

PROPOSAL FOR PROFESSIONAL PLANNING SERVICES



RFP-4584-18-RL Parks Master Plan City of Hollywood, Florida

Submittal Date: October 16, 2018

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

MILLER  **LEGG**

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October 16, 2018

Procurement Services Division
Rob Lowery, Procurement Contracts Officer
2600 Hollywood Blvd., Room 303
Hollywood, FL 33020

Dear Mr. Lowery and Members of the Selection Committee:

GreenPlay, LLC, in conjunction with Miller Legg and our other team members, is pleased to present the attached proposal to update the Parks Master Plan for the City of Hollywood, Florida. Founded in 1999, GreenPlay has completed over 475 parks and recreation master planning projects. GreenPlay is known for our innovative, community-specific planning practices. We are purposefully not a design firm (but we team with great design firms), and for us, this type of planning is not an adjunct service. This is what we do, wholeheartedly, for agencies in Florida and around the country everyday.

We are a financially stable firm that has been in business for 19 years with no history of litigation. We have never had a lien or judgment filed against us. Over 95% of our clients are government agencies, and we have never missed a project end date due to internal workloads. Our project staff have decades of experience in the field of Parks and Recreation, and have managed similar agencies. We bring this unique perspective to each parks and recreation master plan, creating balanced recommendations that not only consider the needs and wants of the community, but also the fiscal and operational realities of the agency.

We have completed many successful parks and recreation planning projects in Florida. Previous clients include Broward County, Martin County, Maitland, West Palm Beach, Wellington, Winter Haven, Winter Park, Largo, DeBary, and Miami. We are excited to have the opportunity to help you provide high quality park and recreation services and facilities for your community! Our team includes:

- **GreenPlay:** Teresa Penbrooke, PhD, MAOM, CPRE, Art Thatcher, MPA, CPRP, and Becky Dunlap, CPRP — Experienced park and recreation planners focused on project management and coordination, funding, partnerships, and operations. GreenPlay was founded in 1999, and is 100% women-owned.
- **Miller Legg (SBE Firm):** Michael Kroll, RLA, FASLA, Vanessa Ruiz, and Brian Shore, PE — Local landscape architecture firm based in Ft. Lauderdale who will assist with local knowledge, environmental analysis, landscape architecture, site concepts, and conceptual costing.
- **Design Concepts:** Rob Layton, PhD, FASLA, and Dave Peterson — GIS and Level of Service experts who will complete GIS Mapping, Inventory and GRASP® Component Based Level of Service Analysis
- **RRC Associates:** Chris Cares — Survey Firm focused on statistically-valid survey design and implementation.
- **Grant Printing** — This local print vendor will print and assemble the final copies of the report.

Our record in parks, recreation, trails, and open space planning has been outstanding. We look forward to the opportunity to apply the same skills to develop a Parks and Recreation System Master Plan that aligns with your values, vision, and mission. I am the primary contact for this proposal. We have received Addendum 1.

Sincerely,



Teresa Penbrooke, PhD, MAOM, CPRE, CEO and Founding Managing Member
(303) 870-3884 (direct) | teresap@greenplayllc.com

GREENPLAY LLC

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

3. Profile of Proposer

BRIEF COMPANY OVERVIEW

GreenPlay, LLC, is registered as a limited liability company headquartered in Louisville, Colorado, with project offices around the country (including Florida). Founded in 1999, we operate as a **CONSORTIUM OF EXPERTS** to provide management and consulting services for park, recreation, open space, and related quality of life agencies. We serve as a resource for agencies by organizing teams that are responsive, experienced in the field, and who understand the needs of individual communities. Our firm works nation-wide with 14 employees and over 75 technical consortium affiliates and sub-consultants to complete projects for large and small agencies throughout the nation. We are a financially stable firm that has been in business for 19 years with no history of litigation. We have never had a lien or judgment filed against us. GreenPlay has successfully completed over **475** projects, working with local, state, and national government agencies, as well as with private sector organizations.

Proposal Contact and Headquarters Office:

1021 E. South Boulder Rd., Suite N, Louisville, CO 80027
Teresa Penbrooke, PhD, MAOM, CPRE, CEO
(303) 870-3884 | teresap@greenplayllc.com



Project Specific Experience

A Proven Record of Experience and Expertise in Parks and Recreation Planning

These types of projects are not an adjunct service for our firm! This is what we do at GreenPlay, everyday, successfully, for small and large communities of all types, all over the United States. We also regularly teach others around the country how to successfully complete similar projects. We have a strong national reputation based on many years of experience with staff who will help you to develop a community-specific plan that will be easily implemented, help gain engagement and consensus, and will address the key issues for the City of Hollywood.

Relevancy of Similar Work Experience

Our firm has experience that is directly relevant to this project. We have completed similar projects for numerous Florida communities including the previous needs assessment for Broward County, as well as for the municipalities of Debary, Fort Lauderdale, Maitland, Martin County, West Palm Beach, Winter Haven, and Winter Park to name a few. We have expertise helping these and other communities plan for sustainable development which is environmentally sensitive and financially sound. We will be able to quickly discern key issues in your community and help you plan to address them in an effective manner.

Experience With Governmental Agencies

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

Management Approach and Philosophy Toward Parks and Recreation Planning

GreenPlay consultants bring over 175 years of combined expertise in developing plans and documents that work conceptually and are implementable in each individual community. We develop planning and operational options that establish a balance between innovation and experience, conservation and active recreation, design excellence and cost control, and creativity and functional accommodation. We believe that parks and recreation assets contribute to the quality of life that makes a community a desirable place to work, live, and play. We also understand the need to create a delicate balance between economic benefits and provision of equitable service.

We have purposefully included strong local expertise and experience from **Miller Legg**, a Ft. Lauderdale-based engineering, planning, landscape architecture, and urban design firm, and will use **Grant Printing**, a local printing firm, to produce our final deliverables.

1. Previous Work Experience

GreenPlay team members have direct experience working for parks and recreation departments across the country as senior level administrators. Having worked as individuals on “your side of the table,” we know how important it is for consultants to be accessible. We also understand the importance of your daily responsibilities.

2. Ability to Work with Government Agencies

Collectively, the GreenPlay Team offers a comprehensive set of skills built on a foundation of excellent verbal and written communication abilities. Our blend of local talent and national experience provides an understanding of local politics, history, and social dynamics affecting property planning and development with access to best practices from across the country. This combination of local and national experience allows us to effectively manage our time while producing plans that are detailed, customized, and implementable.

3. Reputation for Outstanding Work, Judgment, and Integrity

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

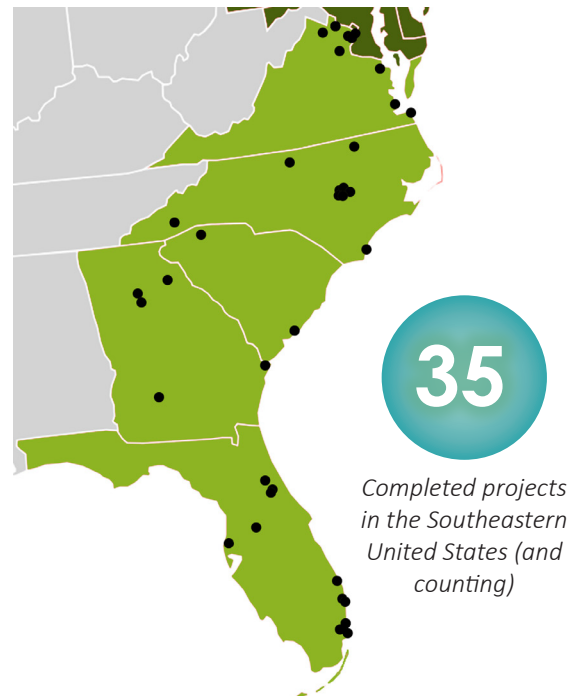
4. Working in Tourism-based and Coastal Communities

Our team has completed projects for communities on both coasts of the United States, as well as communities with significant tourist elements. Art Thatcher and Teresa Penbrooke are both known nationally for coastal planning expertise, including balancing the needs of local residents with tourism drivers.

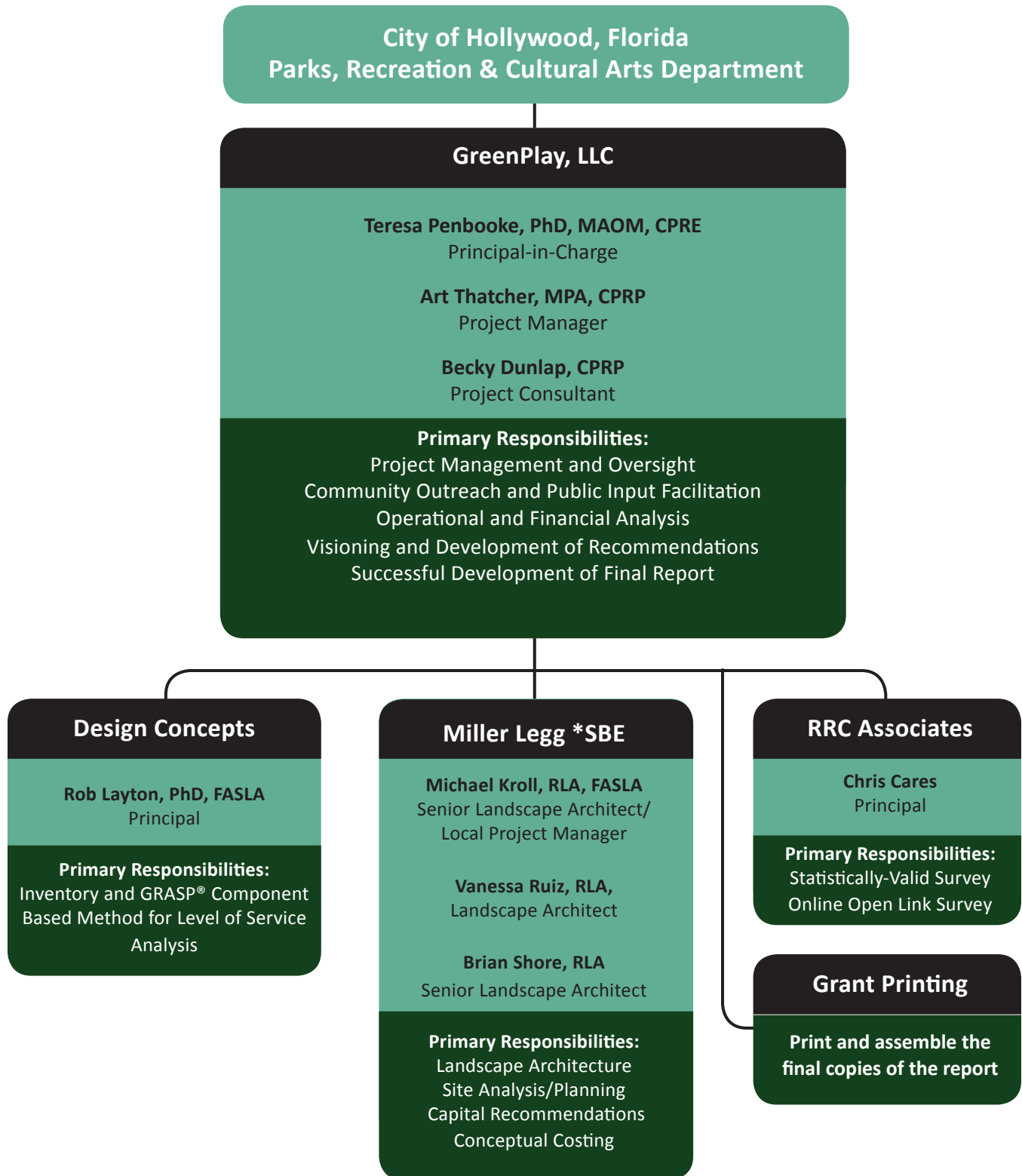
Some previous coastal clients include:

- Broward County, Florida
- City of Fort Lauderdale, Florida
- City of Miami, Florida
- Martin County, Florida
- City of West Palm Beach, Florida
- City of Virginia Beach, Virginia
- New Hanover County, North Carolina
- Charleston County, South Carolina
- City of New Orleans, Louisiana
- City of Encinitas, California
- County of San Diego, California
- City of Santee, California
- City of Carlsbad, California
- City of Laguna Hills, California
- Riverside County, California
- City of Santa Barbara, California
- Oceanside, California
- Goleta, California,
- Metro Parks Tacoma, Washington
- Chatham County, Georgia,

We have also completed state-wide assessments for the states of Mississippi, New Mexico, New Hampshire, Louisiana, and Maryland, each of which included an analysis of tourism related recreation elements.



TEAM ORGANIZATIONAL CHART



KEY INDIVIDUAL CLIENT REFERENCES

“GreenPlay’s leadership in our master planning process helped us set our priorities based on community input. We were particularly impressed with their GRASP® technology, expertise and facilitation process. I would highly recommend GreenPlay to other agencies who are considering a master plan for their community.”

Mr. Mick Renneisen, Director, Bloomington Parks and Recreation
420 E. Front Ave., PO Box 848, Bloomington, IN, 47402
(812) 349-3711; renneism@bloomington.in.gov

Martin County, Florida

Kevin Abbate, Parks and Recreation Director
2401 SE Monterey Road
Stuart, FL 34996
(772) 221-1418 | kabbate@martin.fl.us

New Hanover County, North Carolina

Tara Duckworth
230 Government Center Dr.
Suite 120, Wilmington, NC 28403
(910) 798-7635
tduckworth@nhcgov.com

San Gabriel, California

Rebecca Perez, Community Services Director
425 South Mission Drive
San Gabriel, CA 91776
(626) 308-2875
rperez@sgch.org

City of Virginia Beach

Cindy A. Curtis, Deputy City Manager
Municipal Center, Building 1
2401 Courthouse Drive
Virginia Beach, VA 23456
(757) 385-4242
ccurtis@vbgov.com

West Palm Beach, Florida

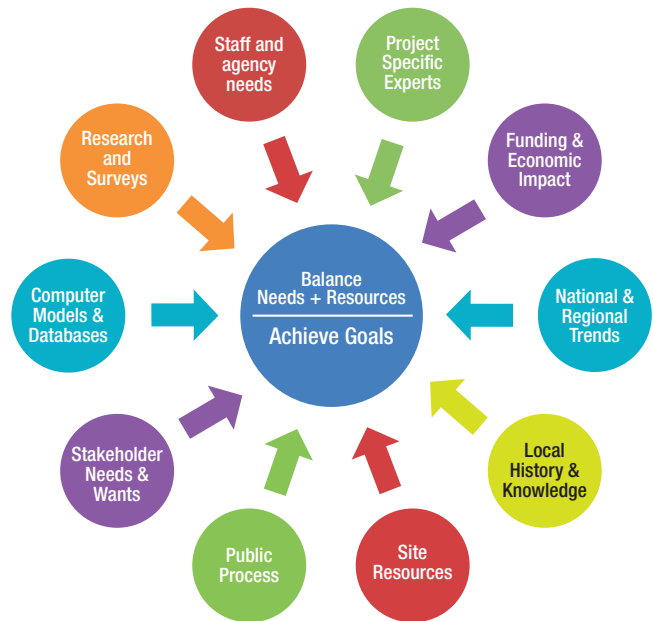
Leah Rockwell, Director
401 Clemetis St.
West Palm Beach, FL 33402
(561) 804-4904
lrockwell@wpb.org

Our Winning Formula

Personalized Service
Achievement of Goals
Great Relationships

4. Summary of Proposer's Qualifications

At **GreenPlay, LLC**, we believe that the best services and products come from using a wide variety of tools. Some recreation consulting firms concentrate on computer models, databases, or surveys. While we believe these tools are valuable, we take our evaluation and assessment tools to the next level by utilizing innovative methods and processes that are most effective for **your** individual community. The results provide a more comprehensive solution for achieving your goals. This schematic illustrates the various tools that GreenPlay uses to help your agency meet your expectations. We balance your needs, and those of your stakeholders, with the reality of the available resources.



Our Pledge

We will evaluate your situation, design a strategy, system, or process that will work for your organization, and we will help you to implement it quickly and efficiently. We will work with all levels of staff — senior management, elected and appointed officials, and community stakeholders — and will provide a broad, objective view to help your organization operate in the most innovative, effective, and revenue-enhancing way possible.

Your GreenPlay Consulting Team is...

- ✓ **Dedicated** to your project and committed to addressing the unique issues and opportunities facing **your** community.
- ✓ **Experienced** in developing plans and documents that work conceptually and are **implementable** in **your** community.
- ✓ **Trained** in conducting effective public process by skillfully leading staff and stakeholder interviews and focus groups.
- ✓ **Adept** in cultivating supportive relationships with staff and governing body leadership.
- ✓ **Effective** in creating a public process, along with planning and operational options, that **establish a balance** between innovation and experience, conservation and active recreation, design excellence and cost control, creativity and functional accommodation, and that meet the needs of the community with the resources that are available.
- ✓ **Respected** for their expertise in strategic visioning, programming, cost recovery analysis, resource management, facility site design, operations, funding options, and bond referendum preparation.
- ✓ **Committed** to helping you to **achieve your goals** on time and within budget, while providing exceptional customer service.

**GreenPlay is a 100% Woman-Owned Business
and is WBE, DBE, and SBE Certified**

KEY PERSONNEL ROSTER

GreenPlay

Art Thatcher, MPA, CPRP, Principal, Project Manager –

Location: 4019 Monitor Dr., Hampton, VA 23669

References: **West Palm Beach, Florida**

Leah Rockwell, Director

(561) 804-4904 | lrockwell@wpb.org

Martin County, Florida

Kevin Abbate, Parks and Recreation Director

(772) 221-1418 | kabbate@martin.fl.us

San Gabriel, California

Rebecca Perez, Community Services Director

(626) 308-2875 | rperez@sgch.org

Teresa Penbrooke, PhD, MAOM, CPRE, Principal-in-Charge

Location: 1021 E. South Boulder Road, Suite N, Louisville, CO 80027

References: Broward County, Florida

Mary Noe, Administrative Manager II

(954) 357-8175 | mnoe@broward.org

Wellington, Florida

Jim Barnes, Assistant Village Manager

(561) 791-4085 | jbarnes@wellingtonfl.gov

M-NCPPC Prince George's County, Maryland

John Henderson, Former Research and Evaluation Manager

(202) 549-8233 | john@parkrxamerica.org

Miller Legg

Location: 5747 N Andrews Way, Fort Lauderdale, FL 33309

References: Broward County Parks and Recreation

Linda Briggs Thompson, Environmental Program Manager

One University Drive, Suite 401B, Plantation, FL 33324

(954) 357-8120 | lbriggs@broward.org

City of Oakland Park

Heidi Burnett, Director of Parks and Leisure Services

3650 NE 12th Avenue, Oakland Park, FL 33334

(954) 630-4510 | heidib@oaklandparkfl.gov

City of South Miami

Quentin Pough, Director of Parks and Recreation

6130 Sunset Drive, South Miami, FL 33143

(305) 663-6338 | qpough@southmiamifl.gov

Design Concepts

Location: 211 N Public Road, Suite 200, Lafayette, CO 80026 | (303) 664-5301

Grant Printing

Location: 6109 Pembroke Rd, Hollywood, FL 33023 | (954) 962-1020

RRC Associates

Location: 4770 Baseline Road, Suite 360, Boulder, CO 80303 | (303) 449-6558



Art Thatcher, MPA, CPRP

Principal, Project Manager

Work Experience:

Art is a Certified Parks and Recreation Professional with 30 years of experience in public parks and recreation operations, programming and administration, volunteer board leadership, facility design and operations, and community engagement. Throughout his career, Art has concentrated on strategic and master planning, youth civic engagement and teen comprehensive planning, operations and facility management planning, outdoor adventure recreation development and programming, and community engagement facilitation. Art is a well known speaker at the local, state, and national level, and lecturer in the Parks, Recreation and Tourism Department at Old Dominion University. He was the 2014 President and Chair of the Board of the Virginia Recreation and Parks Society. He has become known as a national expert in working with coastal communities.

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

Education & Certification

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

Representative Project Experience

- Amherst, NY – Recreation and Parks Master Plan Update
- Arlington County, VA – Sports Fields Use Study
- Bethlehem, NY – Parks and Recreation Master Plan
- Caswell County, NC – Parks and Recreation Master Plan
- Chatham County, GA – Parks and Open Space Master Plan
- Clovis, CA – Parks Master Plan
- Darien, CT – Parks Master Plan
- Encinitas, CA – Parks and Recreation Master Plan
- Encinitas, CA – Financial Sustainability Project
- Erie County, NY – Parks and Recreation Master Plan
- Glenwood Springs, CO – Park, Recreation, Open Space and Trails Master Plan
- Gloucester County, VA – Needs Assessment for Parks, Recreation, and Tourism
- Goleta, CA – Parks and Recreation Master Plan
- Greenbelt, MD – Recreation and Park Facilities Master Plan
- Maitland, FL – Parks and Recreation Master Plan
- Manassas, VA – Parks, Recreation, & Culture Needs Assessment and Facilities Plan
- Martin County, FL – Parks and Recreation Master Plan
- New Hanover County, NC – Department of Parks and Gardens Master Plan Update
- Oceanside, CA – Parks and Recreation Master Plan
- Roanoke Regional Partnership, VA – Outdoor Needs, Operations Capital and Financial Analysis
- Rolesville, NC – Comprehensive Plan, Recreation Component
- San Diego County, CA – Parks and Recreation Master Plan
- San Gabriel, CA – Parks, Recreation, and Open Space Master Plan
- Santee, CA – Parks and Recreation Master Plan Update
- Sioux Falls, ND – Parks and Recreation Master Plan
- Wake Forest, NC – Parks, Recreation, and Cultural Arts Master Plan
- West Palm Beach, FL – Parks and Recreation Master Plan
- Williamsburg, VA – Parks and Recreation Master Plan
- Wilsonville, OR – Parks and Recreation Comprehensive Master Plan
- Winchester, VA – Needs Assessment



Teresa Penbrooke, PhD, MAOM, CPRE

CEO and Founding Managing Member



Experience

Dr. Penbrooke brings substantial career experience and planning expertise to parks, recreation, and related community quality of life projects for large and small communities on a national level. She founded GreenPlay in 1999, and has been integral in the research, quality, recommendations, and implementation of the innovations that GreenPlay contributes to the field. In addition to leading projects and the firm, Teresa teaches and researches best practices around the world. She is a Visitor Chair for the Commission on Accreditation for Parks and Recreation Agencies (CAPRA). She now divides her time between special projects, research, and administration of the firm.

- GreenPlay, LLC (Founder and CEO): 1999 - Present
- GP RED (Secretary of the Board, Faculty, & Researcher): 2008 - Present
- North Carolina State University (Visiting Scholar, Faculty, and Researcher), 2014 - Present
- North Jeffco Park and Recreation District, Arvada, CO: 1996-1999
- City of Broomfield Parks, Recreation, and Senior Services, CO: 1993-1996
- City of Boulder Parks, Recreation, and Mountain Parks Department, CO: 1989-1993

Education

- PhD, North Carolina State University, College of Natural Resources, Parks, Recreation, and Tourism Management, 2017
- Master of Arts, Organizational Management, University of Phoenix, Denver, 1998
- Bachelor of Science, Magna Cum Laude, Kinesiology, University of Colorado, 1993
- NRPA Revenue/Leadership Schools

Professional Affiliations and Recognition

- Board of Regents, NRPA Reitz Pacific Revenue and Marketing School, 2006-2008
- Commission for Accreditation of Parks and Recreation Administration (CAPRA) Official Visitor, 2008 - present
- Top 100 Women-Owned Businesses, *Colorado Biz*, 2003, 2005, 2006, 2007, 2008, 2012, 2013, 2015, 2016
- Received "Outstanding New Professional" and "President's Award" from CPRA, 1997
- Professional Member of NRPA, CPRA, and eight other State Associations
- CitiProgram Certificate in Human Subjects – Social and Behavioral Research (from U.S. Dept. of Health & Human Services) 2018

Representative Project Experience

Teresa has led the firm in completion of over 475 projects for communities of all sizes around the U.S. since 1999. The following are some of the key projects on which she has performed as the Project Manager:

- Director of the Healthy Communities Research Group for GP RED
- Village of Wellington, FL Community Center Feasibility Study and Concept Plan
- Maryland National Capital Park Planning Commission – Prince George's County 2010 and Beyond Plans 1-3; Montgomery County, Strategic and 2030 Business Plan
- Arlington County, VA – Public Spaces Master Plan
- Broward County, FL – Needs Assessment for the Parks and Recreation Division
- City and County of Denver, CO – Multiple projects, including the city-wide Game Plan, the master plan for the Stapleton Airport Redevelopment, and the detailed study of 29 indoor recreation centers
- National Recreation and Park Association, Ashburn, VA – National Inventory and USA Football Grant Project
- Washington DC, National Capital Planning Commission – Capital Space Master Plan for parks and recreation
- Along with many other plans for large and small communities, regions, and states

Education For:

- American Society of Landscape Architects
- Athletic Business
- Colorado Open Space Alliance & Colorado Outdoor Recreation Resource Project
- Environmental Design Research Association
- Innovations Group – Transforming Local Government
- International Coastal and Marine Tourism Congress
- International Transportation and Public Health Symposium
- Metropolitan State College of Denver, Colorado
- National Association of Youth Sports
- National Executive Development School
- National Recreation and Parks Association
- North Carolina State University
- Reitz Pacific (Vice-Chair) & Rocky Mountain Revenue and Management Schools
- World Leisure Organization
- Numerous State and Regional Parks and Recreation Associations

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



Rebecca Dunlap, CPRP

Project Consultant, Research/Marketing and Social Media



Overview:

Instilled with a love for people and parks, Becky Dunlap embarked on a career in parks and recreation in the hopes that she could change lives through the power of play, health and wellness, and community relationships. While studying at the in the Warnell School of Forestry at the University of Georgia, she took an interest in developing her technical skills, learning website development, graphic design, and social media marketing on the side. Becky jumped into a management role shortly after joining the City of Boulder Parks and Recreation as a Facility Coordinator, supervising operations at the recreation centers and outdoor facilities. Her enthusiasm for the power of parks and recreation aligns naturally with Greenplay's mission to help organizations dedicated to parks, recreation, and open space achieve community goals through high quality, dynamic, creative, and functional solutions.

Representative Project Experience

GreenPlay LLC

- Research Assistant conducting nationally-focused and community specific trends and demographics analysis, marketing and social media
- Project Consultant assisting in all planning elements, with a focus on social media, marketing, cultural context, project management and workflow software and innovative community outreach

Representative GreenPlay Projects:

- Amherst, NY – Recreation and Parks Master Plan Update
- Clinton, IA – Parks Master Plan
- Clovis, CA – Parks Master Plan
- Colchester, VT – Community Recreation Center Needs Assessment and Master Plan and Bayside Park Master Plan
- Darien, CT – Parks Master Plan
- DeBary, FL – Community Recreation Center Study
- Goleta, CA – Parks and Recreation Master Plan
- Henderson, NV – Parks and Recreation Master Plan
- Hesperia Recreation District, CA – Parks and Recreation Master Plan
- Kirkland, WA – Parks and Community Services Cost Recovery Study
- Littleton, CO – Parks, Recreation, Open Space and Trails Master Plan
- Louisville, CO – Parks, Recreation, Open Space and Trails Master Plan
- Oceanside, CA – Park and Recreation Master Plan
- Phelan Piñon Hills Park District, CA – Comprehensive Master Plan
- Plainfield Park District - Comprehensive Park and Recreational Master Plan
- Pleasant Valley Recreation & Parks District, CA – Senior & Community Recreation Facilities Needs Assessment
- Prospect Heights Park District, IL – Comprehensive Master Plan
- Redmond, OR – Community Center Feasibility Study
- Wilsonville, OR – Comprehensive Parks and Recreation Master Plan

Education

- Bachelor of Science of Forest Resources, Natural Resource Recreation and Tourism, University of Georgia, 2013

Speaking Engagements

- National Recreation and Parks Association – 2017 and 2018
- Colorado Parks and Recreation Association 2016
- Topics: Marketing Workshop, Productivity, Trello for Parks and Rec, Defining an Audience

Publications

- "Defining an Audience" Parks and Recreation Business, December 2017
- Host of "Becky Talks Parks", a monthly Podcast about issues related to Parks and Recreation

SUB-CONSULTANT FIRMS



MILLER LEGG

Miller Legg is a statewide award-winning consulting firm that brings together the elements of engineering, planning, landscape architecture and urban design, surveying, environmental wetlands consulting, environmental engineering and geographic information systems services. Miller Legg works successfully to improve communities and create environments for a variety of clients. Client sectors include transportation, municipal and county government, healthcare, education, federal and international. This offers our clients a firm of seasoned professionals who are leaders in the Florida consulting industry.

Miller Legg, established in 1965, employs a staff of more than 50 professionals and technicians and is wholly owned by its employees. The firm has locations in Fort Lauderdale, Miami, and Port St. Lucie. Miller Legg is a certified Small Business Enterprise with the South Florida Water Management District, Broward College, Florida Department of Transportation (FDOT) and Miami-Dade County. The firm is also a Small Business under Federal guidelines.



DESIGN
CONCEPTS

DESIGN CONCEPTS

Founded in 1981, Design Concepts is in its third decade providing thoughtful, innovative and dynamic designs for public spaces.

Design Concepts is nationally recognized as a leader in planning, creating and re-imagining spaces that embrace community gathering, recreation and play, connections to nature, focus on the environment, healthy learning landscapes, and outdoor community places. Since 2001, our nationwide master planning experience with GreenPlay LLC spans 100 communities. Our GRASP® (Geo- Referenced Amenities Standards Process) methodology is a unique tool that bases our plans on a Level of Service measurement that brings both the quantity and the quality of the component parts of the system into the equation. At the same time, we have developed methods for effective public involvement in our projects. This ensures that our plans are based on solid analysis and reflect the needs and desires of the public that they serve.



RRC ASSOCIATES

RRC Associates offers services in market research and strategic analysis, economic and feasibility planning, and policy formulation to local governments and public agencies as well as private businesses. The company is composed of professionals with extensive experience and qualifications in addressing the needs and challenges of communities.

Based on prior experience as staff to municipalities and counties, and through extensive consulting work with a variety of communities and private enterprises, our staff has learned the importance of seeking solutions to problems which are sensitive to local conditions and tailored to local needs. This understanding of the importance of local procedures and requirements, and experience in assisting and coordinating public policy makers and staff members at all levels of government, allows RRC Associates to work effectively in communities representing both public agencies and private entities. RRC has completed over 100 surveys for parks, recreation, and related projects with GreenPlay.



GRANT PRINTING of Hollywood, Florida is a full-service printer with the primary objective to “make you happy.” They do this by focusing on quality, responsiveness, competitive pricing and telling the truth.



Years of Experience: 32

Registrations & Certifications:

Registered Landscape Architect, FL, 1989
Fellow American Society of Landscape Architects, 2014

Education:

Bachelor of Landscape Architecture, Landscape Architecture
University of Florida, 1986

Publications & Presentations:

Builders Association of South Florida, *Environmental Issues & Development*, 1999, Lecturer
 Florida Educational Facilities Planners' Association, Inc., *Making Connections: Benefits of On-Campus Mass Transit Elements*, July 2014, Presenter/Speaker
 Florida Engineering Society, *Environmental Design & Habitat Restoration*, April 1995, Lecturer
 Florida Planning and Zoning Association, *Public Private Partnerships*, June 2007, Presenter/Speaker

Professional & Civic Activities:

Fellow, American Society of Landscape Architects
Past Member, American Society of Landscape Architects, Florida Executive Committee
Member, Broward Section, American Planning Association
Past Chair, Broward Section, American Society of Landscape Architects
Member, Florida Board of Landscape Architecture, 2013-2016
Member, Florida Recreation and Park Association
Member, Florida Redevelopment Association
Recipient, UF Distinguished Landscape Architect Alumnus Award, 2013
Member, Urban Land Institute

Professional Experience:

Mr. Kroll, President of Miller Legg, has been actively involved in projects ranging from large scale habitat restoration to international urban redevelopment projects. His 30+-year career has concentrated on planning, infrastructure, open space, transportation and

Michael Kroll, RLA, FASLA

Senior Landscape Architect

redevelopment, principally in South Florida. Mr. Kroll's diverse professional experience has led to projects that successfully integrate environmental, planning and landscape architectural services. Under his leadership, Miller Legg develops project solutions that respond to the natural environment, respect the social fabric and create sustainable aesthetic spaces.

Relevant Project Experience:

City of Plantation Parks & Recreation Master Plan - Miller Legg was selected to prepare the first Plantation Parks and Recreation Master Plan. The firm is providing comprehensive recreation planning based upon research of existing facilities and programs, recreation opportunities and needs analyses specific to City of Plantation demographics to develop programming, budget and operational needs for a 10-year horizon. Public Outreach to effectively gather and disseminate information during Plan development is an important focus of the project. Public workshops will assist in determining community recreation needs and desires. Recreation sites will be reviewed, along with future expansion opportunities to accommodate program requirements. The final Master Plan will include a 10-year capital improvement plan for the implementation of proposed Plan improvements.

City of Oakland Park Parks Master Plan Update - Having prepared the original Recreation and Parks Master Plan for the City of Oakland Park in 2009, Miller Legg was retained by the City in 2015 to update this Plan. The scope of services involved site analyses of each park and community center, a recreational programming needs assessment based upon the current and anticipated City population, a proposed implementation plan with recommendations for recreational improvements including cost estimates, and the application of updated census

data to a map and exhibits format for comparison with the original Master Plan.

City of South Miami Parks and Recreation Master Plan - Miller Legg prepared the first City of South Miami Parks and Recreation Master Plan. The professional services for this Master Plan included comprehensive planning, recreation planning, significant maintenance planning, landscape architecture, and public outreach services. To develop programming, budget, and operational needs for a 10-year horizon, our team researched existing facilities and recreation opportunities, and needs analyses specific to South Miami demographics. Public outreach services included a public online survey, multiple public presentations and workshops.

Boca Raton Red Reef Park Master Plan Update - Miller Legg was hired by the Greater Boca Raton Beach and Park District to prepare a revised Master Plan, Report and Recommendations for Red Reef Park, which included the unique Gumbo Limbo Nature Center. The Master Plan addressed the Park's 67 acres of existing facilities, structures, uses and demands, as well as operation and maintenance procedures, and recommended suitable modifications, improvements, enhancements and additional potential uses. Items of the facilities analyzed included buildings, pavements, sidewalks, landscaping, boardwalks, dune crossovers, lifeguard facilities, parking control systems and all related infrastructure. Some tasks were required due to normal deterioration, while others were the result of aesthetic considerations or requirements to maintain existing levels of service. Both interior and exterior building features were considered as well as reviews and recommendations of potential new buildings and facilities to accommodate existing and future demands of the uses of each element of Red Reef Park.





Vanessa Ruiz, RLA

Landscape Architect

Years of Experience: 6

Registrations & Certifications:

FDOT Intermediate Maintenance of Traffic, FL, 2015

Registered Landscape Architect, FL, 2017

Education:

Bachelor of Arts, English

University of South Florida, 2008

Master of Landscape Architecture, Minor in

Urban & Regional Planning

University of Florida, 2012

Continuing Education:

*American Red Cross First Aid and CPR
Certified, October 2014 - 2016*

Publications & Presentations:

Florida Landscapes e-Brief Newsletter - May 2014

Professional & Civic Activities:

Member, Association of Eminent Domain Professionals (AEDP), 2014

Member, City of Oakland Park Art and Culture Board, 2017-current

Recipient, Innovation Hub Design Competition Winning Design, 2011

Recipient, Jodi Raab Scholarship Award for "Excellence in Detailed Design", 2011

Member, National Hemophilia Foundation, 1998-present

Professional Experience:

Ms. Ruiz is a Registered Landscape Architect responsible for a variety of public and private landscape architectural design and planning projects including roadway landscaping and irrigation, active and passive park landscape design, residential and commercial projects, as

well as master planning projects. She also has an extensive background in GIS data collection and conversion services.

Relevant Project Experience:

City of Plantation Parks & Recreation Master Plan - Miller Legg was selected to prepare the first Plantation Parks and Recreation Master Plan. The firm is providing comprehensive recreation planning based upon research of existing facilities and programs, recreation opportunities and needs analyses specific to City of Plantation demographics to develop programming, budget and operational needs for a 10-year horizon. Public Outreach to effectively gather and disseminate information during Plan development is an important focus of the project. Public workshops will assist in determining community recreation needs and desires. Recreation sites will be reviewed, along with future expansion opportunities to accommodate program requirements. The final Master Plan will include a 10-year capital improvement plan for the implementation of proposed Plan improvements.

City of Oakland Park Parks Master Plan Update - Having prepared the original Recreation and Parks Master Plan for the City of Oakland Park in 2009, Miller Legg was retained by the City in 2015 to update this Plan. The scope of services involved site analyses of each park and community center, a recreational programming needs assessment based upon the current and anticipated City population, a proposed implementation plan with recommendations for recreational improvements including cost estimates, and the application of updated census data to a map and exhibits format for comparison with the original Master Plan.

City of South Miami Parks and Recreation Master Plan - Miller Legg prepared the first City of South Miami

Parks and Recreation Master Plan. The professional services for this Master Plan included comprehensive planning, recreation planning, significant maintenance planning, landscape architecture, and public outreach services. To develop programming, budget, and operational needs for a 10-year horizon, our team researched existing facilities and recreation opportunities, and needs analyses specific to South Miami demographics. Public outreach services included a public online survey, multiple public presentations and workshops.

Boca Raton Red Reef Park Master Plan Update - Miller Legg was hired by the Greater Boca Raton Beach and Park District to prepare a revised Master Plan, Report and Recommendations for Red Reef Park, which included the unique Gumbo Limbo Nature Center. The Master Plan addressed the Park's 67 acres of existing facilities, structures, uses and demands, as well as operation and maintenance procedures, and recommended suitable modifications, improvements, enhancements and additional potential uses. In addition, the Master Plan included opinions of probable costs for recommended capital improvements, modifications, repairs, renovations or operational maintenance recommendations. Some tasks were required due to normal deterioration, while others were the result of aesthetic considerations or requirements to maintain existing levels of service. Both interior and exterior building features were considered as well as reviews and recommendations of potential new buildings and facilities to accommodate existing and future demands of the uses of each element of Red Reef Park. Miller Legg reviewed and evaluated comments, suggestions and directions from the City of Boca Raton staff and public service groups such as the Friends of Gumbo Limbo.





Brian Shore, RLA

Senior Landscape Architect

Years of Experience: 18

Registrations & Certifications:

Registered Landscape Architect, FL, 2005
FDOT Intermediate Maintenance of Traffic, FL, 2013

Education:

Bachelor of Science, Landscape Architecture
North Carolina A&T State University, 2000

Continuing Education:

Eminent Domain for Landscape Architects, 2013
FDOT Landscape Highway Seminar, 2005, 2006, 2008 and 2013
FDOT Outdoor Advertising Workshop, November 2008 and February 2010
FDOT Plan Reviewer's Workshop, November 2006 and November 2007
FDOT Specifications Package Preparation Training Certificate, 2016
Irrigation: The End to Water Waste in Landscapes 2013
Landscape Palm Diseases, 2013
LAP Project Inception to Notice to Proceed, October 2007
LAP Training for Right-of-Way and Real Estate Acquisition, May 2008
PSMJ Project Management Boot Camp, 2007

Professional & Civic Activities:

Member, American Society of Landscape Architects

Professional Experience:

As a Senior Landscape Architect, Mr. Shore has significant experience in landscape architectural design and landscape construction services for a variety of public and private projects. Specialties include landscape, hardscape, and irrigation design services for

streetscape and roadway projects including the Florida Department of Transportation (FDOT), all aspects of active and passive park design, health-care campuses, and environmental wetland habitat creation. Other experience includes various residential and commercial projects. Mr. Shore is an Associate of the firm.

Relevant Project Experience:

Village of Wellington Park

Gymnasium - Miller Legg was responsible for topographic surveys, landscape architecture and irrigation, construction observation and preparation of construction documents for this project. The gymnasium building included a separate wrestling room, lockers and outdoor storage facilities adjacent to the existing gymnasium on the Village Park site. The gymnasium site is located between a soccer field and the parking lot serving the existing gymnasium and recreational activities.

Village of Wellington Municipal

Complex Design/Build - This was a design-build project of a new municipal complex for the Village of Wellington, located in Palm Beach County. The facility is a two-story 54,000-SF LEED Gold Certified building composed of office space for the village staff, public space, and village council chambers. The site is approximately 6 acres and consists of a 300-space parking lot, open plaza space, vegetated swales and detention areas. The project was completed within a very tight construction schedule of less than 18 months for design, permitting and construction. LEED Gold certification was achieved through the use of several innovative techniques such as adding a stormwater cistern system that collects, stores, and provides rainwater to the bathroom fixtures. Bioswales and native landscaping were also provided throughout the site to create a more sustainable habitat. Services provided include civil engineering, landscape architecture and

irrigation design. Miller Legg was a subconsultant to Leo A. Daly (f/k/a STA Architects).

City of South Miami Parks and Recreation Master Plan

- Miller Legg prepared the first City of South Miami Parks and Recreation Master Plan. The professional services for this Master Plan included comprehensive planning, recreation planning, significant maintenance planning, landscape architecture, and public outreach services. To develop programming, budget, and operational needs for a 10-year horizon, our team researched existing facilities and recreation opportunities, and needs analyses specific to South Miami demographics. Public outreach services included a public online survey, multiple public presentations and workshops.

City of Oakland Park Parks & Recreation Master Plan

- Miller Legg was the City of Oakland Park's Planning and Design consultant responsible for preparing a 20-year Master Plan for its city-wide Recreation Programs and Parks. This City of 44,000 residents has a system of 24-parks and recreation facilities with a staff of 45 responsible for maintenance and management. Miller Legg prepared a Master Plan with an implementation approach which will take the City to the year 2030 in updates to the recreation element of the comprehensive plan and physical development of many new parks while systematically updating the existing inventory. This project approach included development of an inventory of existing facilities and resources, creation of a customized web site for communication with the public, inventorying existing residents and community stakeholders, development of physical plans, and establishment of budgets and schedules for implementation over a 5-10-20 year time frame.



Robby Layton, Ph.D., PLA, FASLA, CPRP



Principal

Certifications

Registered Landscape Architect

California
Colorado
New Mexico
North Carolina
Oregon
Texas
Washington
Wyoming

Education

Ph.D., Design

North Carolina State University
Raleigh, North Carolina

Master of Landscape Architecture

University of Colorado-Denver
Denver, Colorado

Bachelor of Landscape Architecture

Texas Tech University
Lubbock, Texas

Industry Experience

36 years

Master Planning

Park & Recreation Master Planning

Arlington County, Virginia
Asheville, North Carolina
Brookline, Massachusetts
Cary, North Carolina
CapitalSpace Initiative, Washington DC
Casa Grande, Arizona
Charleston County, South Carolina
Denver, Colorado
Fort Lauderdale, Florida
Montgomery County, Maryland
Pearland, Texas
Prince George's County, Maryland
Steamboat Springs, Colorado
UC-Boulder, Boulder, Colorado
Wake Forest, North Carolina

Open Space Master Planning

Longmont, Colorado
Red Rock Canyon, Colorado Springs, Colorado

Statewide Comprehensive Outdoor Recreation Plan (SCORP)

Maryland Department of Natural Resources
State of New Mexico

Recreation Center Needs Assessment and Planning

Alexandria, Virginia

Park & Recreation Design

Silo Park

Greenwood Village, Colorado

Westlands Park

Greenwood Village, Colorado

Foothills Community Park

Boulder, Colorado

Fossil Creek Park

Fort Collins, Colorado

Select Publications

What Really Matters? The Role of Environmental Characteristics of Nearby Greenspace in Opinions of Park System Adequacy and Predicting Visits to Parks

Dissertation, 2016

Alexandria, Virginia Gets Serious About Park and Play Space Improvements: Optimizing Play, Creativity, Socialization, and Nature Appreciation

ArcNews, 2012

Close to Home

Parks & Recreation Business, November 2016

Cost Analysis for Improving Park Facilities to Promote Park-Based Physical Activity

North Carolina Cooperative Extension, 2015, with Floyd, M., Suau, L.J., Maddock, J.E., and Bitsura-Meszaros, K.

Fun City: Dispelling Misperceptions About Playgrounds and Green Spaces in Urban Areas

Athletic Business, December 2014, with Penbrooke T.

Greenwood Village Uses Nature's Own Devices to Control Flood Damage

Land and Water, Jan./Feb. 1999

NFL Puts GIS in Play to Analyze Youth Football Programs

ArcNews, 2008, with Smith, J., and Penbrooke, T.

Potential Measures for Linking Park and Trail Systems to Public Health

Journal of Park and Recreation Administration, 2016, with Schultz, C.L., Edwards, M.B., Bocarro, J.N., Moore, R.L., Tepperberg, S., Baility, A., and Floyd, M.F.



DESIGN
CONCEPTS

C. CHRIS CARES

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



Professional Experience

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

Representative Projects

Parks and Recreation Surveys for Master Plans and Needs Assessments:

Amherst, NY	Gloucester County, VA	Rancho Cucamonga, CA
Asheville, NC	Hunterdon County, NJ	San Diego County, CA
Bella Vista Village, AR	Littleton, CO	San Gabriel, CA
Broward County, FL	Louisville, CO	Santee, CA
Cedar Rapids, IA	Manassas, VA	State of Maryland
Colchester, VT	Martin County, FL	State of New Mexico
Desert Rec. Dist., CA	Maryland-NCPPC-	Tualatin Hills, OR
Dunwoody, GA	Prince George County, MD	Waukesha, WI
Encinitas, CA	Meridian, ID	West Palm Beach, FL
Erie County, NY	Palm Springs, CA	Wilsonville, OR
Farmington, NM	Pearland, TX	Winchester, VA
Fitchburg, WI	Prospect Heights, IL	

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

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

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

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

Education

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

Further Work Experience

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

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

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

RELEVANT PROJECT EXPERIENCE

BROWARD COUNTY, FLORIDA NEEDS ASSESSMENT FOR THE PARKS AND RECREATION DIVISION

Reference:

Mary Noe, Administrative Manager II
950 NW 38th Street, Oakland, FL 33309
954-357-8175 | mnoe@broward.org

Project: A project team comprised of staff from the Broward County Parks and Recreation Division, facilitated by GreenPlay, guided this project. This team provided input throughout the Needs Assessment process and participated in a Visioning Retreat along with Key Stakeholders. This collaborative effort has created an Assessment that incorporates objective evaluation, along with local knowledge and institutional history that only community members can provide. The Needs Assessment has created strong analysis tools for future decision-making using the following compiled and analyzed information and findings: current demographic information; local, regional, and national trends; community engagement summaries; statistically-valid mail/phone and an open web-based survey; economic impact analysis; compilation of findings in context; and prioritization of key issues for future strategic planning efforts.

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

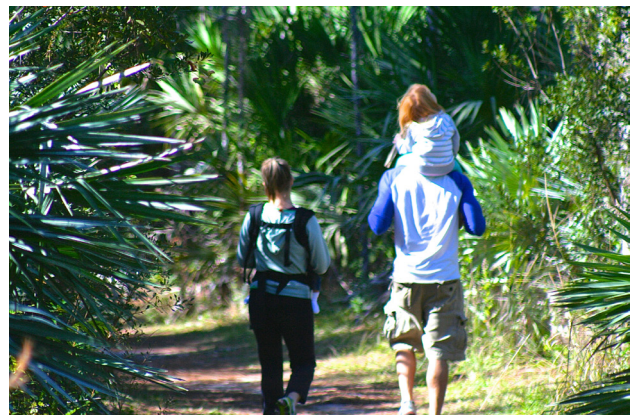


MARTIN COUNTY, FLORIDA COUNTYWIDE PARKS AND RECREATION MASTER PLAN

Reference

Kevin Abbate, Parks and Recreation Director
2401 SE Monterey Road
Stuart, FL 34996
(772) 221-1418 | kabbate@martin.fl.us

Project: Martin County is home to over 150,000 residents and attracts over 200,000 tourists per year. The Martin County Parks and Recreation Department provides many diverse services and programs to these people, comprising 75 varying parks and facilities, which include 9 miles of public beaches. To effectively manage these facilities and services in a cost effective manner while still satisfying public needs, the Department retained the GreenPlay team to develop a Countywide Parks and Recreation Master Plan. The project consisted of community wide public engagement, including focus groups and stakeholder interviews, as well as a MindMixer online engagement site. The team conducted an inventory and level of service analysis, trends and demographics analysis, and a programming and maintenance analysis. Resulting information was compiled and analyzed to produce an action and implementation plan that would assist the Department in provision of services with short, mid, and long-term goals. *Team members included Chen Moore & Associates, RRC Associates, and Atkins.*



WEST PALM BEACH, FLORIDA RECREATION DEPARTMENT MASTER PLAN

Reference:

Leah Rockwell, Director
401 Clemetis St.
West Palm Beach, FL 33402
(561) 804-4904 | lrockwell@wpb.org

Our team created a Department Master Plan for the City of West Palm Beach Recreation Department. The Department was interested in developing a plan that would provide a clear vision for the future as well as the goals and strategies necessary to achieve it. To meet these goals, our team engaged the community to determine current and desired level of service, how well the system was meeting its needs, and potential programs and services that were no longer desired. Our team also conducted an inventory and analysis of natural preserves, parks, playgrounds, greenways, beaches, open spaces, and other recreational facilities. Focus groups, stakeholder interviews and a statistically-valid survey were also conducted, along with an organizational analysis. The team used this information to assist the Department in coming to consensus on its mission and vision, and to develop implementable and realistic goals and an action plan. *Team members included Chen Moore & Associates, Atkins, and RRC Associates.*



MAITLAND, FLORIDA PARKS AND RECREATION MASTER PLAN

Reference:

Jay Conn, Director
1776 Independence Lane, Maitland, FL 32751
407.5349.6268 | JConn@itsmymaitland.com

Project: The Maitland City Council authorized the update of the 2001 Parks and Recreation Master Plan. The purpose of the update is to evaluate, assess, and make recommendations regarding parks, recreation, and open space needs for the City of Maitland for 2014 - 2024. The goal of the plan was to put in place a clear, logical, and precise guideline that can be used for future development and growth. The plan was coordinated through the Leisure Services Department, with input and data from other City Departments, as well as the community at large. Citizen participation was critical in formulating the plan both through public meetings and input from City Council, as well as the Parks and Recreation Advisory Board. The project included public process, including a statistically valid survey, facility inventory and analysis, component based level of service analysis, needs analysis, facilities analysis, open space assessment, greenway plan analysis, and development of an implementation plan. *Team members included Tindale Oliver Design and RRC Associates.*



City of Plantation Parks & Recreation Master Plan

Plantation, Florida

Miller Legg was selected to prepare the first Plantation Parks and Recreation Master Plan. The firm is providing comprehensive recreation planning based upon research of existing facilities and programs, recreation opportunities and needs analyses specific to City of Plantation demographics to develop programming, budget and operational needs for a 10-year horizon. Public Outreach to effectively gather and disseminate information during Plan development is an important focus of the project. Public workshops will assist in determining community recreation needs and desires. Recreation sites will be reviewed, along with future expansion opportunities to accommodate program requirements. The final Master Plan will include a 10-year capital improvement plan for the implementation of proposed Plan improvements.

Client(s):

City of Plantation



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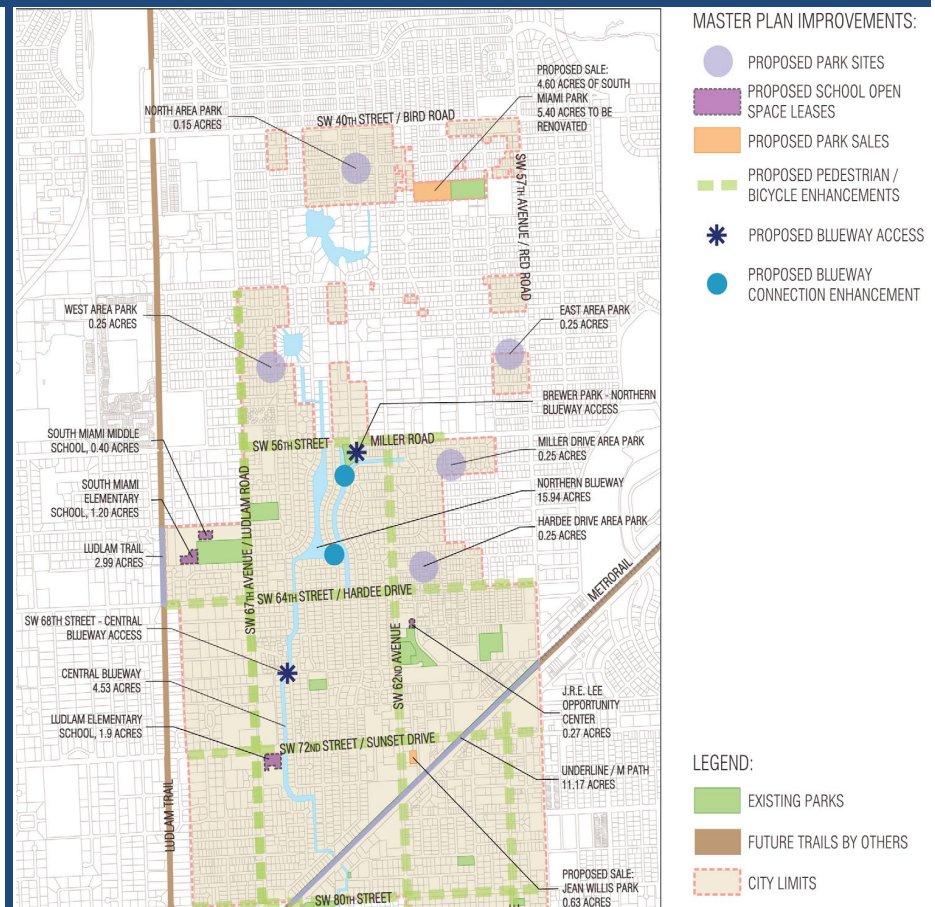
www.millerlegg.com

City of South Miami Parks and Recreation Master Plan

South Miami, Florida

Miller Legg prepared the first City of South Miami Parks and Recreation Master Plan. The professional services for this Master Plan included comprehensive planning, recreation planning, significant maintenance planning, landscape architecture, and public outreach services. To develop programming, budget, and operational needs for a 10-year horizon, our team researched existing facilities and recreation opportunities, and needs analyses specific to South Miami demographics. Public outreach services included a public online survey, multiple public presentations and workshops.

Client(s):
City of South Miami



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Boca Raton Red Reef Park Master Plan Update

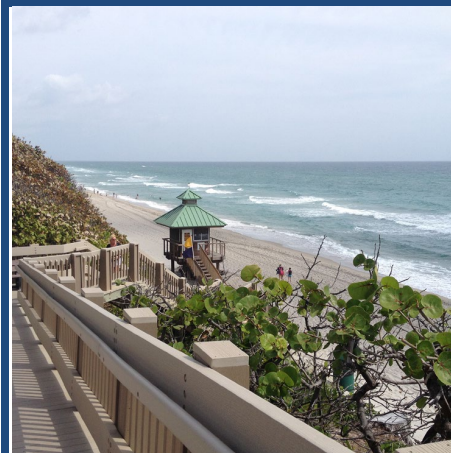
Boca Raton, Florida

Miller Legg was hired by the Greater Boca Raton Beach and Park District to prepare a revised Master Plan, Report and Recommendations for Red Reef Park, which included the unique Gumbo Limbo Nature Center. The Master Plan addressed the Park's 67 acres of existing facilities, structures, uses and demands, as well as operation and maintenance procedures, improvements, enhancements and additional potential uses. In addition, the Master Plan included opinions of probable costs for recommended capital improvements, modifications, repairs, renovations or operational maintenance recommendations.

Items of the facilities analyzed included buildings, pavements, sidewalks, landscaping, boardwalks, dune crossovers, lifeguard facilities, parking control systems and all related infrastructure. Some tasks were required due to normal deterioration, while others were the result of aesthetic considerations or requirements to maintain existing levels of service. Both interior and exterior building features were considered as well as reviews and recommendations of potential new buildings and facilities to accommodate existing and future demands of the uses of each element of Red Reef Park. Miller Legg reviewed and evaluated comments, suggestions and directions from the City of Boca Raton staff and public service groups such as the Friends of Gumbo Limbo.

Client(s):

Greater Boca Raton Beach & Park District



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Design Concepts and GRASP®

Design Concepts collaborates with GreenPlay, LLC on master plans for communities nationwide. Our two teams developed the GRASP® (Geo-Referenced Amenities Standards Process) methodology, a unique tool that bases master plans on a level of service measurement that reflects the quantity and quality of component parts of each system. We have also developed methods for effective public involvement, which ensures our plans reflect the needs and desires of the people they serve.

Parks & Recreation Master Planning for Cities, Towns, and Counties

Arlington, TX	Las Cruces, NM
Arlington County, VA	Lisle, IL
Asheville, NC	Littleton, CO
Barrington, NH	Lone Tree, CO
Berthoud, CO	Louisville, CO
Bloomington, IL	Meridian, ID
Bloomington, IN	Monte Vista, CO
Blue Springs, MO	Montgomery County, MD
Brighton, CO	Nederland, CO
Brookline, MA	Oregon City, OR
Cary, NC	Palm Springs, CA
Casa Grande, AZ	Pearland, TX
Cedar Rapids, IA	Post Falls, ID
Charleston County, SC	Pueblo, CO
Charlotte County, FL	Raymore, MO
Commerce City, CO	Roswell, NM
Coppell, TX	Salida, CO
Corvallis, OR	Sherwood, OR
Cripple Creek, CO	Silverthorne, CO
Dillon, CO	South Jordan City, UT
El Paso County, CO	Spokane, WA
Encinitas, CA	Steamboat Springs, CO
Erie, CO	Sterling, CO
Essex, VT	Strasburg, CO
Farmington, NM	South Bend, IN
Fort Collins, CO	Superior, CO
Fort Lauderdale, FL	Tacoma, WA
Fort Morgan, CO	Tulsa, OK
Glenwood Springs, CO	Vail, CO
Golden, CO	Wake Forest, NC
Grandview, MO	Wellington, CO
Hayden, CO	Wheat Ridge, CO
Henderson, NV	Widfield, CO
Iowa City, IA	Williston, ND
Keene, NH	Wilsonville, OR
Lafayette, CO	Windsor, CO
La Quinta, CA	Winter Haven, FL
Lakewood, CO	Woodburn, OR

Parks & Recreation Master Planning for Special Districts

Carbon Valley Parks & Recreation District
Frederick, CO
Cook County Forest Preserve District
River Forest, IL
Desert Recreation District
Indio, CA
Eagle-Vail Metro District
Avon, CO
Eastern Rio Blanco Metro Recreation and Park District
Meeker, CO
Evergreen Park & Recreation District
Evergreen, CO
Four Square Mile
Arapahoe County, CO
Green Valley Ranch Metro District
Denver, CO
Maryland National Capital Planning Commission
Montrose Recreation District
Montrose, CO
North Clackamas Parks & Recreation District
Oregon City, OR
Plainfield Park District
Plainfield, IL
Prospect Recreation District
Prospect, CO
Springfield Park District
Springfield, IL
Tualatin Hills Park & Recreation District
Beaverton, OR



**DESIGN
CONCEPTS**

5. Project Understanding, Proposed Approach & Methodology

PROJECT UNDERSTANDING

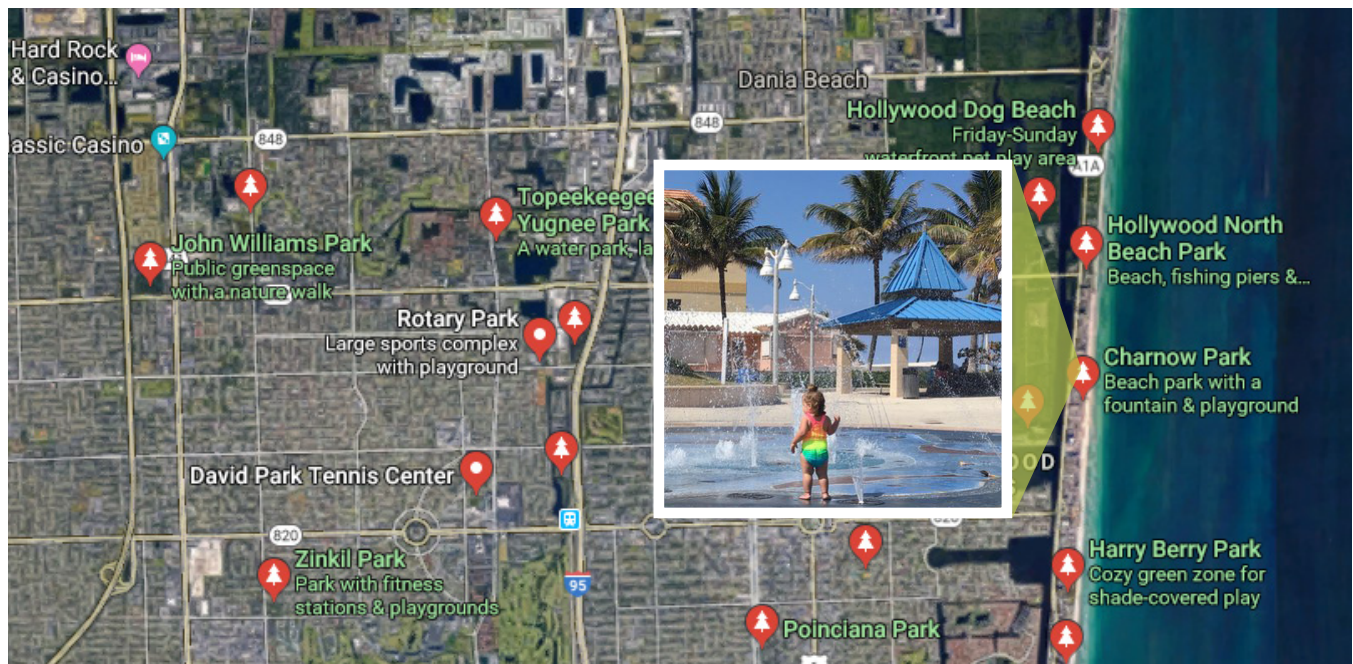
We understand that the City of Hollywood seeks assistance in the development of a Parks Master Plan for the Parks, Recreation, and Cultural Arts (PRCA) Department. This plan will allow you to assess your system of parks and recreation and plan for its future. We recognize that the Department provides a diverse range of programs and services at 39 parks, 41 playgrounds, 11 community centers, 6 athletic facilities, 3 golf courses, 3 amphitheaters, a tennis center, a community pool, and a marina. We know that your community is located in the Miami metropolitan area and includes a diverse population of residents from many different backgrounds.

We understand that upon the development of the previous Parks Master Plan in 2009, the City was interested in developing approaches to handle increased demands on the system. We recognize that the City has also been improving connectivity throughout the City. Another component of this Parks Master Plan update will be to align the plan with the City's Climate Action Plan, and we will be analyzing environmental components of the parks and recreation system. Once completed, this plan will assess how to best provide parks and recreation services to people of all ages and abilities. We know that 15.1% of your population is over the age of 65, and your median age is 40.2. These and other aspects of your population will be considered as recommendations are developed for the parks and recreation system.

GreenPlay consultants have managed projects for many coastal communities with diverse populations, including a previous Needs Assessment for the Broward County Parks and Recreation Division and work in several nearby communities in Florida. We are familiar with conducting public input processes for these communities, engaging different populations in different ways to garner useful information from various members of the area. Miller Legg has previously worked with the City of Hollywood, as well as other public and private clients in the area. We will combine our local knowledge with our representative skill sets to update your Parks Master Plan with realistic and implementable goals.

PROPOSED PROJECT APPROACH

The following Scope of Work has been prepared based on our understanding of your needs. However, we are flexible, and the final scope of work will be determined upon award of contract.



TASK 1: PROJECT COORDINATION, STRATEGIC KICK-OFF, AND DETERMINATION OF CRITICAL SUCCESS FACTORS

Following award of contract, the GreenPlay team will provide a **Detailed Work Plan** for discussion at a Strategic Kick-Off (SKO) meeting with the Project Team. We will review the details of the work plan and formalize the timeline and tasks for your project, including information gathering, public involvement, market analysis, needs assessment, and data analysis. We will finalize accepted methodologies and tasks, final number and types of meetings, expected quality and formats for deliverables, and agreement on the implementation strategies. We will set a timeline for public involvement and focus groups, and will discuss desired outcomes with the Project Team.

Project Coordination

We will work closely with your team during SKO to identify key “**Critical Success Factors**” that will ensure that all factors of importance that are unique the City of Hollywood are incorporated, including geography and other considerations that may affect plan recommendations. We will supply written **Monthly Progress Reports** that cover recent progress, outstanding issues or information needed, upcoming meetings and agendas, and next steps. We have found this to be an effective communication tool, adding a level of efficiency to our projects. We will always be available for phone or email communication.

Project team progress meetings will be formally held as often as necessary, but in no case less than monthly, with project updates via email, video conference, or phone to the Project Manager until the final plan is approved by the City Commission. We will supply the PRCA’s Project Manager with a copy of all completed or partially completed reports, studies, forecasts, or plans deemed necessary at least three (3) working days before each progress meeting. The Project Manager will schedule these meetings, as necessary, at key times during the development of this Parks Master Plan. We will provide up-to-date information for posting on the City’s website and/or an independent project website for review of progress by stakeholders and the public. Following this meeting, we will prepare a report that summarizes key issues, and will present this information to the City Commission, Advisory Boards, and City Staff.

Inventory

Design Concept team members will update and supplement your existing inventory using GIS and mobile tablet technology. To begin, we will utilize base GIS materials, as well as inventory from previously completed plans. We can work with various information formats and will produce the final deliverables in both shapefile and textual formats that are dynamic and easily updated and used in the future. The inventory will include park location, park acreage, inventory of facility amenities and replacement schedules, and available programs and events. Maps will be created illustrating the location and each type of park, and bicycle and vehicular access to each park. The inventory will also include service area demographics and an analysis of the area’s park developments and their existing budgets. See Task 4 for complete description.

Benchmarking

GreenPlay consultants will compile relevant benchmarking and comparison data of commonly accepted key items of importance to the City to compare your community’s facilities, recreation delivery strategies, and resources with communities of similar size and demographics to that of the City of Hollywood. Typical benchmarking comparables include population, operations, and/or capital improvement budgets, FTEs, and land acreages. Other factors that may be evaluated include open space land acreage, recreation facilities, recreation programs and services, revenues, expenses, usage, and staffing levels. We will also review relevant cultural, social, economic, demographic, and environmental trends using available data and statistical information. We will work with PRCA officials and staff during Start-Up to determine the most pertinent items on which to base your benchmarking analysis. We will contact up to five selected agencies of comparable size and demographics to gather relevant benchmarking data and will provide the City with a comprehensive profile of our findings.

TASK 2: REVIEW OF PLANS AND DOCUMENTS

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

Our team will evaluate and effectively utilize information from the following plans:

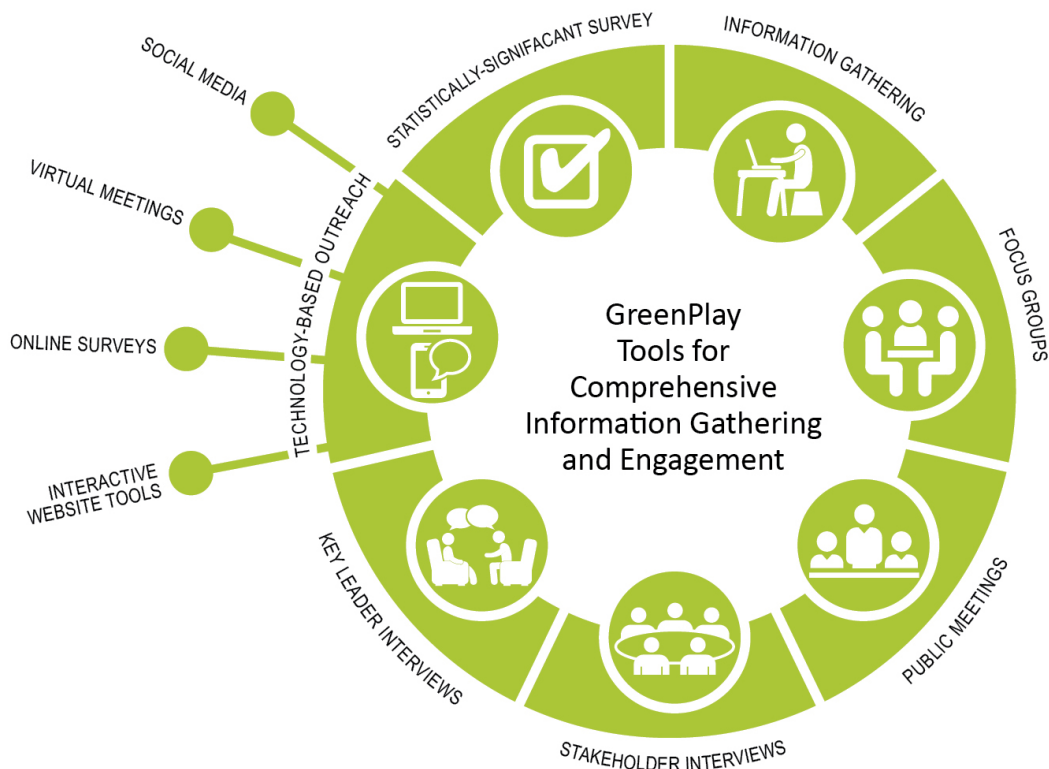
- City-wide Comprehensive Plan (2001)
- Level of Service, Recreation and Open Space Element, Vision Plan
- 2009 City of Hollywood Parks and Open Space Master Plan
- Community Redevelopment Area Master Plan (various)
- Stan Goldman Park Design
- Marine Waterway Master Plan
- Golf Courses Study
- Capital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

TASK 3: PUBLIC ENGAGEMENT

The GreenPlay team believes that community input from a representative population is imperative to providing equity and to the success of recommendations. During the development of this plan, our team will continue to engage stakeholders from all over the City.

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

GreenPlay team members are experienced and skilled facilitators, and we draw from a variety of methodologies that are designed to encourage and structure feedback for clearly identified and measurable outcomes. A suggested approach is provided; however, the actual methodology will be detailed and determined during Strategic Kick-Off.



The participation process utilized will be customized to your community's unique situation, emphasizing data collection methods that are efficient, effective, and that incorporate your available resources to the greatest extent possible.

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

- **Initial Information Gathering:** Collection of as much information as possible on awareness, use patterns, satisfaction, desires, barriers, vision, priorities, funding possibilities, and willingness to pay, so as to inform the development of the Master Plan.
- **Focus Group Meetings:** A minimum of four (4) focus groups drawing from user individuals and groups, advisory boards, community associations, other service providers (public, private and non-profit, etc.), and primary stakeholders such as youth, seniors, other recreation providers, citizens with disabilities, school officials, and other stakeholders, as mutually determined.
- **Public Workshops:** We will conduct six (6) public charettes in different locations within the City of Hollywood. We can provide sample press releases and help staff with strategies to increase attendance and engagement as possible. We will facilitate this meeting using techniques to garner input and provide education on the process.
- **Stakeholder Interviews:** During our onsite trips and as appropriate, we will meet with and/or have phone conversations with those who can contribute specific information that may need to be conveyed in a more detailed manner (might include representatives from neighboring communities, sister agencies, other City departments, Parks, Recreation, & Cultural Arts Advisory Board members, other Board and Committee members, employees, "Friends" groups, partners, and the community, including the underserved, various cultural and ethnic groups, youth, the elderly, citizens with disabilities, etc.).
- **Statistically-Valid Survey** – see full description. This tool is the most effective mechanism for reaching current NON-USERS.
- **Board Meetings and Presentations:** Three

(3) meetings and presentations with the City Commission, one as an introductory presentation, one of the Draft Master Plan, and one to recommend adoption of the Master Plan. We will work with the project team to design the best approach to accommodate these needs.

- **Findings Presentation:** We will compile and present a summary of findings from the inventory, needs assessment and initial analysis for validation by staff, decision makers, stakeholders, and the public.

Participant feedback has indicated that our techniques and formats are well received and provide the opportunity to better understand the planning process and make a meaningful contribution, resulting in the feeling that attending an input session was a good use of someone's valuable time. We are well aware of the misuse of the public process that results in frustration over having to attend too many sessions or not feeling like the time was well spent, or that a person or group of people monopolized the meeting time. Our sessions are designed to avoid these common pitfalls.

We help to build consensus and agreement on the plan by identifying, up-front, the project "givens" or parameters; making the participants aware of the process from start to finish, including where they have opportunities to contribute and who will be making final decisions, allowing and encouraging participants to hear from each other, and identifying common ground as the plan evolves. Knowing consensus is not always possible, we encourage participants to think about what they can "live with" if their ideal desire is not achievable, and we convey information for informed decision making to Department Staff and the City Commission.

We have extensive experience in engaging "hard to reach" community sectors, including teens, youth, seniors, new Americans, and others. We have found that in many cases, it is easier to engage these parts of the community in places where they are already gathered. It may also be more effective to work with existing groups to help engage these hard to reach individuals, including faith-based organizations and non-profit groups. We will work with your Project Team during Start-Up to devise appropriate strategies, schedule all necessary meetings and project tasks and to arrange proper noticing of meeting(s) associated with the plan development.

TASK 4: INVENTORY AND LEVEL OF SERVICE ANALYSIS, DEVELOPMENT OF SUPPLY/ DEMAND, AND DEMOGRAPHICS/TREND ANALYSIS

Design Concepts will update mapping and the Geographic Information System (GIS) for the City's system. Our GreenPlay Team will collect data on the existing public and private parks, open spaces, playgrounds, greenways, blueways, cultural resources, and facilities, utilizing existing GIS data available from the Recreation and Parks Department as a starting point. Relevant inventory from alternative providers, including Broward County and others such as schools, other governmental, and other privately operated facilities, may also be included.

Inventory of Existing Facilities

Design Concepts will work with the City's Project Team to conduct a digital inventory of the existing parks and recreational facilities, and greenways, and recreational and inclusive programming, analyzing the condition of the overall environment as it would relate to usability, comfort, connectivity, and safety. This task does not involve the creation of specific, detailed site plans, but if it is determined that site plans are needed, we can provide them at an additional fee. The condition of the overall park and its amenities will become the basis for any future capital improvements within the overall park system.

We will utilize available base GIS materials, and fill in missing information, to compile a comprehensive, updated inventory. We can work with various information formats and will produce the final deliverables in both shapefile and textual formats that are dynamic and easily updated and used in the future. Once the physical inventory is completed and accurate, we will help analyze the system with quantitative, qualitative, and textual analysis. This will be a dynamic user friendly inventory that you will have from this point forward.

To quantify current level of service (LOS) and make recommendations to ensure that uses/spaces meet current and future needs of the local community, our analysis will consider the capacity of each amenity (playgrounds, ball fields, trails, recreational and special facilities, etc.) as well as functionality, accessibility, condition, comfort, and convenience. We will also make recommendations for minimizing duplication

and/or enhancing possibilities for collaborative partnerships where appropriate.

We will then create an updated GIS file and a System-Wide Resource Map and digital dataset to prepare for analysis. Key issues and representative photos regarding any of the assets from both staff and stakeholder perspectives will be noted in a textual supplement and charts. Results will be incorporated into findings and recommendations for improvements.

Evaluation of Existing Standards

Using the community demographic profile, stakeholder engagement results, comparative analysis, and level of service analysis, we will assess the quality and quantity of programs and facilities provided by the City, including non-traditional providers. We will evaluate appropriateness based on the agency's mission, vision, and values; applicable industry standards; and the regional comparison. We will evaluate the adequacy on the basis of size and location in relation to existing and future population. We will also make recommendations for minimizing duplication and/or enhancing possibilities for collaborative partnerships where appropriate.

GRASP® Component-Based Method for Level of Service Analysis

GRASP® Methodology – An Improved Community-Specific Approach

Analyses of parks, trails, and recreation systems determine how the current systems effectively serve the City. Traditional level of service (LOS) analysis in master plans describes the capacity of the various components and facilities that make up the system to meet the needs of the public. We have adapted and built upon previous practices to create an improved approach using a **Component Based Methodology** for analysis. This builds upon an even updated GIS-focused "point and parcel" basis to give greater detail and management capacity for your system.

Standards

GreenPlay and our GRASP® planning team have been integral in refining and updating the use of standards for planning parks, trails, recreation, and open space agencies throughout the United States. We have worked with, taught for, and presented to the National Recreation and Park Association (NRPA), state associations, the American Society of Landscape Architects (ASLA), and other organizations to clarify

accepted methods for standards analysis. Several GreenPlay and Design Concepts team members participated in the NRPA GIS Attributes and Standards Committee (precursor to NRPA's current benchmarking system) to help create recommendations for nationwide implementation.

Our industry has realized that the capacity standards alone do not work for most communities and are especially troublesome when trying to evaluate special assets such as open space, sensitive lands, trails, and indoor amenities, as well as historic and cultural assets. We have created and validated ways to standardize this variable information that is accurate and can be benchmarked and implemented based on your unique assets. We will assess your current level of service as it relates to your community rather than applying a blanket standard of x per 1,000 type analysis. This also helps with setting standards and ordinances for equitable and achievable growth and development in the future.

Demographics and Population Projections

We will update the demographic profile of the City of Hollywood through a demographic analysis and market profile, utilizing all information available from previous planning efforts and gathered from the Planning Department, Broward County, the U.S. Census Bureau,

Esri sources, and other national and local sources. We will work directly with your planning resources to help document growth and redevelopment areas and land use changes. A detailed demographic analysis based on service areas will outline trends and information that could affect the need for facilities and programming.

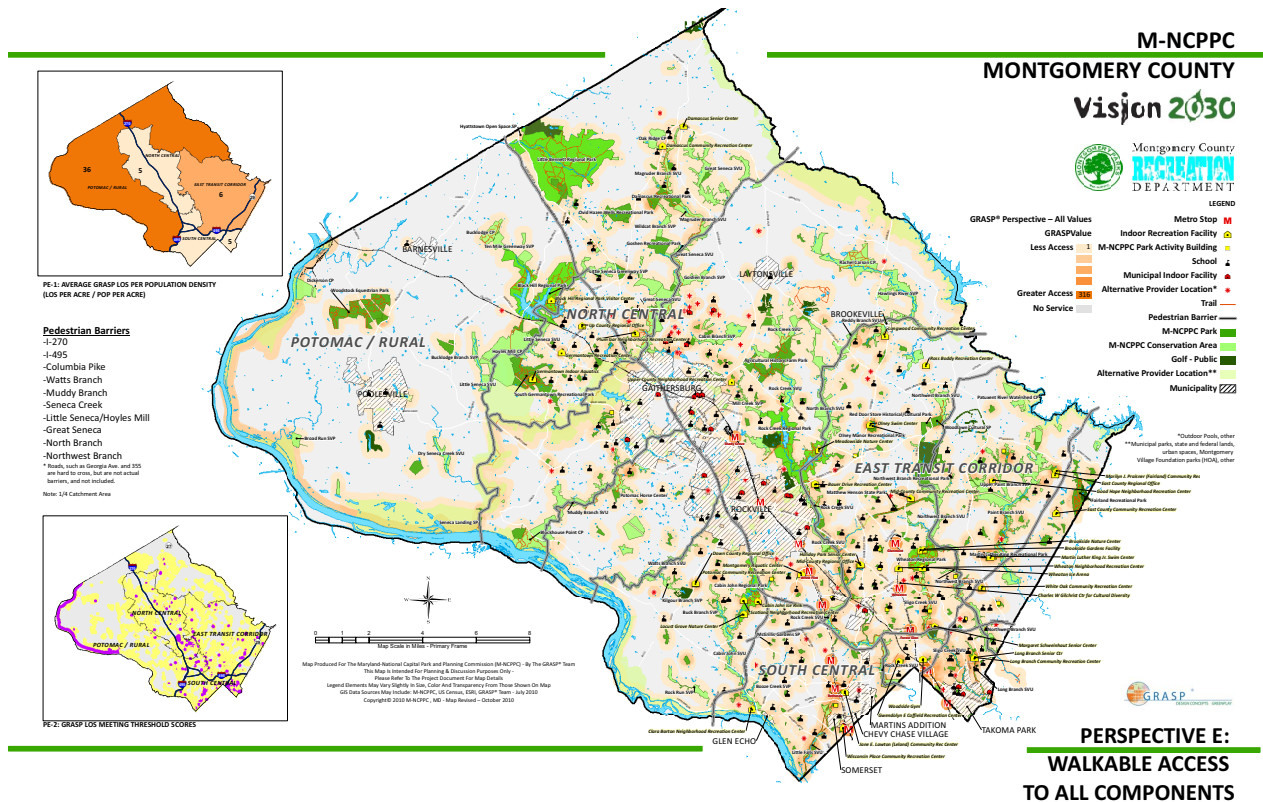
Trends Analysis

Trends analysis will consider demographic shifts and their impact on future parks, open space, recreation, and social service provisions. This analysis will also identify interest and participation levels for a variety of activities, will assess how services are provided through both administrative and planning trends, and will evaluate how the City of Hollywood's facilities, programs, and amenities compare to national and regional trends. This process includes strategic analysis of local, state, and national best practices and what is new in the field of parks and recreation.

TASK 5: NEEDS ASSESSMENT

Statistically-Valid Survey

GreenPlay is a strong proponent of including surveys as part of all planning projects to most accurately reflect the quantitative needs of a community. While stakeholder meetings, focus groups, and public meetings allow us to draw in interested parties



and users, a statistically-valid survey is the only defensible mechanism that provides feedback from the NON-USERS, who are most likely taxpayers. It is recommended that an agency conduct a similar survey at least once every five years to measure changing demand and needs.

RRC Associates has consulted with GreenPlay on over 100 similar projects. We propose to work with RRC again to create a geographically diverse survey to be mailed to randomly selected households in the City.

The survey would provide critical information in determining community values, satisfaction levels, needs and priorities, ability and access to participate, preferred marketing channels, recreational preferences, level of awareness, current usage levels, and demographic information for long-range planning efforts.

Citizens will be given the option of either completing the mailed survey form or accessing the survey online using an individual passcode (included in the mailed survey) assigned to each household. We frequently use this technique, finding it to be effective in maintaining the random sample while also increasing response opportunities.

Questions will be drafted based on information gathered throughout the public involvement process as well as from staff, community leaders, and steering committee input. We will ask questions about what types of programs, facilities, and services residents want in their parks and recreation system, level of current usage, primary providers of services, alternative providers, quality and satisfaction levels with existing services and facilities, priorities, level of awareness of PRCA-operated programs and facilities, and willingness to pay for new services and facilities. These questions will be supplemented with questions about specific, identified community issues, as deemed appropriate.

RRC will create a survey of up to four pages in length (including cover letter). We expect to receive enough completed questionnaires for a statistically-valid analysis with a margin of error of +/- 5.0 percent at the aggregate level (depending on response). To help improve response rates, we also anticipate that the City would assist with marketing and creating public

awareness of the survey through media and other channels, such as local newspaper, radio, cable TV, City of Hollywood web site, etc.

We have substantial experience in designing surveys specifically for parks and recreation issues that are effective and representative of both users and non-users. The survey will be well-written and easily understood, and the results of overall needs will be tallied and summarized. All respondent comments will be included in the final report.

To potentially increase response rates, and to provide for broad community participation from interested residents, we will create a web-based, open link version of the survey for anyone that had not received a survey as a part of the mailed invitation. It would provide an online method for survey completion. These results would be coded separately to control for statistical-validity and sub-analysis. All members of the community will be able to take the online survey, even if they did not receive an invitation in the mail.

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

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

Park Facility and Design Analysis

We will analyze the information on usage, needs, desires, operations, maintenance, land use trends, and make recommendations. We will identify areas of service shortfalls and projected impact of future trends. This analysis will allow us to recommend criteria for land acquisition, defining priorities and potential implementations schedules for acquisition. We will analyze the City's Parks and Recreation system based on standards identified at the federal, state, and local levels. We will also evaluate the system with regard to the NRPA acreage guidelines.

Program Plan and Services Gaps

We will collect and analyze information on participation, needs, desires, operations, and management strategies for programming and service offerings, and make recommendations. We will identify areas of service shortfalls and projected impact of future trends. We will produce a separate focused Program Plan to help equitably address the social, recreational, health, and educational needs of the community.

Maintenance Plan

We will work with the project team to rank and prioritize recommendations, balancing needs and cost/benefit analyses, financial and staffing capacity, and budgetary realities. We will compile a set of recommendations with strategies, priorities, and identification of budget support funding mechanisms phased into immediate, near-term, and long-term time frames addressing needs regarding land acquisition, along with the development of parks and recreation facilities.

Implementation Plan

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

Findings Compilation, Validation, and Visioning

GreenPlay team consultants will compile initial findings from the inventory, demographics, and needs assessments and will prepare a summary Findings Presentation for staff, decision makers, stakeholders, and the public to validate the accuracy of the findings. During this stage, we will confirm that all information identified and collected thus far is correct, and we will ask all stakeholders to share any additional issues or opportunities for consideration as we prepare to move forward into analysis and recommendations. Findings from the Feasibility Study for a sports complex and/or golf course will also be presented.

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

Sample Key Issues Analysis Matrix

Key Issues Analysis Matrix

During the Findings Phase of each project, GreenPlay Project Managers compile a **Key Issues Analysis Matrix** that helps identify focus areas from the various tools and methodologies used to collect information. This matrix will help the Department determine progress on goals set forth in the plan, and will serve as a basis for plan updates in the future.

Visioning Strategies Development Workshop

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

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

This Workshop will help provide an articulated guiding vision for future acquisition, development, and maintenance of recreation facilities, with goals, desired

outcomes, and standards identified to direct policy and acquisition for existing and proposed facilities.

Market Potential

Using information from the previous tasks, we will research and analyze existing assets and identify and provide recommendations for potential land uses including amount, location, density, zoning, and suitability of land uses throughout study area addressing the following:

- Inventory needs assessment
- Summary of economic and physical conditions affecting the parks community and recreation facilities, along with recommendations to address these impediments.
- Acknowledgment and coordination with existing data and information.

Present and Projected Fiscal Resources

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

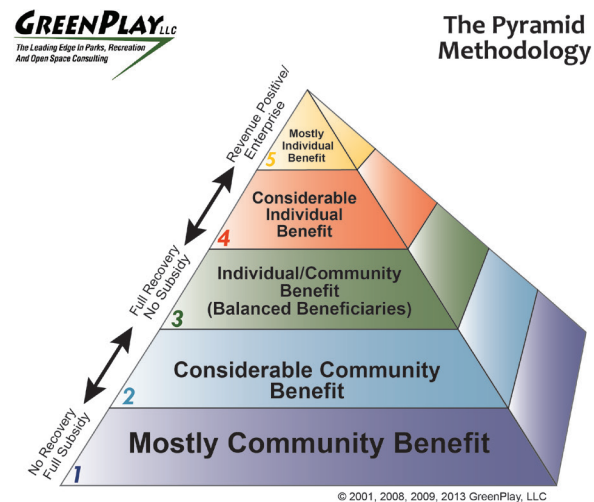
We will identify gaps in the current management and funding system and look for potential areas of improvement. In addition we will analyze other sources of funds.

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

Cost Recovery and Resource Allocation

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

conferences, and also train agencies and universities in this methodology. It is invaluable for making tough resource allocation decisions, and creating pricing and cost recovery strategies. This methodology will be helpful for evaluating the financial sustainability of the PRCA from both operational and capital funding aspects.



As part of your project, we will introduce the PRCA Department to the concepts for identification of gaps and/or areas of non-consensus, along with introducing the concepts for this framework for decision making.

Note: A full detailed analysis of cost recovery, divisional budgets, and/or pricing is not typically included in a master planning project, but can be facilitated separately or concurrently for an additional fee, if this is determined to be a key focus area.

Alternative Funding and Partnerships

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

TASK 6: FINAL MASTER PLAN DEVELOPMENT

Draft Master Plan

Following completion of these tasks, we will meet with the City Commissioners to set goals and objectives for the Parks and Recreation Department. We will develop a draft Parks Master Plan that accomplishes the following objectives:

- Prioritize demands and identify parks and recreation opportunities
- Establish level of service (LOS) guidelines
- Develop policy recommendations
- Provide a strategic action plan
- Integrate the Marine Waterway Master Plan into the Master Plan
- Document essential personal, social and economic benefits of parks and recreation services. Develop an in-depth park development analysis with comparisons to benchmark communities, city-wide statistically valid survey and in depth demographic analysis
- Provide short range (0-5 years), mid-range (6-10 years) and long range (11-20 years) views of where city currently is compared to where it will need to be based on community input, local/regional trends/conditions, population/demographic forecast and national standards.
- Identify the priorities of each community district based on growth and trends.
- Establish policies, goals and objectives regarding parks and recreation, programs, amenities and services, include golf courses and marina.
- Benchmark best practices.
- Provide environmental sustainability recommendations related to habitats for plants and wildlife as well as connecting our citizens with nature and the environment in their recreational facilities.
- Recommend programming type and frequency recommendations.
- Alternative approaches for meeting the current and projected needs
- Parcels to be targeted for acquisition
- Recreational facilities to be targeted for development or re-development both generally and on specific identified parcels.

We will present the Draft Plan to the City Team and the City Commission for review and comments. All relevant comments on the draft recommendations will be incorporated into your Final Plan, and as necessary, we will assist in guiding the Plan through the formal adoption process, including review and recommendation by the PRCA and key stakeholders and review and acceptance of the Plan by the City Commission.

Deliverables for the final Master Plan

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

- Prepare draft of final report to be reviewed by City Team
- Complete executive summary
- Identify Fairness & Equity Policy of Resources: prioritize programs, amenities, services and fees
- Develop a schedule and time frame for implementation including phases and priorities
- Attach Appendixes of all forms, surveys, meeting minutes, survey results, etc.
- Provide a brief overview of possible funding sources
- Recommendation on redevelopment opportunities
- Revise and resubmit final report
- Present to Commission for adoption and approval

Final Plan Printing

Once the Final Plan draft has been approved, we will work with Grant Printing to provide 25 copies of the final plan. All supplemental plans and staff resource documents will be provided in print-ready digital format for internal use.

Final document to be presented in electronic copy, in searchable PDF format that is compatible with the CSM's equipment (e.g. CD/DVD/Flash Drive).

6. Pricing

TASKS	GreenPlay	Miller Legg	Design Concepts	RRC	Total
Task 1: Project Coordination, Strategic Kick-Off, and Determination of Critical Success Factors	\$8,400	\$1,000	\$500		\$9,900
Task 2: Review of Plans and Documents	\$3,150	\$500			\$3,650
Task 3: Public Engagement	\$18,375	\$3,000		\$18,500	\$39,875
Task 4: Development of Supply/Demand Trends, Demographics, Inventory & LOS	\$12,285	\$5,000	\$18,000		\$35,285
Task 5: Needs Assessment and Visioning	\$16,800	\$6,000	\$6,000		\$28,800
Program, Maintenance, Implementation Plan and Marketing	\$29,400	\$7,000	\$8,000		\$44,400
Task 6: Draft Final Parks Master Plan	\$22,085	\$8,000	\$4,000		\$34,085
Totals	\$110,495	\$30,500	\$36,500	\$18,500	\$195,995

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

ESTIMATED HOURS

Staffing Allocation Estimate - Breakdown by Individual								
Note: This is a firm-fixed fee project and GreenPlay and our subconsultants DO NOT bill hourly.								
All tasks will be completed regardless of times spent, however, as hours are requested, this chart provide an initial estimate of hours per key staff.								
Individual	Teresa Penbrooke, Principal in Charge, GP	Art Thatcher, Project Manager, GP	Becky Dunlap, PC, GP	Mike Kroll, ML	Vanessa Ruiz, ML	Brian Shore, ML	Rob Layton and assisting staff, DC	Chris Cares and assisting staff, RRC
Rough Hours Estimate	88	625	558	102	203	203	608	308
Est. Cost per Ind.	\$5,273	\$37,500	\$33,500	\$6,100	\$12,200	\$12,200	\$36,500	\$18,500
% project	5%	36%	32%	16%			19%	10%

Fee Basis

While individual hours have been requested, and a chart with estimated hours is presented, GreenPlay does not bill on an hourly basis. We have established an inclusive fee schedule that covers the salaries of our professional project staff and of support staff who enable them to function effectively and efficiently. We consider the prevailing rates in our industry and the level of specialized expertise that we provide.

For projects which require more than 100 hours of work, GreenPlay proposes using a **Firm-Fixed Price** model for compensation. This means that the contract is based on a projected number of hours, but the compensation is actually based on the completion of pre-determined contracted tasks identified in the Scope of Work and within a pre-specified timeline.

This typically works well for the client, ensuring that all work is accomplished regardless of the time required to complete each task. In the event that the contracted **Scope of Work** is changed by the client during the project, GreenPlay can adjust total contract fees accordingly based on our regular hourly rates. This project is proposed as a Firm-Fixed Fee project; therefore, individual hourly rates and projected number of hours are not applicable.

Our rates include:

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

Rates do not include:

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

As a baseline:

GreenPlay's rate for additional services is based on an average of \$150 per hour if not proposed as "firm-fixed fee." For sub-consultants, hourly rates range from \$60 to \$150 per hour, depending on the task. As this project is based on a firm-fixed fee, our consultants will dedicate the necessary time to complete the project. Our sub-consultant team members set their hourly rates according to their individual firm fee schedules. While the hourly rates may sound high, when considering the costs for implementing additional experienced and professional full-time staff, benefits, insurances, office space, computers and equipment, support staff, utilities, etc., we find that this rate is usually comparable to or lower than what an agency would spend for in-house staff. An additional benefit is that when the project is finished, the expense ends. GreenPlay typically submits an invoice for payment to the project manager/primary contact person on a monthly basis. Each invoice includes a brief description of the services provided and percentage of Scope completed to date. Invoices past due over 60 days will accrue 1.5% interest per month. Other structures for compensation and payment can be negotiable prior to contract award.

GreenPlay Policy on Project Delays

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

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

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): GreenPlay, LLC Federal Tax Identification Number: 84-1568509

If Corporation - Date Incorporated/Organized: 12/2000

State Incorporated/Organized: Colorado

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

City Louisville State CO Zip Code 80027

Remittance Address (if different from ordering address): _____

City _____ State _____ Zip Code _____

Company Contact Person: Dr. Teresa L. Penbrooke Email Address: teresap@greenplayllc.com

Phone Number (include area code): 303-870-3884 Fax Number (include area code): N/A

Company's Internet Web Address: www.greenplayllc.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: 10/15/18
Date

Type or Print Name: Teresa L. Penbrooke

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

(Company Name and Authorized Representative's Name)

, 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

Teresa L. Penbrooke

PRINTED NAME

GreenPlay, LLC

COMPANY OF NAME

10/15/2018

DATE

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

NON-COLLUSION AFFIDAVIT

STATE OF: Colorado

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

- (1) He/she is CEO and Founding Managing Member of GreenPlay, 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) _____
CEO and Founding Managing Member **Title**

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

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 The City of Hollywood
by Teresa Penbrooke, CEO for GreenPlay, LLC
(Print individual's name and title) (Print name of entity submitting sworn statement)
whose business address is 1021 E. South Boulder Rd., Suite N. Louisville, CO 80027
and if applicable its Federal Employer Identification Number (FEIN) is 84-1568509 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.)

X 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, 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

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the Hearing Officer in a subsequent proceeding before a Hearing Officer 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.

(Signature)

Sworn to and subscribed before me this _____ day of _____, 20____.

Personally known _____

Or produced identification _____ Notary Public-State of _____

_____ my commission expires _____
(Type of identification)

(Printed, typed or stamped commissioned
name of notary public)

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**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:

GreenPlay, LLC

1021 E. South Boulder Rd. Suite N

Louisville, CO 80027

Application Number and/or Project Name:

Parks Master Plan

Applicant IRS/Vendor Number: 84-1568509

Type/Print Name and Title of Authorized Representative:

Teresa L. Penbrooke, CEO and FOunding
Managing Member

Signature: _____ Date: 10/15/18

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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.

Teresa L. Penbrooke

VENDOR'S SIGNATURE

PRINTED NAME

GreenPlay, LLC

NAME OF COMPANY

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City of Hollywood, Florida
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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	Teresa L. Penbrooke _____ PRINTED NAME
GreenPlay, LLC _____ NAME OF COMPANY	CEO and Founding Managing Member _____ TITLE

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