

# Parks Master Plan

## RFP-4584-18-RL



 **Barth Associates**  
PUBLIC REALM PLANNING, DESIGN, AND FACILITATION

**CHEN-MOORE**  
  
& ASSOCIATES

**pros**  
consulting  
INC.

Mr. Rob Lowery  
Procurement Contracts Officer  
City of Hollywood  
City Hall/Procurement Services Division  
2600 Hollywood Boulevard, Room 303  
Hollywood, FL 33020

October 16, 2018

**Re: City of Hollywood Parks Master Plan, RFP 4584-18-RL**

Dear Mr. Lowery,

Barth Associates is pleased to submit this proposal to prepare a Parks and Recreation Master Plan for the City of **Hollywood**. We are one of only a handful of firms in the United States that specializes in parks and recreation system planning, and the only firm based in Florida. We are distinguished by:

**INDUSTRY LEADERS** – Barth Associates Principal Dr. David Barth is a Certified Parks and Recreation Professional, registered Landscape Architect, and Certified Planner with over 35 years of experience in Parks System Master Planning throughout Florida and the United States. He has served as the Principal-in-Charge and/or Project Manager of over 80 Parks and Recreation Master Plans including Miami-Dade County, Washington DC, Raleigh NC, downtown San Diego CA, Buckhead (Atlanta) GA, and Norfolk VA. He is also a frequent lecturer and author regarding parks and recreation trends and topics. He was a co-author of the American Planning Association (APA) publication *From Recreation to Re-Creation*, as well as a contributor to APA's *Planning and Urban Design Standards for parks and recreation needs assessments*. Most recently he authored APA's *Planning Advisory Service Memo Alternatives for Determining Parks and Recreation Levels of Service*.

PROS Consulting is the leading parks and recreation management consulting firm in the country. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS has tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation. Since the firm was established in 1995, PROS has completed more than 1,000 parks and recreation planning projects in over 47 states and numerous projects internationally in seven countries. PROS principals Leon Younger and Neelay Bhatt have worked with David Barth for over 15 years, most recently on parks and recreation master plans for Naples, Gainesville, and Doral.

ETC Institute is the leading national authority on Parks and Recreation surveys and benchmarking and will be assisting Barth Associates with the statistically valid survey. ETC Institute has completed over 600 Parks and Recreation Surveys and maintains a data base of over 70,000 surveys and benchmarking databases. ETC has conducted dozens of surveys for Barth Associates' projects throughout Florida and the Southeast over the past 15 years.

**EXTENSIVE LOCAL EXPERIENCE** – In addition to our team's national expertise, we have completed master plans for over 60 communities in Florida and have extensive knowledge of the City of Hollywood and surrounding areas. David Barth was the managing partner for Glatting Jackson/ AECOM's south Florida office, where he completed parks, recreation, natural areas, and/or trails master plans for numerous south Florida communities including Tamarac, Sunrise, Wilton Manors, Ft. Lauderdale, Delray Beach, Boynton Beach, and Deerfield Beach, as well as Miami-Dade, Broward, and Palm Beach Counties. Barth Associates is currently working on the Coconut Creek Parks and Recreation Master Plan.

PROS Consulting has worked with us on many of these same projects, and has also completed the Broward County, FL Comprehensive Analysis of the Parks and Recreation Division; the Miami-Dade County Functional Organizational Analysis; the Miami-Dade County Regional Parks & Recreation System Strategy; and other south Florida parks and recreation planning and management projects.



Local landscape architecture and engineering firm Chen Moore and Associates (CMA) brings 32 years of municipal experience in Broward County and South Florida to the Barth Associates team, with offices in Fort Lauderdale, Miami, and West Palm Beach. They will support Barth Associates with local staff in public participation, site evaluations, inventory, mapping, level of service analysis, and construction cost estimating. In addition to providing professional services to the City of Hollywood for the Jefferson Street Dune Restoration, Hollywood Beach Golf Course Greenway and Stormwater Master Plan, Chen Moore has also provided park planning or design services for other south Florida projects including the Ft. Lauderdale South Beach parking area, City of West Palm Beach Parks and Recreation Master Plan, Doral Glades Park, Miramar Amphitheater and Deerfield Beach Westside Park. CMA is supporting Barth Associates in the development of the Coconut Creek Parks and Recreation Master Plan.

Local Architecture firm CPZ Architects Inc. will support BA in the Inventory and Analysis of parks buildings such as community centers, restrooms, and amphitheaters. CPZ is located in Plantation, FL and is a Broward County CBE firm. They are recognized for their expertise in the design of parks facilities architecture. Recent work includes the Miramar Amphitheater, Shirley Branca Amphitheater, Doral Glades Park, Hollywood Beach Lifeguard Stations and numerous parks projects for Broward County.

**A MISSION-DRIVEN APPROACH** – Our firm was founded to help communities “harness the power” of their Parks and Recreation System to become more resilient and sustainable. A Parks and Recreation (Public Realm) System can comprise as much as 50% of a city’s land mass, and we believe that a well-planned, designed, programmed and maintained system can generate numerous economic, social and environmental benefits for the community. This is particularly relevant for communities such as Hollywood, where parks, trails, and the public realm play such a significant role in residents’ quality of life.

**ROBUST PUBLIC ENGAGEMENT** - We are experts at facilitating all types of public engagement forums, from one-on-one interviews to on-line surveys and public open houses. We strive to create fun, safe, and participatory environments for residents and stakeholders to provide input, while also meeting their neighbors and contributing to a sense of community.

**A FOCUS ON IMPLEMENTATION** - We focus on implementation from the beginning of the project, including capital improvements and maintenance funding, policy and program initiatives, level of service recommendations, and public-private partnerships.

**A COLLABORATIVE, FLEXIBLE APPROACH** - We enjoy collaborating with our clients to make the best use of available resources – including staff time and expertise – to meet their needs. We will prepare an approach and scope to meet your budget, and we will develop a detailed work plan – including key milestones, meeting dates, and deliverables – to meet your schedule. Our clients will attest to our timeliness, ability to work within their budget, and incredibly responsive service.

The following proposal provides more specific information regarding our project team, qualifications, and experience. We are excited about the opportunity to work with the City of Hollywood to prepare your Parks Master Plan and look forward to the opportunity to discuss our ideas with you in more detail.

Sincerely,

A handwritten signature in black ink, appearing to read "David Barth", written in a cursive style.

David L. Barth PhD, CPRP, AICP, PLA

Principal-in-Charge

## Title Page

**Parks Master Plan RFP-4584-18-RL**

**Barth and Associates**

10030 SW 52nd Road

Gainesville, FL 32608

David Barth

(561) 308-9937

October 16, 2018



## Table of Contents

| Number | Section   | Page Number |
|--------|---|-------------|
|        | Cover Letter  |             |
| 1      | Title Page .....  | 1-1         |
| 2      | Table of Contents .....   | 2-1         |
|        | • Acknowledgment and Signature Page .....   | 2-2         |
|        | • Hold Harmless and Indemnity Clause .....  | 2-3         |
|        | • Non-Collusion Affidavit .....   | 2-4         |
|        | • Sworn Statement Pursuant To Section 287.133 (3)<br>(A) Florida Statutes On Public Entity Crimes . | 2-5         |
|        | • Certifications Regarding Debarment, Suspension<br>and Other Responsibility Matters .....          | 2-7         |
|        | • Drug-Free Workplace Program.....  | 2-8         |
|        | • Solicitation, Giving, and Acceptance of<br>Gifts Policy .....                                     | 2-9         |
| 3      | Profile of Proposer .....   | 3-1         |
|        | • Reference Questionnaires .....  | 3-11        |
| 4      | Summary of Proposer's Qualifications .....  | 4-1         |
| 5      | Project Understanding, Proposed<br>Approach & Methodology .....                                     | 5-1         |
| 6      | Pricing .....   | 6-1         |

Issue Date: September 18, 2018

City of Hollywood, Florida  
Solicitation #RFP-4584-18-RL

## ACKNOWLEDGMENT AND SIGNATURE PAGE

This form must be completed and submitted by the date and the time of bid opening.

Legal Company Name (include d/b/a if applicable): Barth Associates, LLC

Federal Tax Identification Number: 47-2579161

If Corporation - Date Incorporated/Organized: Organized as an LLC in 2013, dba David L. Barth LLC;

Incorporated as an S-Corporation in 2015, dba Barth Associates, LLC

State Incorporated/Organized: Florida

Company Operating Address: 10030 SW 52nd Road

City Gainesville State FL Zip Code 32608

Remittance Address (if different from ordering address): \_\_\_\_\_

City \_\_\_\_\_ State \_\_\_\_\_ Zip Code \_\_\_\_\_

Company Contact Person: David L. Barth Email Address: david@barthassoc.com

Phone Number (include area code): (561) 308-9937 Fax Number (include area code): NA

Company's Internet Web Address: www.barthassoc.com

IT IS HEREBY CERTIFIED AND AFFIRMED THAT THE BIDDER/PROPOSER CERTIFIES ACCEPTANCE OF THE TERMS, CONDITIONS, SPECIFICATIONS, ATTACHMENTS AND ANY ADDENDA. THE BIDDER/PROPOSER SHALL ACCEPT ANY AWARDS MADE AS A RESULT OF THIS SOLICITATION. BIDDER/PROPOSER FURTHER AGREES THAT PRICES QUOTED WILL REMAIN FIXED FOR THE PERIOD OF TIME STATED IN THE SOLICITATION.

 Bidder/Proposer's Authorized Representative's Signature: \_\_\_\_\_ Date October 15, 2018

Type or Print Name: David L. Barth

THE EXECUTION OF THIS FORM CONSTITUTES THE UNEQUIVOCAL OFFER OF BIDDER/PROPOSER TO BE BOUND BY THE TERMS OF ITS PROPOSAL. FAILURE TO SIGN THIS SOLICITATION WHERE INDICATED BY AN AUTHORIZED REPRESENTATIVE SHALL RENDER THE BID/PROPOSAL NON-RESPONSIVE. THE CITY MAY, HOWEVER, IN ITS SOLE DISCRETION, ACCEPT ANY BID/PROPOSAL THAT INCLUDES AN EXECUTED DOCUMENT WHICH UNEQUIVOCALLY BINDS THE BIDDER/PROPOSER TO THE TERMS OF ITS OFFER.

ANY EXCEPTION, CHANGES OR ALTERATIONS TO THE GENERAL TERMS AND CONDITIONS, HOLDHARMLESS/INDEMNITY DOCUMENT OR OTHER REQUIRED FORMS MAY RESULT IN THE BID/PROPOSAL BE DEEMED NON-RESPONSIVE AND DISQUALIFIED FROM THE AWARD PROCESS.

## HOLD HARMLESS AND INDEMNITY CLAUSE

---

**Barth Associates, LLC and David L. Barth,**

the contractor, shall indemnify, defend and hold harmless the City of Hollywood, its elected and appointed officials, employees and agents for any and all suits, actions, legal or administrative proceedings, claims, damage, liabilities, interest, attorney's fees, costs of any kind whether arising prior to the start of activities or following the completion or acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the contractor, or anyone acting under its direction, control, or on its behalf in connection with or incident to its performance of the contract.

  
SIGNATURE

David L. Barth  
PRINTED NAME

Barth Associates, LLC

October 15, 2018

COMPANY OF NAME

DATE

**Failure to sign or changes to this page shall render your bid non-responsive.**



**NON-COLLUSION AFFIDAVIT**

STATE OF: Florida

COUNTY OF: Alachua, being first duly sworn, deposes and says that:

- (1) He/she is Principal of Barth Associates, LLC, the Bidder that has submitted the attached Bid.
- (2) He/she has been fully informed regarding the preparation and contents of the attached Bid and of all pertinent circumstances regarding such Bid;
- (3) Such Bid is genuine and is not a collusion or sham Bid;
- (4) Neither the said Bidder nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this affiant has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Bidder, firm or person to submit a collusive or sham Bid in connection with the contractor for which the attached Bid has been submitted or to refrain from bidding in connection with such contract, or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Bidder, firm or person to fix the price or prices, profit or cost element of the Bid price or the Bid price of any other Bidder, or to secure an advantage against the City of Hollywood or any person interested in the proposed Contract; and
- (5) The price or prices quoted in the attached Bid are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Bidder or any of its agents, representatives, owners, employees, or parties in interest, including this affiant.

(SIGNED)  \_\_\_\_\_  
Principal  
Title

**Failure to sign or changes to this page shall render your bid non-responsive.**

**SWORN STATEMENT PURSUANT TO SECTION 287.133 (3) (a) FLORIDA  
STATUTES ON PUBLIC ENTITY CRIMES**

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER  
OFFICIAL AUTHORIZED TO ADMINISTER OATHS

1. This form statement is submitted to City of Hollywood  
by David L Barth, Principal for Barth Associates, LLC  
(Print individual's name and title) (Print name of entity submitting sworn statement)  
whose business address is 10030 SW 52<sup>nd</sup> Road  
and if applicable its Federal Employer Identification Number (FEIN) is 47-2579161 If the entity has no FEIN,  
include the Social Security Number of the individual signing this sworn statement.

2. I understand that "public entity crime," as defined in paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or with the United States, including, but not limited to, any bid, proposal, reply, or contract for goods or services, any lease for real property, or any contract for the construction or repair of a public building or public work, involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misinterpretation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in an federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, nonjury trial, or entry of a plea of guilty or nolo contendere.

4. I understand that "Affiliate," as defined in paragraph 287.133(1)(a), Florida Statutes, means:

1. A predecessor or successor of a person convicted of a public entity crime, or
2. An entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest in another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in Florida during the preceding 36 months shall be considered an affiliate.

5 I understand that "person," as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or any entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which bids or applies to bid on contracts let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.

6. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

☒ **Neither the entity submitting sworn statement, nor any of its officers, director, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.**

☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity, has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

☐ The entity submitting this sworn statement, or one or more of its officers, directors, executives, partners, shareholders, employees, members, or agents who are active in the management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime, but the Final Order entered by



Issue Date: September 18, 2018

City of Hollywood, Florida  
Solicitation #RFP-4584-18-RL

the Hearing Officer in a subsequent proceeding before a Hearing Officer of the State of the State of Florida, Division of Administrative Hearings, determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (attach a copy of the Final Order).

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 (ONE) ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THAT PUBLIC ENTITY PRIOR TO ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017 FLORIDA STATUTES FOR A CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Sworn to and subscribed before me this 11<sup>th</sup> day of October, 2018  
Personally known \_\_\_\_\_

Or produced identification Florida driver license Notary Public-State of Florida

Florida Driver License my commission expires 6/19/2022  
(Type of identification)

Eric J. Milam  
(Printed, typed or stamped commissioned name of notary public)

Eric J. Milam



ERIC J. MILAM  
NOTARY PUBLIC  
STATE OF FLORIDA  
Comm# GG230360  
Expires 6/19/2022

**Failure to sign or changes to this page shall render your bid non-responsive.**



Issue Date: September 18, 2018

City of Hollywood, Florida  
Solicitation #RFP-4584-18-RL

## CERTIFICATIONS REGARDING DEBARMENT, SUSPENSION AND OTHER RESPONSIBILITY MATTERS

The applicant certifies that it and its principals:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, sentenced to a denial of Federal benefits by a State or Federal court, or voluntarily excluded from covered transactions by any Federal department or agency;
- (b) Have not within a three-year period preceding this application been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) transaction or contract under a public transaction, violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application had one or more public transactions (Federal, State, or local) terminated for cause or default.

Applicant Name and Address:

Barth Associates, LLC

10030 SW 52nd Road

Gainesville, FL 32608

Application Number and/or Project Name:

Parks Master Plan RFP-4584-18-RL

Applicant IRS/Vendor Number: 47-2579161

Type/Print Name and Title of Authorized Representative:

David Barth

Signature: 

Date: October 15, 2018

**Failure to sign or changes to this page shall render your bid non-responsive.**

## DRUG-FREE WORKPLACE PROGRAM

IDENTICAL TIE BIDS - Preference shall be given to businesses with drug-free workplace programs. Whenever two or more bids which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a bid received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie bids will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.
2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.
3. Give each employee engaged in providing the commodities or contractual services that are under bid a copy of the statement specified in subsection (1).
4. In the statement specified in subsection (1), notify the employee that, as a condition of working on the commodities or contractual services that are under bid, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or nolo contendere to, any violation of chapter 893 or of any controlled substance law of the United States or any state, for a violation occurring in the workplace no later than five (5) days after such conviction.
5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program (if such is available in the employee's community) by, any employee who is so convicted.
6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of these requirements.

As the person authorized to sign the statement, I certify that this firm complies fully with the above requirements.

  
VENDOR'S SIGNATURE

David L. Barth

PRINTED NAME

Barth Associates, LLC  
NAME OF COMPANY



### SOLICITATION, GIVING, AND ACCEPTANCE OF GIFTS POLICY

Florida Statute 112.313 prohibits the solicitation or acceptance of Gifts. - "No Public officer, employee of an agency, local government attorney, or candidate for nomination or election shall solicit or accept anything of value to the recipient, including a gift, loan, reward, promise of future employment, favor, or service, based upon any understanding that the vote, official action, or judgment of the public officer, employee, local government attorney, or candidate would be influenced thereby." The term "public officer" includes "any person elected or appointed to hold office in any agency, including any person serving on an advisory body."

The City of Hollywood policy prohibits all public officers, elected or appointed, all employees, and their families from accepting any gifts of any value, either directly or indirectly, from any contractor, vendor, consultant, or business with whom the City does business.

The State of Florida definition of "gifts" includes the following:

- Real property or its use,
- Tangible or intangible personal property, or its use,
- A preferential rate or terms on a debt, loan, goods, or services,
- Forgiveness of indebtedness,
- Transportation, lodging, or parking,
- Food or beverage,
- Membership dues,
- Entrance fees, admission fees, or tickets to events, performances, or facilities,
- Plants, flowers or floral arrangements
- Services provided by persons pursuant to a professional license or certificate.
- Other personal services for which a fee is normally charged by the person providing the services.
- Any other similar service or thing having an attributable value not already provided for in this section.

Any contractor, vendor, consultant, or business found to have given a gift to a public officer or employee, or his/her family, will be subject to dismissal or revocation of contract.

As the person authorized to sign the statement, I certify that this firm will comply fully with this policy.



SIGNATURE

David L. Barth

PRINTED NAME

Barth Associates, LLC

NAME OF COMPANY

Principal

TITLE

**Failure to sign this page shall render your bid non-responsive.**



## Profile of Proposer

### Statement of Interest:

As discussed in the Letter of Transmittal, the Barth Associates team is very interested in developing the Parks Master Plan for the City of Hollywood. Our team is very knowledgeable about Hollywood and the surrounding communities; and includes both national leaders in parks and recreation planning and management, and local experts in park design and construction.

### Firm Name, Business Address, Telephone Number and Fax Number for principal place of business as well as the office managing this Project:

Barth Associates, LLC 10030 SW 52nd Road Gainesville, FL 32608 (561) 308-9937

### Year in which firm was established and number of years the firm has provided relevant services:

The firm was initially established as David L. Barth in 2012, and has been providing parks and recreation system planning services for over 6 years. Prior to founding Barth Associates, David Barth was a Principal with Glatting Jackson/ AECOM for over 25 years, where he established the firm's Florida parks and recreation planning practice.

### Key Personnel:

David Barth, PhD, CPRP, RLA, AICP – Principal-in-Charge, Project Manager, Principal Planner

Cristobal Betancourt, RLA – Deputy Project Manager, Landscape Architect

Leon Younger, CPRP, Principal Management Consultant

Neelay Bhatt, CPRP, Recreation Management Consultant

Chris Tatham, Market Researcher

Jason Morado, Market Researcher

Carlos Perez, RLA, Parks and Trails Planner, Urban Designer

The education, training, qualifications, and experience with similar projects is included in the resumes after section 4.

### Litigation History

Barth Associates LLC has no history of litigation.

# Organization Chart



**Principal-in-Charge/Project Manager**  
David Barth, PhD, ASLA, AICP, CPRP

**Deputy Project Manager**  
Cris Betancourt, RLA

## Support Services/Subconsultants

**Inventory**  
Cris Betancourt, RLA  
Eric Harrison, RLA  
Kathryn Moffat  
Chris Zimmerman, AIA  
Jayson Hall

**GIS**  
Yan Chen  
Teresa Chapman

**Capital Costing**  
Greg Mendez, P.E.  
Patrick Kaimrajh, P.E.

**Parks Planning/Public Outreach**  
Cris Betancourt, RLA  
Carlos Perez, RLA

**Recreational Planning**  
Leon Younger  
Neelay Bhatt

**Needs Assessment/Survey**  
Jason Morado  
Christopher Tatham

## Subconsultants

Chen Moore and Associates  
CPZ Architects Inc.  
PROS  
ETC Institute

# City of Doral

## Parks and Recreation

### Master Plan(s)

#### Project Budget

\$120,000 (2018 Master Plan)

#### Project Completion Date

2018

#### Client

Barbie Hernandez, CPRP,  
Director  
City of Doral Parks and  
Recreation Department  
8401 NW 53rd Terr  
Doral, FL 33166  
(305) 593-6600  
(305) 593-6615  
Barbara.Hernandez@  
cityofdoral.com

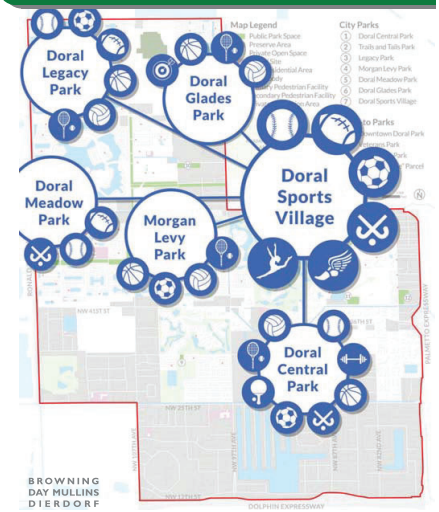
#### Key Personnel

David Barth, PhD, ASLA, AICP,  
CPRP  
Carlos Perez, PLA

Barth Associates served as the Parks System Planners for the City of Doral Parks and Recreation Master Plan, as subconsultants to Browning, Day, Mullins, Dierdorf. The City of Doral is a relatively new municipality, incorporated in 2003, and the growth and development of the City's parks and trails is considered critical to sustaining the high quality of life valued by residents. Barth Associates participated in all phase of the project, including the Existing System Evaluation; Needs and Priorities Assessment; Long-Range Vision; and Implementation/ Action Plan.

The 2018 Master Plan is an update to the first City-wide Parks and Open Space Master Plan, led by David Barth in 2010 as a Principal with AECOM. The Plan was developed in response to numerous City-wide issues, including the need to establish a brand and identity; rapid growth and urbanization; the need for additional park land and recreation facilities; increasing traffic congestions, and the need for an interconnected bikeways and trails system; and determination of the role of the City, County, and private residential communities in meeting the needs of existing and future residents. The planning process included an analysis and assessment of previously developed studies and reports; a city-wide and neighborhood demographics analysis; existing system analysis; needs and priorities assessment; level of service (LOS) evaluation; long-range vision and development of individual parks master plans; a cost estimate and implementation strategy. Many of the recommendations from the 2010 Master Plan have been implemented, leading to the need for the 2018 update.

#### VISION: Athletic Facilities





# City of Naples Parks And Recreation Master Plan

## Project Budget

\$88,000

## Project Completion Date

2016

## Client

Mike Leslie, Deputy Director  
Community Services  
Administration Division  
280 Riverside Circle  
Naples, FL 34102  
mleslie@naplesgov.com  
239.213.7111

Barth Associates worked with the City of Naples to develop a Parks and Recreation Master Plan that addresses the needs of residents and visitors, while maintaining the City's unique character and quality of life. The City of Naples recognizes the important contributions of the parks and recreation facilities, which include enhancing the natural environment, contributing to the health and wellbeing of community residents and visitors, and benefiting local tourism and economic development.

The Parks and Recreation Master Plan is focused on elevating an excellent system to "best in class." The plan is rooted in the development of high-quality venues for culture, recreation, athletics, and environmental education where single, top-notch facilities would fulfill specific communitywide needs rather than a series of smaller facilities spread throughout the City.

The planning process consisted of four phases, including an evaluation of the existing system, a needs assessment, the development of a long-range vision, and an implementation strategy. Conceptual sketches were created to illustrate proposed improvements to existing parks and civic venues.



# Miami-Dade County Open Space Master Plan, 2008

## Project Budget

\$250,000

## Project Completion Date

2008

## Client

Maria Nardi, Director  
Miami Dade County Parks,  
Recreation and Open Spaces  
Department (PROS)  
275 NW 2nd St  
Miami, FL 33128  
305.755.7860  
mnardi@miamidade.gov

## Key Personnel

David Barth, PhD, ASLA, AICP,  
CPRP  
Carlos Perez, PLA

David Barth worked in close collaboration with the staff of the Miami-Dade County Parks, Recreation, and Open Spaces Department to develop a "A 50 Year, Unifying Vision for a Livable, Sustainable Miami-Dade County", as the Principal-in-Charge and Principal Parks Planner for Glatting Jackson. The intent of the plan was to create a new development culture in Miami-Dade County - "through the parks window" - that focused on the principles of equity, accessibility, seamlessness, sustainability, beauty and the generation of multiple benefits. The five (5) elements of the plan included great parks; great public spaces; great natural and cultural areas; great greenways and blueways; and great streets. The planning process included a Lifestyle/Demographics Analysis; analysis of the existing system; neighborhood, community and county-wide vision plans; benchmarking and economic analysis; public involvement; and the development of a comprehensive, integrated County wide Open Space vision.



## City of North Port Parks and Recreation Master Plan(s)

### Project Budget

\$145,965 (2016 Master Plan)

### Project Completion Date

2016

### Client

Sandy Pfundheller, CPRP,  
Director  
City of North Port General  
Services Department  
4970 City Hall Boulevard |  
North Port, FL 34286  
(941) 429-7129  
spfundheller@  
cityofnorthport.com

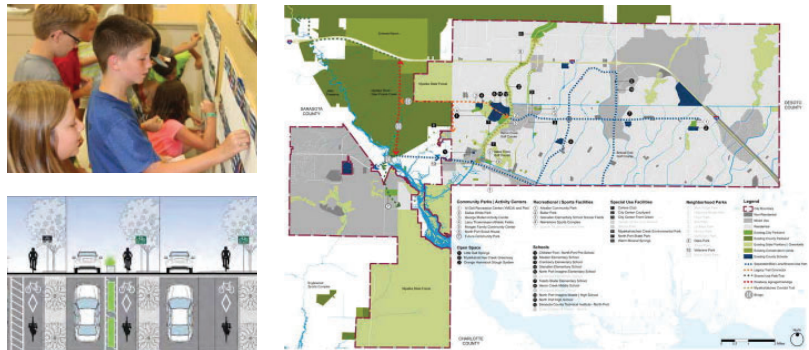
### Key Personnel

David Barth, PhD, ASLA, AICP,  
CPRP  
Carlos Perez, PLA

Barth Associates led the development of the City of North Port Parks and Recreation Master Plan as a subconsultant to the Toole Design Group. David Barth had previously led the development of the 2005 North Port Parks and Recreation Master Plan, much of which had since been implemented. Objectives for the Master Plan included:

- Reflect the City's community park-based parks and recreation service delivery philosophy;
- Identify and prioritize residents' needs, including the use of a statistically-valid mail;/ telephone survey;
- Prioritize the implementation of completed Parks and Recreation Division master plans and improvements
- Identify gaps, opportunities, and major recommendations for major bicycle and pedestrian connections;
- Provide recommendations related to events, programs, and activities that can be developed to support eco-tourism;
- Review, assessment, and recommendations for future direction and priorities related to operations, management, programming, and staffing of the parks and Recreation Division

The Master Plan include an Existing Conditions Analysis, Needs + Priorities Assessment, Long Range Vision, and Implementation Strategy. The top priority recommendation from the Master Plan, a new \$12 million Aquatics Center, was approved and funded in 2017.





# Sarasota County Parks, Preserves, and Recreation Strategic Plan, 2015

## Project Budget

\$300,000

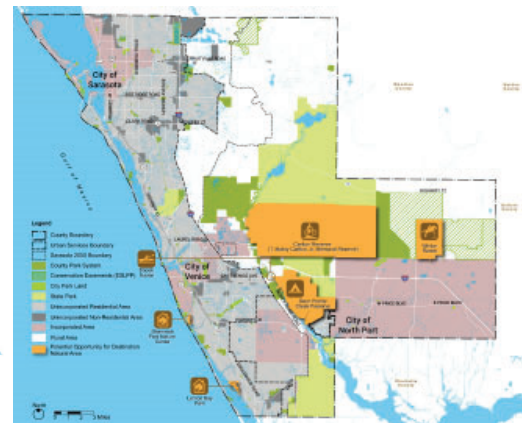
## Project Completion Date

2016

## Client

Carolyn Brown, Director  
Sarasota County Parks,  
Recreation and Natural  
Resources | 1600 Ringling  
Blvd., 5th Floor | Sarasota, FL  
34236  
941.861-7474  
cnbrown@scgov.net

Barth Associates led the development of the Sarasota County Parks, Preserves, and Recreation Strategic Plan (PPRSMP) as a sub consultant to the Toole Design Group. The purpose of the PPRSMP was to create a clear set of goals, policies and objectives that provide County leaders and the Parks, Recreation and Natural Resources Department (PRNR) with direction for the development, redevelopment and enhancement of the County's parks, trails, natural areas, and civic spaces for the next 20 years. Other contributors included Perez Planning + Design, Ballard\*King and Associates, ETC Institute/ Leisure Vision and Exum Associates. During the planning process, it was determined that the traditional suburban classification system for parks and open spaces (e.g. neighborhood, community, and regional parks) has become obsolete and does not reflect the needs of urbanizing communities such as Sarasota County. Dr. Barth developed a new, three-tiered classification system for each of Sarasota's subsystems.



# City of Gainesville Northside Park Conceptual Master Plan, 2018

**Project Budget**

\$20,000

**Project Completion Date**

2018

**Client**

Michelle Park, CPRP  
Assistant Director, City of  
Gainesville Parks, Recreation  
and Cultural Affairs  
Department  
PO Box 490, Station 24  
Gainesville, FL 32602  
Phone: 352.393.8364  
Fax: 352.334.3299  
parkma@cityofgainesville.org

**Key Personnel**

David Barth, PhD, ASLA, AICP,  
CPRP  
Carlos Perez, PLA

Barth Associates prepared a Conceptual Master Plan for the City of Gainesville's Northside Park. The planning and design process included interviews with interested stakeholder groups; analysis of City survey findings; creation of a preliminary development program; development of alternative concepts; facilitation of two public open houses; refinement of a preferred preliminary concept; and a preliminary estimate of construction costs.



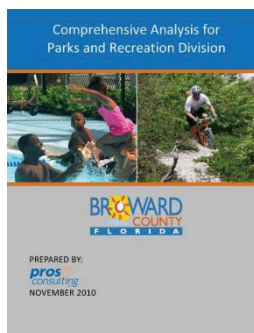




# Broward County, FL Comprehensive Analysis of the Parks and Recreation Division (2010)

## Client

Mr. Dan West, Director of  
County Parks & Recreation  
Division  
950 N.W. 38th St.  
Oakland Park, FL 33309  
danwest@broward.org  
954.357.8106



In 2010, PROS Consulting conducted a Comprehensive Analysis for the Parks & Recreation Division in Broward County that provided an operational assessment of their complete system that included an assessment of staffing, maintenance, financing, program services, policy, natural resource management, concession management and facility management for the organization to achieve the highest level of efficiency and revenue capability. This was completed by a marketing and branding plan and a business plan for their signature park and international cricket facility at the Central Broward Regional Park and Stadium.

The goal of the study was to establish a focus on the changes the Division can make to achieve financial sustainability without sacrificing the value of the parks' assets, amenities or reduce the experiences and services available for the user. PROS developed a process to assess the efficiency and effectiveness of the Parks and Recreation Division. The following steps included:

- A kick off meeting to confirm expectations and outcomes, data to be collected and an on-site assessment of all parks in the system
- Individual interviews with County Administration and key County Directors who have roles in helping the Division deliver services to the Broward County community
- Focus group meetings with a majority of the Division Staff
- Job Analysis Survey using the Sterling Model Assessment process
- Review and development of the Division's core "Essential Services", "Important Services" and "Value Added Services" including a workshop with over 60 staff members attending
- Review of financial practices
- Internal operational review including various technical assessment reports
- Demographic and market assessments
- Benchmark comparisons of key management practices to five other systems
- Develop a staffing and organizational operational plan and a functional organizational chart
- Development of an operational workshop with key staff members on the vital recommendations
- Development of the final report

The goal of the assessment was to determine opportunities to operate in a more efficient manner and increase revenues from these operational areas. The results of the Comprehensive Assessment led to a \$3 million reduction in cost through efficiency and new revenues to support operational costs at over \$2 million from the work PROS performed for the Division.

In 2013, PROS Consulting completed a business plan for the Central Broward Regional Park, one of the County's premier facilities.

Issue Date: September 18, 2018

City of Hollywood, Florida  
Solicitation #RFP-4584-18-RL

## REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Barth Associates

Firm giving Reference: City of Sarasota Parks and Recreation Department

Address: 1845 John Rivers St. Sarasota, FL 34234

Phone: (941) 954-4182

Fax: (941) 358-4446

Email: Jerry.Fogle@sarasotaFL.gov

1. Q: What was the dollar value of the contract?  
A: **\$140,668**
2. Q: Have there been any change orders, and if so, how many?  
A: **No**
3. Q: Did they perform on a timely basis as required by the agreement?  
A: **Yes**
4. Q: Was the project manager easy to get in contact with?  
A: **Yes**
5. Q: Would you use them again?  
A: **Yes**
6. Q: Overall, what would you rate their performance? (Scale from 1-5)  
A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?  
A: **David Barth and his team are very knowledgeable and professional.**

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: Jerry Fogle  
Title: Parks + Rec Director - City of Sarasota

Signature:  Date: 10-10-18

Issue Date: September 18, 2018

City of Hollywood, Florida  
Solicitation #RFP-4584-18-RL

### REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Barth Associates

Firm giving Reference: City of Naples Community Services Department

Address: 280 Riverside Circle Naples, FL 34102

Phone: (239) 213-7120

Fax: (239) 213-7130

Email: dsouza@naplesgov.cm

1. Q: What was the dollar value of the contract?

A: \$ 88,000

2. Q: Have there been any change orders, and if so, how many?

A: YES. ONE AMENDMENT FOR SURVEY INITIATED BY THE CITY.

3. Q: Did they perform on a timely basis as required by the agreement?

A: YES.

4. Q: Was the project manager easy to get in contact with?

A: YES. DAVID BARTH WAS AVAILABLE TO THE CITY THROUGHOUT THE PROJECT

5. Q: Would you use them again?

A: YES.

6. Q: Overall, what would you rate their performance? (Scale from 1-5)

A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable

7. Q: Is there anything else we should know, that we have not asked?

A: BARTH ASSOCIATES EXCEEDED EXPECTATIONS

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made independently, free from vendor interference/collusion.

Name: DANA A. SOUZA

Title: DIRECTOR

Signature: 

Date: 10/10/18



Issue Date: September 18, 2018

City of Hollywood, Florida  
Solicitation #RFP-4584-18-RL

### REFERENCE QUESTIONNAIRE

It is the responsibility of the contractor/vendor to provide a minimum of three (3) similar type references using this form and to provide this information with your submission. Failure to do so may result in the rejection of your submission.

Giving reference for: Barth Associates

Firm giving Reference: City of Gainesville Parks, Recreation, and Cultural Affairs Department

Address: PO Box 490, Station 24 Gainesville, FL 32602

Phone: (352) 316-4532

Fax: (352) 334-3299

Email: parkma@cityofgainesville.org

1. Q: What was the dollar value of the contract?  
A: \$100,000 FOR MASTER PLAN AND \$40,000 FOR ADDITIONAL PROJECTS.
2. Q: Have there been any change orders, and if so, how many?  
A: NONE
3. Q: Did they perform on a timely basis as required by the agreement?  
A: ABSOLUTELY
4. Q: Was the project manager easy to get in contact with?  
A: ABSOLUTELY
5. Q: Would you use them again?  
A: ABSOLUTELY
6. Q: Overall, what would you rate their performance? (Scale from 1-5)  
A: ☒ 5 Excellent ☐ 4 Good ☐ 3 Fair ☐ 2 Poor ☐ 1 Unacceptable
7. Q: Is there anything else we should know, that we have not asked?  
A: you will BE PLEASED WITH the level of knowledge +

The undersigned does hereby certify that the foregoing and subsequent statements are true and correct and are made Professionalism independently, free from vendor interference/collusion.

Name: Michelle Park

Title: ASSISTANT DIRECTOR

Signature: Michelle Park Date: 10/11/18

## Summary of Proposer's Qualifications



**Barth Associates** is led by David Barth, a registered Landscape Architect, Certified Planner, and Certified Parks and Recreation Professional who specializes in the planning, design, and implementation of the public realm. He is also an expert facilitator and strategic planner. He has developed parks and recreation system master plans for over 80 communities throughout the United States including Washington, D.C, Miami-Dade County, Norfolk, VA, downtown San Diego, and the City of Raleigh.



### Subconsultants

Chen Moore and Associates (CMA) is a multi-discipline consulting firm with offices in Miami, Fort Lauderdale, Orlando, West Palm Beach and Gainesville. Founded in 1986, Chen Moore and Associates specializes in landscape architecture, planning, civil and environmental engineering, GIS analysis and mapping, and construction engineering inspection. Dr. Chen founded CMA believing that relationships are critical to planning, designing and constructing successful projects. The firm commits to providing responsive quality design services while meeting the schedules and specific project needs of our clients.



**PROS Consulting** is a small firm with a big presence in the field of management consulting for parks and recreation public entities and non-profit organizations. With a small team of highly professional and experienced consultants, PROS is a flexible firm that is agile to the evolving dynamics of the social, economic, and political environments our clients operate in. PROS has tremendous experience in the field as practitioners and have become nationally recognized for helping to shape and further transform the industry of parks and recreation. Since the firm was established in 1995, PROS has completed more than 1,000 parks and recreation planning projects in over 47 states and numerous projects internationally in seven countries.



**ETC Institute** is a 102-person market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include citizen satisfaction surveys, parks and recreation surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. ETC Institute has conducted research for more major U.S. cities and counties than any other firm.



Founded in 2002 by Chris P. Zimmerman, AIA, **CPZ Architects** offers the full range of planning and architectural services, managed with the personal attention of the firm's founder on every project from start to finish with a local staff. CPZ Architects' design approach centers on the philosophy, proven by experience, that even the most basic building can be designed to provide an economical, innovative and award-winning solution.



#### **Office Locations where work will be performed**

Barth Associates  
10030 SW 52nd Road  
Gainesville, FL 32608

Chen Moore and Associates  
500 West Cypress Creek Road, Suite 630  
Fort Lauderdale, FL 33309

PROS Consulting, INC.  
201 S. Capitol Avenue, Suite 505  
Indianapolis, Indiana 46225

ETC Institute  
725 W Frontier Circle  
Olathe, KS 66061

CPZ Architects, Inc.  
4316 West Broward Blvd  
Plantation, FL 33317



## Key Personnel Summary

| Project  | Client  | Key Personnel   |
|--|---|---|
| Town of Palm Beach Recreation Department                               | PO Box 2029, 340 Seaview Ave.<br>Palm Beach, FL 33480<br>Beth Zickar, Director<br>(561) 227-6457                                    | David Barth, PhD, ASLA, AICP, CPRP<br>Carlos Perez, PLA                                   |
| City of Sarasota Parks and Recreation Department                       | 1845 John Rivers St.<br>Sarasota, FL 34234<br>Jerry Fogle, Director<br>(941) 954-4182   | David Barth, PhD, ASLA, AICP, CPRP<br>Carlos Perez, PLA                                   |
| City of Naples Community Services Department                           | 280 Riverside Circle<br>Naples, FL 34102<br>Dana Souza, Director<br>(239) 213-7120  | David Barth, PhD, ASLA, AICP, CPRP<br>Carlos Perez, PLA                                   |
| City of Gainesville Parks, Recreation, and Cultural Affairs Department | PO Box 490, Station 24<br>Gainesville, FL 32602<br>Michelle Park, Assistant Director, Wild Spaces & Public Places<br>(352) 316-4532 | David Barth, PhD, ASLA, AICP, CPRP<br>Carlos Perez, PLA                                   |
| Project  | Client  | CMA Key Personnel   |
| West Palm Beach FLP Parks & Recreation Master Plan                     | GreenPlay LLC<br>Art Thatcher<br>1021 E South Boulder Rd Ste N<br>Louisville, CO 80027<br>757-592-3103                              | Cris Betancourt, RLA<br>Eric Harrison, RLA  |
| Doral Glades Park  | CPZ Architects Inc<br>Chris Zimmerman, AIA<br>4316 West Broward Blvd<br>Plantation, FL 33317<br>954.792.8525                        | Cris Betancourt, RLA<br>Eric Harrison, RLA<br>Greg Mendez, P.E.<br>Patrick Kaimrajh, P.E. |

**David L. Barth, PhD**  
**ASLA, AICP, CPRP**  
10030 SW 52<sup>nd</sup> Road  
Gainesville, Florida 32608  
561.308.9937  
david@barthassoc.com



Dr. David Barth is a registered Landscape Architect, Certified Planner, and Certified Parks and Recreation Professional who specializes in the planning, design, and implementation of the public realm. He is also an expert facilitator and strategic planner. He has developed parks and recreation system master plans for over 80 communities throughout the United States including Washington, D.C, Miami-Dade County, Norfolk, VA, downtown San Diego, and the City of Raleigh. He has also led the planning and/or design of hundreds of parks and trails including Orange County's West Orange Trail, Martin County's Indian Riverside Park, and the City of Kissimmee's Lakefront Park. He was a co-author of the American Planning Association (APA) publication *From Recreation to Re-Creation*, as well as a contributor to APA's *Planning and Urban Design Standards* for parks and recreation needs assessments. Most recently he authored APA's Planning Advisory Service Memo *Alternatives for Determining Parks and Recreation Levels of Service*.

David received his undergraduate degree in Landscape Architecture from the University of Florida; his Master's Degree in Organizational Leadership from Palm Beach Atlantic University; and his PhD in Design, Construction and Planning at the University of Florida.

## PROFESSIONAL EXPERIENCE

---

|  |              |
|--|--------------|
| ▪ President, Barth Associates, LLC<br>Gainesville, FL                                      | 2012–present |
| ▪ Adjunct Professor/ Graduate Assistant, University of Florida<br>Gainesville, FL          | 2008–2015    |
| ▪ Vice President/ Principal, Glatting Jackson/ AECOM<br>West Palm Beach, FL                | 1987-2012    |
| ▪ Director of Planning and Landscape Architecture, BJM Associates, Inc.<br>Orlando, FL     | 1986-87      |
| ▪ Assistant Regional Planning Manager, PBSJ<br>Orlando, FL                                 | 1982-86      |
| ▪ Landscape Architect/Planner, Glenn Acomb Assoc. / Boyle Engineering Corp.<br>Orlando, FL | 1980-82      |
| ▪ Associate Land Planner, ITT Community Development Corp.<br>Palm Coast, FL                | 1980-81      |
| ▪ Landscape Architect, Harry Weese & Associates, Kaiser Transit Group, Miami, FL           | 1978-79      |

## PROFESSIONAL LICENSURE AND CERTIFICATIONS

---

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

## EDUCATION

---

|  |      |
|--|------|
| PhD (Doctor of Philosophy - Design, Construction, and Planning), University of Florida | 2015 |
| MS (Masters of Organizational Leadership), Palm Beach Atlantic University              | 2003 |
| BLA (Bachelor of Landscape Architecture), University of Florida                        | 1978 |

**RECENT/ SELECTED PROJECTS** (Alphabetical Order)

---

- Aiken, SC Open Space Element for the Comprehensive Plan
- Arlington County, VA Parks and Open Space Master Plan
- Atlanta, GA Georgia 400 Trail Master Plan
- Buckhead, Atlanta, GA Green Space Plan
- Cape Coral, FL Parks and Recreation Master Plan
- Collier County Big Corkscrew Island Regional Park Master Plan
- Colombia Pike, Arlington, VA Open Space Plan
- Coral Gables, FL Parks and Open Space Master Plan
- Eldon, MO Rock Island Trail
- Ft. Lauderdale FL, Parks and Long Range Strategic Plan
- Gainesville, FL Parks, Recreation and Cultural Affairs Master Plan
- Gainesville FL Northside and Kiwanis Girl Scout Park Conceptual Plans
- Hillsborough County, FL Conservation and Environmental Lands Master Plan
- Kissimmee, FL Lakefront Master Plan
- Lenexa, KS Parks and Recreation Master Plan
- Macon, GA, Parks and Recreation Open Space Master Plan
- Macon, GA Ocmulgee Heritage Greenway
- Miami-Dade County, FL Parks and Open Space Master Plan
- Miami-Dade County Ludlam Trail
- NASA/ Kennedy Space Center Strategic Framework Charrette
- Norfolk, VA, Recreation Master Plan
- Orange County, FL West Orange Trail
- Orlando, FL Families, Parks and Recreation Vision Plan
- Poarch Band of the Creek Indians, Atmore, AL Strategic Master Plan
- Raleigh, NC Parks and Recreation Master Plan
- Rocky Mount, NC Parks and Recreation Master Plan and River Falls Park Concept Plan
- San Diego, CA Downtown Parks and Open Space Needs Assessment
- Sarasota County, FL Park, Preserves, and Recreation Master Plan
- Seattle, WA Community Center Strategic Plan
- Space Florida Spaceport Master Plan
- St. Petersburg, FL Downtown Waterfront Master Plan
- Suwannee River Water Management District, FL Strategic Recreation Plan
- Washington, D.C. Parks Master Plan
- Wellington, FL Waterfront Plan

**RECENT/ SELECTED PRESENTATIONS** (Chronological Order)

---

- "Resiliency Is Not an Option: The Role of the Public Realm", NRPA, New Orleans, 2017
- "25 Dimensions of Park Planning and Design", NRPA, New Orleans, 2017
- "Creating a High Performance Public Space", NNE Rec & Parks Conference, Bartlett, NH, 2017
- "New Models and Metrics for Parks System Planning", NRPA, St. Louis, 2016
- "Reimagining Neighborhood Parks", NRPA, St. Louis, 2016
- "Parks that Reshape Cities", American Planning Association, Phoenix, AZ, 2016
- "New Alternatives for Parks and Recreation Needs and LOS", NRPA, Las Vegas, 2015



"Social Equity in Public/Private Partnership Agreements (P3's)", NRPA, Las Vegas, 2015

"Creating High Performance Parks and Recreation Systems", Park Pride, Atlanta, 2015

---

## **SELECTED RESEARCH, PUBLICATIONS**

"Reimagining Neighborhood Parks", FRPA Journal, 2017

"Contemporary Parks and Recreation Planning", APA Planning, 2016

"High Performance Public Spaces© - a Tool for Building Great Communities", FRPA Journal, 2016

"Alternatives for Determining Parks and Recreation Level of Service (LOS)", American Planning Association Planning Advisory Service (PAS) Memo, 2016

"2015, The Adoption of Innovation in the Planning and Design Process: Creating High Performance Public Spaces that Contribute to Community Sustainability", PhD Dissertation, University of Florida, 2015

"Using a Delphi Method to Develop Criteria for High Performance Public Spaces", Council of Educators in Landscape Architecture Conference Proceedings, 2014

"Planning the Public Realm as a Plexus", University of Florida (unpublished), 2014

"Parks and Sense of Place", FRPA Journal, 2012

"New Alternatives for Parks and Recreation Levels of Service", American Public Works Association Reporter, 2011

"Providing Equity for Parks and Recreation Facilities; Alternatives for Calculating Level of Service (LOS)", FRPA Journal, 2009

"From Recreation to Re-creation", Chapter 3 - "Does My Community Need More Parks?", American Planning Association (APA), 2006

"Planning and Urban Design Standards", "Conducting a Parks and Recreation Needs Assessment", APA, 2005

FRPA Journal, "Developing an Effective Parks and Recreation System", 1998

---

## **VOLUNTEER AND PROFESSIONAL LEADERSHIP ACTIVITIES**

2017 - Present, Gainesville Entrepreneurship and Adversity Program Mentor

2016 - Present, Take Stock in Kids Mentor

2015 - Present, Trustee, Florida Recreation and Parks Association Foundation

1979 - Present, Member, American Society of Landscape Architects (ASLA)

1987 - Present, Member, Florida Recreation and Parks Association (FRPA)

2010 - 2012, Member, City of West Palm Beach Waterfront Committee

2000 - 2008, Trustee, Florida Public Officials Design Institute

2000 - 2005, Trustee, Florida Recreation and Parks Association Foundation

2002 - 2003, Chair, Florida Recreation and Parks Association Foundation Board of Trustees

2000 - 2001, Chair, FRPA Articles and Bylaws Committee

1995 - 1997, Member, Florida DNR Recreation User Group Advisory Committee

***Cristobal A Betancourt, RLA  
Director of Planning and  
Landscape Architecture***



**Education**

Bachelor of Science,  
Landscape Architecture,  
Cornell University, 1995

**Registration**

Registered Landscape  
Architect, Florida,  
LA6666941, 2008  
Registered Landscape  
Architect, New Jersey,  
AA000949, 2006  
Registered Landscape  
Architect, New York, 001959,  
2005

**Professional Affiliations**

American Planning  
Association  
American Society of  
Landscape Architects  
Florida Recreation and Park  
Association  
Urban Land Institute

**Certifications**

Council of Landscape  
Architectural Registration  
Board

Mr. Betancourt is Chen Moore and Associates' Director of Landscape Architecture and Planning. He has over 20 years of experience providing planning and landscape architecture design solutions for public and private sector clients. Mr. Betancourt provides a full range of services starting with due diligence and master planning culminating in detailed site design. He is well versed in the use of low-impact development techniques applied to site planning.

**Project Experience**

**Fort Lauderdale Beach Park.** The purpose of this project was to provide the restoration and enhancement of the City-owned 6.5-acre "South Beach" parking lot, located along SR A1A, south of Las Olas Boulevard. The scope of work includes bringing the parking lot into ADA compliance per requirements of consent decree, replacing a deteriorating low profile wall and sidewalk approximately 2100 feet in length, replacing existing lighting with turtle-compliant fixtures, and designing additional landscaping. Chen Moore and Associates prepared the required DRC submittal, which included all required public purpose approvals, as well as a conceptual layout of a new entrance at the southern end of the parking lot. This project was a joint effort between various City departments, including the City of Fort Lauderdale Beach Community Redevelopment Agency and Parking Services.

CMA coordinated the pre-construction historical site review. Upon discovery of the artifacts, CMA worked with the contractor to provide on-site supervision for all underground operations.

**Downtown Coral Springs Streetscaping, Coral Springs, FL.** Chen Moore and Associates was contracted by the City of Coral Springs to assist the Coral Springs CRA in the planning, design, permitting and construction support of various streetscaping improvements in Downtown Coral Springs. As the prime consultants, CMA provided civil engineering, landscape architecture, environmental permitting and construction engineering and inspection services for the project.

The project included implementing Complete Street concepts for NW 31st Court, NW 94th Avenue and NW 32nd Street. Additionally, CMA implemented the culverting of the canal along NW 31st court to provide space for a linear park, currently called the "Art Walk", which is an important pedestrian connection between the downtown pathways project and The Walk development. Finally, the project includes the implementation of turn lanes along Sample Road, median improvements in Sample Road and minor improvements to adjacent alleyways and pedestrian pathways.

Overall, the project improves the walkable nature of Downtown Coral Springs, while tying together various aesthetic elements in advance of the City Hall project sited adjacent to them projects.

**West Palm Beach FI Parks & Recreation Master Plan, West Palm Beach, FL.** Chen Moore and Associates was a subconsultant to GreenPlay, LLC for the development of the City of West Palm Beach Parks and Recreation Master Plan. Our scope of work involved providing Facility Inventories and a Level of Service Assessment. CMA used cutting edge Geographic Information Systems (GIS) technology in the form of ESRI Collector Software to completely catalog the client's existing parks and recreation assets. Collector Software was operated from our GPS enabled phones and tablets and allowed us to collect coordinate correct information on all of the parks' assets. Our process involved creating a database of the City's parks assets and performing a preliminary analysis via aerial photography. Once the preliminary analysis was completed, CMA staff visited each parks facility and ground truthed their findings. At the end of the process, the city received the database and was trained by CMA to maintain the database on an ongoing basis facilitating future updates to the master plan.

**Martin County Parks & Rec Master Plan, Martin County, FL.** Chen Moore and Associates was a subconsultant to GreenPlay, LLC for the development of Martin County's Parks and Recreation Master Plan. Our firm provided a complete update of the Comprehensive Master Plan with a focus on examining the positive economic impacts that parks and recreation services bring to their communities. Our scope of work involved providing Facility Inventories and Assessment, Community Needs Assessment, Visioning Workshops, Vision and Implementation Strategies, Draft and Final Master Plans. CMA used cutting edge Geographic Information Systems (GIS) technology in the form of ESRI Collector Software to completely catalog the Client's existing Parks and Recreation Assets. CMA also utilized MindMixer (now MySidewalk) Software, an on line town hall, for follow up data gathering and public input after in person focus group sessions.

**Veterans Wayside Park, Pinecrest, FL.** Chen Moore and Associates developed master plan concepts for the Veterans Wayside Park (VWP) in the Village of Pinecrest. VWP is the only passive, unprogrammed park in the Village. The site consists of a one half acre lake surrounded by passive open spaces with a mature tree canopy and a modest veteran's memorial. The site is bounded on the west side by the very heavily trafficked Pinecrest Parkway. The master plan assignment arose as the result of a group of local citizens that were petitioning the City for conversion of the site into an off leash dog park. CMA developed two concepts for the 3.25 acre park. One concept focused on incorporating large dog and small dog areas into the park, while the second added modest improvements such as pedestrian pathways and seating areas to enhance the park for passive use. Both concepts recommended enhancing the existing veteran's memorial. CMA's scope of work included public input sessions, master plan and opinion of probable cost services.

**West Chester Cultural Center, Miami, FL.** Chen Moore and Associates is providing landscape architectural design services for the Westchester Cultural Arts Center at Tropical Park in Miami-Dade County. The project includes the design of a 15,200-squarefoot building incorporating a studio theater, multi-purpose community education wing with arts-oriented rehearsal classrooms, and a large exterior plaza space for events. The Center's design focus on the cultural heritage of the surrounding community and aims to provide an open, accessible culture venue for the community's needs.

**Lincoln Road Master Plan, Miami Beach, FL.** Chen Moore and Associates was the local subconsultant to James Corner Field Operations (JCFO), the designers of New York City's famed High Line, in the development of a Master Plan for the Lincoln Road Mall Historic District in Miami Beach. Lincoln Road Mall is America's first pedestrian mall designed in the 1960's by Morris Lapidus. Today, Lincoln Road Mall receives an average of 10,000 visitors per day and is a major tourist destination geared towards pedestrians. CMA provided local planning expertise and civil engineering to support the efforts of JCFO's development of the Master Plan. Additionally, CMA provided support through the entire public process including Public Workshops, Workshops with Building Owners and Tenants, and Workshops with City Staff and Commissioners.



# Carlos F. Perez, PLA

Parks Planning/Public Outreach

## EDUCATION

Master in City and Regional Planning  
Specialization in Transportation  
Georgia Institute of Technology, 2015

Master of Science in Urban Design  
Georgia Institute of Technology, 2015

Bachelor of Science in Landscape Architecture,  
University of Florida, 2004

## PROFESSIONAL REGISTRATIONS

Landscape Architect, Florida #6666902

## AWARDS + RECOGNITIONS

University of Florida College of Design, Construction, and Planning -  
Landscape Architecture Advisory Council, 2016 - 2018

Atlanta Regional Commission Global Advisory Panel, 2017

District of Columbia Parks and Recreation Master Plan  
Award of Excellence, National Capital Area Chapter of the American Planning  
Association, 2014

2014 University of Florida Young Outstanding Alumni – College of Design,  
Construction and Planning

Urban Land Institute Center for Leadership Class of 2014

1st Place - Green Mobility Challenge, Texas Department of Transportation +  
Central Texas Regional Mobility Authority, 2011

City of Homestead Parks and Recreation System Master Plan  
Annual Design Award of Merit, ASLA Florida Chapter, 2005

## PRESENTATIONS

Transforming Infrastructure from Grey to Green: The PATH400 Trail +  
Greenspace System Case Study, American Planning Association National  
Conference, Atlanta, GA 2014

GA400 Trail Case Study: Transforming Grey Infrastructure into Green  
Infrastructure, Park Pride Annual Conference, Atlanta, GA 2012

Retrofitting Suburbia for Sustainability: The Buckhead Greenspace Plan,  
National Recreation and Parks Association Conference, Atlanta, GA 2011

The Future City Park System (Co-Keynote Speaker)  
Park Pride Annual Conference, Atlanta, GA 2011  
Leadership and the Role of Parks in the New Economy  
Park Pride Annual Conference, Atlanta, GA 2010

## PROFESSIONAL HISTORY

Barth Associates | Perez Planning + Design, LLC  
President + Founder (2014 - Present)

AECOM/Glatting Jackson | Building + Places  
Senior Associate | Parks + Open Space System Planning and Design Practice  
Co-Leader (2009 - 2014)

Glatting Jackson Kercher Anglin, Inc.  
Associate | Landscape Architect (2009-2014)

## PROFESSIONAL AFFILIATIONS

American Planning Association

National Recreation and Parks Association

Urban Land Institute – Associate Member

Park Pride – Board Member + Vice President

Young Professionals in Transportation – Founding Board Member



Carlos Perez is a planner, urban designer, and landscape architect that specializes in the planning and design of the public realm. Specifically, Carlos specializes in Active-Transportation Planning + Design and Parks Planning + Design. His academic training and professional specialization in active transportation planning and design, parks and open space system planning and design, urban design, and landscape architecture provide for a unique view and keen understanding of the important, multifaceted role that the public realm plays in creating livable communities.

Carlos has worked with over 40 communities throughout the United States on public realm planning and design projects including Washington, D.C.; Seattle, WA; San Diego, CA; Buckhead (Atlanta); Norfolk, VA; Sarasota County, FL; and Miami-Dade County, FL. He is also a Board Member and Vice President of Park Pride, one of the nation's leading local park advocacy organizations based in Atlanta, GA.

## PROFESSIONAL EXPERIENCE

### Active Transportation + Urban Design Projects:

**City of Brookhaven Peachtree Creek Greenway - Phase 1 Construction Documents, Brookhaven, GA | On-going**  
Role: Urban Designer

**City of Brookhaven Peachtree Creek Greenway Master Plan, Brookhaven, GA | 2016**  
Role: Urban Designer

**City of Chamblee Rail-Trail Conceptual Design Study, Chamblee, GA | 2016**  
Role: Urban Designer

**Cumberland Community Improvement District Bicycle Connectivity Implementation Plan, Cumberland, GA | 2016**  
Role: Urban Designer

**GA400 Trail Design and Engineering**  
**Atlanta, GA | On-going**  
Role: Project Manager + Landscape Architect

**Miami-Dade County Trail Benefits Study, Miami, FL | 2010**  
Role: Planner

**Ludlam Trail Design Guidelines, Miami, FL | 2009**  
Role: Landscape Architect

**Goldman Sachs 200 West Street Best Practices Study, New York, NY | 2008**  
Role: Project Manager + Landscape Architect

**Shingle Creek Greenway and Preserve Master Plan, Osceola County, FL | 2007**  
Role: Project Manager + Landscape Architect

**Biscayne-Everglades Greenway Corridor Feasibility Study, Homestead, FL | 2006**  
Role: Project Manager and Landscape Architect

**Country Lakes Greenway, Coconut Creek, FL | 2005**  
Role: Project Manager + Landscape Architect

**South Florida Greenway Summit, West Palm Beach, FL | 2005**  
Role: Planner

**Palm Beach County Agricultural Reserve Trails and Greenways Master Plan, Palm Beach County, FL | 2004**  
Role: Landscape Designer

### Select Parks + Open Space System Master Plans

**City of Pittsboro Public Realm, Parks and Recreation Master Plan**  
Pittsboro, NC | On-going  
Role: Project Manager + Urban Designer

**City of Forest Park Neighborhood, Parks, Recreation, and Open Space Master Plan, Forest Park, GA | On-going**  
Role: Project Manager + Parks Planners

**City of Germantown Parks Master Plan, Germantown, TN | On-going**  
Role: Parks Planners

**2016 Gwinnett County Parks and Recreation Capital Improvement Plan**  
Gwinnett, GA | On-going  
Role: Project Manager + Parks Planner

**Manatee County Parks, Recreation, and Open Space Master Plan**  
Manatee County, FL | On-going  
Role: Parks Planner

**St. Johns County Recreation Master Plan, St. Johns County, FL | On-going**  
Role: Parks Planner

**City of Doral Parks Master Plan, Doral, FL | On-going**  
Role: Parks Planner + Urban Designer

**Hillsborough County Master Plan for Conservation Lands, Hillsborough County, FL | 2017**  
Role: Parks Planner

**Sarasota County Parks, Preserves, and Recreation Master Plan, Sarasota County, FL | 2016**  
Role: Project Manager + Parks Planner

**Town of Palm Beach Recreation Needs Assessment and Conceptual Master Plan for Sea View Park and Recreation Center, Town of Palm Beach, FL | 2016**  
Role: Parks Planner

**District of Columbia Parks and Recreation Master Plan, Washington D.C. | 2014**  
Role: Project Manager + Planner + Landscape Architect

**City of Raleigh Parks, Recreation, and Greenways Master Plan, Raleigh, NC | 2014**  
Role: Planner + Landscape Architect

**2013 Gwinnett County Parks and Recreation Capital Improvement Plan, Gwinnett, GA | 2013**  
Role: Project Manager + Planner

**2010 Gwinnett County Parks and Recreation Parkland Acquisition Update, Gwinnett, GA | 2011**  
Role: Project Manager + Planner

**Buckhead Greenspace Action Plan, Atlanta, GA | 2011**  
Role: Project Manager + Planner + Landscape Architect

**NOMA Public Realm Design Plan, Washington, D.C. | 2011**  
Role: Planner + Landscape Architect.

**Columbia Pike Land Use and Housing Study, Arlington, VA | 2010**  
Role: Planner + Landscape Architect

**City of Doral Parks and Facilities Master Plan, Doral, FL | 2009**  
Role: Capture Manager

**City of Norfolk Parks and Recreation Master Plan, Norfolk, VA | 2009**  
Role: Capture Manager

**City of Sunrise Parks and Recreation Needs Assessment, Sunrise, FL | 2009**  
Role: Capture Manager

**City of Wilton Manors Parks and Open Space Master Plan, Wilton Manors, FL | 2009**  
Role: Planner + Landscape Architect.

**City of Palm Coast Recreation and Parks Facilities Master Plan, Palm Coast, FL | 2008**  
Role: Project Manager + Planner + Landscape Architect

**Downtown San Diego Open Space, Parks and Recreation Needs Assessment, San Diego, CA | 2008**  
Role: Planner

**City of Oviedo Parks and Open Space System Master Plan, Oviedo, FL | 2007**  
Role: Project Manager + Planner + Landscape Architect

**City of Orlando Parks, Recreation, and Open Space Vision Plan, Orlando, FL | 2007**  
Role: Planner

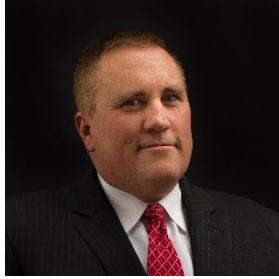
**City of Fort Lauderdale Long Range Strategic Plan, Fort Lauderdale, FL | 2007**  
Role: Assistant Project Manager + Planner

**Aiken Open Space Element, Aiken, SC | 2006**  
Role: Planner

### Select Park Planning + Design Projects:

**Buckhead Park Over GA400 Conceptual Design Study, Atlanta, GA | On-going**  
Role: Parks Planner

**Centennial Olympic Park Re-Design, Atlanta, GA | On-going**  
Role: Parks Planner



## **CHRISTOPHER TATHAM**

### **CEO**

ETC Institute

725 W. Frontier Circle, Olathe, KS 66061

[chris.tatham@etcinstitute.com](mailto:chris.tatham@etcinstitute.com)

(913) 829-1215



### **EDUCATION**

M.B.A., Management, Kansas State University, 1996, first in class

B.A., Princeton University, Political Science/Economics, 1990, magna cum laude

Certificate of Proficiency in Latin American Studies, Princeton University, 1990

### **SUMMARY OF EXPERIENCE**

Mr. Tatham is one of the nation's leading authorities on the development of qualitative and quantitative customer satisfaction research for state and local governments. During the past ten years, he has designed and implemented customer satisfaction assessments for more than 1,000 governmental agencies in 41 states.

He has superior skills for planning and coordinating complex tasks that are required for the successful administration of comprehensive customer satisfaction research programs. During the past year, he managed more than \$5 million dollars worth of research projects with budgets ranging from \$2,000 to more than \$2 million.

Mr. Tatham is a highly skilled interviewer and focus group facilitator. His experience includes interviews with foreign cabinet members, Heads-of-State, ambassadors, and numerous leaders at all levels of government and business in the United States, Mexico, and Canada. His communication skills (both English and Spanish) are excellent and he is extremely successful at getting quality feedback. During the past year, he facilitated more than 100 focus groups and nearly 200 stakeholder interviews.

Presentations and talks given by Mr. Tatham to regional and national audiences include: "How to Increase Customer Satisfaction with Effective Communication," (American Waterworks Association Research Foundation - Washington, D.C.); "How Municipal Departments Can Implement Effective Customer Satisfaction Programs on a Limited Budget," (Government Training Institute of Kansas and Missouri); "Benchmarking Citizen Satisfaction with the Delivery of Governmental Services" (Mid America Regional Council - Kansas City, MO); "Best Practices in Community Survey Research," National Association of Counties - New Orleans).

His representative project experience is briefly summarized below:



## **Customer Survey Research**

### **Citizen Satisfaction Surveys**

Mr. Tatham *has managed Customer Survey Research for dozens of governmental and private sector clients, including the following large governmental organizations:*

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Colorado Springs, Colorado
- Columbus, Ohio
- Coral Springs, Florida
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- Detroit, Michigan
- Dupage County, Illinois
- Durham, North Carolina
- Fairfax County, Virginia
- Fort Lauderdale, Florida
- Fort Worth, Texas
- Fulton County, Georgia
- Houston, Texas
- Kansas City, Missouri
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Mesa, Arizona
- Miami-Dade County, Florida
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Providence, Rhode Island
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Louis, Missouri
- St. Paul, Minnesota
- Tucson, Arizona
- U.S. Army Installation Management Agency
- U.S. National Parks Service
- Washington, D.C.
- Wayne County, Michigan

### **Other Experience:**

Developed and implemented ETC Institute's ***DirectionFinder® Survey*** which allows more than 200 communities across the United States to objectively assess community priorities and customer satisfaction against regional and national benchmarks for a wide range of governmental services.

Developed and implemented an ongoing internal and external organizational surveys which are used by dozens of organizations to *generate performance measures to assess the progress towards achieving the strategic goals and objectives and to help set priorities for operating and capital budgets.*

Managed a large international customer satisfaction research project for the ***American Waterworks Association Research Foundation*** (AWWARF) that involved the design and administration of more

than 5,000 surveys and 70 focus groups in five metropolitan areas in North America, including Seattle, Phoenix, Kansas City, Calgary, and Bridgeport.

***Transportation Research Experience.***

**Mr. Tatham has a very comprehensive understanding or a wide range of transportation issues.** Some of the organizations for whom Chris has managed transportation related market research include:

- Arizona Department of Transportation
- Atlanta Regional Commission (the mpo for the Atlanta area)
- CalTrans (California Department of Transportation)
- Colorado Department of Transportation
- Des Moines Metropolitan Transportation Authority
- Greater Buffalo-Niagara Regional Transportation Council (the mpo for the Buffalo area)
- HART | Honolulu Transit Authority
- Indiana Department of Transportation
- Iowa Department of Transportation
- Kansas City Area Transportation Authority
- Kansas Department of Transportation
- Kentuckiana Planning and Development Agency (the mpo for the Louisville area)
- Mid America Regional Council (the mpo for the Kansas City area)
- Missouri Department of Transportation
- Nashville MTA
- North Central Texas Council of Governments
- North Carolina Department of Transportation
- Ohio Department of Transportation
- Oklahoma Department of Transportation
- South Carolina Department of Transportation
- South Dakota Department of Transportation
- Southeast Michigan Council of Governments (the mpo for the Detroit area)
- Southern California Association of Governments
- Stanislaus Council of Governments
- Tennessee Department of Transportation
- Texas Department of Transportation
- Valley Metro Regional Public Transportation Authority

***Mr. Tatham has managed Internal Organizational Surveys/Assessments for the following organizations:***

- |                                    |   |
|------------------------------------|---|
| • City of Olathe, Kansas           | • City of Coconut Creek, Florida          |
| • City of Fort Lauderdale, Florida | • Sprint Corporation                      |
| • Broward County, Florida          | • Greater Kansas City Chamber of Commerce |
| • City of Kansas City, Missouri    | • City of Lawrence, Kansas                |

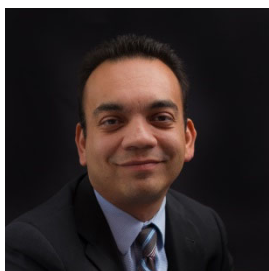
- Kansas Department of Transportation
- University of Health Sciences
- City of Blue Springs
- City of Kansas City, Missouri
- City of Lee's Summit, Missouri
- San Antonio, Texas

***Publications on Customer Satisfaction Related Issues***

- 'Ten Steps To Increase Customer Loyalty.' *Services*, Vol. 25, No. 5 (May), 2005.
- 'Expand Your Roto Customer Base by Inspecting What You Expect.' *RotoWorld*, 2005, Vol 1, No. 2 (March-April).
- 'Increase Customer Loyalty in 10 Easy Steps.' *HVACR Distribution Today*, Winter 2004/2005
- 'Steps to Customer Loyalty.' *NAHAD News*, February, 2005.
- 'Inspecting What You Expect Keeps Customers Coming Back.' *e-Mhove*,
- 'Market Research: The Key to Creating Loyal Customers. *Chemical Distributor*, 2005, Vol. 27, No. 1 (Jan.).
- "Customer Satisfaction and the Impact of Communications," Project 2613, American Water Works Association Research Foundation, 2004.
- 'Using Market Research to Assess Customer Satisfaction.' *IEC Insights*, November/December, 2004, Vol. 6.

***Mr. Tatham has served as political advisor and conducted survey research that led to voter approval of projects valued at more than \$2 billion during the past six years, including:***

- Kansas City Area Transportation Authority Sales Tax
- City of Bonner Springs Sales Tax
- City of Olathe Parks and Recreation Sales Tax
- City of Independence Stormwater Sales Tax
- City of Joplin Parks Sales Tax
- City of Kirkwood Aquatic Center and Ice Skating Facility Sales Tax
- Jefferson City School District Bond Issue
- Johnson County Education Sales Tax
- Kansas City School District Bond Issue
- Rolla School District Bond Issue
- City of Olathe Charter Amendments
- City of Casper Indoor Aquatics Center
- City of Columbia Community Recreation Center
- Platte County Trails Tax
- City of Lenexa Stormwater Sales Tax
- City of Independence Streets Improvements Sales Tax
- City of Grandview Transportation Sales Tax
- City of Liberty Transportation Sales Tax
- City of Liberty, Missouri, Public Safety Sales Tax
- City of Liberty, Missouri, Parks and Recreation Sales Tax



## **JASON MORADO**

### **Senior Project Manager**

ETC Institute

725 W. Frontier Circle, Olathe, KS 66061

[jason.morado@etcinstitute.com](mailto:jason.morado@etcinstitute.com)

(913) 254-4514



### **EDUCATION**

M.B.A., Webster University, 2009

B.S. in Business Administration – Marketing, Avila University 2000

### **SUMMARY OF EXPERIENCE**

Mr. Morado has over 17 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 500 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics.

### **RELEVANT PROJECT EXPERIENCE**

#### **Citizen Satisfaction Surveys**

Mr. Morado has served as a project manager for over 200 citizen satisfaction surveys for local governmental organizations. Some of these organizations include:

- Bensenville, IL
- Cabarrus County, NC
- Cedar Hill, TX
- Clayton, MO
- Creve Coeur, MO
- Davenport, IA
- Durham, NC
- Durham County, NC
- Fayetteville, NC
- Gardner, KS
- Glenview, IL
- High Point, NC
- Hyattsville, MD
- Jackson, MO
- Johnston, IA
- Jonesboro, AR
- Kennesaw, GA
- Kirkwood, MO
- Las Vegas, NV
- Lawrence, KS
- Manassas, VA
- McAllen, TX
- Meridian, ID
- Mesquite, TX
- Miami, FL
- Midwest City, OK
- Missouri City, TX
- Montrose, CO
- Mountain Brook, AL
- Mount Prospect, IL
- Naperville, IL
- Nashville, TN
- Newport, RI
- North Kansas City, MO



- Olathe, KS
- Oswego, IL
- Overland Park, KS
- Pflugerville, TX
- Pinehurst, NC
- Pitkin County, CO
- Plano, TX
- Prairie Village, KS
- Pueblo, CO
- Raleigh, NC
- Raymore, MO
- Saint Joseph, MO
- Schertz, TX
- Shawnee, KS
- Shoreline, WA
- Smithfield, NC
- Sterling Height, MI
- Sugar Land, TX
- Wauwatosa, WI
- Wilmington, NC
- Winchester, VA
- Winston-Salem, NC

### **Parks and Recreation Surveys**

Mr. Morado has served as a project manager for over 200 parks and recreation surveys for local governmental organizations. Some of these organizations include:

- Albemarle County, VA
- Arlington County, VA
- Auburn, AL
- Brownsburg, IN
- Carmel-Clay, IN
- Casa Grande, AZ
- Cincinnati, OH
- Culpepper County, VA
- Davie County, NC
- Denver, CO
- Derby, KS
- Downers Grove Park District, IL
- Durango, CO
- Eau Claire, WI
- Edgewater, CO
- Elmhurst Park District, IL
- Fauquier County, VA
- Geneseo Park District, IL
- Glasgow, KY
- Greensboro, NC
- Hamilton County, OH
- Harnett County, NC
- Hunters Creek, FL
- Huron-Clinton Metroparks, OH
- Mecklenburg County, NC
- Merriam, KS
- Miami, FL
- Milton, GA
- Milwaukee County, WI
- Montgomery County, MD
- Morrisville, NC
- Oakland County, MI
- Ozark, MO
- Prince George County, MD
- Round Rock, TX
- Rowan County, NC
- Salvation Army (numerous locations)
- Salina, KS
- San Diego, CA
- Sarasota, FL
- Streamwood Park District, IL
- St. Louis County, MO
- Upper Arlington, OH
- U.S. Army Installation Management Command
- U.S. Marine Corps
- U.S. National Park Service
- Virginia Beach, VA
- Westerville, OH
- West Sacramento, CA
- Wayne County, MI

**Transportation Research Studies**

Mr. Morado has assisted in the design and administration of research for a wide range of transportation studies. Some of the organizations for whom he has assisted in transportation related research include:

- Atlanta Regional Commission (the MPO for the Atlanta area)
- Colorado Department of Transportation
- Des Moines Metropolitan Transportation Authority
- Fayetteville Area Metropolitan Planning Organization
- Greater Buffalo-Niagara Regional Transportation Council
- Kansas City Area Transportation Authority
- Kansas Department of Transportation
- Mid America Regional Council (the MPO for the Kansas City area)
- Missouri Department of Transportation
- Nashville Metropolitan Transit Authority
- North Carolina Department of Transportation
- North Central Texas Council of Governments
- South Carolina Department of Transportation
- Southeast Michigan Council of Governments (the MPO for the Detroit area)
- Tennessee Department of Transportation
- Texas Department of Transportation
- Utah Transit Authority

## Leon Younger

PROS Consulting

President

Education

M.P.A., University of Kansas, Aug. 1988

B.S., Kansas State University, May 1975

### Employment History

President, PROS Consulting, Sep. 1995 to present

Director/Chairman of the Board, Indianapolis Parks and Recreation, Apr. 1992 to Sept. 1995

Executive Director, Lake MetroParks (OH), Jun. 1988 to Mar. 1992

Director, Jackson County (MO) Parks and Recreation, Aug. 1983 to Jun. 1988



### Certification

Certified Park and Recreation Professional

### Professional Experience

- Founder and President of PROS Consulting
- More than 40 years in parks, recreation, and leisure services
- Recognized leader in applying innovative approaches to managing parks and recreation organizations
- Held positions as Director of Parks and Recreation in Indianapolis, Indiana; Executive Director of Lake Metroparks in Lake County, OH (Cleveland vicinity); and Director of Parks and Recreation in Jackson County, MO (Kansas County)
- Received the 1994 National Recreation and Park Association's Distinguished Professional Award for his progressive and innovative thinking in management of public parks and recreation entities
- Co-creator of the Community Values Model, a business model that synthesizes public input into a strategic plan
- Regularly addresses sessions at the National Recreation and Park Association Conferences and has served as a board member and instructor at the Pacific Revenue and Marketing School in San Diego, California and the Rocky Mountain Revenue and Management School in Colorado
- Currently, Leon is serving on the Board of Directors for the City Parks Alliance, the only independent, nationwide membership organization solely dedicated to urban parks

### Similar Project Experience

- Miami Dade County, FL Parks and Recreation System Strategic Plan and Park Business Plans
- Miami Dade County, FL Comprehensive Recreation Program Plan and Maintenance Management plan
- Broward County, FL Parks and Recreation Division Comprehensive Assessment
- Leon County, FL Indoor Recreation Center Needs Assessment
- Dallas, TX Parks and Recreation Strategic Plan
- Carmel Clay, IN Parks and Recreation Master Plan
- Westerville, OH Parks, Recreation and Open Space Master Plan
- Grapevine, TX Parks, Recreation and Open Space Plan
- Prince George's County, MD Functional Master Plan for Parks, Recreation and Open Space
- Cleveland Metroparks, OH Strategic, Financial and Operational Master Plan
- Charlotte/Mecklenburg County, NC Parks and Recreation Strategic Master Plan
- San Jose, CA Pricing Philosophy, Revenue Enhancement, and Organizational Implementation Plan for the Department of Park, Recreation and Neighborhood Services
- San Francisco, CA Recreation Plan and Needs Assessment
- Los Angeles, CA Parks and Recreation Needs Assessment
- Fairmount Park, PA (Philadelphia Park System) Strategic Plan
- Las Vegas, NV Department of Leisure Services Pricing and Revenue Plan for Improved Programs Services, Efficiencies and Sustainability

## Neelay Bhatt

PROS Consulting

Principal

Education

M.S., Ohio University 2005  
MBA, Ohio University 2004  
Post Graduate Diploma in Advertising and Public Relations,  
University of Mumbai, 2003  
B.A., University of Mumbai, 2002

### Employment History

Consultant, PROS Consulting; May 2006 to present  
Disney Sports and Recreation; 2005



### Professional Experience

- Neelay's career has taken him through three continents and includes experiences with the Super Bowl, Disney and the Summer Olympics and Paralympics Games, besides several years of consulting for master / strategic planning, marketing and branding, facility management and business planning. His educational background includes a Masters in Sports Administration and Facility Management, an MBA and a Masters in Advertising and Public Relations.
- As a speaker and trainer, nationally and internationally, he has been fortunate to learn from and teach students, professionals and executives from China, India and all over the United States. Beijing Sport University, University of Mumbai, Brand-Aid Marketing and Branding Conference (USA), National Recreation and Park Association Congress (USA), Bay Area Revenue Management School (USA) etc. have served as some of the venues.
- Currently, Neelay is serving a three-year term on the National Recreation and Park Association (NPRA) Board of Directors and is Chair of the Revenue Generation Task Force focused on generating new revenue streams through innovative means, while also serving on the Governance Committee.
- In addition, as the Vice President for Planning and Facilities at PROS Consulting, he has served as project manager / lead consultant on over 100 system-wide and sports facility planning / development projects over several years. These projects have recommended facility infrastructure improvement and development totaling over \$3 billion USD and are helping to shape a better sports and recreation vision for cities all over the world.

### Similar Project Experience

- City of Gainesville, FL Parks and Recreation Master Plan
- City of Sunrise, FL Parks and Recreation Master Plan
- Manatee County, FL Parks and Recreation Master Plan
- Parkland, FL Parks and Recreation Master Plan
- Broward County, FL Parks and Recreation Division Comprehensive Assessment
- City of Roanoke, VA Parks and Recreation Master Plan
- Town of Blacksburg, VA Parks and Recreation Needs Assessment & Feasibility Study
- City of Jacksonville, NC Parks and Recreation Strategic Master Plan
- Augusta, GA Park and Recreation Strategic Master Plan
- City of Charlotte/Mecklenburg County, NC Parks and Recreation Strategic Master Plan
- Carmel Clay, IN Parks and Recreation Master Plan
- City of Carlsbad, CA Parks and Recreation Needs Assessment and Strategic Action Plan
- City of San Jose, CA Pricing Philosophy, Revenue Enhancement, and Organizational Implementation Plan for the Department of Park, Recreation and Neighborhood Services
- City of Malibu, CA Parks and Recreation Master Plan



Since incorporating in 1925, The City of Hollywood has grown to a population of approximately 152,000 residents. The city is comprised of six (6) Commission districts. Each segment of the community has its own unique needs. We will listen, collect data, analyze, provide our findings and develop an implementation strategy for parks and recreation improvements focused on citizen needs. As the City continues to grow in density, there is greater demand for open space and recreation programs and the many beneficial services they provide.

We have reviewed the City's Scope of Services on pp. 6 – 11 of the RFP, and understand your objectives and priorities for the Master Plan including:

- Provide a vision and an action plan for implementing the vision
- Include parks, recreation programs and services, open space, trails, and recreation facilities
- Contribute to the health and leisure of community residents
- Enhance the integrity and quality of the natural environment
- Support neighborhood vitality
- Enhance economic development
- Optimize existing parks and recreation resources and assets
- Strategically plan for the future
- Provide specific funding recommendation and strategies consistent with the community's attitudes and priorities
- Base recommendations on specific cost projections and projected growth
- Improve accessibility of parks system resources, recreation programs, and services
- Include research, public involvement, and recommendations for all aspects of the City's parks system [including capital, operations, management, programming, and maintenance]
- Provide a community demand, supply and needs analysis
- Help ensure that the City's legacy of parks and open spaces will continue to successfully meet residents' needs into the future



Our general approach to Parks and Recreation System Plans is consistent with these objectives. Our typical process generally follows the same components and sequence of work as outlined in your RFP, including Existing Conditions Inventory and Analysis; Review of Plans and Documents; Public Engagement; Development of Supply/Demand & Demographic/Trend Analysis; Needs Assessment; Development of Vision, Design Guidelines, and Implementation Strategy; and Master Plan Development.

Our philosophy includes several tenets consistent with the City’s objectives, including:

- Begin with “the end in mind” by initiating discussions regarding funding and implementation early in the planning process
- Identify City-wide issues and opportunities - both within and outside of the parks and recreation system - that could be addressed through the master planning process
- Use a variety of needs assessment techniques (qualitative, quantitative, anecdotal) to engage residents in the planning process, and to develop consensus re: top priorities
- Make public engagement fun, interactive, and engaging for residents
- Use social media (city website, facebook, twitter, etc.) to inform and encourage residents to participate in the planning process
- Develop a broad, compelling Vision for the parks and recreation system that will excite and motivate City officials, staff, and residents
- Leverage existing resources, including assets and partnerships, to the greatest extent possible
- Emphasize the development of a “High Performance Public Realm” that generate multiple economic, social, and economic benefits for the City
- Develop an implementation plan based on realistic funding projections and prevailing political attitudes and perspectives

Our typical sequence of work, milestones, and number of meetings are discussed in more detail in Exhibit A – Preliminary



Work Plan. The work plan includes all of the components outlined in pp. 6 – 11 of the City’s RFP, albeit in a slightly different sequence. We provide a comparative table in Section 6 Pricing, aligning our approach with your RFP. This Work Plan has been tested and refined through our years of experience with similar projects. We are currently completing similar Master Plans for the City of Sarasota FL, Coconut Creek, FL, Pittsboro, NC, and St. Johns County.

We will attend a “Scoping Meeting” with you to review and discuss the Work Plan - and make

modifications as necessary to meet your specific needs - prior to finalizing an agreement and commencing work.

## EXHIBIT A – Preliminary Work Plan

### Phase 1 – Preliminary Implementation Framework

**1.1 Project Management Support + Coordination:** Barth Associates (BA) will coordinate our work with the City’s Project Manager. BA will monitor the project schedule relating to the scope contained herein and provide timely invoicing and reporting of project progress. BA will hold regular bi-weekly conference calls with City staff to review progress, present information, receive direction, and recommend direction for the remaining portions of the project.

**1.2 Staff Kick-Off Workshop:** BA will facilitate a ½ day kick-off-meeting with City staff at the City’s offices to review the work plan, timelines, and details for the master plan process. Representatives from the City’s planning, parks, public works, and engineering departments shall make presentations to the group, outlining current and proposed public realm projects and initiatives. The City shall coordinate all meeting logistics, including invitations, AV equipment, meeting room, and catering. BA will develop a meeting summary of the meeting and submit it to the City for review. A preliminary agenda for the workshop includes:

- Introductions, purpose of the plan
- Review project scope, schedule
- Review and discuss the scope of the parks and recreation system within the City’s public realm (figure ground

map)

- Parks and Recreation Department mission/ vision
- City Department presentations, exchange of data (e.g. complete streets, trails, etc.)
- Current levels-of-service (LOS)
- Implications of tourists and non-resident workers on LOS

**1.3 PRAB/ Project Steering Committee Kick-off Meeting:** On the same day as the Staff Kick-off Meeting (Task 1.2), BA will facilitate a kick-off meeting with the City’s Parks and Recreation Advisory Board (PRAB) and/or a project Steering Committee. The Board/Committee will meet three (3) times during the process, including a kick-off meeting; review of needs assessment; and review of vision and implementation strategy.

**1.4 Review of Planning Document:** BA will review relevant planning documents, studies, and surveys provided by the City that may influence the development of the parks master plan. BA will write a brief summary of each document and discuss their relevance to the parks master plan. At a minimum, the following documents will be reviewed:

- City-wide Comprehensive Plan (2001)
- Level of Service, Recreation and Open Space Element, Vision Plan
- 2009 City of Hollywood Parks and Open Space Master Plan
- Community Redevelopment Area Master Plan (various)
- Stan Goldman Park Design
- Marine Waterway Master Plan
- Golf Courses Study
- Capital Improvement Plan – Parks and Recreation
- Budget – Parks and Recreation
- Mobility/Bikeways Plan
- Broward County Parks and Recreation Master Plan



**1.5 Draft Implementation Framework (White Paper):** BA will prepare and submit a draft preliminary Implementation Framework for the Master Plan, based on information provided by the City and additional research. The purpose of the draft framework is to determine gaps in the City’s “readiness” to implement the Master Plan. City staff may be asked to provide information regarding the City’s role, projected costs and revenues, taxing district legislation, and/or information for the white paper. Elements of the preliminary Framework may include, but not be limited to:

- The City’s mission and vision for parks and recreation
- The role(s) of the City, County, and other recreation providers
- Interlocal agreement with the County, reflecting above
- Role, purpose, and structure of a Parks Taxing District (if applicable)
- Revenue projections for a Parks Taxing District (if applicable)
- Service delivery model(s)
- Organizational structure, including construction delivery staffing
- Deferred maintenance and capital improvements costs
- Operations and maintenance estimates for increased LOS
- Cost recovery goals, other performance metrics
- Marketing and promotion

**1.6 Review Meeting:** BA will review and discuss the preliminary Implementation Framework during one of the biweekly conference calls. BA will revise the framework as directed by the City.

#### Deliverables:

- Preliminary Implementation Framework
- Revised Implementation Framework
- Meeting Agendas + Meeting Minutes

### Phase 2 - Existing Conditions Analysis

**2.1 Demographics Analysis and Trends:** The City will provide the latest demographic projections to BA for review. BA





will review and analyze the projections, as well as current state and national trends, for implications regarding potential parks and recreation needs for City residents.

**2.2 Inventory + Proposed Parks and Recreation System Improvements Base Map:** The City will provide BA with an inventory of public and private parks and recreation facilities in the City, as well as trails, natural areas, and other open spaces. The inventory should include the number of park and recreation facilities, park acreage, and public recreation center square footage in the City. Using the City's GIS data, the BA team will develop a GIS base map for the project.

**2.3 Park Evaluations:** The BA team will visit the City's parks and recreation facilities, scheduled for the same times as Tasks 3.1 and 3.2. BA will use our Parks Evaluation Form to analyze the City's parks and recreation facilities. Prior to beginning park evaluations, we will work with staff and/or other stakeholders to refine the Parks Evaluation Form and ensure that it meets the City's expectations. The City may wish to also involve residents, a Project Steering Committee, and/or others in the site evaluation process. BA will summarize findings from the park evaluations, including opportunities to optimize the layout and design of existing parks.



**2.4 Existing Level of Service (LOS) Analysis:** Using the data provided by the City, BA will analyze existing LOS for the following elements:

- **Acreage** – Measures acreage in a ratio to the community's population (acres per 1,000).
- **Facilities** – Measures facility capacity in a ratio to the community's population and comparing against a standard or guideline.
- **Access** – Measures travel distances to parks and individual facilities such as playgrounds, athletic fields, recreation centers, etc.
- **Quality** – Measures the quality of facilities across the community.

LOS analysis may include variations due to tourism, seasonal population, workday population, and/or other variables as discussed at the kick-off meeting. The BA team will produce a series of GIS maps and tables that illustrate this data and analysis.

**2.5 Operations + Maintenance Practices Assessment:** Based on information and data provided by the City, BA's sub-consultant PROS Consulting will complete an inventory and assessment of the City's recreation programs, operations and maintenance practices including:

#### Recreation Programs

- Inventory and assessment of recreation programs and services
- Evaluate public relations, publicity, marketing, and other promotional efforts to improve public awareness of programs and services
- Identify strengths and weaknesses
- Determine gaps in programming
- Identify other providers

#### Organization and Staffing

- Assess the current organizational structure of the City's Parks and Recreation Department

#### Operations

- Review current operations budgets



- Evaluate the City’s current recreation fee philosophy and policy, cost recovery practices
- Review of current operational policies and procedures of the Department
- Review maintenance plans and procedures

**2.6 Existing Conditions Summary Document:** BA will compile all the information and data completed for Phase I and will develop a summary document of the Existing Conditions. BA will submit the summary document to the City for review and will make revisions per the City’s written comments.

**Deliverables:**

- Existing Conditions Summary Document
- Meeting Agendas + Meeting Minutes

**Phase 3 – Needs + Priorities Assessment**

**3.1 Public Workshops:** During the week that BA will be conducting site visits (Task 2.3), BA will also conduct six (6) Public Workshops held in each City District. BA will work with the City’s Project Manager to determine the appropriate exercises to conduct during the neighborhood workshops. The City will be responsible for coordinating all workshop logistics, including workshop location, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary and submit to the City for review.



**3.2 Interviews and Focus Groups:** During the same times that BA will be conducting site visits and public workshops (Tasks 2.3, 3.1), BA will spend 1 - 2 consecutive days conducting one-on-one interviews with key stakeholders and focus groups in the community, potentially including the Mayor, individual City Commissioners, the City Manager, the Directors of key City Departments, the School District, and Broward County Parks and Recreation Department, and/or other stakeholders as identified by the City. These meetings will be scheduled as one-on-one interviews.

During those two days, BA will also meet with Focus Groups to address special interest group needs including but not limited to athletic leagues, seniors, teens, trails and bikeways, and/or other groups identified by the City. Interviews should be scheduled in one location in one-hour increments; 45 minutes per interview with 15 minutes between interviews.

The City will be responsible for coordinating all interview logistics, including interview locations, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary and submit to the City for review

**3.3 Statistically Valid Mail-In/Telephone/Online Survey:** The BA team will work with City staff to develop a survey questionnaire that will be used to complete a statistically valid survey. We will conduct a survey of randomly selected households by mail/online/phone for the City of Hollywood. The survey will only be administered to households within the City. We will provide a survey finding report that will include an executive summary, charts and graphs, benchmarking comparisons, priority investment rating analysis, and tabular data.

**3.4 Online Survey:** Based on the Statistically-Valid Survey, BA will develop and administer the survey using SurveyMonkey. BA will compile the findings into a summary report and include the raw survey results.

**3.5 Needs + Priorities Assessment Summary Document:** BA will compile all the information and data completed for

Phase 3 and develop a needs and priorities assessment summary document. BA will submit the summary document to the City for review and will make revisions per the City's written comments.

**3.6 Needs Assessment Presentations:** BA will present the needs assessment findings to the following individuals and groups over a period of two consecutive days:

- PRAB/ Project Steering committee
- City Manager
- City Commissioners

Following the presentations, BA will revise the needs assessment summary as directed by City staff.

**3.7 Commission Presentation:** BA will present the findings from the existing conditions analysis and needs and priorities assessment to the Mayor and City Commission for review and approval prior to proceeding with the next phase of work.

#### **Deliverables:**

- Needs + Priorities Assessment Summary Document
- Commission Existing Conditions Analysis and Needs + Priorities Assessment Summary Presentation
- All digital files used to complete the summary document and PowerPoint Presentations.
- Meeting Agendas + Meeting Minutes

### **Phase 4 – Visioning**

**4.1 Comparative Analysis:** The BA team will begin the visioning phase by conducting a comparative analysis of levels of service and accepted facility standards to recognized national/state benchmark data. BA will work with the City early in the project to identify up to 5 comparable cities to benchmark against. Using NRPA's Park Metrics as well as supplemental research, BA will identify LOS metrics from the selected cities to benchmark against the City's LOS metrics. Findings from this benchmarking will serve as one source of data to recommend LOS standards for the City's Parks and Recreation Department.



**4.2 Visioning Workshop:** The BA team will conduct a one-day Visioning Workshop with staff and invited participants to develop a long-range vision for the parks and recreation system. A tentative agenda for the Workshop may include:

- Review of top priority parks and recreation facility and program needs;
- Review of LOS benchmarking data;
- Discussion of LOS standards;
- Review the City's existing parks system vision;
- Development of subsystem visions for various components of the parks and recreation system
- Other discussions related to the City's objectives for the project

The City will be responsible for coordinating all interview logistics, including interview locations, advertisement, reservations, participant invitations, and food and beverages. BA will develop a meeting summary of the meeting and submit it to the City for review.

**4.3 Operations + Maintenance Practices Future Direction and Priorities:** The BA team will provide future direction and priorities for operations and maintenance practices, including:

## Recreation Programs

- Develop recommendations on future focus of recreation programs and services, including review of public input findings; role of other providers; and required facility enhancements or additions

## Organization and Staffing

Recommend changes to the possible organizational structure based on future priorities of the Department

## Operations

- Make recommendations for any budget changes or enhancements
- Recommend changes to the City's recreation fee philosophy and policy, if needed
- Recommend changes to current operational policies and procedures of the Department, if needed
- Make recommendations for any needed changes to the Department's maintenance plans and procedures



**4.4 Parks Recommendations + Vision Map:** Based on the findings from Phases 1 – 3 and the Visioning Workshop, the BA team will develop recommendations for future needs including but not limited to:

- Park improvements and implementation priorities;
- Park land acquisition, renovation, and development;
- Specific program and service needs;

It is envisioned that these recommendations may include a variety of tables, charts, graphs, maps, sketches, figures, and info graphics integrated with text to effectively convey the proposed vision.

A separate map will be created to illustrate the City's greenways vision.

**4.5 Order of Magnitude Statement of Probable Parks System Cost:** The BA team will prepare an order of magnitude statement of probable costs to implement each of the improvements identified on the Parks Recommendations and Vision. The statement of probable costs will include, but may not be limited to the following:

- Land acquisition (based on costs/acre provided by the City)
- Park/facility improvements, enhancement, and developments (based on figures received from the City and per comparable projects completed by BA)

The BA team will also prepare estimates for the operations and maintenance of new facilities, including:

- Order of magnitude costs (and revenues) for operating and maintaining proposed new or improved parks and recreation facilities
- Order of magnitude costs and anticipated revenues for new or improved recreation programs or services

BA will submit the estimates of costs to the City for review and will revise per the City's written comments.

**4.6 Visioning Summary Document:** BA will compile all the information and data completed for Phase 4 and develop a visioning summary document. BA will submit the summary document to the City for review and will make revisions per the City's written comments.

## Deliverables:

- Visioning Summary Document
- Commission Visioning PowerPoint Presentation
- Meeting Agendas + Meeting Minutes



## Phase 5 – Implementation Strategy and Final Master Plan

**5.1 Implementation Workshop:** The BA team will facilitate a ½ day Implementation Workshop with City staff, including representatives from Parks and Recreation, Public Works, the City Management, and Finance and Administrative Services departments. The purpose of the workshop is to develop a draft implementation strategy based on estimated costs, residents' needs, Commission priorities, and alternative funding projections (provided by the Finance Department). BA will submit a funding worksheet to the City as a tool to estimate funding projections for 5 and 10-year planning periods.

**5.2 Refined Implementation Framework, Strategies and Recommendations:** BA will refine the draft implementation strategy developed at the workshop, including a phasing/ implementation strategy and recommendations. The strategies and recommendations shall program improvements/actions into one of the following timeframes:

- a. Items that can be accomplished within one year of the completion of the Parks Master Plan using existing City resources,
- b. Items that can be accomplished in the first five years after the completion of the Parks Master Plan, including the identification of capital improvements for inclusion in the City's 5-year Capital Improvement Program.
- c. Items that may be accomplished in the mid-term (6 to 10 years).
- d. Items that may be accomplished in the long-term (11 to 20 years).

BA will identify potential funding sources for each item in the parks and recreation action plan, based on input from the City. Potential funding sources shall include but not limited to federal, state, regional and county grants, funding from private park and recreation organizations, partnerships with local public and private entities, park impact fees, donations, etc.

**5.3 Draft Master Plan Report:** Upon completion and review of the Implementation strategy, BA will compile the summary documents from Phases 1 through 5 into a draft Master Plan document for the City's review using a template that can be updated as desired by the City. BA will submit the draft Master Plan to the City for review and will make revisions per the City's written comments. BA will also develop a separate executive summary of the Master Plan report.

**5.4 Draft Master Plan Presentations:** BA will present the draft Master Plan to the following individuals and groups over a period of two consecutive days:

- PRAB/ Project Steering committee
- City Managers
- City Commissioners

**5.5 Commission Presentation:** BA will present the draft Master Plan to the Mayor and City Commission for review and approval.

**5.6 Final Master Plan:** BA will revise the draft Master Plan as directed by City staff and submit a final Master Plan to the City for approval.

### Deliverables:

- Ten (10) color copies of the Draft Master Plan
- Fifteen (25) color copies of the Final Master Plan
- Fifteen (25) color copies of the Master Plan Executive Summary
- One (1) Electronic/digital copy of above in both InDesign, and Word (without graphics, including meeting minutes, interview notes, and other backup files)



## Pricing

### Fees

Our proposed fee to complete the tasks outlined in the city's scope of services is \$216,898.00 as detailed in Exhibit C.

### Additional Services

Additional, optional services include:

1. **Crowd-Sourcing Multi lingual Project Website** - The Consultant Team will build a customized project website that will provide on-going project updates and will serve as the avenue to crowd-source information throughout the project for the entire community. These websites are responsive design and thus customized to a laptop, tablet or smart phone to maximize user engagement of the millennials and the broader community and customized with translate options to allow for a multilingual use.

\$10,000

2. **Detailed Architectural/Structural Investigation of Existing Park Structures** – General analysis of park structures is included in the base fee. Detailed analysis and report on specific buildings such golf clubhouse, community center, aquatic center may require additional fees. Specific buildings and required analysis must be identified with the City.

Fee will vary based on facility.

### Hourly Rates

- David Barth, Principal-in-Charge, Project Manager, Principal Parks Planner - \$185/hour
- Cristobal Betancourt, Deputy Project Manager, Landscape Architect - \$180/hour
- Leon Younger, Recreation Planner - \$165/hour
- Neelay Bhatt, Recreation Planner - \$145/hour
- Carlos Perez, Trails Planner, Urban Designer - \$125/hour
- GIS Specialist - \$75/hour
- Graphic Designer - \$75/hour
- Administrative Assistant - \$60/hour

### Additional Site Visits

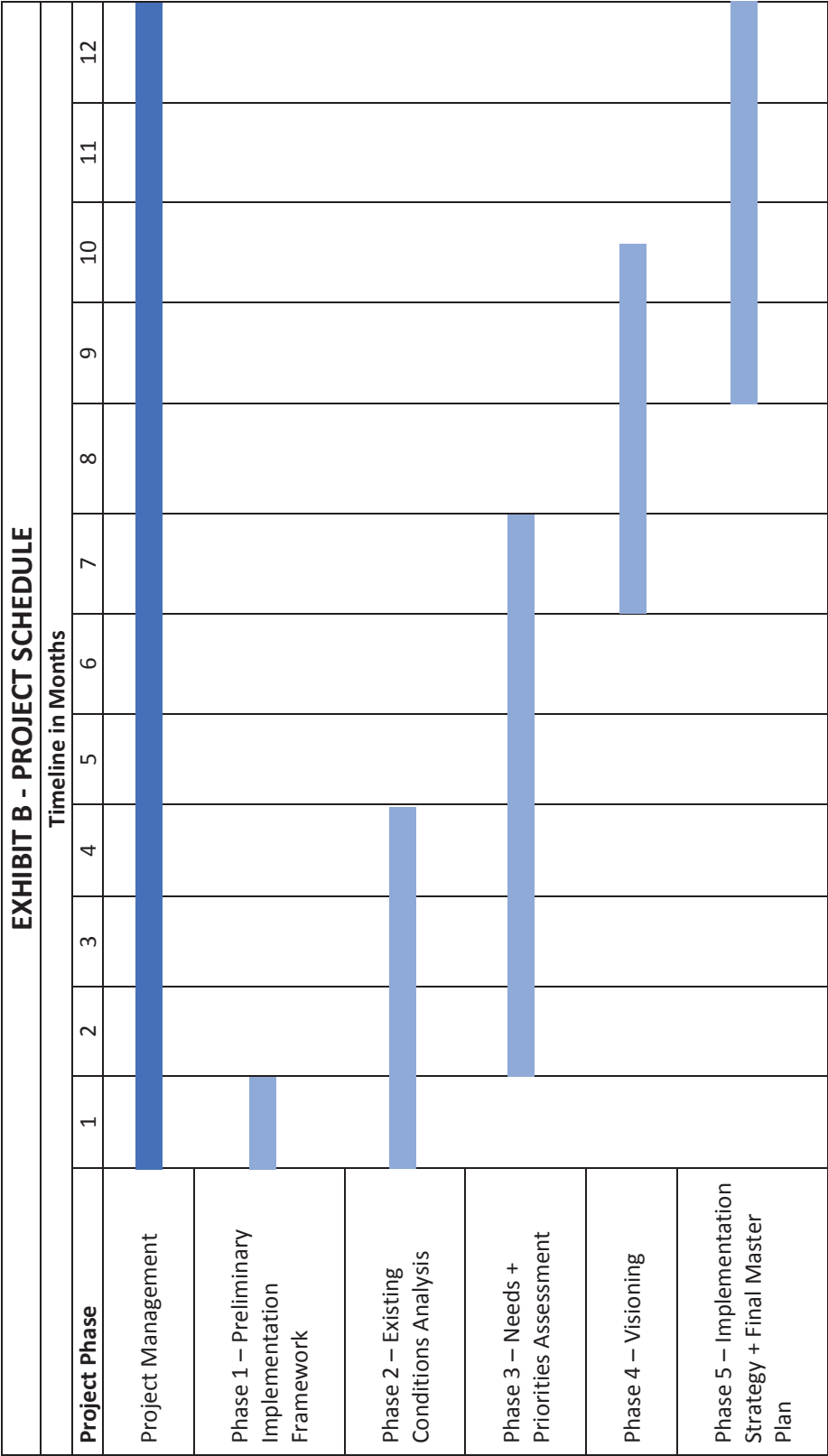
Additional Costs for site visits that may be required beyond those outlined in the scope document.

- \$2,250.00/visit, including expenses

## EXHIBIT A - COMPARATIVE ANALYSIS: CITY OF HOLLYWOOD RFP SCOPE /BARTH ASSOCIATES WORK PLAN

| CITY OF HOLLYWOOD RFP   | BARTH ASSOCIATES WORK PLAN   |
|---|--|
| Task 1 - Project Kick-Off, Existing Conditions Inventory and Analysis                           | Project Management Support + Coordination<br>Staff Kick-Off Workshop<br>1.5 Draft Implementation Framework<br>1.6 Review Meeting<br>2.2 Inventory + Proposed Parks and Recreation System Improvements Base Map<br>2.3 Park Evaluations<br>2.4 Existing Level of Service Analysis<br>2.5 Operations and Maintenance Practices Assessment<br>2.6 Existing Conditions Summary Document  |
| Task 2 – Review of Plans and Documents  | 1.4 Review of Planning Document  |
| Task 3 – Public Engagement  | PRAB/Project Steering Committee Kick-Off Meeting<br>3.1 Public Workshops<br>3.2 Interviews and Focus Groups  |
| Task 4 – Development of Supply/Demand & Demographic Trend Analysis                              | 2.1 Demographic Analysis and Trends  |
| Task 5 – Needs Assessment; Development of Vision, Design Guidelines and Implementation Strategy | 3.3 Statistically Valid Mail-In/Telephone/Online Survey<br>3.4 Online Survey<br>3.5 Needs + Priorities Assessment Summary Document<br>3.6 Needs Assessment Presentation<br>3.7 Commission Presentation<br>4.1 Comparative Analysis<br>4.2 Visioning Workshop<br>4.3 Operations + Maintenance Practices Future Direction and Priorities<br>4.4 Parks Recommendations + Vision Map<br>4.5 Order of Magnitude Statement of Probable Parks System Cost<br>4.6 Visioning Summary Document |
| Task 6 – Master Plan Development (Final Plan)   | 5.1 Implementation Workshop<br>5.2 Refined Implementation Framework, Strategies and Recommendations<br>5.3 Draft Master Plan Report<br>5.4 Draft Master Plan Presentations<br>5.5 Commission Presentation<br>5.6 Final Master Plan   |

Barth Associates understands that the City has allotted an 18 month project schedule. BA believes 12 months is adequate to accomplish the scope requested in the City of Hollywood RFP. We recommend a contract duration of 18 months to allow flex time for the City to review deliverables and adequately advertise public meetings associated with the work of this contract.



| Barth Associates                                       |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
|--|--|-------------|----------|----------------------|----------|--------------|----------|--------------|----------|--------------|----------|-----|----------|--------|---------|-----|----------|-------|---------|-----|---------|-----|---------|-----|---------|-----|-----------|
| EXHIBIT C - PROJECT FEE ESTIMATE                       |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
| PROJECT NAME: City of Hollywood Parks Master Plan      |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
| DATE   |  | Rev 1:      |          |                      |          | Rev 2        |          |              |          | Rev 3:       |          |     |          | Rev 5: |         |     |          |       |         |     |         |     |         |     |         |     |           |
|  |  | David Barth |          | Cristobal Betancourt |          | Leon Younger |          | Neelay Bhatt |          | Carlos Perez |          | ETC |          | CPZ    |         |     |          |       |         |     |         |     |         |     |         |     |           |
|  |  | HRS         | RATE/HR  | HRS                  | RATE/HR  | HRS          | RATE/HR  | HRS          | RATE/HR  | HRS          | RATE/HR  | HRS | RATE/HR  | HRS    | RATE/HR | HRS | RATE/HR  | HRS   | RATE/HR | HRS | RATE/HR | HRS | RATE/HR | HRS | RATE/HR | HRS | RATE/HR   |
| ACTIVITY   |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
| Phase 1 PROJECT KICKOFF + EXISTING CONDITIONS ANALYSIS |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
| 1.1  | Project Management Support + Coordination    | 32          | \$5,920  | 32                   | \$5,760  |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$11,680  |
| 1.2  | City Staff Kick-Off Meeting (same day as SC) | 8           | \$1,480  | 12                   | \$2,160  |              | \$0      | 8            | \$1,160  | 8            | \$1,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$5,800   |
| 1.3  | Steering Committee (same day as staff)       | 8           | \$1,480  | 8                    | \$1,440  |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$2,920   |
| 1.4  | Review of Planning Documents                 | 8           | \$1,480  | 8                    | \$1,440  | 8            | \$1,320  | 12           | \$1,740  | 4            | \$500    |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$6,480   |
| 1.5  | Draft Implementation Framework               | 8           | \$1,480  | 4                    | \$720    |              | \$0      |              | \$0      | 4            | \$500    |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$2,700   |
| 1.6  | Review Meeting                               | 2           | \$370    | 2                    | \$360    |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$730     |
|  | Subtotal                                     | 66          | \$12,210 | 66                   | \$11,880 | 8            | \$1,320  | 20           | \$2,900  | 16           | \$2,000  | 0   | \$0      | 0      | \$0     | 0   | \$0      | 0     | \$0     | 0   | \$0     | 0   | \$0     | 176 | \$0     |     | \$30,310  |
| Phase 2 EXISTING CONDITIONS ANALYSIS                   |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
| 2.1  | Demographic Analysis and Trends              | 1           | \$185    |                      | \$0      |              | \$0      | 60           | \$8,700  | 2            | \$250    |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$9,735   |
| 2.2  | Inventory, Base Map                          | 1           | \$185    | 4                    | \$720    |              | \$0      |              | \$0      |              | \$1,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$3,705   |
| 2.3  | Park Evaluations                             | 8           | \$1,480  | 8                    | \$1,440  |              | \$0      |              | \$0      | 16           | \$2,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$7,920   |
| 2.4  | Existing LOS Analysis                        | 2           | \$370    | 4                    | \$720    |              | \$0      |              | \$0      | 4            | \$500    |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$2,790   |
| 2.5  | O & M Assessment                             | 2           | \$370    |                      | \$0      | 16           | \$2,640  | 50           | \$7,250  |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$10,260  |
| 2.6  | Existing Conditions Summary                  | 8           | \$1,480  | 12                   | \$2,160  |              | \$0      |              | \$0      | 8            | \$1,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$6,440   |
|  | Subtotal                                     | 22          | \$4,070  | 28                   | \$5,040  | 16           | \$2,640  | 110          | \$15,950 | 38           | \$4,750  | 0   | \$0      | 0      | \$0     | 112 | \$8,400  | 326   | \$0     |     |         |     |         |     |         |     | \$40,850  |
| Phase 3 NEEDS AND PRIORITIES ASSESSMENT                |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
| 3.1  | Public Workshops (same week as 2.3 visits)   | 30          | \$5,550  | 30                   | \$5,400  |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$13,950  |
| 3.2  | Interviews (same week as 2.3 visits)         | 12          | \$2,220  | 8                    | \$1,440  |              | \$0      | 16           | \$2,320  |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$5,980   |
| 3.3  | Survey                                       | 2           | \$370    | 8                    | \$1,440  |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$15,500 |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$17,310  |
| 3.4  | Online Survey                                | 1           | \$185    | 0                    | \$0      |              | \$0      |              | \$0      | 8            | \$1,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$1,785   |
| 3.5  | Needs Assessment Summary                     | 12          | \$2,220  | 2                    | \$360    |              | \$0      |              | \$0      | 16           | \$2,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$5,780   |
| 3.6  | Presentations: SC, Manager, Commissioners    | 24          | \$4,440  | 12                   | \$2,160  |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$6,600   |
| 3.7  | Commission Presentation                      | 12          | \$2,220  | 4                    | \$720    | 8            | \$1,320  | 8            | \$1,160  |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$5,420   |
|  | Subtotal                                     | 93          | \$17,205 | 64                   | \$11,520 | 0            | \$1,320  | 16           | \$3,480  | 0            | \$3,000  | 0   | \$15,500 | 0      | \$0     | 64  | \$4,800  | 237   | \$0     |     |         |     |         |     |         |     | \$56,825  |
| Phase 4 VISIONING                                      |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
| 4.1  | Comparables, Benchmarking                    | 1           | \$185    | 2                    | \$360    |              | \$0      |              | \$0      | 16           | \$2,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$2,545   |
| 4.2  | Visioning Workshop                           | 16          | \$2,960  | 16                   | \$2,880  |              | \$0      | 16           | \$2,320  | 16           | \$2,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$10,160  |
| 4.3  | O & M Recommendations                        | 1           | \$185    |                      | \$0      | 16           | \$2,640  | 24           | \$3,480  |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$6,305   |
| 4.4  | Parks Recommendations, Vision Map            | 8           | \$1,480  | 8                    | \$1,440  |              | \$0      |              | \$0      | 8            | \$1,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$6,920   |
| 4.5  | Cost Estimate                                | 1           | \$185    | 4                    | \$720    |              | \$0      |              | \$0      | 8            | \$1,000  |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$1,905   |
| 4.6  | Vision Summary                               | 12          | \$2,220  | 8                    | \$1,440  | 8            | \$1,320  | 8            | \$1,160  |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$7,940   |
|  | Subtotal                                     | 39          | \$7,215  | 38                   | \$6,840  | 24           | \$3,960  | 48           | \$6,960  | 48           | \$6,000  | 0   | \$0      | 64     | \$4,800 | 261 | \$0      |       |         |     |         |     |         |     |         |     | \$35,775  |
| Phase 5 IMPLEMENTATION AND FINAL PLAN                  |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     |           |
| 5.1  | Implementation Workshop                      | 12          | \$2,220  | 4                    | \$720    |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$2,940   |
| 5.2  | Implementation Framework                     | 8           | \$1,480  | 2                    | \$360    |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$1,840   |
| 5.3  | Draft Report                                 | 16          | \$2,960  | 8                    | \$1,440  | 4            | \$660    | 8            | \$1,160  |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$9,220   |
| 5.4  | Draft Presentations                          | 16          | \$2,960  | 8                    | \$1,440  |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$4,400   |
| 5.5  | Commission Presentation                      | 12          | \$2,220  | 4                    | \$720    | 8            | \$1,320  | 8            | \$1,160  |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$5,420   |
| 5.6  | Final Master Plan                            | 12          | \$2,220  | 16                   | \$2,880  |              | \$0      |              | \$0      |              | \$0      |     | \$0      |        | \$0     |     | \$0      |       | \$0     |     | \$0     |     | \$0     |     | \$0     |     | \$9,600   |
|  | Subtotal                                     | 76          | \$14,060 | 42                   | \$7,560  | 12           | \$1,980  | 16           | \$2,320  | 0            | \$0      | 0   | \$0      | 100    | \$7,500 | 246 | \$0      |       |         |     |         |     |         |     |         |     | \$33,420  |
| TOTAL FEE  |  | 296         | \$54,760 | 238                  | \$42,840 | 60           | \$11,220 | 210          | \$31,610 | 102          | \$15,750 | 0   | \$15,500 | 0      | \$0     | 340 | \$25,500 | 1,246 | \$0     |     |         |     |         |     |         |     | \$197,180 |
|  |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     | \$19,718  |
|  |  |             |          |                      |          |              |          |              |          |              |          |     |          |        |         |     |          |       |         |     |         |     |         |     |         |     | \$216,898 |