarac Park Master Plan, Tamarac, FL
- Maggiore Park, Coral Gables, FL
- Kingsbay Community Park, Coral Gables, FL
- Altos Del Mar Park, Miami Beach, FL
- Larkin Health Science Medical Campus, Naranja, FL
- Casino Miami Jai-Alai, Miami, FL

Linda Flynn, Ph.D

Research Lead >> Cultural Planning Group

Linda Flynn directs community research for the firm and is integral to analysis of each client's project issues. She has exceptional and broad experience in arts and cultural research and community engagement, providing results for informed community cultural planning. Prior to her work in the arts and culture industry, Linda worked with government agencies, nonprofit organizations, and private sector corporations in the areas of community process, research, project management, and strategic planning. Linda holds a doctorate from Nova Southeastern University in organizational and leadership development, and professional certifications in qualitative research and quantitative research. Linda is affiliated with the American Psychological Association (APA), the European Society for Opinion and Marketing Research (ESOMAR), and volunteers her time at various local nonprofit organizations focused on the improvement of youth educational experiences in the State of Florida.

Jerry Allen

Partner >> Cultural Planning Group

Allen brings more than 30 years of experience in the local arts agency and cultural planning fields. Beginning as a studio artist, he did his graduate studies at the University of Washington School of Fine Arts, concentrating on studio art and public administration. He was the Visual Arts Coordinator for the King County Arts Commission (Seattle) in the mid-seventies. King County had one of the earliest percent for art programs in the nation and the first county program ever established. In that capacity, he conceived and administered King County's acclaimed EARTHWORKS: Land Reclamation as Sculpture Symposium, widely regarded as one of the seminal projects in the history of contemporary public art.

After serving three years as Executive Director of the King County Arts Commission, Jerry became the Director of Cultural Affairs for the City of Dallas, Texas. While there, he assisted with the formation of the Dallas Arts District and the Arts District Foundation. In that position, he developed the City's first cultural plan and policy and directed the first public art master plan ever completed by any city. Jerry went on to develop the Yerba Buena Arts Center in San Francisco, California, and recently retired as the Director of the Office of Cultural Affairs in San Jose, California, where he was responsible for a general fund budget of \$7 million and a public art budget of \$18 million.

Jerry Allen is one of the founding and leading figures in the national public art field. He has managed major public art programs in Seattle, Dallas and San Jose. At the King County Arts Commission in Seattle, he coordinated one of the first percent for art programs in the country. In that post, he developed the "design team" approach to artist involvement in capital project design. This approach has been widely adopted as the standard practice in the field. In Dallas, he developed the nation's first public art master plan, Visual Dallas. In San Jose, he had responsibility for the largest public art program in the country, with more than \$18 million in active public art projects, including \$12 million in art for the expansion of the San Jose International Airport. Jerry has developed public art and design plans for more than twenty cities and counties since 1984. He led the consultant team that created the 1995 public art and design master plan for Broward County, and again developed the Public Art & Design Plan in 2010 as part of CreativeBROWARD 2020. Jerry was one of the founders of the Public Art Network (PAN) at Americans for the Arts. He has served on the national advisory committee of Forecast: Public Art Review, the only national publication devoted to public art in America.



Advancing Parks and the Public Realm

David Barth shares his fresh look at the public realm and how smart design can improve communities

By Samantha Bartram

The 2014 NRPA Congress will feature a number of exciting speakers throughout the three-day event, including those slated to present during our new Glass Room Sessions. One such individual is David Barth, a planner, facilitator and designer with more than three decades of experience examining and reimagining public spaces. Barth's credentials are many: He obtained a bachelor's degree in landscape architecture at the University of Florida, achieved his master's in organizational leadership from Palm Beach Atlantic University and is currently a Ph.D. candidate at the University of Florida College of Design, Construction and Planning. He's also a Certified Park and Recreation Professional (CPRP) and a member of the American Society of Landscape Architects (ASLA) and the American Institute of Certified Planners (AICP). Barth will kick off the Glass Room Sessions with a discussion titled, "Creating High-Performance Park and Recreation Systems," focusing on how park and recreation departments have a unique opportunity to become "more essential" by creating systems that make innovative contributions to their communities.

"I want to help communities harness the power of their park and recreation systems to become more resilient and sustainable," says Barth, owner/operator of his new firm, David L. Barth LLC. Prior to establishing his own business, Barth served as a principal with Glatting Jackson/AECOM, where he worked on dozens of planning and consultation projects and honed his specializations in park and recreation planning, facilitation and design. All that experience has crafted his current vision of cities as spaces replete with benefits for the citizenry that are simply waiting to be harnessed. "Cities should be thinking about how they can generate the

"Every element of the public realm — as much as 50 percent of a city's land mass — has the potential to generate multiple benefits."

most benefits through the planning, design and/or management of their public realm," Barth says. "Every element of the public realm — as much



David Barth

as 50 percent of a city's land mass — has the potential to generate multiple benefits."

Barth cites New York City's High Line project as a great example of holistic design for maximum usage, saying, "[The High Line] has spurred redevelopment of the west side of the Chelsea area of Manhattan and serves as a social gathering space and a performance venue for local residents and tourists. It also reduces stormwater runoff, mediates the heat-island effect created by hard/reflective city surfaces, and creates shade, oxygen and habitat for insects and birds." His current research on this and other projects he identifies as "High-Performance Public Spaces®" begins to scratch the surface of the multiple advantages of designing and placemaking with environmental stability, economic prosperity and alleviation of social problems in mind. Those include many of the 19 communitywide benefits that could potentially be delivered by the pub-


lic realm, including parks, originally identified by Texas A&M Professor John Crompton. Those include protecting drinking water, attracting tourists, cleaning air, cultural and historic preservation, facilitating healthy lifestyles, enhancing real estate values and still others.

With the establishment of his firm, Barth hopes to disseminate the idea of smart growth and High-Performance Public Spaces[©] to as many municipalities as possible. An important part of that mission is advancing parks and recreation, and the professionals in that industry, as valuable contributors to creating viable, workable and valuable public spaces. “In addition to their traditional role in providing park and recreation services, park and recreation professionals have a unique opportunity

Barth hopes to disseminate the idea of smart growth and High-Performance Public Spaces[©] to as many municipalities as possible.

to provide leadership in community sustainability and resiliency,” Barth says. “Many park and recreation departments control or influence as much as 50 percent of a community’s land mass, giving them the opportunity to plan, design and manage their public spaces to generate economic, social and environmental benefits.”

Another key to Barth’s planning and development mission is communicating the importance of conducting a comprehensive needs assessment of any public realm or parks plan, backed by “statistically valid quantitative techniques, including random mail/telephone surveys and GIS-based level-of-service analysis of park acreage, facilities, programs, access and quality,” he says. “[David L. Barth LLC] also uses NRPA’s PRORAGIS[™] database to benchmark community park and recreation systems against other similar communities.”

October 14, Barth will discuss these ideas in depth, plus some of the roadblocks he sees that might impact the widespread adoption of smart growth and High-Performance Public Spaces[©], as well as preservation and inclusion of parks in development plans. “Creating High-Performance Park and Recreation Systems” will take place from 11–11:45 a.m. in the impressive glass room space located on the exhibit hall floor. The six sessions planned there are intended to attract directors and upper-level professionals who want to discuss cutting-edge issues and topics with their peers and learn how others are dealing with similar challenges they are facing. No CEUs will be offered and session attendance will be purposely limited to 50 and will be on a first-come, first-served basis. For more information about all the exciting new learning opportunities at Congress, visit www.nrpa.org/Congress2014/program-schedule. 



David Barth will present his views on smart growth and High-Performance Public Spaces[©] October 14 in Charlotte as part of the 2014 NRPA Congress.

Samantha Bartram is the Associate Editor of *Parks & Recreation Magazine* (sbartram@nrpa.org).

About AECOM

AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government. With approximately 100,000 employees around the world, AECOM is a leader in all of the key markets that it serves. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering solutions that create, enhance and sustain the world's built, natural, and social environments. A Fortune 500 company, AECOM serves clients in more than 150 countries.

More information on AECOM and its services can be found at www.aecom.com.

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