

PROPOSAL FOR PROFESSIONAL SERVICES



**Customer Needs and Satisfaction Survey
Waukesha, Wisconsin
Parks, Recreation, and Forestry Dept.**

**Submitted by GreenPlay, LLC
January 25, 2016**

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

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January 25, 2016

Ms. Mona Bauer
City of Waukesha Parks, Recreation, and Forestry Department
1900 Aviation Dr.
Waukesha, WI 53188

Dear Ms. Bauer and Selection Committee:

GreenPlay LLC is pleased to submit a proposal to develop a Needs Assessment for the City of Waukesha's Parks, Recreation, and Forestry Department. GreenPlay has been providing similar assessments for recreational facilities for agencies in Wisconsin, in the Great Lakes region, and around the country since 1999. We have completed over 375 projects throughout the United States, and our team is known for these types of studies. We are adept facilitators who garner realistic and useful information from public input. We have completed similar studies for the City of Fitchburg and Milwaukee County, Wisconsin, along with many communities in the Chicago Metropolitan area, including Lisle, Arlington Heights, and Oak Park, Illinois.

Our GreenPlay Team would consist of **Chris Dropinski, CPRE**, as Principal-in-Charge, **Pat O'Toole** as Project Manager, and **Tom Diehl** as Project Consultant. Pat is well known for managing similar projects and has extensive experience creating detailed budgets and operational analyses. **Chris Cares** of **RRC Associates**, a leading parks and recreation survey research firm, that works with us around the country, will design and implement the statistically-valid survey.

We believe that our previous experience provides us with the knowledge and insight necessary to create a Needs Assessment for the Parks, Recreation, and Forestry Department that provides realistic, achievable, and implementable results. We will work closely with you to ensure that the resulting recommendations drawn from this needs assessment accurately reflect the desires of the community in a manner that will allow the City to continue providing an appropriate balance of facilities and services. We pride ourselves on being available and accessible to your agency, and partnering with you to help achieve your goals. **If you have any additional questions, please feel free to contact me and the number listed below.**

Sincerely,



Teresa Penbrooke, MAOM, CPRE
CEO and Founding Managing Member
Phone: (303) 870-3884 (direct)
E-mail: TeresaP@GreenPlayLLC.com
www.greenplayllc.com

GREENPLAY LLC

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

I. Firm Background and Experience

Company Overview

GreenPlay LLC is a limited liability company headquartered in Louisville, Colorado. 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 18 employees and over 75 technical consortium affiliates and sub-consultants to complete projects for large and small agencies throughout the nation. GreenPlay has successfully completed over **375** projects, working with local, state, and national government agencies, as well as with private sector organizations.

Employees:

3 Principals

3 Administrative

11 Project Managers



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 Waukesha Parks, Recreation, and Forestry Department.

Relevancy of Similar Work Experience

Our firm has experience that is directly relevant to this project. We have completed similar projects for numerous agencies in Wisconsin and in the Midwest including the City of Fitchburg and Milwaukee County, as well as the Illinois communities of Lisle, Plainfield, Arlington Heights, and Oak Park, and Bloomington and South Bend, Indiana, among many others. We provided expertise helping these cities plan for sustainable development which is financially sound and meets the needs of each community. We will be able to quickly discern key issues in your community and help you plan to address them in an effective manner.

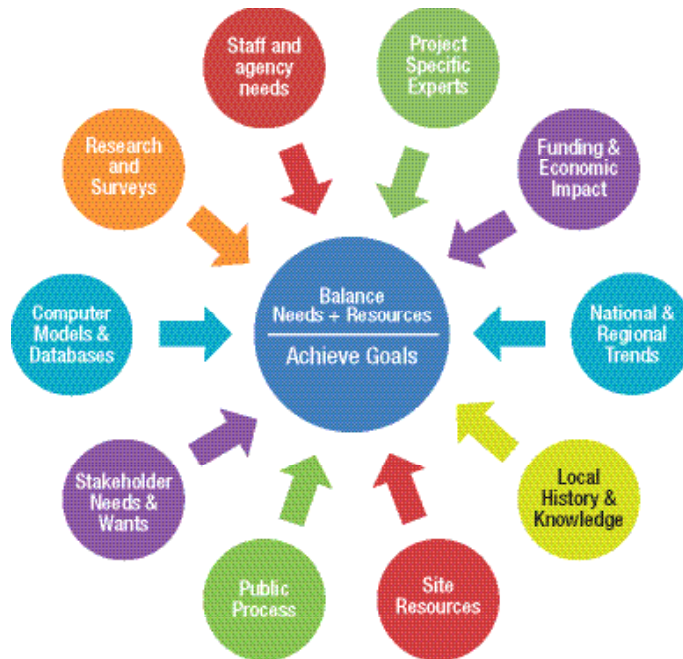
Experience Working With Governmental Agencies

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

Unique Qualities of the Firm

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. Our staff members are effective in leading a comprehensive public process to accurately reflect your community's needs. We develop planning and operational options that establish a balance between innovation and experience, conservation and active recreation, design excellence and cost control, and creativity and functional accommodation. 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, along with an appropriate mix of active and passive elements for all types of service demands.



GreenPlay, LLC

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 its expectations. We balance your needs, and those of your stakeholders, with the reality of available resources.

Conscious Capitalism®

While making money is essential for the vitality and sustainability of any business, it is not the only or even the most important reason GreenPlay exists. As a purposefully small, private **Conscious Business**, we support a culture of **Conscious Capitalism** with a focus on purpose beyond profit.

www.consciouscapitalism.org



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.

II. Project Understanding and Proposed Approach

Project Understanding

GreenPlay understands that the City of Waukesha:

- Is home to approximately 70,000 people.
- Has many diverse parks and recreation opportunities for its residents, including 49 parks encompassing 1,124 acres, 3 community centers, 2 outdoor pools, and a variety of facilities and programs.
- Is a designated Gold Medal Agency by CAPRA.

We know that the purpose of this project is to provide an understanding of the community's needs, attitudes, interests, and priorities, and that the results will aid the City in planning for policy making and management decision making. We understand that the City would like the community to be given opportunities to participate in the process, which will aid in strategic development of questions for the survey.

Our process is outlined in the following Scope of Work. Each task has proven successful on projects of similar program elements and size. We will develop, implement, and report the results of a detailed marketing survey to help determine which amenities and features would incorporate the community's needs and desires, along with how to fund and operate them successfully in the future. Our overall goal of the study will be to provide a detailed analysis of the City's recreation needs and how the City's Parks, Recreation, and Forestry Department can meet them.

Proposed Scope of Work

A. Strategic Kick-Off (SKO) - Determination of Key Issues and Critical Success Factors

If selected to complete the Community Needs Assessment Survey, the GreenPlay team will provide a **Detailed Work Plan** within 10 days of the award of contract for discussion at a Strategic Kick-Off (SKO) conference call. We will review the details of the project scope and will formalize the timeline and requirements for the Planning Process, including accepted methodologies and tasks, final number and types of meetings, expected quality and formats for deliverables, and agreement on the implementation strategies. We will set a timeline for any necessary community engagement processes and the anticipated approval process.

Project Coordination

Having worked as professionals on "your side of the table," we understand how important it is for consultants to be accessible, without impeding your daily responsibilities. We will work closely with your team during the SKO to identify key "**Critical Success Factors**," helping to ensure that this project is successful and achieves your desired level of involvement and outcomes.

We will work with your Project Manager and key stakeholders during Start-Up to schedule all necessary meetings and project tasks. GreenPlay's consultant team will review all prepared information with the City's Project Manager at least three (3) days prior to a scheduled meeting.

We will supply written **Monthly Progress Reports** that cover recent progress, outstanding issues or information needed, and upcoming meetings and agendas. We have found this to be an effective communication tool, adding a level of efficiency to our projects.

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

As part of the information gathering phase, we will integrate information from other recent and current planning work, including the Satisfaction Survey Results from 2006 and 2010, the 2009-2013 Strategic Plan, the 2010-2015 Department Strategic Plan, the 2007 Park and Open Space Plan, and the Activity Guide. Throughout the planning process, we will consolidate and validate relevant information from these planning documents, as well as from budgets, work plans, and funding plans utilized by the City of Waukesha to facilitate the comprehensive coordination of direction and recommendations.

We suggest the following preliminary overall meeting schedule:

- Strategic Kick-off Situational Analysis meeting with the Project Team.
- Information gathering: Meetings with staff and key stakeholders to obtain input and feedback, and to draft the survey key issues and questions.
- Review of the Draft Report.
- Presentation of Final Report to appropriate staff and stakeholders.

B. Public Input and Stakeholder Engagement

Focus Groups and Public Hearing

The Community Needs Assessment will help determine the community's level of support for and needs for the Parks, Recreation, and Forestry Department. GreenPlay deeply believes in creating an in-depth, efficient, and cost-effective citizen-focused process as part of all public projects. GreenPlay utilizes a detailed and well-developed stakeholder methodology that helps identify all the needs, issues, and opportunities for your community. Our team will explore knowledge of local issues and concerns that will assist in producing useful and pertinent community feedback.

We will work with the **Project Team** during Start-Up to schedule all necessary meetings and project tasks and to arrange proper noticing of meeting(s) associated with the study's development. GreenPlay's consultant team will review all prepared information for the meetings with the Project Manager prior to a scheduled meeting.

The participation process we use 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. We will choose engagement methods that include representatives from different population groups and from all areas of the City.

GreenPlay staff 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 customized, detailed and determined during Strategic Kick-Off.

Based on previous successes, the following approach is recommended for this project:

- **Initial Information Gathering:** Collect information on awareness, use patterns, satisfaction, desires, barriers, vision, priorities, funding possibilities, and willingness to pay, so as to inform the development of the statistically-valid survey.
 - A minimum of two (2) **focus group meetings** drawing from user individuals, special interest groups, associations, staff, other service providers, and all age groups, etc., but also open to the public at large. This method ensures a nucleus of participants with vested interest while also encouraging others to participate.
 - A **community-wide public meeting** to validate and round out the information received from the focus groups. Focus group participants are always interested in attending this follow up meeting so see what others have to say.

- **Stakeholder interviews** with those who can contribute specific information that may need to be conveyed in a more detailed manner (might include representatives from existing facilities, Department Employees, City Council Members, etc.).
- **Statistically-Valid Survey:** see full description.
- **Draft Findings Presentation:** We will compile and present a summary of draft findings for validation by the Department, the City Council, stakeholders, and the community.
- **Final Deliverables will be provided.**

GreenPlay staff members function as professional, unbiased facilitators to gather specific information about services, use, and preferences, as well as amenities strengths, weaknesses, opportunities, and threats. Participant feedback indicates to us that our techniques and formats are well received and provide them with 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 someone(s) monopolized the meeting time. Our sessions are designed to avoid these common pitfalls.

We help to build consensus and support by identifying, up-front, the project “givens” or parameters; making the participants aware of the process from start to finish. We provide written records and summaries of the results of all community input process and communications strategies appropriate for posting to the City’s website for the project.

C. Market Assessment

Demographics

We will include and utilize the demographic information provided by the Department for our analysis on this project. We will work directly with the Department to get the information in a format to include in our report. We will rely on the Department to include any helpful information regarding population, household income levels, sociological factors, age group characteristics, population projections, growth and development patterns, redevelopment areas, land use changes in the City, and identifying any underserved population or geographic areas.

We will conduct a demographic analysis of the City as a whole, as well as analyses for each of the five geographical subareas of the City, and will compare the results to the profiles developed for each recreation service area, which will be prepared using results from the public input process.

Trends Analysis

We recognize that information gathered during the community involvement process, your background data, and current usage alone cannot tell the full story of community demands analysis. For this Recreation Demand Study, GreenPlay will utilize our national recreational facility experience to incorporate potential trends that may influence your community in the future.

Trends analysis will include a look at demographic shifts and their impact on what your community might consider, based on future recreational trends, interest and participation levels for a variety of activities, and what is new in recreational facilities.

D. Statistically-Valid Community-wide Survey

We propose a combination mail/web-based survey of residents within the City of Waukesha. Our team will work with your staff and other interested parties to create a statistically valid survey to be mailed to up to 6,000 households in the City. Questions will be determined by the project team based on information gathered from previous plans and from the public engagement process.

Following completion of the Information Gathering and Community Engagement phases, the GreenPlay team will meet with the City's project team to put together a list of questions pertaining to:

- Public awareness and perception of current programs and facilities
- Levels of satisfaction in quality, quantity, and management levels of current parks, park facilities, systems, programs, and services
- Current usage levels of programs and facilities and when and where they are offered
- Levels of fees and assessments, as appropriate for recreation programs and facility improvements and maintenance
- Interest in future facilities, programs, and services
- The Department's effectiveness in communicating relevant information of programs and services offered
- Satisfaction levels to program registration
- General demographic information
- Obstacles to utilization of programs and services

Addresses for survey participants will be chosen at random from a list that will include residents, both owners and renters, as well as (potentially) business owners. The survey will provide community input on how Waukesha's parks, recreation, open lands and facilities and programs meet the needs of residents today, and into the future. Further, if there are other community data needs, we will work with you to gather such information through this effort. Our surveys are customized to your needs. We understand that the City would like the survey to be available in multiple languages for non-English speaking residents, primarily the Spanish and Indian populations.

The mailed survey would include a cover letter explaining the research goals and would provide an opportunity/option for residents to either complete the enclosed survey and return it in a postage paid envelope, or online through a password-protected website. The online option provides an additional user-friendly choice for completing the survey while maintaining the statistical validity of the random sample mailing (and also potentially increasing response rates).

An "Open Link" version of the web survey will also be made available (and can be linked from the project website and in other promotional efforts) for anyone to complete, including those who live outside the city limits, additional people in one household, and other interested parties. Open-link results will be kept separate from the statistically valid responses in order to maintain the integrity of the original sample. By providing the Open Link opportunity the Department will be offering the entire Waukesha community the chance to be heard. In effect, the outreach is to all residents rather than just the subset selected at random to receive paper surveys.

Our process would begin with a review of any prior needs assessments, parks and recreation studies and any surveys, “community” or other surveys that may have addressed issues in the past. As well, we would meet with staff and other designated representatives (as desired) to explain and review survey design and content. Through fully customizable survey design, questions will be formulated to best address each issue, while allowing for cross-tabulation of the results by demographic, geographic, or other characteristics of each responding household.

The specific survey design will involve a participatory process whereby key staff and representatives from the community will review and refine the questionnaire that we create using our experience with other similar projects, prior studies and evaluations. We will prepare “Rough Draft” survey materials in advance of a work session, facilitate a session on survey design and content and subsequently refine the survey instrument(s).

Questions will be drafted based on information gleaned in the public involvement process as well as from the project team. With input from GreenPlay, Waukesha Parks, Recreation, and Forestry Department staff and stakeholders, RRC will finalize the survey to be between four to five pages in length (including cover letter). The questionnaire will draw on similar research that our team has conducted in many other communities. We will be able to assess current performance levels, as well as gaps between what citizens may want and what they are receiving in the recreational arena. Additionally, some “benchmarking” with other communities will be provided as warranted and appropriate. These questions will be supplemented with questions about specific, identified community issues.

In order to get the best response rates possible, we also anticipate that the Department staff would assist with marketing and creating public awareness of the survey through media and other channels, such as local newspapers, websites, etc. We encourage the Department to consider offering some sort of participant incentive to residents to take the survey, such as a prize drawing. This idea will be explored as a part of our early discussions with local representatives. We would begin the announcement/publicity process by mailing postcards to the 6,000 randomly selected households. Then, about one week later, these residents would receive the survey packet.

Analysis and Deliverables

RRC will tabulate results and develop a written report interpreting findings and making data available in a user-friendly format. The primary deliverable would be a final report suitable to identify and anticipate demand for future recreation amenities and facilities, and reporting opinions on various issues. The report would include detailed methodology, narrative interpretation of the results with emphasis placed on graphs and charts illustrating the major findings, in addition to an executive summary highlighting the key takeaways. PowerPoint slides will be provided for summary presentation, and the slides will then also be available for additional use by the City and staff.

The appendices of the report will include the statistical data tables with selected cross-tabulations, the verbatim comments in response to open-ended questions, a copy of the survey questionnaire, and any additional graphs or information that may be deemed worthy of inclusion. We would be able to integrate any requests or feedback community members or staff might have into the final report.

Some key benefits to our approach include the following:

- Completely customizable questionnaire that we will work with the Department representatives and citizen groups to design
- Extensive cross-tabulations of resulting data
- Cost effectiveness
- Carefully constructed open-ended questions. We have found that in communities where we have conducted surveys, the open-ended questions often provide unique insight into the values and opinions of the respondents.

- Added value and user-friendliness of an online survey version – password-protected survey to increase response rates while maintaining the random sample.
- Representative sample of the broad community with the ability to segment the results by various geographic and demographic groups (dependent on resulting sample size).
- Statistically valid data, weighted if necessary; the raw data will also be delivered in Excel format.
- Results will be presented in a clear and concise report and presentation (in person and PowerPoint) and may include public meetings and interviews with media.
- A provision of “opted in” contacts for future focus groups or planning related activities in the community.

E. Findings Presentation

We recognize that our team needs to work with your project team to fully analyze identified findings and create implementable recommendations for your future. We want to be respectful of the Department’s time, and contribute our identified ideas, suggestions, and findings. We also wish to engage all interested Department and City Council members and key stakeholders in determining future vision of recreational facilities and services.

GreenPlay will compile initial findings from the community input process, demographics, trends, and survey in summary draft form for review and will prepare a summary **Findings Presentation** for the Department, the City Council, stakeholders, and the public, to validate the accuracy of the findings.

F. Final Plans and Deliverables

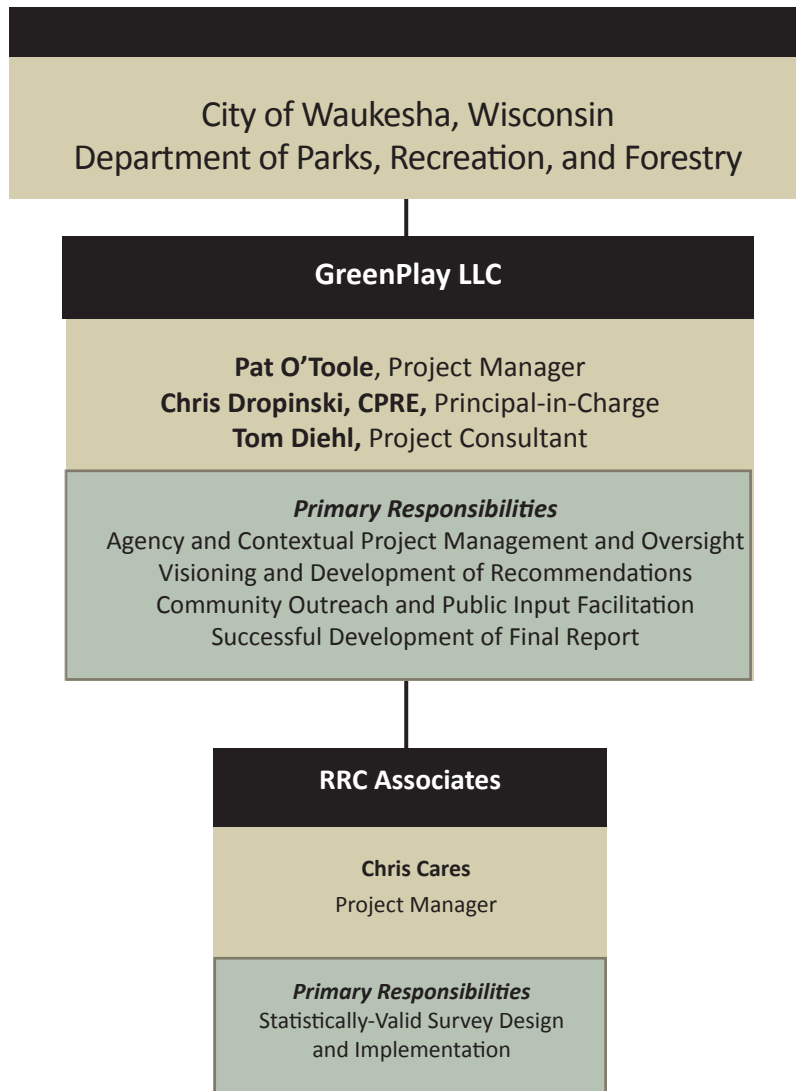
GreenPlay will submit a **Final Needs Assessment for the Parks, Recreation, and Forestry Department**.

Deliverables

For this project, we will provide the following deliverables, at a minimum:

- A detailed Work Plan/Scope of Work, Schedule, and Budget per task.
- All presentation materials in digital format usable for future reproduction
- One electronic copy of the Draft Study
- One electronic copy and 1 hard copy of the Final Study that includes:
 1. Introduction of the Project and Process
 2. Market Assessment
 - a. Demographics
 - b. Trends Analysis
 3. Public Input
 - a. Focus Group Summary
 - b. Survey Results
 4. Final Summary of Needs Assessment Findings and Opportunities

III. Proposed Project Team



We bring in-depth interdisciplinary skills related to parks, land use, recreation, facilities, operations analysis, economic feasibility, and public engagement.



Pat O'Toole

Principal

Work Experience:

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

Education

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

Professional Affiliations

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

Management Consulting in Parks, Recreation, and Sports since 1995

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

Public Parks and Recreation Administration from 1979-1995

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

Representative Project Experience

Pat has worked on over 200 projects in 44 states since 1995. The following is a sample listing of projects.

Project Manager

- Pearland, TX – Parks and Recreation Master Plan
- Farmington, NM – Parks and Recreation Master Plan
- Spearfish, SD – Sports Complex Feasibility Study
- Wimberley, TX – Blue Hole Regional Park Master Plan
- Bella Vista Village, AR – Comprehensive Amenities Needs Assessment and Action Plan
- Woodburn, OR – Parks and Recreation Master Plan
- Sioux Falls, SD – Parks and Recreation Master Plan
- Laguna Hills, CA – Recreational Facilities Needs Assessment
- Oregon City, OR – Parks and Recreation Master Plan
- Asheville, NC – Recreation Program Assessment and Operational Audit

Lead Consultant

- Meridian, ID – Parks and Recreation Master Plan
- West Palm Beach, FL – Parks and Recreation Master Plan
- Charleston County SC – Parks and Recreation Master Plan
- Stafford County, VA - Parks, Recreation and Community Facilities Park Utilization Assessment



Chris Dropinski, CPRE

Senior Principal

Work Experience:

Chris is a Certified Parks and Recreation Executive who has 24 years of Parks and Recreation administration and management and over 30 years in the field to support her current consulting role. Her passion for teaching and moving the field forward has led to many successful master planning and feasibility projects across the country. She served as Director of the City of Boulder, Colorado, Parks and Recreation Department for over a decade, providing leadership for the development and provision of parks, open space, trails and recreation services. Chris has a unique and respected approach toward addressing such challenging areas as policy development, organizational development, strategic management, revenue philosophy in the public setting, building relationships with alternative providers, partnership building, cost benefit analysis, developing board/staff relationships, and establishing an effective public engagement process. Chris is a well known speaker at the local, state, and national level on many of these topics.

Education

- Bachelor of Science in Recreation Administration/ Education, Graduated Cum Laude, May 1977 State University of New York at Cortland, Cortland, New York
- Kappa Delta Pi - National Honor Society in Education
- Essence of Leadership Program, Contegry Program Designs, Inc., 1997
- Essential Development Programs, Conversant Solutions, LLC, 1994-99
- Graduate of Executive Development School, University of Georgia; NRPA Park Planning and Maintenance School; CPRA Recreation Facilities Design and Management School; NRPA Western Revenue Sources Management School, 1983-1988

Professional Affiliations

- Article – Writing Award, Illinois P&R Magazine, 2008
- Top 100 Women-owned Businesses, Colorado Biz, 2003, 2005, 2006, 2007, 2008, 2012, 2013
- NRPA Midwest Regional Council Fellow Award 1994
- CPRA Fellow Award 1992
- Professional Member of NRPA, Chair National Fitness and Well Coalition, 1991
- Professional Member Colorado Parks and Recreation Association, President 1989-90
- Certified Parks and Recreation Executive
- Board and Past Chair, NRPA Rocky Mtn Revenue & Mgmt School 2004-2010
- Fellow of the American Academy for Park and Recreation Administrators
- Member PLAY Boulder Parks and Recreation Foundation - 2009 - present
- GP RED – President (2009-2010), Board 2011, Advisory Board 2012

Management Consulting in Parks, Recreation, and Sports since 1995

- GreenPlay LLC, Co-Owner and Senior Principal: 2001 - present
- City of Boulder Parks and Recreation, Colorado, Director: 1990-2001
- Foothills Park and Recreation District, Colorado, Assistant Director: 1981-1990
- South Suburban Recreation and Park District, Colorado, Supervisor: 1977-1981

Representative Project Experience

Chris has completed more than 180 projects for GreenPlay. Listed below is a representative sample.

Principal-in-Charge

- **Riverside County, CA** – Regional Parks and Open Space District Master Plan
- **Virginia Beach Parks and Recreation, VA** – Strategic Plan Update, Cost Recovery and Services Assessment
- **Baltimore Recreation and Park, MD** – Services Assessment and Recreation Centers & Aquatics Study
- **Lakewood, CO** – Parks, Recreation and Cultural Arts Master Plan
- **Forest Preserve District of Cook County, IL** – Recreation Master Plan
- **Wimberley, TX** – Blue Hole Regional Park Master Plan and Operations Plan

Project Manager

- **Denver Parks and Recreation, CO** – Resource Allocation Priorities Study; Recreation Center Assessment
- **Colorado State Parks, CO** – Colorado Front Range Trail Implementation Plan
- **El Paso County, CO** – Parks, Open Space, Trails, Recreation and Cultural Services Master Plan
- **Kent Parks, Recreation and Community Services Department, WA** – Resource Allocation and Cost Recovery Policy Development
- **Vancouver-Clark Parks and Recreation, Vancouver, WA** – Organizational Assessment
- **Manitou Springs, CO** – Incline Project (Fitness Tourism)



Tom Diehl

Project Consultant

Work Experience

Tom is a Recreation and Athletics Management Professional with over 30 years of experience at both public and private institutions. While Tom has concentrated on program and facility enhancement, his general expertise includes strategic and master planning, feasibility studies, capital and operational planning, budgeting, resource management, procurement/contract administration, equipment specifications, construction management and historical renovations. Much of his work has been focused on collegiate-level projects. He has extensive experience with recreation and athletics programming, community relations, and special events management. He has successfully overseen capital projects valued up to \$60 million.

Education

Master of Science,
Syracuse University,
August 1990

Bachelor of Science,
Syracuse University,
December 1982

Select Professional Affiliations and Development

- Long time NIRSA and NRPA member
- The Grace E. Harris Leadership Institute – VCU Leadership Development - October 2013
- NIRSA School of Recreational Sports Management - June 1997
- CPR/First Aid/AED certified, Certified Pool Operator, Certified Emergency Shelter Operator
- Active Shooter Training

Representative Positions

- Project Consultant/Manager for GreenPlay with a focus on site operational planning and management, along with integration of stakeholder needs into overall systems success.
- Director and Associate Director of Recreational Sports at Virginia Commonwealth University.
- Assistant Athletic Director for Facilities at Marist College
- Intramural Director, Facility Director, HPE Instructor and Lacrosse Coach at Le Moyne College.
- Played Division I Lacrosse at Syracuse University.
- 13 years of experience coaching at the university level, high school coaching experience and experience coaching almost all sports at various youth levels.

Representative Facility Project Management Experience

- \$56 million Cary Street Gym and Jonah L. Larrick Student Center Construction/Renovation Project
- Cary Street Gym Historic Restoration Project after 3 alarm fire
- Renovation of Boat Houses and Docks Marist College
- Construction of Division I Baseball Stadium Marist College
- Construction of Natural Grass Athletic and Intramural Fields Marist College
- Construction of Design Build Recreation Center Le Moyne College

Representative Facility Project Management Experience

- | | |
|---|---|
| • Master/Strategic Planning & Needs Assessments | • Research Studies |
| • Feasibility Studies & Operational Programming | • Marketing & Public Relations Strategies |
| • Pricing Philosophy | • Information Technology Plans |
| • Organizational Structuring | • Retreat Facilitation & Seminar Planning |
| • Special Projects Promotions and Marketing | • Accessibility Assessments |
| • Alternative Funding & Partnerships | • Transition Plans |
| • Business Planning | • Cost-Benefit Analysis |
| • Policy Development | • Risk Management Evaluation |



Parks and Recreation, Open Space and Trails Needs Assessments

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

Some of our clients include:

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



Denver Recreation Centers Needs Assessment



City and County of Broomfield



C. CHRIS CARES

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



Professional Experience

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

Representative Projects

Parks and Recreation Surveys / Needs Assessments

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

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

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

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

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

Education

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

Further Work Experience

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

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

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

IV. Proposed Project Timeline

We understand that the City would like this plan to be completed by May 9, 2016. GreenPlay typically prepares Needs Assessments for presentation within 4-6 months depending on the draft and final presentation schedule. To meet this condensed timeframe, we request that the City’s project staff be responsive with turnaround on review and approval of documents, and we will work jointly to lay out a mutually agreed upon detailed timeline upon award of the project in order to meet this timeframe.

We recognize the need to be both flexible and efficient as part of a community planning process. We will conduct and attend the number of meetings needed in order to help you get this project completed in a way that works specifically for your agency. **We have never missed a project end date due to internal GreenPlay workloads.**

| City of Waukesha, Wisconsin Community Needs Assessment for the Parks, Recreation, and Forestry Department | | | | |
|--|--------|---|---|---|
| Tasks and Key Meetings | Months | | | |
| | F | M | A | M |
| A. Strategic Kick-Off and Determination of Critical Success Factors | X | | | |
| B. Community Engagement | | X | | X |
| C. Market Assessment | | X | | X |
| D. Statistically-Valid Survey | X | X | | X |
| E. Findings Presentation | | | | X |
| F. Final Plans and Deliverables | | | | X |

While GreenPlay staff will be available throughout the project and monthly/weekly by phone and email for ongoing communications, the primary team trips are organized as follows:

- **Strategic Kick-Off Meeting:** A meeting with continuing series of calls as team members familiarize themselves with the existing planning documents, materials, etc. Project team will provide details on project meetings.
- **Information Gathering:** This period includes public meetings and focus groups. We also meet with various committees and stakeholders, etc., as needed.
- **Draft Presentation:** at a joint Public Meeting with the City Council and the Parks and Recreation Commission.
- **Final Study:** Submittal of the final report.

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V. Ability to Provide Services

Demonstrated Ability to Lead Public Input Process

We know how important public process and engagement is in the City of Waukesha to obtain useful and accurate information. We are professional facilitators and objective community engagement specialists. We utilize a detailed and well-developed public and key stakeholder methodology that helps identify all needs, issues, opportunities, and priorities. Most of our projects have included significant public processes, and all of our team members are experienced facilitators who are adept at encouraging discussion and active participation by all.

Capabilities

GreenPlay has utilized RRC for over 50 Parks and Recreation Needs Assessments and Master Planning efforts. The firm has extensive experience with all types of research analytical tools and methods, including community surveys of varying types and formats such as Internet, mail, telephone, and intercept; focus groups; executive interviews; panel research; hosting of public workshops; and other public input programs. RRC has full computer capabilities for fielding surveys of all types and for performing survey analysis of the nature that will be needed for the Community Needs Assessment for the Parks, Recreation, and Forestry Department. RRC utilizes SPSS software to analyze survey data—SPSS is extremely effective and flexible in creating and presenting customized cross-tabulations of the results. Further, our tools allow us to compile data in multiple formats, and we can share that data with the Department at the conclusion of the project in Excel or other preferred formats.

RRC Associates - Capability and Demonstrated Experience with Similar Projects

Our team has been conducting survey-based research for cities, counties, and governing agencies for well over 25 years. We have conducted research concerning growth, planning, open space and trails, parks and recreation, housing, and economic development issues for counties and communities throughout the western United States. Illustrations of some our work are summarized in the Appendix. Additionally, we have outlined several recent projects that are relevant to the work. All use research tools similar to those we propose to use for Waukesha.

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VI. Representative Project Experience

Fitchburg, Wisconsin Program Needs Study

Reference:

Jill McHone, Director
5510 East Lacy Road
Fitchburg, WI 53711
608-270-4291 | Jill.McHone@city.fitchburg.wi.us

Project: This study provided an evaluation of Fitchburg’s current leisure desires and demands, expected growth and anticipated impacts of future leisure service provisions, particularly in relation to the potential for creating additional recreation/community center resources. The project included public involvement, integration with existing planning processes and documentation, a statistically valid survey of community residents’ leisure interests and demands, and trends and demographics analyses. *Team members included RRC Associates.*



Apex Parks and Recreation District Arvada, Colorado Community Needs Assessment

Reference:

Mike Miles, Director
13150 W. 72nd Ave.
Arvada, CO 80005
303-424-2739 | director@apexprd.org

Project: GreenPlay conducted a Needs Assessment for the Apex Parks and Recreation District. The plan focused on determining the community’s willingness to fund future development of a state-of-the-art community recreation center and other important park and recreation facilities, programs, and services. A comprehensive community input process was conducted, which included focus groups, a statistically valid survey, and real time on-line conversations. Results from this process would assist the District in determining future priorities. *Team members included National Research Center, Inc.*



Leesburg, Virginia Park and Recreation Needs Analysis

Reference:

Deanne Iverson
Leesburg Parks & Recreation
50 Ida Lee Dr, N.W.
Leesburg, VA 20176
703-737-7144 | diverson@leesburgva.gov

Project: The purpose of the Parks and Recreation Needs Analysis was to identify needs, satisfaction levels, and potential gaps with regard to facilities, programs, and services provided by the Town of Leesburg’s Parks and Recreation Department. By doing so, the Department would be able to act accordingly to strive to continue meeting its own high standards, as well as the community’s high standards for parks and recreation services. GreenPlay worked with a team of managers and key staff within the Parks and Recreation Department. An extensive public input process was the key component of the project. The Town’s project team met with consultants from GreenPlay to provide input throughout the planning process. This collaborative effort created a Service and Needs Assessment that not only fully utilized the consultants’ knowledge, but also relied on significant input from a fully engaged staff, which in turn would allow them to effectively utilize the results. *Team members included Balanced Community.*



North Platte, Nebraska Community Wellness Needs Assessment

Reference

Fiona Libsack, VP of Marketing & Communication
Great Plains Health
214 E. 5th
North Platte, NE 69101
308-660-6658 | libsackf@gphealth.org

Project: The City of North Platte convened a team with many stakeholders to conduct an assessment of recreation facilities, programs, and amenities contributing to the health of the community. GreenPlay team members facilitated a community-wide public input process, including focus groups, public meetings, and a statistically valid survey to gauge the community's state of health and wellness and amenities that contribute. The project also included an analysis of the service area to determine potential alternative providers; the City's wellness and recreation strengths, weaknesses, opportunities, and threats; and development of a demographic profile. This plan represents a multi-faceted effort to develop an integrated approach to community health and wellness, which helps to change people's ideas about how recreation contributes to their well being. *Team members included RRC Associates.*



Moorhead, Minnesota Metropolitan Sports Facilities Framework Plan, Multiple Agencies

Reference

Holly Heitkamp, Recreation Division Director
City of Moorhead
224 24th St. South
Moorhead, MN 56560
218-299-5515 | Holly.Heitkamp@ci.moorhead.mn.us

Project: GreenPlay created a Sport Facilities Framework Recommendations, Implementation, and Action Plan for the communities of Moorhead, Minnesota; Dilworth, Minnesota; Fargo, North Dakota; West Fargo, North Dakota; four school districts; and the local YMCA. The project included community process facilitation, a statistically valid survey, demographic and trends analysis, and a comprehensive inventory and assessment of existing recreation and sports facilities in the four-city area. The plan provided comprehensive program and facility analyses and recommendations, along with an in-depth evaluation of existing budgets, cost-recovery methods, funding opportunities, and a pricing methodology. The final plan integrated relevant information from previous planning work into the Metropolitan Sports Facilities Framework Plan. *Team members included Geowest, Design Concepts, and Leisure Vision/ETC Institute.*



PROJECT SUMMARIES — Master/Strategic Planning & Needs Assessments

GreenPlay assists public agencies and other organizations throughout the nation with all aspects of the master and strategic planning process, including needs assessment, public process, level of service analysis, trends, benchmarking, demographics, financial and funding analysis, core services identification, operational and maintenance planning, strategic goal setting, and implementation for all quality of life services. **GreenPlay** primarily acts as a Prime Consultant when managing projects, but at times, we work in conjunction with other firms as a sub-consultant. Our past project experience is included on the following pages.

- **Aberdeen, South Dakota** – Parks and Recreation Needs Assessment
- **Albany and Dougherty County, Georgia** – Recreation Master Plan Update
- **Alexandria, Virginia** – Campagna Center Indoor/Outdoor Playspace Assessment - *in conjunction with Design Concepts*
- **Apex Recreation District | Arvada, Colorado** – Community Needs Assessment
- **Arapahoe County, Colorado** – Four Square Mile Area Recreation Plan
- **Archuleta County, Colorado** – Recreation Planning Services - *in conjunction with Design Concepts*
- **Arlington County, Virginia** – Field Use Master Plan
- **Arlington County, Virginia** – Public Spaces Master Plan – “Where the Community Comes Together!”
- **Arlington Heights, Illinois** – Healthy Communities Research Group Beta Site *In conjunction with GP RED*
- **Arlington, Texas** – Indoor Recreation Centers Assessment and Plan
- **City of Arvada, Colorado** – Parks and Open Space Public Process and Master Plan
- **North Jeffco Parks & Recreation District, Arvada, Colorado** – Strategic and Master Plans
- **Asheville, North Carolina** – Parks, Recreation, Cultural Arts, & Greenways Master Plan
- **Private Health Club, Aurora, Colorado** – Market and Revenue Program Assessment
- **Austin, Texas** – Lamar Beach Park Site Master Plan
- **Basalt, Colorado** – Parks, Open Space, and Trails Master Plan
- **Battle Creek, Michigan** – Parks and Recreation Master Plan - *in conjunction with ROWE, Inc.*
- **Bella Vista Village Home Owners Association, Bella Vista, Arkansas** – Comprehensive Needs Assessment and Action Plan
- **Bend Metropolitan Parks and Recreation District, Bend, Oregon** – Comprehensive Parks, Recreation, Open Space, and Trails Master Plan
- **Berthoud, Colorado** – Parks and Recreation Master Plan
- **Bethlehem, New York** – Comprehensive Parks and Recreation Master Plan
- **Bloomington, Indiana** – Parks and Recreation Master Plan Update
- **Bonner Springs, Kansas** – Parks and Recreation Master Plan
- **Blue Springs, Missouri** – Parks, Recreation, and Open Space Comprehensive Plan
- **Boulder, Colorado** – Parks and Recreation Department Management and Planning
- **University of Colorado, Boulder, Colorado** – Sports Facilities Needs Assessment
- **Brighton, Colorado** – Parks and Recreation Master Plan Update
- **Brookline, Massachusetts** – Parks and Recreation Master Plan
- **Broomfield, Colorado** – Open Space, Parks, Recreation, and Trails Master/Strategic Plan
- **Broomfield, Colorado** – Broomfield Bay Aquatic Park Master Plan and Design Documents *In conjunction with BHA Design Inc.*
- **Broward County, Florida** – Needs Assessment for the Parks and Recreation Division
- **Burien, Washington** – Community Center Master Plan
- **Carbondale, Colorado** – Parks, Recreation, and Trails Master Plan
- **Carbon Valley Park and Recreation District, Colorado** – Parks and Recreation Master Plan
- **Cary, North Carolina** – Parks, Recreation, and Cultural Facilities Master Plan
- **Casa Grande, Arizona** – Community Services Department Master Plan
- **Castle Rock, Colorado** – Parks, Recreation, and Public Properties Master Plan
- **Castle Rock, Colorado** – Phillip S. Miller Park Site Plan *In conjunction with BHA Design*

PROJECT SUMMARIES — Master/Strategic Planning & Needs Assessments

Continued...

- **Cedar Rapids, Iowa** – Recreation Needs Assessment and Master Plan
- **Cedar Rapids, Iowa** – Parks and Recreation Master Plan
- **Charleston County Park and Recreation Commission, South Carolina** – Parks, Recreation, Trails, and Open Space Comprehensive Plan
- **Cherokee County, Georgia** – Comprehensive Parks and Recreation Master Plan
- **Cherry Hills Community Church, Highlands Ranch, Colorado** – Needs Assessment and Operational Pro forma
- **Colorado Parks and Wildlife, Colorado** – Boyd Lake and Eleven Mile State Park Redevelopment Plan – *In conjunction with Design Concepts*
- **Colorado Springs, Colorado** – Red Rock Canyon Open Space Park Master Plan
- **Colorado State Parks, Colorado** – Colorado Front Range Trail Implementation Plan
- **Commerce City, Colorado** – Strategic Plan for Recreation Programs, Services, and Facilities
- **Coppell, Texas** – Parks and Recreation Master Plan
- **Corvallis, Oregon** – Parks and Recreation Master Plan Update
- **Cripple Creek, Colorado** – Parks and Recreation Needs Assessment and Recreation Center Feasibility Study
- **Crown Mountain Park and Recreation District, Colorado** – Parks and Recreation Needs Assessment and Recreation Center Feasibility Study
- **Denver, Colorado** – Athletic Field Master Plan
- **Denver, Colorado** – Recreation Center Needs Assessment and Service Analysis
- **Denver, Colorado** – Parks and Recreation Program Planning
- **Denver, Colorado** – Parks and Recreation Master Plan
- **Denver, Colorado** – River North Park Plan *In conjunction with Civitas*
- **Denver, Colorado** – Athletic Field Utilization Analysis
- **Desert Recreation District, California** – Parks and Recreation Strategic Plan
- **Desert Recreation District, California** – Parks and Recreation Master Plan
- **Dillon, Colorado** – Parks and Recreation Master Plan
- **Dunwoody, Georgia** – Parks, Recreation, and Open Space Master Plan 5-Year Update
- **Eagle-Vail Metropolitan District, Colorado** Park and Recreation Needs Assessment
- **Eastern Rio Blanco Metropolitan Recreation District, Colorado** – Recreation, Parks, and Trails Master Plan
- **El Paso County, Colorado** – Parks, Trails, and Open Space Plan Update
- **Encinitas, California** – Parks, Recreation, Open Space, Beaches, and Trails Master Plan
- **Erie, Colorado** – Parks, Recreation, Open Space, and Trails Master Plan Update
- **Essex, Vermont** – Recreation Needs Assessment and Strategic Plan
- **Estes Park, Colorado** – Park and Recreation Needs Assessment
- **Estes Valley Park and Recreation District, Colorado** – Stanley Park Master Plan *In conjunction with Design Concepts*
- **Evans, Colorado** – Open Space and Trails Master Plan
- **Evergreen Park and Recreation District** – Park and Recreation Master Plan
- **Farmington, New Mexico** – Comprehensive Parks, Recreation, and Cultural Affairs Master Plan
- **Federal Way, Washington** – Performance Benchmarking and Strategic Planning for New Community Center
- **Fitchburg, Wisconsin** – Program Needs Study
- **Florence, Massachusetts** – Look Park Master Plan
- **Forest Preserve District of Cook County, Illinois** Recreation Master Plan
- **Fort Collins, Colorado** – Parks and Recreation Policy Plan Update
- **Fort Lauderdale, Florida** – Long-Range Strategic Plan
- **Fort Morgan, Colorado** – Parks, Recreation, and Open Space Master Plan
- **Frazier Valley Recreation District, Colorado** Needs Assessment
- **Genesee Foundation, Golden, Colorado** Community Facilities and Recreation Study
- **Glenwood Springs, Colorado** – Parks, Recreation, and Open Space Master Plan
- **Gloucester County, Virginia** – Parks and Recreation Needs Assessment

PROJECT SUMMARIES — Master/Strategic Planning & Needs Assessments

Continued...

- **Foothills Art Center, Golden, Colorado** – Board of Directors Vision and Strategic Plan
- **Grand County Recreation District, Moab, Utah** Recreation Facilities Needs Assessment Study
- **Granby, Colorado** – Parks Master Plan
- **Grandview, Missouri** – Parks and Recreation Master Plan
- **Grandview, Missouri** – Citywide Trails Plan
- **Grapevine, Texas** – Meadowmere Park Site Plan - *In conjunction with MESA*
- **Great Plains Regional Medical Center, North Platte, Nebraska** – North Platte Recreation and Wellness Needs Assessment
- **Green Valley Ranch Metro District, Colorado** Parks and Recreation Master Plan
- **Greenville, South Carolina** – City Park Site Plan - *In conjunction with Seamon Whiteside + Associates*
- **Hamilton, Ohio** – Parks and Recreation Master Plan
- **Hayden, Colorado** – Parks, Recreation, Trails, and Open Space Master Plan
- **Hays County, Texas** – Parks, Open Space, and Natural Areas Master Plan
In conjunction with Design Workshop
- **Hot Sulphur Springs, Colorado** – Master Plan for Parks, Recreation, and Open Space
In conjunction with RG Engineers
- **Houston, Texas** – Superblock Park Master Plan
In conjunction with Design Workshop
- **Hutchinson, Kansas** – Park Development Master Plan - *In conjunction with Bartlett & West*
- **Iowa City, Iowa** – Park and Recreation Master Plan
- **Keene, New Hampshire** – Recreation Management Plan
- **Keene, New Hampshire** – Wheelock Park Concept Plan - *In conjunction with Design Concepts*
- **Knoxville, Tennessee** – Ijams Nature Center Master Site Plan - *In conjunction with Ross Fowler*
- **La Quinta, California** – Community Services Master Plan
- **Lafayette, Colorado** – Parks and Recreation Master Plan Update
- **Laguna Hills, California** – Recreation Center Needs Assessment
- **Lake County, Colorado** – Recreation Master Plan
- **Lake Oswego, Oregon** – Park and Recreation Facility Needs Assessment
- **Lakewood, Colorado** – Community Resources Master Plan
- **Lakewood, Colorado** – Bear Creek Lake Park Needs Assessment
- **Las Cruces, New Mexico** – Parks, Recreation, and Open Space Master Plan
- **Leesburg, Virginia** – Parks and Recreation Needs Analysis
- **Liberty, Missouri** – Healthy Communities Research Group Beta Site - *In conjunction with GP RED*
- **Lisle Park District, Lisle, Illinois** – Park District Master Plan
- **Littleton, Colorado** – Parks, Recreation, and Trails Master Plan
- **Lone Tree, Colorado** – Parks, Trails, and Recreation Master Plan
- **Longmont, Colorado** – Open Space and Trails Comprehensive Master Plan
- **Louisiana Department of Recreation, Culture and Tourism, Office of State Parks** – Statewide Comprehensive Outdoor Recreation Plan Update
- **Louisville, Colorado** – Parks, Recreation, Open Space, and Trails Comprehensive Master Plan
- **Lyons, Colorado** – Parks and Recreation Master Plan
- **Macomb Township, Michigan** – Parks and Recreation Needs Assessment
- **Maitland, Florida** – Parks and Recreation Master Plan
- **Manassas, Virginia** – Parks, Recreation & Cultural Needs Assessment and Facilities Plan
- **Manheim Township, Pennsylvania** – Needs Assessment and Operational Pro formas
- **Manitou Springs, Colorado** – Manitou Incline Plan
- **Manitou Springs, Colorado** – Parks, Open Space, and Trails Master Plan
- **Martin County, Florida** – Parks and Recreation Master Plan
- **Maryland Department of Natural Resources** Recreation Component of the Land Preservation and Recreation Plan
- **Maryland National Capital Parks and Planning Commission | Montgomery County, Maryland** 2030 Vision and 10-Year Strategic Plan
- **Maryville, Tennessee** – Parks and Recreation Strategic Master Plan

PROJECT SUMMARIES — Master/Strategic Planning & Needs Assessments

Continued...

- **Miami, Florida** – Parks and Recreation Long-Range Strategic Plan
- **Monte Vista, Colorado** – Ski-Hi Feasibility Study/ Parks and Recreation Master Plan
- **Montrose Recreation District, Montrose, Colorado** – Parks and Recreation Master Plan
- **Moorhead, Minnesota** – Metropolitan Sports Facilities Framework Plan, Multiple Agencies
- **Nederland, Colorado** – Open Space, Trails, Parks, and Outdoor Recreation Master Plan Update and Gateway Park Plan
- **New Hanover, North Carolina** – Department of Parks and Gardens Master Plan Update
- **New Mexico Energy, Minerals, and Natural Resources Department – State Parks Division** – 2009 Statewide Outdoor Comprehensive Recreation Plan Update (SCORP)
- **New Orleans, Louisiana** – Lafitte Greenway Park Corridor and Trails Master Planning
- **North Clackamas County Park and Recreation District, Oregon** – Parks and Recreation Master Plan and Strategic Plan
- **North Miami Beach, Florida** – Tennis Center Plan
- **North Platte, Nebraska** – Community Wellness Needs Assessment
- **Oklahoma City, Oklahoma** – Aquatics Strategic and Marketing Plan
- **Oklahoma City, Oklahoma** – Indoor Recreation Facilities and Programs Strategic Plan
- **Oregon City, Oregon** – Parks and Recreation Master Plan Update
- **Otero County, Colorado** – Recreation Area Master Plan
- **Palm Springs, California** – Parks and Recreation Master Plan
- **Palm Springs, California** – Parks and Recreation Master Plan (update)
- **Parker, Colorado** – Needs Assessment and Strategic Plan for Senior Services and Therapeutic Recreation
- **Pearland, Texas** – Parks and Recreation Master Plan
- **Pflugerville, Texas** – Parks and Recreation Master Plan
- **Plainfield Park District, Illinois** – Comprehensive Master Plan *In conjunction with Design Perspectives*
- **Plainfield Park district, Plainfield, Illinois** – Comprehensive Park and Recreational Master Plan *In conjunction with Design Perspectives*
- **Post Falls, Idaho** – Parks and Recreation Master Plan
- **Prescott Valley, Arizona** – Parks and Recreation Master Plan and Feasibility Analysis
- **Prospect Recreation and Park District, Colorado** – Parks and Recreation Master Plan
- **Pueblo Area Council of Government, Pueblo, Colorado** – Recreation and Tourism Plan
- **Pueblo, Colorado** – Parks and Recreation Organizational Assessment and Implementation Plan
- **Pueblo, Colorado** – Plug Into Nature, *In conjunction with GP RED*
- **Rancho Cucamonga, California** – City-wide Recreation Needs Assessment
- **Storybook Island, Rapid City, South Dakota** – Needs Assessment and Business Model
- **Raymore, Missouri** – Parks and Recreation Strategic Implementation Plan
- **Riverside County Regional Parks and Open Space District, California** – Comprehensive Park, Resources, and Recreation Service Plan
- **Rolesville, North Carolina** – Comprehensive Plan, Parks and Recreation Element *In conjunction with Stantec*
- **Roswell, New Mexico** – Parks, Recreation, and Open Space Master Plan
- **Salida, Colorado** – Parks, Recreation, Trails, and Open Space Master Plan
- **San Diego, California, Center City Development Corporation** – Downtown San Diego Needs Assessment for Open Space, Parks, and Recreation
- **San Francisco, California** – Parks and Recreation Programming Assessment & Work Plan
- **Sherwood, Oregon** – Parks Master Plan
- **Shoreline, Washington** – Parks, Recreation, and Open Space Plan
- **Silverthorne, Colorado** – Recreation and Culture Department Long Range Strategic Plan
- **Sioux Falls, South Dakota** – Parks and Recreation System Master Plan
- **South Bend, Indiana** – Parks and Recreation Master Plan

PROJECT SUMMARIES — Master/Strategic Planning & Needs Assessments

Continued...

- ***South Jordan, Utah*** – Parks, Recreation, Community Arts, Trails, and Open Space Master Plan
- ***Spearfish, South Dakota*** – Sports Fields Inventory and Analysis
- ***Stafford County, Virginia*** – Park Utilization Analysis
- ***Stapleton Development Corp., Denver, Colorado*** – Needs Assessment and Program Plan and Park, Trails, and Greenways Master Plan
- ***Steamboat Springs, Colorado*** – Parks and Recreation Master Plan
- ***Sterling, Colorado*** – Parks and Recreation Master Plan Update
- ***Strasburg Parks and Recreation District, Colorado*** – Parks, Recreation, and Trails Master Plan
- ***Superior, Colorado*** – Parks, Recreation, Open Space, and Trails Master Plan
- ***Metro Parks Tacoma, Tacoma, Washington*** – Mission-Led Comprehensive Recreation Plan
- ***Thornton, Colorado*** – Recreation Center Feasibility Study - *In conjunction with BRS Architecture*
- ***Tualatin Hills Park and Recreation District, Beaverton, Oregon*** – Updated Inventory and Level of Service Analysis
- ***Tulsa, Oklahoma*** – Park and Recreation Master Plan
- ***United States Antarctica Program*** – Recreation and Wellness Master Plan
- ***University Place, Washington*** – Capital Strategies Study
- ***Vail, Colorado*** – Parks and Recreation Master Plan
- ***Virginia Beach, Virginia*** – Parks and Recreation Strategic Plan
- ***Wake Forest, North Carolina*** – Parks and Recreation Master Plan Update
- ***National Capital Planning Commission, Washington, D.C. – CapitalSpace Initiative*** – District of Columbia Integrated Master Plan
- ***West Palm Beach, Florida*** – Parks and Recreation Master Plan Update
- ***Westminster, Colorado*** – Standley Lake Park Master Plan and Brand Identity
- ***Wheat Ridge, Colorado*** – Parks and Recreation Master Plan
- ***Widefield School District, Colorado*** – Parks and Recreation Master Plan
- ***Williamson County, Tennessee*** – Comprehensive Parks and Recreation Master Plan
- ***Williston Parks and Recreation District, North Dakota*** – Parks and Recreation Master Plan and Strategic Plan for Recreation
- ***Winchester, Virginia*** – Parks and Recreation Needs Assessment
- ***Windsor, Colorado*** – Parks, Recreation, and Open Space Master Plan Update
- ***Windsor, Colorado*** – Windsor Parks, Recreation, and Cultural Master Plan
- ***Ed and Ruth Lehman YMCA of Longmont/Town of Windsor, Colorado*** – Recreation Needs Assessment
- ***Winter Haven, Florida*** – Parks and Recreation Master Plan
- ***Winter Park, Florida*** – Strategic Recreation Facilities Programming Plan
- ***Woodburn, Oregon*** – Park and Recreation Master Plan

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VII. Cost Proposal

| City of Waukesha, Wisconsin Community Needs Assessment for the Parks, Recreation, and Forestry Department | | | |
|--|-----------------|-----------------|-----------------|
| Tasks and Key Meetings | Months | | |
| | GreenPlay | RRC | Total |
| A. Strategic Kick-Off and Determination of Critical Success Factors | \$2,100 | | \$2,100 |
| B. Community Engagement | \$4,634 | | \$4,634 |
| C. Market Assessment | \$2,888 | | \$2,888 |
| D. Statistically-Valid Survey | \$788 | \$13,500 | \$14,288 |
| E. Findings Draft Presentation | \$2,363 | | \$2,363 |
| F. Final Deliverables | \$3,728 | | \$3,728 |
| Totals | \$16,499 | \$13,500 | \$29,999 |

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

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

Fee Basis

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

For projects such as this, which require more than 100 hours of work, GreenPlay typically recommends and proposes using a **Firm-Fixed Price** model for compensation. This means that the contract is based on a projected number of hours, but the compensation is actually based on the completion of pre-determined contracted tasks identified in the Scope of Work and within a pre-specified timeline. This typically works well for the client, ensuring that all work is accomplished regardless of the time required to complete each task. In the event that the contracted **Scope of Work** is changed by the client during the project, GreenPlay can adjust total contract fees accordingly based on our regular hourly rates. This project is proposed as a Firm-Fixed Rate Fee project; therefore, individual hourly rates and projected number of hours are not applicable.

Our rates include:

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

Rates do not include:

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

As a baseline:

As this project is based on a firm-fixed fee, our consultants will dedicate the necessary time to complete the project. If additional services are desired, they can be provided at a rate of \$150 per hour or \$1,500 per day plus expenses, or a additional firm-fixed fee scope. When considering the costs for implementing additional experienced and professional full-time staff, benefits, insurances, office space, computers and equipment, support staff, utilities, etc., we find that these rates are usually comparable to or lower than what an agency would spend for in-house staff. An additional benefit is that when the project is finished, the expense ends.

GreenPlay Policy on Project Delays

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

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