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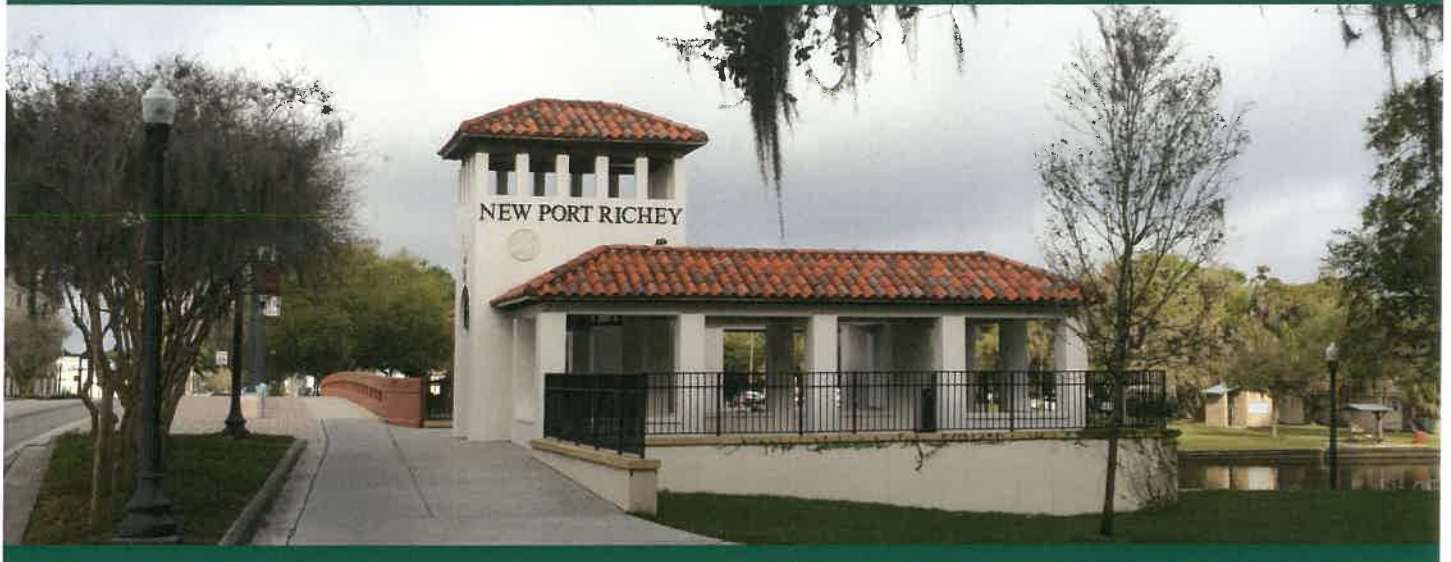
Qualifications for
**City of New Port Richey
Parks and Recreation Master Plan**

RFQ No. 16-015



June 24, 2016

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



1

Required Submittals

- Title Page & Proposer Acknowledgment Form
- Letter of Transmittal
- Type of Business and Financial Responsibility
- FEIN
- Florida Department of State Division of Corporations
- Acknowledgment of Addenda
- Drug-Free Workplace
- Proof of Insurance
- Worker's Compensation Exemption
- Statement of Affirmation and Intent
- Non-collusion Affidavit
- Public Entity Crimes Statement
- W-9

2

Qualifications

- A) History of the Company
- B) Description of the Company's Size
- C) Narrative of Experience
- D) Additional Services

3

Project Plan

- Project Understanding
- Proposed Scope of Work
- Potential Additional Services
- Preliminary Timeline

4

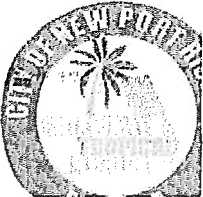

Additional Information

1

Required Submittals



1. TITLE PAGE AND PROPOSER ACKNOWLEDGMENT FORM

SUBMIT RESPONSE TO: CITY OF NEW PORT RICHEY ATTN: CITY CLERK RE: RFQ# 16-015 5919 MAIN STREET NEW PORT RICHEY, FL 34652		 REQUEST FOR QUALIFICATIONS PROPOSER ACKNOWLEDGMENT FORM	
PAGE 1	BIDS DUE BY: June 24, 2016 TIME: 2:00pm NOTE: PROPOSALS RECEIVED AFTER THE ABOVE DATE AND TIME WILL NOT BE ACCEPTED. Unless specified elsewhere, all prices shall be: FIRM-FIXED (not subject to any escalations)	PROPOSAL NUMBER: RFQ # 16-015	
MAILING DATE: 6.22.16		PROPOSAL TITLE: Parks and Recreation Master Plan	
PROPOSER NAME: BARTH ASSOCIATES MAILING ADDRESS: 10030 SW 52nd RD. CITY, STATE, ZIP: GAINESVILLE, FL 32608		IF RETURNING AS A "NO BID/PROPOSAL", STATE REASON:	
PHONE NO: (561) 500.9937 TOLL FREE PHONE NO.: FAX NUMBER: EMAIL: david@barthassoc.com WEBSITE: www.barthassoc.com		FEDERAL EMPLOYER I.D. NO. OR SOCIAL SECURITY NO: 47-2579161	
INCORPORATED IN THE STATE OF: FLORIDA		CERTIFIED OR CASHIER'S CHECK IS ATTACHED IN THE AMOUNT OF \$ _____ (if applicable)	
I certify that this bid/proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a bid/proposal for the same contractual service, and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this proposal for the bidder/proposer.		<input checked="" type="checkbox"/>  5.30.16 AUTHORIZED SIGNATURE (MANUAL) DATE	
		TYPED NAME DAVID L. BARTH	
		TITLE PRINCIPAL	

THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR PROPOSAL/PROPOSAL

GENERAL CONDITIONS

1. **SEALED BIDS/PROPOSALS:** All bids/proposals shall be submitted in a sealed envelope. The proposal/RFQ number, title, and opening date shall be clearly displayed on the outside of the sealed envelope. The delivery of bids/proposals to the City of New Port Richey prior to the specified opening date and time is solely and strictly the responsibility of the bidder/proposer. All bids/proposals are subject to the conditions specified herein. Those bids/proposals which do not comply with these conditions are subject to rejection.

2. **EXECUTION OF BID/PROPOSAL:** Proposal must contain a manual signature of authorized representative

in the space(s) provided. Bids/proposals must be typed or printed in ink. Use of erasable ink is not permitted. All corrections made by bidder/proposer to any proposal entry must be initialed. The company name and F.E.I.N. shall appear in the space(s) provided.

3. **NO BID/PROPOSAL SUBMITTED:** If not submitting a proposal, respond by returning only this Proposal Form with the reason for not responding in the space provided above.

4. **PRICES, TERMS AND PAYMENT:** The price proposed is considered to be a FIRM-FIXED PRICE, shall remain firm for ninety (90) days, and shall be

June 24, 2016

Attention: Doreen M Summers, CAP-OM, CMC
City Clerk
City of New Port Richey, City Hall
5919 Main Street
New Port Richey, FL 34652

Re: City of New Port Richey Parks and Recreation Master Plan

Dear Ms. Summers,

Barth Associates LLC is pleased to submit this proposal to prepare a Parks and Recreation Master Plan for the City of New Port Richey. We are one of only a handful of firms in the United States that specialize in parks and recreation system planning, and the only firm based in Florida.

We understand that the City wishes to develop a Parks and Recreation Master Plan to ensure that “quality recreation and park facilities and services are available to the community into the future”, and that the “plan shall take into account the existing parks and amenities, available open space areas within the City limits, the impact and accessibility of parks and recreation facilities on the environment and the community, and community education and health” (RFQ).

We are committed to successfully completing the Master Plan for the City, and are distinguished by:

UNPARALLELED EXPERIENCE - David Barth has led over 75 Parks, Recreation, Greenways, and/or Natural Areas Master Plans for cities and counties throughout Florida and the United States, including Pasco County, Sarasota County, and the Cities of North Port, Venice, Naples and Fernandina Beach. We understand the unique character and challenges of Florida’s historic coastal towns and cities, and have the skills and experience to meet all of the City’s needs.

AN EXPERIENCED AND RESPONSIVE PROJECT MANAGER - Carlos Perez has managed over 25 similar Parks and Recreation Master Plans including projects for Sarasota County, Washington DC, the City of Naples, and the City of Venice. Carlos is also one of the primary trail planning consultants for the PATH Foundation in Atlanta, GA. He is known for his passion, commitment, and responsiveness to his clients’ needs.

ROBUST PUBLIC ENGAGEMENT - We are expert public engagement facilitators, from one-on-one interviews to public outreach forums. We know how to develop an effective public engagement program to maximize participation, and format workshops and meetings to create safe, informative, participatory environments.

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

A COLLABORATIVE, FLEXIBLE APPROACH - We collaborate with our clients to make the best use of available resources, including the time and expertise of City staff. We also have the flexibility to adjust our scope of work as needed to match the City's budget.

The following proposal provides more detailed information regarding our qualifications, related experience, and approach to meeting your needs. We are excited about the opportunity to work with the City of New Port Richey, and look forward to the opportunity to discuss our ideas with you in more detail.

Sincerely,



David Barth, PhD
CPRP, AICP, PLA
Principal-in-Charge

TYPE OF BUSINESS AND FINANCIAL RESPONSIBILITY

Barth Associates LLC is a Florida Limited Liability Company with two employees. Initially established as David L. Barth LLC, the company has been in business for 4 years.

FEIN

46-2240103



Detail by Entity Name

Florida Limited Liability Company

BARTH ASSOCIATES LLC

Filing Information

Document Number	L14000191022
FEI/EIN Number	47-2579161
Date Filed	12/16/2014
Effective Date	01/01/2015
State	FL
Status	ACTIVE

Principal Address

10030 SW 52ND ROAD
GAINESVILLE, FL 32608

Mailing Address

10030 SW 52ND ROAD
GAINESVILLE, FL 32608

Registered Agent Name & Address

BARTH, DAVID L
10030 SW 52ND ROAD
GAINESVILLE, FL 32608

Authorized Person(s) Detail

Name & Address

Title MGR

BARTH, DAVID L
10030 SW 52ND ROAD
GAINESVILLE, FL 32608

Annual Reports

Report Year	Filed Date
2016	01/14/2016

Document Images

[01/14/2016 -- ANNUAL REPORT](#)

[View image in PDF format](#)

<http://search.sunbiz.org/Inquiry/CorporationSearch/SearchResultDetail?inquirytype=EntityName&directionType=Initial&searchNameOrder=BARTHASS...> 1/2

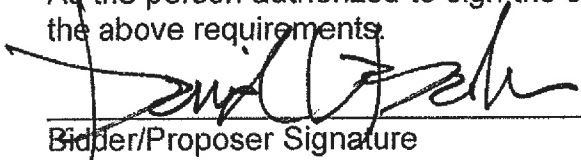
DRUG- FREE WORKPLACE FORM

The undersigned vendor in accordance with Florida Statute 287.087 hereby certifies that

Barth Associates, LLC does:
(Name of Business)

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 drug-free statement.
4. Notify the employees 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 1893 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 this section.

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



Bidder/Proposer Signature

5.20.10

Date

Following is our general Certificate of Liability Insurance listing our current coverage. Barth Associates will provide the City with all required Certificates of Insurance, naming the City as an additional insured, before commencing work.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
3/21/2016

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

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

PRODUCER Scarborough Insurance 2811 NW 41st Street Suite A-1 Gainesville FL 32606	CONTACT NAME: Linda Whiddon PHONE (A/C, No, Ext): (352) 377-2002 FAX (A/C, No): (352) 376-8393 E-MAIL ADDRESS: lwhiddon@scarins.com
INSURED David L. Barth, LLC, DBA: Barth Associates 10030 SW 52 Road Gainesville FL 32608	INSURER(S) AFFORDING COVERAGE NAIC # INSURER A: United States Liability Insurance INSURER B : _____ INSURER C : _____ INSURER D : _____ INSURER E : _____ INSURER F : _____

COVERAGES **CERTIFICATE NUMBER:** CL163935827 **REVISION NUMBER:** _____

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

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY		SP1562650	3/13/2016	3/13/2017	EACH OCCURRENCE \$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR					DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 300,000
	GEN'L AGGREGATE LIMIT APPLIES PER:					MED EXP (Any one person) \$ 10,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PROJECT <input type="checkbox"/> LOC					PERSONAL & ADV INJURY \$ 1,000,000
	OTHER:					GENERAL AGGREGATE \$ 2,000,000
	AUTOMOBILE LIABILITY					PRODUCTS - COMPI/OP AGG \$ 2,000,000
	<input type="checkbox"/> ANY AUTO	<input type="checkbox"/> SCHEDULED AUTOS				COMBINED SINGLE LIMIT (Ea accident) \$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> NON-OWNED AUTOS				BODILY INJURY (Per person) \$
	<input type="checkbox"/> HIRED AUTOS	<input type="checkbox"/> AUTOS				BODILY INJURY (Per accident) \$
	<input type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> OCCUR					PROPERTY DAMAGE (Per accident) \$
	<input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE					\$
	DED RETENTION \$					EACH OCCURRENCE \$
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	<input type="checkbox"/> Y/N				AGGREGATE \$
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> N/A				PER STATUTE OTH-ER
	If yes, describe under DESCRIPTION OF OPERATIONS below					E.L. EACH ACCIDENT \$
A	Professional Liability		SP1562650	3/13/2016	3/13/2017	E.L. DISEASE - EA EMPLOYEE \$
						E.L. DISEASE - POLICY LIMIT \$
						Per Occurrence \$1,000,000
						Policy Aggregate \$1,000,000

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

CERTIFICATE HOLDER For Information Only	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE B Scarborough/BRSC
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INS025 (201401)

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JEFF ATWATER
CHIEF FINANCIAL OFFICER

STATE OF FLORIDA
DEPARTMENT OF FINANCIAL SERVICES
DIVISION OF WORKERS' COMPENSATION

**** CERTIFICATE OF ELECTION TO BE EXEMPT FROM FLORIDA WORKERS' COMPENSATION LAW ****

NON-CONSTRUCTION INDUSTRY EXEMPTION

This certifies that the individual listed below has elected to be exempt from Florida Workers' Compensation law.

EFFECTIVE DATE: 7/1/2014 **EXPIRATION DATE:** 6/30/2016

PERSON: BARTH DAVID L

FEN: 462240103

BUSINESS NAME AND ADDRESS:

DAVID L BARTH LLC

10030 SW 52ND ROAD

GAINESVILLE FL 32608

SCOPES OF BUSINESS OR TRADE:

ARCHITECTURAL OR
ENGINEERING F

Pursuant to Chapter 440.05(14), F.S., an officer of a corporation who elects exemption from this chapter by filing a certificate of election under this section may not recover benefits or compensation under this chapter. Pursuant to Chapter 440.05(12), F.S., Certificates of election to be exempt... apply only within the scope of the business or trade listed on the notice of election to be exempt. Pursuant to Chapter 440.05(13), F.S., Notices of election to be exempt and certificates of election to be exempt shall be subject to revocation if, at any time after the filing of the notice or the issuance of the certificate, the person named on the notice or certificate no longer meets the requirements of this section for issuance of a certificate. The department shall revoke a certificate at any time for failure of the person named on the certificate to meet the requirements of this section.

DFS-F2-DWC-252 CERTIFICATE OF ELECTION TO BE EXEMPT REVISED 07-12

QUESTIONS? (850)413-1609



**CITY OF NEW PORT RICHEY
REQUEST FOR QUALIFICATIONS
RFQ#16-015**

**Parks and Recreation Master Plan
STATEMENT OF AFFIRMATION AND INTENT**

Business Name: Barth Associates, LLC

Address: 10020 CW 52nd Road, Gainesville, FL 32608

The undersigned, hereinafter called the Proposer, declares that the only persons or parties interested in their proposal are those named herein, that this proposal is, in all respects, fair and without fraud, and that it is made without collusion with any other vendor or official of the City of New Port Richey. Neither the Affiant nor the above named entity has directly or indirectly entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive pricing in connection with the entity's submittal for the above project. This statement restricts the discussion of pricing data until the completion of negotiations and execution of the Agreement for this project. The Respondent certifies that no City Council member, other City officer or City employee directly or indirectly owns assets or capital stock of the bidding entity, nor will directly or indirectly benefit by the profits or emoluments of the proposal. (For purposes of this paragraph, indirect ownership or benefit does not include ownership or benefit by a spouse or minor child.)

The Proposer certifies that no member of the entity's ownership or management is presently applying for an employee position or actively seeking an elected position with the City. In the event that a conflict of interest is identified in the provision of services, the Proposer agrees to immediately notify the City in writing.

The Proposer further declares that he has carefully examined the scope of services, instructions, terms and conditions of the RFP and that their proposal is made according to the provisions of the Request for Proposals and that he/she will meet or exceed the scope of services, requirements, and standards contained in the Request for Proposals. Proposer agrees to abide by all conditions of the negotiation process. In conducting negotiations with the City, Proposer offers and agrees that if this negotiation is accepted, the Proposer will convey, sell, assign, or transfer to the City all rights, title, and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and State of Florida for price fixing relating to the particular commodities or services purchased or acquired by the City. At the City's discretion, such assignment shall be made and become effective at the time the City tenders final payment to the Proposer. The proposal constitutes a firm and binding offer by the Proposer to perform the services as stated.

David Barth
Signature of Authorized Representative

(561) 308.9937
Telephone Number

5.30.16
Date

DAVID L. BARTH, PRINCIPAL
Printed Name and Title

SWORN STATEMENT UNDER SECTION 287.133(3)(a),
FLORIDA STATUTES, ON PUBLIC ENTITY CRIMES

THIS FORM MUST BE SIGNED IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICER AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted with Bid, Proposal or Contract No. 16-015
for PARKS AND RECREATION MASTER PLAN
2. This sworn statement is submitted by DAVID BARTH, BARTH ASSOCIATES, LLC
(name or entity, submitting sworn statement)
whose business address is 10090 SW 52nd Road
Gainesville, FL 32609 and
(if applicable) its Federal Employer Identification Number (FEIN) is 47-2579161

(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement:
_____.)
3. My name is DAVID BARTH and my relationship to the
(please print name of individual signing)
entity named above is PRINCIPAL.
4. I understand that a "public entity crime" as defined in Paragraph 287.133(l)(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 or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.
5. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(l)(b) Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any 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, nonjuring trial, or entry of a plea of guilty or nolo contendere.
6. I understand that an "affiliate" as defined in Paragraph 287.133(l)(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.
7. I understand that a "person" as defined in Paragraph 287.133(l)(e), Florida Statutes, means any natural person or 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 for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in management of an entity.
8. Based on information and belief, the statement which I have marked below is true in relation to the entity submitting this sworn statement. (Please indicate which statement applies.)

Neither the entity submitting this sworn statement, nor any officers, directors, executives, partners, shareholders, employees, members, or agents who are active in management of the entity, nor any affiliate of the entity have 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 the officers, directors, executives, partners, shareholders, employees, members or agents who are active in management of the entity, or an affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989 AND (Please indicate which additional statement applies.)

There has been a proceeding concerning the conviction before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer did not place the person or affiliate on the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate was placed on the convicted vendor list. There has been a subsequent proceeding before a hearing officer of the State of Florida, Division of Administrative Hearings. The final order entered by the hearing officer determined that it was in the public interest to remove the person or affiliate from the convicted vendor list. (Please attach a copy of the final order.)

The person or affiliate has not been placed in the convicted vendor list. (Please describe any action taken by or pending with the Department of General Services.)

By [Signature] (signature)

Date: 5.30.16

STATE OF FLORIDA

COUNTY OF ALACHUA

PERSONALLY APPEARED BEFORE ME, the undersigned authority,

David Barth who, after first being sworn by me, affixed his/her signature
(name of individual signing)

in the space provided above on this 30th day of May, 2016.

[Signature]
NOTARY PUBLIC

My commission expires: 4/16/2019



ELLEN WALKER
NOTARY PUBLIC
STATE OF FLORIDA
Comm# FF221404
Expires 4/16/2019

Request for Taxpayer Identification Number and Certification

Give Form to the
 requester. Do not
 send to the IRS.

Print or type
 See Specific Instructions on page 2.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank
David L. Barth

2 Business name/disregarded entity name, if different from above
Barth Associates, LLC

3 Check appropriate box for federal tax classification; check only one of the following seven boxes:
 Individual/sole proprietor or single-member LLC
 Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶ _____
 Other (see instructions) ▶ _____
 C Corporation
 S Corporation
 Partnership
 Trust/estate

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):
 Exempt payee code (if any) _____
 Exemption from FATCA reporting code (if any) _____
(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.)
10030 SW 52nd Road

6 City, state, and ZIP code
Gainesville, FL 32608

7 List account number(s) here (optional)

Requester's name and address (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Social security number

--	--	--	--	--	--	--	--	--	--	--	--

or

Employer identification number

4	7		-	2	5	7	9	1	6	1
---	---	--	---	---	---	---	---	---	---	---

Note: If the account is in more than one name, see the instructions for line 1 and the chart on page 4 for guidelines on whose number to enter.

Part II Certification

- Under penalties of perjury, I certify that:
- The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
 - I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
 - I am a U.S. citizen or other U.S. person (defined below); and
 - The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here Signature of U.S. person ▶  Date ▶ **3.13.15**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.
Future developments. Information about developments affecting Form W-9 (such as legislation enacted after we release it) is at www.irs.gov/fw9.

Purpose of Form

- An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following:
- Form 1099-INT (interest earned or paid)
 - Form 1099-DIV (dividends, including those from stocks or mutual funds)
 - Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
 - Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
 - Form 1099-S (proceeds from real estate transactions)
 - Form 1099-K (merchant card and third party network transactions)

- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
 - Form 1099-C (canceled debt)
 - Form 1099-A (acquisition or abandonment of secured property)
- Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.
- If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See *What is backup withholding?* on page 2.
- By signing the filled-out form, you:
- Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
 - Certify that you are not subject to backup withholding, or
 - Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
 - Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting?* on page 2 for further information.

2 Qualifications



A. HISTORY OF THE COMPANY

Barth Associates, LLC (BA) was founded in 2012 to help communities harness the power of their parks and recreation system. Prior to establishing Barth Associates, Principal David Barth was a partner and Vice President at Glatting Jackson/ AECOM for 25 years, where he established and led the firm's parks planning practice. Dr. Barth has led the development of over 75 parks and recreation system master plans, including 15 plans as Barth Associates.

Barth Associates is driven by seven core values:

Responsive Service – We do whatever it takes to meet your needs. We respond quickly to your phone calls and e-mails, conduct regular status meetings or conference calls, and deliver interim and final products on time and within budget.

Customized Approach – Every community has different needs and issues. Prior to every project we conduct a scoping workshop to review our proposed approach, discuss alternatives, and revise the scope, schedule and fees as necessary to meet your specific needs.

Collaborative Relationships – Our most successful projects leverage the skills, expertise, and experience of the entire team, including both public and private agency staff.

Research-Based Practice – Parks and recreation planning is constantly changing in response to urbanization, aging, diversity, sustainability, resiliency, and other issues. Our work is informed by the latest research from both industry and academia, including our own research at the University of Florida and Georgia Tech University.

Community Outreach – The successful implementation of any plan relies heavily on public involvement and support. We excel at engaging your elected officials, staff, stakeholders, and residents in the planning process. Our toolkit includes interviews, focus groups, workshops, surveys, interactive web sites, social media and other techniques to reach as many people as possible.

Compelling Products – We produce high quality, compelling reports, presentations, graphics, brochures, web sites and/or other tools to allow you to communicate your message and vision, whether for accreditation, funding, awards or other purposes.

Focus on Implementation – At the end of the day, the purpose a master plan is to move broad initiatives and/or policies forward towards implementation. We address implementation from the very beginning of the project, including funding, policies, staffing, programming, operations, and maintenance.

B. DESCRIPTION OF THE COMPANY'S SIZE

Barth Associates is a three-person firm based in Gainesville, Florida. We also maintain a close network of associated professionals that provide additional expertise in parks and recreation management, branding, citizen surveys, facility planning, cost estimating, funding, transportation planning, environmental planning, and other related services. This structure enables BA to provide a flexible menu of services completely tailored to our clients' needs.

The majority of the work for the Master Plan will be completed by Principal David Barth, Project Manager Carlos Perez, and Landscape Architect Jay Hood (Littlejohn). The role and scope of work for additional professionals will be determined in consultation with the City, based on your specific needs.

Following are resumes for David, Carlos, and Jay, as well as other staff from:

- Littlejohn Engineering – Landscape Architecture, Branding, Cost Estimating
- Ballard*King – Operations Management, Program Analysis
- RMPK Funding – Grants, Alternative Funding
- ETC/ Leisure Vision – Market Research, Mail Surveys
- Exum Associates – Wildlife Ecology, Green Infrastructure

David L. Barth, PhD, AICP, CPRP, PLA
Principal-in-Charge, Principal Parks Planner
Barth Associates



PROFESSIONAL EXPERIENCE

Principal, Barth Associates LLC, 2012–present
Gainesville, FL

Vice President/ Principal, Glatting Jackson/ AECOM
1987-2012
West Palm Beach, FL

Director of Planning and Landscape Architecture, BJM
Associates, Inc. 1986-1987
Orlando, FL

Assistant Regional Planning Manager, PBSJ 1982-1986
Orlando, FL

Landscape Architect/Planner, Glenn Acomb Assoc. /
Boyle Engineering Corp. 1980-1982
Orlando, FL

Associate Land Planner, ITT Community Development
Corp. 1980-1981
Palm Coast, FL

Landscape Architect, Harry Weese & Associates, Kaiser
Transit Group 1978-1979
Miami, FL

PROFESSIONAL LICENSURE

Landscape Architect, Florida, #528 1979

American Institute of Certified Planners, #011226
1995

Certified Parks and Recreation Professional 2002

EDUCATION

PhD Candidate, Design, Construction and Planning
Current
University of Florida

Masters of Organizational Leadership 2003
Palm Beach Atlantic University

Bachelor of Landscape Architecture 1978
University of Florida, Gainesville, Florida

PROFESSIONAL ASSOCIATIONS

City of West Palm Beach Waterfront Committee
2010

American Society of Landscape Architects
1979 – Present

Florida Recreation and Parks Association (FRPA)
1987 - Present

Trustee, Florida Public Officials Design Institute
2000 - 2008

Trustee, Florida Recreation and Parks Association
Foundation
2000 - 2005

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

Chair, FRPA Articles and Bylaws Committee
2000 - 2001

Florida DNR Recreation User Group Advisory
Committee
1995 - 1997

Treasurer, Florida Chapter ASLA
1991 - 1992

Chair, Florida Chapter ASLA Orlando Section
1985 - 1986

AWARDS AND RECOGNITIONS

Award of Excellence
Coleman Park Neighborhood Improvements Plan
Florida Chapter APA 2011

Best Transportation Report Award
Miami-Dade County Ludlam Trail Design Guidelines
Florida Chapter APA 2010

Focused Issue Planning Award
Downtown San Diego Needs Assessment for Parks
and Open Space
San Diego Chapter APA 2010

Award of Honor
Northeast Everglades Natural Area Master Plan
Florida Chapter ASLA 2006

Award of Merit
City of Homestead Parks and Recreation Master Plan
Florida Chapter ASLA 2005
Award of Honor

Indian Riverside Park
 Florida Chapter ASLA 2002

Landscape Architect of the Year
 Palm Beach County Chapter AIA 2001

Award of Excellence
 West Orange Trail
 Florida Chapter ASLA 1996

Award of Excellence
 Cypress Grove Park
 Florida Chapter ASLA 1994

SELECTED PRESENTATIONS

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

The Role of Parks in Economic Development", Joint NRPA-APA Roundtable, Washington, D.C, 2014

"Community Leader First, Parks and Recreation Professional Second", Illinois Park and Recreation Association, Chicago, 2012

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

"The Future City Parks System", Park Pride, Atlanta, 2011

"Harnessing the Power of the Public Realm to Create More Sustainable Communities", Sustainable Florida Conference, West Palm Beach, 2010

"Principles for Successful Community Visioning and Implementation", Florida Association of Counties Advanced County Commissioner Program, Gainesville, 2010

"Repositioning Parks and Recreation Departments to Become More Essential", National Recreation and Parks Association, Salt Lake City, 2009

"Greening Your Town through the Public Realm", South Florida Green Energy & Climate Conference, 2009

"Using Parks and Recreation Master Plans to Create Livable Communities", South Carolina Chapter APA, Myrtle Beach, 2008

"Sustainability, Leadership and the Role of Parks and Recreation Professionals", FRPA Directors Summit, 2009

"Effective Techniques for Public Participation, Needs Assessments and Consensus-Building", Florida Recreation and Parks Association, Orlando, 2009

SELECTED PUBLICATIONS

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

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

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

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

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

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

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

SELECTED PROJECTS

Facilitation, Strategic Planning:

- Natural North Florida Strategic Planning Workshop
- Gainesville Nature Operations Strategic Plan
- NASA/ Kennedy Space Center Strategic Framework Charrette
- SpaceFlorida Spaceport Master Plan
- West Palm Beach DDA Strategic Planning Workshop
- Poarch Band of the Creek Indians Strategic Master Plan
- Florida Association of Counties Commissioner Program for Community Visioning
- Palm Beach Gardens Height Vision Workshops
- North Miami Beach Smart Growth Workshops
- Palm Beach County Rural Lands Workshop
- Martin County Sustainable Communities Vision
- Suwannee River Water Management District Excellence in Land Management Program
- Palm Beach County Manatee Protection Plan Workshops
- PGA Blvd Corridor Association Strategic Planning Workshop

- Alachua County/ Municipal Leaders Workshop
- "Emerald City" Sustainability Workshop
- Juno Beach Height and Density Vision Workshops
- Martin County Maritime Museum Strategic Plan
- Boynton Beach Parks Strategic Plan
- Coleman Park Neighborhood Improvement Plan
- Martin County Development Patterns Study
- Martin County Community Redevelopment Plans
- Palm Beach Gardens City Center Overlay Study
- Miramar Neighborhood Improvement Plan

Parks and Open Space System Planning, Public Involvement:

- Tampa, FL Downtown Waterfront Master Plan
- Washington, D.C. Parks Master Plan
- Raleigh, NC Parks and Recreation Master Plan
- Rocky Mount, NC Parks and Recreation Master Plan
- Seminole County, FL Parks and Recreation Master Plan
- Orange County, FL Trails Master Plan
- Pasco County, FL Parks and Recreation Master Plan
- Orange County, FL Parks and Recreation Master Plan
- Lenexa, KS Parks and Recreation Master Plan
- Columbia Pike, Arlington, VA Open Space Plan
- Buckhead, Atlanta, Green Space Plan
- Norfolk, VA, Recreation Master Plan
- Doral, FL Parks and Recreation System Master Plan
- Orlando, FL Families, Parks and Recreation Vision Plan
- Aiken, SC Open Space Element for the Comprehensive Plan
- Ft. Lauderdale FL, Parks and Long Range Strategic Plan
- San Diego, CA Downtown Parks and Open Space Needs Assessment
- Jacksonville, FL Downtown Pedestrian and Open Space Master Plan
- Miami-Dade County, FL Parks and Open Space Master Plan
- Tamarac, FL Parks and Recreation Master Plan
- Palm Beach County, FL Northeast Everglades Natural Areas Master Plan
- Pinellas County, FL Recreation, Open Space and Culture System Master Plan
- Suwannee River Water Management District, FL Strategic Recreation Plan

- North Myrtle Beach, SC Parks and Open Space Master Plan
- Coral Gables, FL Parks and Open Space Master Plan
- Macon, GA, Parks and Recreation Open Space Master Plan
- Miami - Overtown, FL Greenprint Plan
- Tallahassee, FL Parks and Recreation Master Plan
- Winter Park, FL Parks and Recreation Master Plan

Park Master Planning and Design, Public Involvement:

- City of Kissimmee Lakefront Park
- Boynton Beach Congress Avenue Park
- Martin County Indian Riverside Park
- Brevard County F. Burton Smith Regional Park
- Orlando Blue Jacket Regional Park
- Winter Springs Central Winds Park
- Maitland Ballfield Complex
- Orange County Cypress Grove Park
- LCWA Hickory Point Recreation Area
- Seminole County Softball Complex
- Oviedo Sports Complex/Round Lake Park
- South Rockledge Park

Greenway/Trail Master Planning and Design, Public Involvement:

- Georgia 400 Trail
- Ludlam Trail
- Biscayne to Everglades Trail
- West Orange Trail
- Seminole-Wekiva Trail
- South Lake Trail
- Volusia Heritage Trail
- New Smyrna Beach/SR 44 Trail
- Seminole County Old SR 13 Trail
- Ocmulgee Heritage Greenway
- Econlockhatchee Greenway

Natural Resource Management Planning, Public Involvement:

- Miami-Dade County Deering Estate Management Plan
- Osceola County Shingle Creek Management Plan
- Indian Riverside Park Management Plan
- Old School Square Management Plan
- LCWA Crooked River Preserve Management Plan
- Seminole County Spring Hammock Management Plan
- Orange County Long Branch Park Management Plan

- Florida DOF Little-Big Econ State Forest Management Plan
- Volusia County Kratzert Regional Park Management Plan
- SJRWMD Ft. Drum Marsh Conservation Area
- Volusia County Spruce Creek Conservation Area

**Carlos Perez, ASLA, Project Manager,
Parks Planner, Urban Designer
Perez Planning and Design**



EDUCATION

Master in City and Regional Planning
Specialization in Transportation
Georgia Institute of Technology, Expected 2014

Master of Science in Urban Design
Georgia Institute of Technology, Expected 2014

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

PROFESSIONAL REGISTRATIONS

Landscape Architect, Florida #6666902

AWARDS + PUBLICATIONS

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

Urban Land Institute Center for Leadership Class of
2014

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

City of Homestead Parks and Recreation System
Master Plan

Annual Design Award of Merit, ASLA Florida Chapter,
2005

PRESENTATIONS

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

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

Retrofitting Suburbia for Sustainability: The Buckhead

Greenspace Plan, National Recreation and Parks
Association Conference, Atlanta, GA 2011

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

Parks System Master Plans: Tools for Livable
Communities
Florida Recreation and Parks Association, 2007

Parks System Master Plans: Meeting Current and
Future Needs
Florida Recreation and Parks Association, 2006

PROFESSIONAL HISTORY

Present – March 2014
Perez Planning + Design, LLC
President + Founder

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

2009 – 2004 Glatting Jackson Kercher Anglin, Inc.
Associate | Landscape Architect

PROFESSIONAL AFFILIATIONS

American Planning Association
National Recreation and Parks Association
Urban Land Institute – Associate Member
Park Pride – Board Member + Conference Committee
Chair
Young Professionals in Transportation – Founding
Board Member

Carlos F. Perez has focused his professional career
on collaboratively planning and designing livable
communities through the strategic development of
parks, open spaces, and recreation system master
plans. In order to provide clients with client-focused,
responsive, and thoughtful services, Carlos recently
founded Perez Planning + Design, LLC, a research
based planning and design firm that lives at the
intersection of people, space, and the built and
natural environment.

Prior to establishing Perez Planning + Design, LLC,
Carlos co-lead AECOM/Glatting Jackson's Parks and
Open Space System Planning and Design Practice.

During his tenure at AECOM/Glatting Jackson, he advanced many of the firm's parks, open space, and recreation system master planning processes and methodologies. Carlos led or collaborated on over twenty-five parks, open space, and recreation system master plans including the Washington D.C. Parks and Recreation Master Plan; City of Raleigh Parks and Recreation Master Plan in North Carolina; the Miami-Dade County Parks and Open Space System Vision in Florida; The City of Norfolk Parks, Recreation, and Open Space System Master Plan in Virginia; the Downtown San Diego Parks, Open Space, and Recreation Needs Assessment in California. He has been integrally involved in all phases of the parks, open space, and recreation system master planning and design process including project management, public involvement, existing conditions analysis, needs and priorities assessments, program development, visioning, implementation, site planning, and design development.

Having led parks and open space master planning and design projects, Carlos understands the importance of transparent and inclusive processes, time and budgetary constraints, and multidisciplinary team environments. He is fluent in spoken and written Spanish.

PROJECT EXPERIENCE

Washington D.C. Parks and Recreation Master Plan Washington, D.C.

As a contractor to AECOM/Glatting Jackson, Carlos is currently serving as the Project Manager for the Parks and Recreation Master Plan for Washington D.C. Branded as PLAY DC, this plan will guide a new, bold, and strategic vision for advancing Washington D.C.'s parks and recreation resources. This study is divided into five (5) primary phases which include: Capital + Programmatic Existing System Analysis, Historic Preservation Review, Capital + Programmatic Needs Assessment, Visioning, Implementation Strategy, and Master Plan Report. The project is on-schedule to be completed by October 2014.

City of Tamarac Parks, Recreation, and Open Space Master Plan Tamarac, FL

As a contractor to AECOM/Glatting Jackson, Carlos

is currently serving as the Project Manager for the City of Tamarac Parks, Recreation, and Open Space Master Plan for the City of Tamarac. The project is comprised of seven phases including Project Planning + Data Collection; Existing Conditions Analysis; Needs Assessment; Long Range Vision; Funding + Implementation Strategy; Draft Master Plan Document; and Final Master Plan Document. The project is currently beginning the Needs Assessment Phase and is on schedule to be completed by October 2014.

Pasco County Parks and Recreation Master Plan Pasco County, FL

As a contractor to AECOM/Glatting Jackson, Carlos is currently serving as the Assistant Project Manager and Parks Planner for the Pasco County Parks and Recreation Master Plan. The project is comprised of seven phases including Project Co-ordination and Steering Committee; Existing Data and Inventory Collection; Existing Conditions Analysis; Needs Assessment; Long Range Vision; Implementation; and Master Plan Report. The project is currently in the Needs Assessment Phase and is on schedule to be completed by December 2014.

City of Norfolk Parks and Recreation Master Plan Norfolk, VA

While at AECOM/Glatting Jackson, Carlos served as the Assistant Project Manager + Parks Planner for the multidisciplinary study for the City of Norfolk Recreation, Parks and Open Space Department. The project included an analysis of the existing system; demographic analysis; interviews and workshops with various stakeholders and focus groups; public workshops; and a mail/telephone survey. The plan will establish a green infrastructure framework that will provide planning and development guidelines to meet the community's recreational and open space needs for next ten years.

City of Raleigh Parks and Recreation System Plan Raleigh, NC

While at AECOM/Glatting Jackson, Carlos served as a Parks Planner + Landscape Architect for the City of Raleigh Parks and Recreation System Plan that will outline the development and delivery of park and recreation services over the next 20

years. Recently approved by the City of Raleigh City Council, the Raleigh System Plan was divided into a four step process; Part I: Existing System Overview; currently underway Part II: Needs and Priorities Assessment; followed by Part III: Visioning; and Part IV: Implementation Plan. The project is overseen by a 13 member project team at the Parks and Recreation Department and a 22 member City Council appointed citizen Planning Committee.

Downtown San Diego Open Space, Parks and Recreation Needs Assessment San Diego, CA

While at AECOM/Glatting Jackson, Carlos served as the Parks Planner + Landscape Architect for needs assessment developed for downtown San Diego for the Centre City Development Corporation (CCDC). The project included an analysis of the existing system; evaluation of both existing and projected demographics; interviews and workshops with various stakeholders and focus groups; public workshops; and a mail/telephone survey. Intercept surveys were also conducted with downtown park users, visitors, residents and office workers.

2013 Gwinnett County Parks and Recreation Capital Improvement Plan Gwinnett, GA

While at AECOM/Glatting Jackson, Carlos served as the Project Manager+ Parks Planner for the 2013 Parks and Recreation Capital Improvement Plan for Gwinnett County. The project consisted of working with Gwinnett County staff and a nine member Recreation Authority in updating the Capital Improvements Plan for the 2013 recreation tax referendum. The project scope included the review and analysis of various Gwinnet County plans to extract their relevance to parks and recreation plans; inventory of existing parks, inventory and analysis of parks and recreation projects completed during the last eight years; needs assessment process including survey, public meetings, business partner focus group meetings, staff meetings, and Level-of-Service Analysis; and development of recommendations for capital improvements

Miami-Dade County Parks and Open Space Master Plan Miami-Dade County, FL

While at AECOM/Glatting Jackson, Carlos served as the Parks Planner + Landscape Architect for the "50 Year, Unifying Vision for a Liveable, Sustainable Miami-Dade County – Through the Parks Window". The intent of the plan was to create a new development "culture" in Miami-Dade County that focuses on the principles of equity, accessibility, seamlessness, sustainability, beauty and the generation of multiple benefits. The five (5) elements of the plan included great parks; great public spaces; great natural and cultural areas; great greenways and blueways; and great streets. The planning process included a lifestyle/ demographics analysis; analysis of the existing system; neighborhood, community and county-wide vision plans; benchmarking and economic analysis; public involvement; and the development of a comprehensive, integrated County wide Open Space vision.

City of Orlando Parks, Recreation, and Open Space Vision Plan, Orlando, FL

While at AECOM/Glatting Jackson, Carlos served as the Assistant Project Manager + Parks Planner for the City of Orlando Strategic Vision Plan for the Families, Parks and Recreation Department. The emphasis of the City of Orlando Plan was how to improve access and amenities while becoming more environmentally and fiscally sustainable. The Plan is a product of an intensively collaborative process between the City and the project team and was structured around a series of regular coordination meetings. Major components of the Plan include Neighborhood Demographics Analysis; a Maintenance, Staffing and Programming Analysis; an access-based Level of Service Analysis (LOS); interviews with a cross section of the project stakeholders; a Mail/Telephone survey; an illustrative Vision; a Cost Estimate and Implementation Strategy; and a series of policy "White Papers" to address implementation of the plan.

City of Fort Lauderdale Long Range Strategic Plan Fort Lauderdale, FL

While at AECOM/Glatting Jackson, Carlos served as the Assistant Project Manager + Parks Planner for the strategic plan completed for the City of Fort

Lauderdale Parks and Recreation Department. The project included an inventory and analysis of existing facilities and an assessment of the community's future needs and recommendations for changes to the parks system to meet those needs. The plan integrated other city planning initiatives and advanced a common vision for a more livable and sustainable community.

City of Doral Parks and Facilities Master Plan Doral, FL

While at AECOM/Glatting Jackson, Carlos served as the Assistant Project Manager + Parks Planner for the multidisciplinary study completed for the City of Doral Parks and Recreation Department. The study assessed the existing park systems; existing and projected demographics; identified the community's needs and priorities and developed an implementable vision for the public realm.

City of Wilton Manors Parks and Open Space Master Plan Wilton Manors, FL

While at AECOM/Glatting Jackson, Carlos served as the Project Manager + Parks Planner for the City of Wilton Manors Parks and Recreation Department. The study for this small town of 12,000 people assessed the conditions of the existing park system; identified the community's needs and priorities; and will develop a phased implementable vision for the enhancements of the City's parks and opens space system.

City of Sunrise Leisure Services Department Needs Assessment and Service Delivery Study Sunrise, FL

While at AECOM/Glatting Jackson, Carlos served as the Capture Manager for the City of Sunrise Leisure Services Department Needs Assessment and Service Delivery Study. The project objectives are to enhance the level of services provided to the public by conducting an evaluation of facilities, programs and services provided by the City's Leisure Services Department, as well as an evaluation of the Department's effectiveness in providing these Services to the community.

Major components of the study include Existing Parks and Recreation Facilities Evaluation; Level

of Service (LOS) Evaluation that will evaluate park acreage, number of facilities, access to facilities and programs, and quality; Operations, Management , and Maintenance Evaluation; Satisfaction and Needs Assessment Process that will include interviews with Elected Officials and the City Manager, Focus Group interviews, a Public Workshop, and a workshop with the City's Parks and Recreation Advisory Committee; and a Municipal Fee Comparison.

City of Palm Coast Recreation and Parks Facilities Master Plan Palm Coast, FL

While at AECOM/Glatting Jackson, Carlos served as the Project Manager + Parks Planner for the City of Palm Coast Recreation and Parks Facilities Master Plan. The study assessed the existing park systems; identified the community's needs and priorities; and developed a vision for the public realm that set the foundation for a livable and sustainable city. The plan was integrated into the City's 5-10 year CIP and is also being implemented as part of the City's Energy Efficiency and Conservation Block Grants Program.

NOMA Public Realm Design Plan Washington, D.C.

While at AECOM/Glatting Jackson, Carlos served as the Planner + Landscape Architect for NOMA Business Improvement District Public Realm Design Plan. Carlos worked collaboratively with the project team to develop a vision that was specifically designed to address the unique needs and desires of the existing and projected demographics of the NOMA neighborhood within the context of adjacent neighborhoods needs and desires, limited potential for new public space, and constrained financing. The Vision seeks to leverage the expanded right of way of many of NOMA streets to develop a system of linear public spaces that provide social, recreation, environmental, mobility, and economic benefits for district residents, workers, visitors, and property owners.

Columbia Pike Land Use and Housing Study, Arlington, VA

While at AECOM/Glatting Jackson, Carlos served as the Planner + Landscape Architect for the Columbia Pike Housing and Land Use Study. Carlos worked

collaboratively with the project team to develop an open space vision, level-of-service analysis and policies for the 3-mile long Columbia Pike Corridor in Arlington County, VA. The team assessed the existing parks and open space system and levels of service; identified opportunities to maintain or expand the existing level of service; and worked with County Staff, Plenary Committee, and residents to develop policies that will ensure that the corridor's open space will continue to meet the needs of existing and future residents.

Buckhead Greenspace Action Plan Atlanta, GA

While at AECOM/Glatting Jackson, Carlos served as the Project Manager + Landscape Architect for the implementation oriented greenspace action plan. The project included a needs assessment and public input process based on existing conditions analysis, stakeholder interviews, steering committee workshops, and an on-line survey instrument developed and administrated by Carlos. Carlos worked collaboratively with the project team to develop a vision for Buckhead comprised of a series of sub-systems that not only served to meet the recreational needs and desires of the community but also leverage historical and cultural assets, Buckhead's extensive concentration of art galleries and public art, as well as water resource management and transportation improvement opportunities to create an integrated and interconnected parks and open spaces system named "The Buckhead Collection."

City of Deltona Parks and Recreation Master Plan Deltona, FL

While at AECOM/Glatting Jackson, Carlos served as the Project Manager for the Parks and Recreation Master Plan for the City of Deltona Parks System. The challenge in Deltona was to create a park system that serves a diversifying population that was not originally planned for when the city was platted as a retirement community in the 1960s. Additionally, the parks system had to address an urbanizing community growing within a traditional suburban design. Through existing conditions analyses, observational, qualitative, and quantitative needs assessment techniques, numerous public meetings, and visioning exercises, a Parks and Open Space plan was developed. The final plan focused on

creating strong physical linkages throughout the city, providing quality civic gathering places, and creating neighborhood green spaces within a walkable distance from every resident.

City of Homestead Parks System Master Plan Homestead, FL

While at AECOM/Glatting Jackson, Carlos served as the Project Manager + Parks Planner for the City of Homestead Parks System Master Plan. The project scope included an Existing Conditions Analysis; Conceptual Parks and Open Space System Map; Needs and Priorities Assessment; Implementation Program; and Parks Master Plan.

City of Oviedo Parks and Pedestrian Master Plan Oviedo, FL

While at AECOM/Glatting Jackson, Carlos served as the Project Manager + Parks Planner for the Parks and Pedestrian Master Plan for the City of Oviedo. Elements included an Existing Conditions Analysis; Needs and Priorities Assessment; Conceptual Parks System Map; Implementation Program; and Conceptual Parks System Master Plan Report.

Ken Ballard, Programming and Operations Analyst
Ballard * King & Associates, LTD



EDUCATION

University of Colorado
BS Recreation, BA History

Certified Parks & Recreation Professional

PROFESSIONAL AFFILIATIONS

Athletic Business Magazine Advisory Board

Colorado Parks & Recreation Association

National Recreation & Park Association

Metropolitan State College of Denver – Former Adjunct Faculty

PROFESSIONAL EXPERIENCE

As a founding partner of Ballard*King & Associates, Ken has over 35 years of experience in recreation facility operation and planning. Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation facilities. In his years of work with B*K, Ken has provided planning, feasibility and operations consulting to more than 300 recreation projects across the country. Ken is well known for his vast knowledge of recreation facility development and operations. His expertise has been developed over the years from a wide breadth of experiences within the recreational field.

Ken's diverse knowledge has led to his active involvement with the Colorado Parks and Recreation Association's Recreation Facilities Design and Management School. Ken was a faculty member at the Athletic Business Conferences, where he presented numerous sessions on recreation facility planning. He has also been a speaker at several National

Park and Recreation Association Congresses and numerous state parks and recreation conferences.

Prior to co-founding B*K, he was the Recreation Manager for the City of Thornton, CO, and was a key member of the team responsible for the pre-design phase of their recreation center. For 12 years before joining them he was the Director of the Englewood, CO, Recreation Center, in charge of the operation and administration of the Englewood Recreation Center, which received the "Facility of Merit" award from Athletic Business Magazine for design and operations excellence. Ken's expertise, down to earth approach and proven practical experience combined with solid ethical values gives each client superior counsel.

*Ballard*King and Associates is committed to comprehensive planning and operations consulting services, providing for the effective and efficient use of available resources to develop and operate sports, recreation and wellness facilities.*

2743 E. Ravenhill Circle
Highlands Ranch, CO 80126
(303) 470-8661
www.ballardking.com
BKA@ballardking.com

Ballard*King & Associates has completed over 600 feasibility studies across the United States for a variety of recreation facilities including recreation centers. B*K has over 100 recreation facilities up and operating across the country. Below is a select list of projects that B*K has been involved with in the State of Florida.

- + Bartow Aquatic Feasibility Study, Bartow, FL
- + Core Communities – Tradition Parks & Recreation Master Plan, Port St. Lucie, FL
- + Doral Parks and Recreation Master Plan, Doral, FL
- + Ft. Christmas Park Master Plan, Orange County, FL
- + J C Bermudez Park Study, Doral, FL
- + Hallandale Beach Parks and Recreation Master Plan, Hallandale Beach, FL
- + Hallandale Beach Parks & Recreation Operations and Management Planning, Hallandale Beach, FL
- + Highland Recreation Center Study, Largo, FL
- + International Swimming Hall of Fame Business Plan Review, Fort Lauderdale, FL

- + Key Biscayne Community Center, Key Biscayne, FL
- + Key West Truman Waterfront Park, Key West, FL
- + Martin County Aquatic Center, Stuart, FL
- + New Port Richey Marketing Plan and User Fee Study, New Port Richey, FL
- + Orlando Parks & Recreation Strategic Plan, Orlando, FL
- + Pinecrest Community Center Operation Audit, Pinecrest, FL
- + Pompano Beach Parks & Recreation Master Plan, Pompano Beach, FL
- + Sarasota Community Center, Sarasota, FL
- + Thalatta Estate Multipurpose Hall Feasibility Study, Palmetto Bay, FL



Jay R. Hood, RLA, ASLA

Director of Landscape Architecture

Jay has over 28 years of experience in site design and landscape architecture for public spaces. His design influence is featured in the public realm design of places such as Lakeland's Hollis Garden, Orlando's Harry P. Leu Botanical Gardens, Winter Park's Park Avenue, Downtown Plant Street in Winter Garden and the University of Central Florida's Health Sciences Campus at Lake Nona. His philosophy of design focuses on functional and timeless design grounded in context and equity of users.

PROJECT ROLE

Director of Landscape Architecture

LOCATION

Orlando, Florida

EDUCATION

- BS in Landscape Architecture, Purdue University, 1987

YEARS OF EXPERIENCE

Joined Littlejohn in 2012 with 25 years of experience

REGISTRATIONS

- RLA, FL #LA0001277
- RLA, CO #841

PROFESSIONAL MEMBERSHIPS

- American Society of Landscape Architects (ASLA)
- Harry P. Leu Gardens, Board of Trustees
- Orlando DRC, Board Member, 2005-2008
- Purdue Advisory Council, Board Member

Parks/Recreation

Paw Park Village

Sanford, Florida

Served as Principal Landscape Architect for the planning and design of the redevelopment of Historic Paw Park Village. Conducted a public workshop to determine the amenities and development program preferred by the users and surrounding property owners of this significant and well used public asset. The project includes a master plan for the area of Paw Park Village and construction documents for the first phase of the project, which consists of amenities, new fencing, parking, a segment of multi-use trail, and new pet friendly surfacing.

Jacksonville Beach Skate Park

Jacksonville Beach, Florida

Principal Designer for this new concrete Skate Park in Jacksonville Beach, FL. The scope includes landscape and hardscape design for the project areas outside of the skating surface. The facility is located within the existing South Beach Park and is divided into two sections. The facility will also contain seating, shade structures, and include features reflective of the unique Jacksonville Beach culture, history, and context.

The themes explored for the non-skate site elements are inspired by the distinctive characteristics found in this beach community including: waves, the famous Jacksonville Beach lifeguard chairs, dunes and the organic forms found in nature.

Tenoroc Trail Master Plan

Lakeland, Florida

Principal Designer for the master planning of the City of Lakeland Community Development Department's 10-mile Tenoroc Trail. The trail connects the General Van Fleet/TECO-Auburndale Trail to Lakeland's planned trail system through the 8,000-acre FWC Tenoroc Fish Management Area. The trail provides connections to the management area's hiking trail network, surrounding neighborhoods, three regional and community sports complexes, a future elementary school site, and Florida Polytechnics campus.

AWARDS

- American Lake Nona Urban Forest Plan, Urban Forestry Council, 2009
- Environmental and Sustainability Honor, University of Central Florida, ASLA Florida Chapter, 2008
- Master Planning Award, Scenic and Historic A1A Master Plan, Florida Planning & Zoning Association, 2006
- Award of Excellence, Park Avenue Winter Park, ASLA Florida Chapter, 2002
- Award of Excellence, Hoilis Garden, FNGLA Landscape Award, 2001
- Award of Excellence, Winter Park Village, Winter Park, FL, ASLA Florida Chapter, 2000

PUBLICATIONS, TECHNICAL PAPERS AND PRESENTATIONS:

- Florida Recreation & Park Association Conference Speaker, "Best Practices to Next Practices", October, 2013
- Florida Association of Museums Annual Conference Speaker, "Archaeological Sites as Outdoor Interpretive Spaces", September, 2011
- Florida Oasis - A Photographic Tour of Harry P. Leu Gardens, The Tropical Stream Garden, 2010
- American Public Works Association of Florida, Introduction to Sustainability in the Public Realm: The Sustainable Systems Integration Model, 2010

Lake Maude Park

Winter Haven, Florida

Principal Designer for the master planning of Lake Maude Park in the City of Winter Haven. Working with Envisors, Littlejohn is leading the public involvement and master planning phase of the project, which is anticipated to include lighted multipurpose fields, restroom/concession buildings, 1 – 2 baseball/softball fields, a lake access boardwalk, and dock on the 25.5 acre site.

Holland Park Playground and Splash Pad

Palm Coast, Florida

Principal Designer for the City's \$2.3 million playground and splash pad at Holland Park. The playground and splash pad tell the story of Palm Coast and Flagler County in five themed zones through interpretive play elements, features, and landscaping. The five themed zones include: "Discover Palm Coast", themed on the Bulow Plantation Sugar Mill ruins archeological site; "The Construction Zone" addresses the development of Palm Coast and is designed for 2 – 5 year olds; "The Hammock" is a passive area featuring native planting, a dry creek bed, and an airstream trailer camp site; "The Spring" splash pad introduces kids to the wildlife around the inland waterways; and "The Shore" addresses the coast line of Flagler County and the environment found there from beach dunes to sea life.

Riverview Park

Melbourne, Florida

Provided master planning and design for this river front park in the City of Melbourne. The park process included working with City staff and the public to develop a program and master plan for this recently acquired property. The development program included enhancements to provide public access to the valued Brevard County waterfront. The plan included a ramp for non-motorized launches of paddleboards, canoes, and kayaks. The plan also included a flexible open space, playgrounds, nature walks, and an interactive water feature.

CommonGround Park

Lakeland, Florida

Principal Designer of CommonGround Park, a creative, fun, imaginative play experience where children of varying abilities have the opportunity to explore and discover themselves and their friends in the community. The project team developed the master plan and design development for this unique inclusive play environment based on the adventures of Bailey the Butterfly. The playground is designed to have a wide variety of experiences from motion on swings and slides, to tactile in the discovery garden, to quiet times at the reading chair. The design removes social barriers and promotes interaction among children of varying abilities.

Champions Splash Park

Clermont, Florida

Principal Designer for the 3,245 sq. ft., \$420,000 Champions Splash Park in

PUBLICATIONS, TECHNICAL PAPERS AND PRESENTATIONS:

- UCF Real Estate Law, Panel Discussion, 2010
- 2010 National LA Students Conference LABASH, I've Got A Degree...Now What?
- U.S. 192 Redevelopment: Collaboration to Create Place, 2003
- Community Managers Association, Crime Prevention Through Environmental Design (CPTED), 2003
- American Institute of Architects Florida, Fundamentals of Placemaking, 2002
- American Federation of Garden Clubs Central Florida, Roadside Landscape Development in the Third Motor Age, 1992
- CAT Journal: Leonine Features to Enhance Bridge Capacity (Co-Author), 1992

Clermont's Waterfront Park. His role in assisting the design/build team, led by The Jordan Companies, was the design of the city's "Champion" figure as a gateway to the splash park, hardscape finish and color selection, pedestrian connections, fencing layout, and assistance with the equipment selection.

Lake Mirror Park

Lakeland, Florida

Prepared the master plan and landscape architecture for Lake Mirror Park in downtown Lakeland. The concept for the park is "A reflection of Lakeland's past and a looking glass to its future". Lake Mirror Park is on the National Historic Register and is the centerpiece of this City of 100,000 residents. The park houses several civic uses including the City Hall, the Lake Mirror Center, Hollis Gardens, and a fire station. Served as Principal-in-Charge, Principal Designer, and Project Manager for the project. In 2014, Lake Mirror Park was named as One of the Top 10 Great Public Spaces in the United States.

Lake Eva Park

Haines City, Florida

Principal Designer for Haines City's 29-acre Lake Eva Community Park. This lakefront park is organized around a great lawn and amphitheater used for community festivals and concerts. The park also features an aquatics facility, which includes a competition pool, children's pool and splash pads, tennis courts and proshop, basketball courts, two large shaded playgrounds, a swimming beach, and a meeting and conference center.

Lake Hiawatha Preserve Master Plan

Clermont, Florida

Project Director and Senior Designer for the master plan of Clermont's 219-acre passive, waterfront park. The project was funded in part by a Florida Communities Trust Grant. The plan features environmental and historical interpretation in and around the existing remnant citrus groves, oak hammocks, and waterfront. Planned park amenities include restrooms and pavilions themed as historic homesteads on both the waterfront and upland properties, a canopy walk, a community pioneer garden, two dog parks, playgrounds, and docks and boardwalks.

Lakeland Skate Park

Lakeland, Florida

Project Director and Senior Designer for the City's new skate park at Lake Bonny Park. Littlejohn utilized Team Pain, one of the Nation's premier skate park designers, to lead the design of the skate elements. The design process included public involvement and tours with area skaters. The park features elements missing from many skate parks such as integrated shading, vending, and viewing areas. The plan also has a heavy emphasis on landscaping within the skate areas.

Lake Myrtle Sports Complex Expansion

Auburndale, Florida

Project Director and Senior Designer of the City of Auburndale's expansion of an existing 5-baseball field facility at the Lake Myrtle Sports Complex to



a 9-field, premier destination tournament facility. The expansion, intended to mirror the existing facility, takes advantage of the site's rolling topography and balances the project's cut and fill by introducing a terraced area for viewing play on the two northern fields and creates an awards presentation area. The design also features two convenient tournament vehicle loading and unloading areas and has an emphasis on landscaping that minimizes maintenance but provides shaded walkways and lawn areas without interfering with play and lighting.

Se7en Wetlands Park & Trail Master Plan

Lakeland, Florida

Project Director and Senior Landscape Architect worked with the City's Parks and Recreation Department and Water Utilities Department to develop a passive recreation master plan for the City's 1,600-acre wetlands treatment center. The center is comprised of a series of wetlands, marshes, and open waters, which provide a sequence of treatment to the wastewater prior to discharge into the Alafia River. The project entailed the design workshops with city and county staff, development of a 28-mile trail system, interpretive exhibits, and an educational learning center.

Miami Circle

Miami, Florida

Discovered in 1998, the Miami Circle at Brickell Point is a nationally significant archaeological site located at the mouth of the Miami River in downtown Miami. The Miami Circle was designated a National Historic Landmark by the U.S. Department of the Interior. Served as the Principal Designer of the Master Plan and Phase I implementation. Plans included recreational and educational opportunities in an urban park setting for local residents, tourists, and those interested in the Circle's spiritual associations.



PROJECT ROLE

Landscape Designer

LOCATION

Orlando, FL

EDUCATION

- B.L.A., University of Florida, 2013

YEARS OF EXPERIENCE

Joined Littlejohn in 2015 with 3 years of experience

Hannah Plate

Landscape Designer

Hannah's experiences includes urban design, landscape design, green infrastructure, branding, and wayfinding. She is proficient with design programs including Photoshop, InDesign, Illustrator, AutoCAD, Land F/X, Google Sketchup, and ArcGIS.

Key Projects and Assignments

Lake Maude Park

Winter Haven, Florida

Landscape Designer for the master planning of Lake Maude Park in the City of Winter Haven. Working with Envisors, Littlejohn is leading the public involvement and master planning phase of the project, which is anticipated to include lighted multipurpose fields, restroom/concession buildings, 1 – 2 baseball/softball fields, a lake access boardwalk, and dock on the 25.5 acre site.

Lake Myrtle Sports Complex Expansion

Auburndale, Florida

Landscape Designer of the City 'sof Auburndale's expansion of an existing 5–baseball field facility at the Lake Myrtle Sports Complex to a 9–field, premier destination tournament facility. The expansion, intended to mirror the existing facility, takes advantage of the site's rolling topography and balances the project's cut and fill by introducing a terraced area for viewing play on the two northern fields and creates an awards presentation area. The design also features two convenient tournament vehicle loading and unloading areas and has an emphasis on landscaping that minimizes maintenance but provides shaded walkways and lawn areas without interfering with play and lighting.

Paw Park Village

Sanford, Florida

Landscape Designer for the redevelopment of historic Paw Park Village. The city block park includes large and small dog area with raised earth mounds and aggregate cooling zones with sensor activated drink bubblers. Prepared Phase I construction documents, including the development of the dog park amenities and new fencing in addition to roadway improvements of on street parking, new sidewalks, and a segment of multi-use trail.

The Yard

Orlando, Florida

Landscape Designer for The Yard, a 7-acre urban mixed-use redevelopment project which includes 600 residential apartments and 50,000 sq. ft. of commercial space. The project is located in an industrial arts district between downtown Orlando and Florida Hospital. A linear yard functions as the central datum for the public space, incorporating retail, outdoor dining, performance area, entry, and bike trail. The design narrative is a minimal expression of the industrial arts district with craft and material being the driving force for character zone development. Raw materials such as metal, wood timbers and

fractured rail ballast accentuate the earth tones color palette and juxtapose the delicate, refined landscape. The principal landscape strategy interprets the functionality of the industrial space, focusing on rainwater treatment and water quality and developing the largest Low Impact Development project in central Florida. The project included outdoor seating and dining opportunities, flexible social spaces, and an artist's garden. A tenth floor rooftop amenity deck capitalizes on views on the lake and downtown Orlando skyline.

Cade Museum

Gainseville, Florida

Landscape Designer for the \$9 million Cade Museum in Gainesville, Florida. The museum is dedicated to creating a facility that is educational, interactive, and collaborative with hands-on exhibits and workshops designed to inspire creativity and entrepreneurship. The plan features sustainable solutions including a green roof, rain gardens, and native plantings. The design concept is inspired by nature, the brain, and synaptic connections. These themes also inform the site design, with the plan providing connections to other facilities within the City of Gainesville's Depot Park including the historic train depot, lakefront promenade, amphitheater, and regional trails.

Oviedo Medical Center Campus

Oviedo, Florida

Provided landscape and hardscape construction documentation for 48-acre medical campus in Oviedo, Florida. The first phase of the campus included a Free-Standing Emergency Department (FSED) that opened in 2013, while the master plan includes development of a hospital and medical office buildings. Creative hardscape design in outdoor gathering and seating areas, in addition to low-impact landscape design, provides a sustainable and carefully curated palette recalling the native Central Florida landscape, enhancing visitors' healing experiences.

Woodward Academy

Atlanta, Georgia

Landscape designer for Woodward Academy campus wayfinding master plan. Project reviewed exterior and internal wayfinding concerns. On campus wayfinding included vehicular and pedestrian studies, which resulted in roadway improvements to develop secure access nodes and improve circulation. Designed entry signage at proposed access nodes to establish gateways into the campus and developed a native landscape strategy that reinforces the proposed campus districts.

Atlanta Beltline

Atlanta, Georgia

The Atlanta Beltline is a redevelopment project that establishes a network of public parks, multi-use trails, and transit along a historic 22 mile railroad corridor encircling the urban core of Atlanta. The trail provides 1,300 acres of new green space and 33 miles of connected trails and greenways. Contributed toward the redevelopment vision, through preparation of various design reports and before and after phot-simulations of site specific redevelopment and design concepts for activity nodes and public spaces along the trail.

CHRISTOPHER E. TATHAM, CEO, ETC INSTITUTE

Education

M.B.A., Management, Kansas State University

B.A., Princeton University, Political Science/Economics

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

Current Position

Mr. Tatham is currently serving as the Chief Executive Officer for ETC Institute. Under his leadership, ETC Institute has become the nation's leading market research firm in the field of community-based research for local governments. The company has extensive research experience with issues that affect local governments including: parks and recreation, transportation, planning and zoning, public safety, and more. In addition, ETC Institute was selected as one "One of the Best Places to Work in Kansas City" by the Kansas City Business Journal. ETC Institute also received the prestigious "Top 10 Small Businesses in Greater Kansas City" award from the Greater Kansas City Chamber of Commerce; the firm was selected from more than 1700 nominees.

Mr. Tatham is also considered to be one of the nation's leading authorities on the development of qualitative and quantitative research for state and local governments. During the past 20 years, he has designed and managed nearly 2,000 community surveys in more than 700 communities, including many of the nation's largest communities (a few of which are listed below):

- Anchorage, AK
- Atlanta, GA
- Austin, TX
- Cleveland, OH
- Charlotte, NC
- Columbus, OH
- Dallas, TX
- Denver, CO
- Des Moines, IA

- Durham, NC
- Fort Worth, TX
- Honolulu, HI
- Houston, TX
- Kansas City, MO
- Las Vegas, NV
- Miami-Dade County, FL
- Nashville, TN
- New York, NY

- Oklahoma City, OK
- Phoenix, AZ
- Providence, RI
- Riverside County, CA
- San Antonio, TX
- San Diego, CA
- San Francisco
- San Jose, CA
- Seattle, WA

In 1999, Mr. Tatham designed ETC Institute's national benchmarking database. He developed the database and supporting analytical tools to give local governments the ability to objectively assess community needs, service delivery, and priorities against regional and national norms. Today, the database is used by leaders in hundreds of communities to assess issues for parks and recreation systems, libraries, public safety providers, utilities, planning organizations, transportation agencies, military installations, and many others.

Mr. Tatham has served as political advisor and conducted survey research that led to voter approval of projects of sales taxes and bond issues valued at more than \$4 billion during the past ten years. He received an award from the Midwest Region of NRPA for his efforts to help local communities secure funding for parks and recreation system improvements.

Jay H. Exum, Ph.D., Ecologist
Exum Associates, Inc



Education

Doctor of Philosophy, Wildlife Ecology, Auburn University, Auburn, AL (1985)
Master of Science, Wildlife Biology, University of Tennessee, Knoxville, TN (1981)
Bachelor of Arts, Zoology, University of Tennessee, Knoxville, TN (1978)

Professional History

President, Principal Ecologist Exum Associates, Inc.	2014 - Present
AECOM (acquired Glatting Jackson) Regional Director, Principal Ecologist	2009 - 2014
Glatting Jackson Kercher Anglin, Inc. Principal, Director of Environmental Services	1996 - 2009
Breedlove, Dennis & Associates, Inc. Vice President and Senior Scientist	1985 - 1995

Expertise

Wildlife ecology and habitat
Natural resource planning
Environmental policy and permitting
Wetland delineation and assessment
Conservation group facilitation

Community/Professional Involvement

- + Past President, Florida Chapter of The Wildlife Society
- + Board of Directors, Florida Wildlife Federation
- + Past President, Friends of the Wekiva River
- + Advisory Board Chair, University of Tennessee, Forestry, Wildlife and Fisheries Department

Summary of Experience

Dr. Exum has worked as an Environmental Professional headquartered in central Florida since 1985. He has conducted ecological assessments over tens of thousands of acres of land with a focus on biological diversity, threatened and endangered species, wetland ecology, and conservation of natural resources within a diverse array of natural systems across the Southeastern US. Jay has been crucial in facilitation of policy decisions including Comprehensive Plans for counties, and regional conservation strategies for natural resource agencies. In addition to his technical experience, Dr. Exum has led teams of multi-disciplinary professionals in multiple offices across the Southeast. He has been responsible for managing an annual budget of more than \$10 million and the growth and professional development of more than 50 professionals in Florida, Georgia and North Carolina.

Ryan Ruskay

President, RMPK Funding



Mr. Ruskay has more than 12 years of extensive experience in the evaluation and management of various state and federal funding programs, obtaining \$75 million dollars in the past nine years. He has worked with a wide range of local governments to find and obtain the funding necessary to make their capital projects a success. His projects consistently place in the top percentages of funding programs on the local, state and federal level. Mr. Ruskay's experience includes obtaining funding for land acquisition, transportation projects, cultural facilities and public safety projects. In addition to assisting local communities throughout the state in obtaining funding for capital projects, Mr. Ruskay and the staff at RMPK Funding have developed Capital Improvement and Strategic Funding Plans for many of their clients.

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

Municipal Projects Funded: Emergency Facilities Park; Land Acquisition Park; Facilities Recreation Grants; Social Services; Stormwater Improvements; Sanitary Sewer Systems; Street & Drainage Projects; State Revolving Fund Loans; Cultural Facilities; Historic Preservation; Hurricane Mitigation; Urban Reforestation; Community Development Block Grants.

Activities related to the management of local, state and federal funding programs:

- Florida Recreational Development Assistance Program, Project Manager
- Land and Water Conservation Fund, Program Manager
- Recreational Trails Program, Project Manager
- Florida Boating Improvement Program, Program Manager
- Department of Environmental Protection's Legislative Line Item Program, Project Manager
- Corzo, Castalla, Carballo, Thompson, Salman, P.A., Coral Gables, Funding Director

Activities related to the evaluation of local, state and federal funding programs:

- 1998-1999 National Recreation Trails Program Council Member - Evaluated NRTPC applications and prioritized projects for funding. Funding originated from the federal government and was administered by the State.
- 1999-2001 FRDAP Evaluation Team Member - Participated in the evaluation of FRDAP applications. The Team determined scores for each project which resulted in a priority list that was presented to the Florida Legislature.
- Development of Capital Improvement Plans for the City of Oviedo, Town of Hypoluxo and the City of Key Colony Beach
- Development of Strategic Funding Plans for the Town of Bay Harbor Islands, Town of Jupiter, City of Indian Rocks Beach, City of Belle Glade and St. Lucie County

Featured Speaker – lectures on planning and obtaining funds for capital projects:

- Florida Finance Officers Association
- Florida Recreation and Parks Association
- Florida League of Cities
- Florida Institute of Park Personnel
- Florida Engineering Society

EDUCATION

Bachelor of Science, Political Science, Florida State University

C. NARRATIVE OF EXPERIENCE

BA has completed or is currently developing over 15 parks and recreation system master plans as a prime or sub-consultant, including:

- Sarasota County Parks, Preserves and Recreation Master Plan
- City of North Port Parks and Recreation Master Plan
- City of Venice Parks and Recreation Master Plan
- City of Naples Parks Master Plan
- City of Doral Parks and Recreation Master Plan
- St Johns County Parks and Recreation Master Plan
- Town of Palm Beach Parks and Recreation Needs Assessment
- Arlington County, VA Parks and Recreation Master Plan
- City of Cape Coral Parks Master Plan
- City of Fort Lauderdale Parks and Recreation Master Plan
- Orange County Parks and Recreation Master Plan
- City of Fernandina Beach Parks and Recreation Master Plan
- St. Petersburg, FL Waterfront Master Plan
- Pasco County Parks and Recreation Master Plan
- City of Margate Parks and Recreation Master Plan
- City of Tamarac Parks and Recreation Master Plan

In addition, David Barth led the development of over 60 parks and recreation system master plans while a Principal at Glattig Jackson/AECOM including:

Towns and Cities:

- Washington, DC Parks and Recreation Master Plan | 2015
- Raleigh, NC Parks and Recreation Master Plan | 2015
- Lenexa, KS Parks and Recreation Master Plan | 2012
- Gainesville, FL Parks, Recreation and Cultural Affairs Master Plan | 2012
- The Buckhead Collection Green Space Plan | 2011
- Colombia Pike, VA Open Space Plan | 2011
- NoMa, DC Public Realm Plan | 2011
- Norfolk, VA, Recreation Master Plan | 2011
- Doral, FL Parks and Recreation System Master Plan | 2010
- Orlando, FL Families, Parks and Recreation Vision Plan | 2010
- Wilton Manors, FL Parks, Recreation Open Space Master Plan | 2010
- Aiken, SC Open Space Element for the Comprehensive Plan | 2009
- Ft. Lauderdale FL, Parks and Long Range Strategic Plan | 2009
- San Diego, CA Downtown Parks and Recreation Needs Assessment | 2009
- Haines City, FL Parks and Open Space System Master Plan | 2008
- Jacksonville, FL Downtown Pedestrian and Open Space Master Plan | 2008
- Deltona, FL Parks and Recreation Master Plan | 2007

Counties and Regions:

- Orange County, FL Trails Master Plan | 2008, 2012
- Okeechobee County, FL Parks System Master Plan | 2009
- Miami-Dade County, FL Parks and Open Space Master Plan | 2008
- Martin County, FL Parks and Recreation System Master Plan | 2005
- Osceola County, FL Parks System Master Plan | 2005
- Palm Beach County, FL Northeast Everglades Natural Areas Master Plan | 2005
- Pinellas County, FL Recreation, Open Space and Culture System Master Plan | 2005
- Suwannee River Water Management District, FL Strategic Recreation Plan | 2004
- Okaloosa County, FL Parks and Recreation System Master Plan | 2003
- Volusia County, FL Parks, Trails and Natural Lands Master Plan | 2003
- Broward County, FL Greenways and Trails Master Plan | 2001
- Seminole County, FL Greenways, Trails and Bikeways Conceptual Master Plan | 2001
- Seminole County, FL Bikeways, Trails and Greenways Master Plan | 2001
- Bibb County, GA Parks and Recreation Master Plan | 1999
- Collier County, FL Community Character/ Greenspace Master Plan
- Orange County, FL Parks and Recreation Master Plan
- St. Lucie County, FL Community Parks Master Plan



Project Examples

There is a broad spectrum of community types in Florida, ranging from large urbanizing areas to small agricultural communities. Much of BA's recent work has focused on Florida's coastal towns, where parks play a key role in quality of life and economic development. Two of our recent planning efforts—the City of Naples Parks and Recreation Master Plan and the City of Fernandina Beach Parks, Recreation and Open Space Master Plan—illustrate our approach to planning in communities similar to New Port Richey.

City of Naples Parks and Recreation Master Plan

The City of Naples is a thriving coastal community and a magnet for tourism. In 2015, BA prepared a Parks and Recreation Master Plan for the City that focused on elevating an excellent system to “best in class.” The plan was rooted in the development of high-quality venues for culture, recreation, athletics, and environmental education where single, top-notch facilities would fulfill specific community-wide needs rather than a series of smaller facilities spread throughout the city.

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



City of Fernandina Beach Parks, Recreation, and Open Space Master Plan

Known for its charming historic downtown, the City of Fernandina Beach is a top draw for visitors and residents in North Florida. BA prepared a Parks, Recreation, and Open Space Master Plan for the City of Fernandina Beach in accordance with the Technical Assistance Grant from the Florida Department of Economic Opportunity (DEO). The main focus of the plan was upgrading the City's parks system to the same level of quality and character as its historic downtown; and connecting the system through a network of "complete streets", bikeways, trails, and trolley service.

The scope of work included an evaluation of existing parks and streets; a parks and recreation needs assessment, including public involvement; a vision plan, including recommendations for improvements to existing parks and civic spaces; and a phased implementation strategy.

Improved Communications

Implementation Strategy

The long-term vision for the City of Fernandina Beach is to be a top draw for visitors and residents in North Florida. BA prepared a Parks, Recreation, and Open Space Master Plan for the City of Fernandina Beach in accordance with the Technical Assistance Grant from the Florida Department of Economic Opportunity (DEO). The main focus of the plan was upgrading the City's parks system to the same level of quality and character as its historic downtown; and connecting the system through a network of "complete streets", bikeways, trails, and trolley service.

The City Parks and Recreation Advisory Committee (PRAC) shall work with the City to determine the best use of the parks and recreation system. The PRAC will be responsible for the implementation of the plan. The PRAC will be responsible for the implementation of the plan. The PRAC will be responsible for the implementation of the plan.

Amelia River Waterfront
Envisioned as a redeveloped, pedestrian-oriented gathering/festival space along the river with adequate space provided for strolling, bicycling, vendors, carts, festival booths, cafe tables and chairs, a trolley stop, and other visitor amenities.

Amelia River Waterfront Transformed into a 1st Class Waterfront

Central Park is envisioned as the City's central gathering space, as established in the town's original plan. Proposed uses include a central, multi-purpose area for festivals, softball/baseball field games, special events, picnicking, and open play; a new chair canopy picnic shelter; an expanded tennis complex; and a children's playground.

Central Park Transformed into a 1st Class Urban Park

The Peck Center is envisioned as a multi-cultural, multi-generational Arts, Education, and Culture Center, that offers a variety of programs and exhibits for residents and visitors. It will include music, theater, dance, drama and crafts, all programs in an effort to provide a rich cultural experience.

Peck Center Transformed into the Peck Arts, Education, and Culture Center

The existing Atlantic Complex is envisioned as an expanded City of Fernandina Beach Sports Complex, providing competition-level facilities for baseball, softball, soccer, football, and lacrosse as well as 1st class support facilities such as concessions, restrooms, pavilions, parking, a central plaza and playground and trail network.

Fernandina Sports Complex Expanded and Enhanced into a 1st Class Sports Complex



Main Beach is envisioned as an existing Beachfront Park with new concessions, restaurants, and shops, multi-purpose event tented beachfront pavilion; individual and group picnic pavilions; an expanded skate (extreme) sports park; beach volleyball courts; new restrooms and other "place making" amenities.

Main Beach Transformed into a 1st Class Beachfront Park

Atlantic Avenue is envisioned as the "Avenida de Las Banderas" (Avenue of the Flags) in recognition of the City's rich history. As a "complete street" a wide corridor would be lined by the high national flags that once flew over the City. Study street trees, wide sidewalks for pedestrian, bike lanes for cyclists and multi-use boulevards for bicycle enthusiasts and visitors.

Atlantic Avenue Transformed into La Avenida de Las Banderas

The Atlantic Recreation Center is proposed as the Atlantic Aquatics Center. In addition to the existing lap pool and swim pad, the Center would also provide a water slide, lazy river, and expanded deck space. Existing buildings would be renovated to provide 1st class, c. rooms, reception, meeting space, lockers, and gymnasium.

Atlantic Recreation Center Transformed into Atlantic Aquatics Center

The existing MLK Center is envisioned as the converted and renovated MLK Senior Center, serving the needs of residents and visitors. Citywide and providing a variety of senior activities and programs.

MLK Center Expanded and Enhanced into MLK Senior Center

The 30 Acre Airport Site is envisioned as the City of Fernandina Beach Nature Center. The center would provide a variety of exhibition and programs about Amelia's and unique natural habitat. The nature center may include interpretive signage, a lecture hall, classrooms, a gift shop, and exhibit halls.

30 Acre Airport Site Transformed into the City of Fernandina Beach Nature Center

References

City of Gainesville Parks, Recreation, and Cultural Affairs Master Plan

"Dave Barth was the lead principal for our Master Plan from 2011-2012. His leadership, attention to detail, ability to build group consensus and many other related talents and skills, brought great success to the project and built trust and respect throughout the department and with our citizens. Since the adoption of the Master Plan, I've hired Dave to develop our Implementation Plan so we continue to move forward on getting ready for a ballot initiative to fund the entire plan in the near future. I cannot speak highly enough about Dave's abilities and professionalism."

Michelle Park, CPRP, Assistant Director
City of Gainesville Parks, Recreation, and Cultural Affairs Department
PO Box 490, Station 24
Gainesville, FL 32602
(352) 393.8364
parkma@cityofgainesville.org

City of Naples Parks and Recreation Master Plan

"Barth Associates was contracted to facilitate and formulate a City Wide Parks and Recreation Master Plan for the City of Naples. We found this firm to be very professional, detail oriented, easy to work with and experts in national trends and future developments in the Parks and Recreation field. Mr. Barth and his team demonstrated vast knowledge in parks and recreation programming, park planning and initiated creative ways to receive and analyze community input, wants and needs. We could not have selected a better firm to facilitate a Parks and Recreation Master Plan for a very versatile, diverse and complex community."

Mike Leslie, Deputy Director
Community Services Administration Division
280 Riverside Circle
Naples, FL 34102
mleslie@naplesgov.com
(239) 213-7111

Buckhead (Atlanta) Greenspace Plan

"I have worked with Carlos Perez for the past three years in both green space planning and multiuse trail implementation capacities. He and Dave Barth play very well off each other complimenting each other's strengths. I have found Carlos to be extremely responsive - often going above and beyond what is expected or "part of the scope" - to deliver the best product possible. He is extremely conscientious, creative and has the unique ability to think big picture and detail at the same time. He believes in and completely loves what he does and it shows. He brings big ideas supported by the research necessary to ensure their applicability and feasibility and the follow through to carry them to implementation. I highly recommend Carlos and Dave and can assure you that you will not be disappointed when you bring them on board."

Denise Starling, Executive Director
Livable Buckhead
3340 Peachtree Road, Suite 1640
Atlanta GA 30326
(404) 842-2682
denise@livablebuckhead.org

Orange County Parks and Recreation Master Plan

"David Barth has provided invaluable support to Orange County Parks and Recreation as we collaborate to produce our Parks Master Plan. David brings with him a wealth of knowledge from his vast experiences which has allowed us to efficiently and effectively work through each task. I would recommend David to anyone who is in need of Master Planning services."

Camille Seabrook, RLA, former Project Manager
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D. ADDITIONAL SERVICES

Section 3 includes a “basic” scope of services and fee proposal to prepare a Parks and Recreation Master Plan consistent with your Invitation to Bid. If selected for this project, we will conduct a Scoping Meeting (at no cost to the City) to review the scope and fee to make sure that they are meeting your specific needs. Additional services that you may wish to consider include:

Statistically Representative Mail Survey – A Statistically Representative Survey is the most reliable technique for determining residents’ “true” needs and priorities. Findings from other needs assessment techniques such as public meetings, focus groups, and even on-line surveys may not be representative of the majority of residents. If requested by the City, we will solicit a proposal from ETC Institute/Leisure Vision, the industry leader in leisure surveys. We have worked with ETC for over 20 years on recreation and park master plan projects.

Steering / Advisory Committee Meetings – It is often helpful to review interim findings (e.g. existing conditions, needs assessment, long range vision, etc.) with a project steering/ advisory committee comprised of a cross section of residents and stakeholders. The typical committee consists of 10 – 15 members representing recreation, business, environmental, athletics, tourism and/or other interests. Typically, the committee will meet 3 – 4 times during the process for +/- 2 hours, including lunch. If desired by the City, BA will plan and facilitate each meeting including a PowerPoint presentation of interim findings and recommendations.

Conceptual Site Plans – Our scope of services includes recommendations for improvements/ additions to the City’s parks and recreation system, and estimates of capital and operations costs to implement the recommendation. At the City’s request, BA can also develop conceptual plans to illustrate proposed improvements to existing and/or proposed parks and recreation facilities.

Green Infrastructure Analysis and Recommendations – The City’s 2012 Citizens Survey noted that residents were less satisfied with stormwater management than other City services. Many communities across the US are exploring the potential role of parks and recreation facilities to generate multiple benefits, including stormwater treatment and/or storage. If requested by the City, BA will work with City parks and public works staff to analyze the potential for each of the City’s parks and open spaces to perform stormwater services, and identify key green infrastructure projects as part of the parks and recreation system vision.

3

Project Plan



The following preliminary Scope of Work outlines our proposed approach to preparing the City's Parks and Recreation Master Plan. As discussed above, we will conduct a Scoping Meeting to review our approach with City staff, and revise the scope and fees as necessary to meet the City's budget and/or other specific needs.

PROJECT UNDERSTANDING

The City of New Port Richey is a small coastal town known for its rich history and natural character. As the "Gateway to Tropical Florida," the City's parks and recreation facilities plays a key role in the City's quality of life and sense of place. Currently, the City has 15 parks and recreation sites, ranging from riverside parks, to neighborhood pocket parks, to the 80-acre James E. Grey Preserve. The Parks and Recreation Department is highly regarded, and has been the recipient of numerous awards and designations.

This high quality is reflected in residents' overall satisfaction with their parks: according to the City's 2012 Citizen Survey, respondents were very pleased with New Port Richey's parks and recreation facilities and services. The challenge now is how to make a good parks system even better. The Parks and Recreation Master Plan is an opportunity to not only make improvements to each City park, but to better serve the recreation needs of New Port Richey residents through a system of parks, open spaces and connections. Based off of the Citizen Survey, preliminary areas of focus may include developing a system of multi-purpose trails and a broader range of "things to do" for youth. The planning process is also an opportunity for the City to demonstrate its commitment to an open, transparent public process; capitalize on the Pithlachascotee River's potential as a recreation and place-making asset; and possibly incorporate green infrastructure into its open spaces to become a system of high-performance parks.

PROPOSED SCOPE OF WORK

Our proposed scope of work for the City of New Port Richey Parks and Recreation Master Plan consists of four phases:

- Phase 1 – Project Kickoff and Existing Conditions
- Phase 2 – Needs Assessment
- Phase 3 – Visioning and Implementation
- Phase 4 – Master Plan Document

PHASE 1 – PROJECT KICKOFF + EXISTING CONDITIONS ANALYSIS

In Phase 1, BA will kick off the project with the City of New Port Richey and establish a baseline of the City's parks and recreation existing conditions.

1.1 Project Management Support + Coordination

Barth Associates (BA) will coordinate our work with the City's project manager. We will also monitor the project schedule and provide timely invoicing and monthly, electronic interim project status reports. BA will hold regular bi-weekly telephone meetings with City staff, present information, and recommend direction for the remaining portions of the project. Completed portions of the project shall be submitted in draft form to City staff for review. All data will be formatted for the City's computer hardware and software. The format of all written text documents will be compatible with Microsoft Office Word 2016, Adobe Acrobat XI Pro, and GIS layers shall be compatible with ArcGIS 10.2.1.

1.2 City Staff Kick-Off Meeting

BA will begin the project by facilitating a half-day orientation meeting with City staff to review the work plan, timelines, and details for the master plan process. At this meeting, the City will provide BA with items for the Existing Plan and Context Review (1.3) and Inventory and Mapping (1.4).

1.3 Existing Plan and Context Review

BA will review all relevant surveys, studies, and planning documents from the City that may influence the Parks and Recreation Master Plan. The City will provide BA with all relevant documents or data in either hard copy or digital format.

1.4 Inventory and Mapping

The City will provide BA with GIS data regarding:

- Existing and future land use
- Water bodies, canals, rivers, streams, and creeks
- Streets
- Transit
- Bikeways and trails
- Rights-of-way
- Parcel data (preferably linked to land and building value data)
- Environmentally sensitive/Conservation areas
- Tree canopy
- Utility corridors
- Current inventory of City parks and recreation facilities
- Current inventory of recreational facilities within each of the parks (e.g. playgrounds, tennis courts, basketball courts, baseball/softball fields, soccer/football fields, etc.)
- Current inventory of special use facilities
- Current inventory of schools, churches and non-profits (Boys and Girls Club, YMCA, etc.)
- Current inventory of private recreation facilities
- Current inventory of vacant/derelict sites
- Historic/Cultural resources

Using the GIS data obtained from the City, BA will develop a GIS base map for the project to illustrate existing public and private sites for recreation, as well as other natural and greenspace resources for potential park system acquisition and/or parks development including trail networks. BA will submit the base map for the City's review to ensure accuracy and consistency, and will revise the maps per the City's written comments.

Deliverables:

- *Meeting Agenda + Meeting Minutes*

PHASE 2 – NEEDS ASSESSMENT

2.1 Online Survey

To begin the Needs Assessment phase, BA will work with the City to develop a series of questions for an on-line survey. The intent of the survey will be to provide any resident and stakeholder the opportunity to participate in the planning process. Once the questions have been finalized, the City will publish the survey questions via “Survey Monkey” or a similar platform, and will provide the survey results to BA.

2.2 Open Space Analysis

Using data provided through the Inventory (Task 1.4), BA will perform an open space analysis to identify potential sites for future parkland acquisition. During task 2.3 Park Visits, BA will do a “windshield survey” of the City’s open spaces for potential acquisition.

2.3 Park Visits

BA will spend one day visiting the City’s parks and recreation facilities with City staff, using our Parks Evaluation Form to analyze the City’s parks and recreation facilities. The City may also wish to include staff, interested stakeholders, and community groups to be part of the evaluation process. While completing park evaluations, BA will also conduct random interviews with park users to discuss local parks and recreation needs.

2.4 Stakeholder Interviews/Focus Groups

On the day following the park visits, BA will conduct up to 12 one-on-one interviews with key stakeholders and focus groups in the community including the Mayor and individual City Council Members. Focus Groups (to be determined by the City) may include but are not limited to athletic leagues, advisory boards and committees, youth groups, senior groups, etc.

2.5 Public Outreach Meeting #1

BA will conduct a public outreach meeting on the evening between the park visits and interviews. BA will work with the City to determine the appropriate exercise to conduct during the neighborhood workshops. Exercises may focus on answering the following questions:

- What do you believe are the City-wide top priority parks and recreation facility needs?
- In order for the City to establish appropriate LOS standards for parks and recreation facilities and programs, how far would you be willing to travel to parks and recreation facilities?
- What parks and recreation facilities do you believe are not needed or not being used in the parks that you most frequent?

2.6 Level of Service Analysis:

Using data provided by the City, BA will analyze the following existing Levels of Service (LOS):

- Acreage – Measures acreage in a ratio to the community’s population (acres per 1,000).
- Facilities – Measures facility capacity in a ratio to the community’s population, and compares to benchmarks such as other small Gulf coast communities and/or the State of Florida Comprehensive Outdoor Recreation Plan (SCORP). Facilities LOS may be analyzed for a variety of different facilities including tot lots, playgrounds, basketball courts, tennis courts, volleyball courts, baseball/softball fields, football/soccer fields, multi-purpose fields, outdoor pools, indoor pools, splash parks, community gardens, and dog parks.
- Access – Measures travel distances to parks and individual facilities such as playgrounds, athletic fields, recreation centers, etc.
- Quality – Measures the quality of facilities across the City.

2.7 Needs + Priorities Assessment Summary Document:

BA will compile the information and data completed for Phase 2 and develop a needs and priorities assessment summary document. This document will include a variety of tables, charts, graphs, maps, figures, and info graphics integrated with text that is easy to read and follow. BA will submit the summary document to the City for review and will make revisions per the City's written comments.

Deliverables:

- Meeting Agenda + Meeting Minutes
- Public Outreach Meeting PowerPoint
- Needs + Priorities Assessment Summary Document

PHASE 3 – VISIONING AND IMPLEMENTATION

The Visioning and Implementation phase will be conducted over a 2-3 day period in the City of New Port Richey, as follows:

3.1 City Council Presentation

BA will present the needs assessment findings to City Council for feedback and additional input.

3.2 Parks System Visioning Workshop

Immediately following the Council presentation, BA will facilitate a half-day day Parks Visioning Workshop with City staff and/or key stakeholders to develop guiding principles, recommended LOS Standards, and a long range vision in response to priority needs. Typically the workshop focuses on the appropriate response for each "sub-system" of the parks system including neighborhood and community parks, special event venues, nature parks, water access, athletic facilities, civic sites, programs, trails and blueways, stormwater facilities, streets and bikeways, and/or other elements of the City's system.

The Visioning Workshop will provide an additional opportunity for stakeholders to remain involved in the planning process. The City will be responsible for all workshop logistics including public notifications, meeting location reservations, audio-visual equipment, and refreshments.

3.3 Estimate of Probable Costs

In a work session immediately following the Parks Visioning Workshop, BA will prepare an estimate of probable costs to implement each of the improvements identified on the Park and Recreation Vision Map and Summary Document. The estimate will include, but may not be limited to the following:

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

3.4 Implementation Workshop:

The day following the Parks System Visioning Workshop, BA will conduct a half-day Implementation Workshop with the City Manager, Parks Director, Finance Director, and/or other key staff to discuss alternative funding and implementation strategies. Prior to the workshop, we will submit a funding worksheet to the City as a tool to estimate funding projections. The Implementation Workshop will begin with a review of the long range vision, priority needs, estimated costs, and projected revenues and partnerships. The group will then work together to craft a funding and phasing strategy that matches available resources with top priority needs over 1, 5, 10, 15-year and longer time periods to implement the vision.

3.5 Public Outreach Meeting #2

To conclude the Visioning and Implementation phase, BA will facilitate a second Public Outreach meeting to share findings of the City's park needs and a preliminary vision and implementation strategy. The meeting will be an opportunity for the public to provide feedback, and BA will adjust the parks and recreation vision per City direction.

Deliverables:

- *Meeting Agenda + Meeting Minutes*
- *Parks System Visioning Workshop PowerPoint*
- *Preliminary Estimate of Probable Costs*
- *Implementation Workshop PowerPoint*

PHASE 4 MASTER PLAN DOCUMENT

The final phase of the Park and Recreation Master Plan is the compilation of the written report and a presentation to City Council.

4.1 Draft Master Plan Report:

Following the Planning Workshop, BA will compile findings from the above scope tasks and consolidate them into a single, concise document summarizing the following:

- Existing Conditions and Needs Assessment
 - Existing Plan and Context Review
 - Inventory of Existing Parks and Recreation Facilities
 - Open Space Analysis
 - Level of Service Analysis
 - Summary of Park Site Visits Findings
 - Summary of Stakeholder Interview/Focus Group Results
 - Summary of Public Outreach Meeting Results
- Parks and Recreation System Vision and Recommendations
 - Summary of Visioning Workshop
 - Recommendations for additional facilities and amenities at existing parks
 - Recommendations for new park locations and park types based on level of service distribution needs and build out population
 - Recommendations for trails
 - Effectiveness of the City's existing level of service standards for existing park infrastructure, recommendations for modification to create an effective park system;
 - Recommendations for updating the City's Comprehensive Plan Recreation/Open Space element.
- Implementation Strategy and Outcomes
 - Estimate of Probable Park System Cost
 - Recommendations of existing fee structure for acquisition of additional park property, maintenance, and renovation of existing park properties;
 - Financial strategies to obtain additional park property and long term management of park facilities;
 - Recommended needed changes to the City's Comprehensive Plan to allow new parks planning opportunities if necessary.
 - Community Impact summary, including a high-level summary of the anticipated impacts of the parks recommendations on the community, environment, educational opportunities and public health.

Where appropriate, maps and images will be used to communicate the desired outcomes and vision for the Park and Recreation System. The draft document will be submitted to the City for review, and BA will make revisions per the City's written comments.

4.2 Draft Parks Master Plan City Council Presentation:

Prior to finalizing the Parks and Recreation Master Plan, BA will present the draft Parks Master Plan to City Council for questions and comments.

4.3 Final Parks and Recreation Master Plan Document:

Based on input from the City Council presentation, BA will update and revise the Parks Master Plan.

Deliverables:

- Draft Master Plan Document
- Draft Master Plan PowerPoint Presentation
- Final Master Plan Document
- Both an electronic Adobe PDF and hardcopy of all survey results, minutes, ArcGIS layers, financial and suitability analysis, illustrations, and other supporting documents used to construct the Parks and Recreation Master Plan.

POTENTIAL ADDITIONAL SERVICES (IF DESIRED BY THE CITY)

A. Statistically Valid Survey.

BA subconsultant ETC/Leisure Vision will work with the City to create a draft survey questionnaire. Once this questionnaire is approved by the City, ETC/Leisure Vision will conduct a statistically valid community-wide needs assessment to determine current levels of participation and public satisfaction with existing programs, recreation facilities, and services. The survey will determine public interests, desires, expectations, and priorities for the future including the public's willingness to fund expanded programs and services.

B. Operations Management, Program Analysis

BA subconsultant Ballard*King will conduct staff interviews, site visits, and observations to evaluate current parks and recreation operations, maintenance, and programming. B*K will summarize their analysis and make recommendations for potential improvements.

C. Steering / Advisory Committee Meetings

BA will plan and facilitate up to four (4) Steering/ Advisory Committee Meetings to kick-off the project and review interim findings at the end of each phase of work.

D. Conceptual Site Plans.

BA will develop a conceptual site plan for each of the 15 park sites within the City of New Port Richey to illustrate proposed improvements. If additional park sites are recommended as part of the Parks and Recreation Master Planning process, conceptual designs may also be developed for future parkland to illustrate potential park programming.

E. Green Infrastructure Analysis and Recommendations.

BA will work with City parks and public works staff to analyze the potential for each of the City’s parks and open spaces to perform stormwater services, and identify key green infrastructure projects as part of the parks and recreation system vision.

PRELIMINARY TIMELINE

		MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6
PHASE 1: PROJECT KICKOFF + EXISTING CONDITIONS							
1.1	Project Management Support + Coordination	■	■	■	■	■	■
1.2	City Staff Kick-Off Meeting	■					
1.3	Existing Plan and Context Review	■	■				
1.4	Inventory and Mapping	■	■				
PHASE 2: NEEDS ASSESSMENT							
2.1	Online Survey	■	■	■			
2.2	Open Space Analysis			■	■		
2.3	Park Visits				■		
2.4	Stakeholder Interviews/Focus Groups				■		
2.5	Public Outreach Meeting #1				■		
2.6	Level of Service Analysis	■	■	■			
2.7	Needs + Priorities Assessment Summary Document			■	■		
PHASE 3: VISIONING AND IMPLEMENTATION							
3.1	City Council Presentation				■		
3.2	Parks System Visioning Workshop				■		
3.3	Estimate of Probable Costs				■		
3.4	Implementation Workshop				■		
3.5	Public Outreach Meeting #2				■		
PHASE 4: MASTER PLAN DOCUMENT							
4.1	Draft Master Plan Report				■	■	■
4.2	Presentation to City Council						■
4.3	Final Parks and Recreation Master Plan					■	■

4 Additional Information





Advancing Parks and the Public Realm

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

By Samantha Bartram

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

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

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

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



David Barth

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

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


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

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

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

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

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

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



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

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

High Performance Public Spaces[®]

A TOOL FOR BUILDING GREAT COMMUNITIES

By David Barth

In the Fall 2015 *FRPA Journal*, President Jack Kardys discussed the new FRPA Strategic Framework to “communicate our relevance, expertise and value in building healthier, prosperous and environmentally sustainable communities through great parks, programs, and public spaces.” The ambitious and far-reaching plan includes more than 100 initiatives under the four “pillars” of health, environment, economic impact, community building. The ultimate goal is “to make FRPA and our profession the connective tissue that builds great communities through great parks and programs.”

There is a great deal of evidence supporting the contention that well-planned, designed, and managed parks and recreation systems can contribute to community sustainability. Parks and public spaces have been credited with generating such *health* and *social* benefits as providing places for people to meet, exercise, exchange information, attend events, conduct business and move about the community. Parks provide wholesome and safe activities for families. They generate *ecological* benefits by cleansing the air, protecting water quality, providing flood storage, preserving natural scenery, and providing wildlife habitat. Additionally they generate *economic* benefits, such as increasing property values, providing jobs, and improving neighborhoods. Parks and public spaces are also credited with creating order, controlling land use, and shaping civic form and beauty.

As with all ambitious plans, implementation is the greatest challenge to achieving the goals and initiatives outlined in the FRPA Strategic Plan. Research suggests that the most effective implementation occurs at the local level. Three actions that local parks and recreation agencies can take immediately to help implement the plan are to 1) plan, design and manage their parks and open spaces as High Performance Public Spaces[®] (HPPSs); 2) plan, design and manage their parks and open spaces as part of an integrated public realm; and 3) create a culture that fosters the adoption of innovation in the planning and design of public spaces.

In my recent research at the University of Florida, I defined a HPPS as “any publicly accessible space that generates economic, environmental *and* social sustainability benefits for

There is a great deal of evidence supporting the contention that well-planned, designed, and managed parks and recreation systems can contribute to community sustainability. Parks and public spaces have been credited with generating such *health* and *social* benefits as providing places for people to meet, exercise, exchange information, attend events, conduct business and move about the community.

their local community.” A HPPS can be a park, trail, square, green, natural area, plaza or any other element of the public realm that generates all three types of benefits. The following 25 criteria for a HPPS were developed through a “Delphi process” involving 22 sustainability experts.

Economic Criteria:

- The space creates and facilitates revenue-generating opportunities for the public and/or the private sectors.
- The space creates meaningful and desirable employment.
- The space indirectly creates or sustains good, living-wage jobs.
- The space sustains or increases property values.
- The space catalyzes infill development and/or the re-use of obsolete or under-used buildings or spaces.
- The space attracts new residents.
- The space attracts new businesses.
- The space generates increased business and tax revenues.

- The space optimizes operations and maintenance costs (compared to other similar spaces).

Environmental Criteria:

- The space uses energy, water and material resources efficiently.
- The space improves water quality of both surface and ground water.
- The space serves as a net carbon sink.
- The space enhances, preserves, promotes, or contributes to biological diversity.
- Hardscape materials were selected based on longevity of service, social/cultural/historical sustainability, regional availability, low carbon footprint and/or other related criteria.
- The space provides opportunities to enhance environmental awareness and knowledge.
- The space serves as an interconnected node within larger scale ecological corridors and natural habitat.



Tallahassee Gaines Street



Social Criteria:

- The space improves the neighborhood.
- The space improves social and physical mobility through multi-modal connectivity – auto, transit, bike, pedestrian.
- The space encourages the health and fitness of residents and visitors.
- The space provides relief from urban congestion and stressors such as social confrontation, noise pollution, and air pollution.
- The space provides places for formal and informal social gathering, art, performances, and community or civic events.
- The space provides opportunities for individual, group, passive and active recreation.
- The space facilitates shared experiences among different groups of people.
- The space attracts diverse populations.
- The space promotes creative and constructive social interaction.

While it is not realistic to think that every public park or public space could meet all these criteria, every public space has the potential to generate some type of sustainability benefits either directly or indirectly. Therefore parks and recreation professionals could use the HPPS criteria as a guide or checklist during the planning and design process to prompt discussions regarding the types of benefits they wish to generate.

In addition to planning and designing each public space as a HPPS, Parks and Recreation Professionals could also help to implement the Strategic Plan by planning and designing each park or public space as part of an interconnected, integrated “public realm.” I define the public realm as “a

community’s publicly accessible system of streets, sidewalks, parks, civic spaces, historic and cultural areas, natural areas, trails, stormwater treatment ponds, utility corridors and/or other lands owned and managed by city, county, regional, state or federal agencies.” Alexander Garvin defines it more simply as “Our common property...the fundamental element in any community – the framework around which everything grows.” Figure 1 below illustrates the concept of an integrated public realm.

If communities adopt the HPPS criteria in the planning and design of their public realm, e.g. if every element of the public realm is planned, designed and constructed as a HPPS, then great strides could be made towards achieving economically, socially, and environmentally sustainable communities through a “High Performance Public Realm.” Such a systems approach could also transcend the “silos” of different agencies, encouraging public, private, and non-profit agencies to collaborate in the planning, design, operations, and maintenance of the public spaces that comprise the public realm.

Finally, parks and recreation agencies could work to create a culture that encourages the adoption of innovation in the planning and design process, leading to the creation of HPPSs. To answer the question, “why do some public agencies and design teams adopt sustainable design innovations in the planning and design process while others don’t?” my research explored three cases of HPPSs to identify common factors that may have influenced the adoption of sustainable design practices in the planning and design process. Cases included the City of Tallahassee’s Gaines Street, Clearwater’s BeachWalk and Lakeland’s Lake Mirror Park.

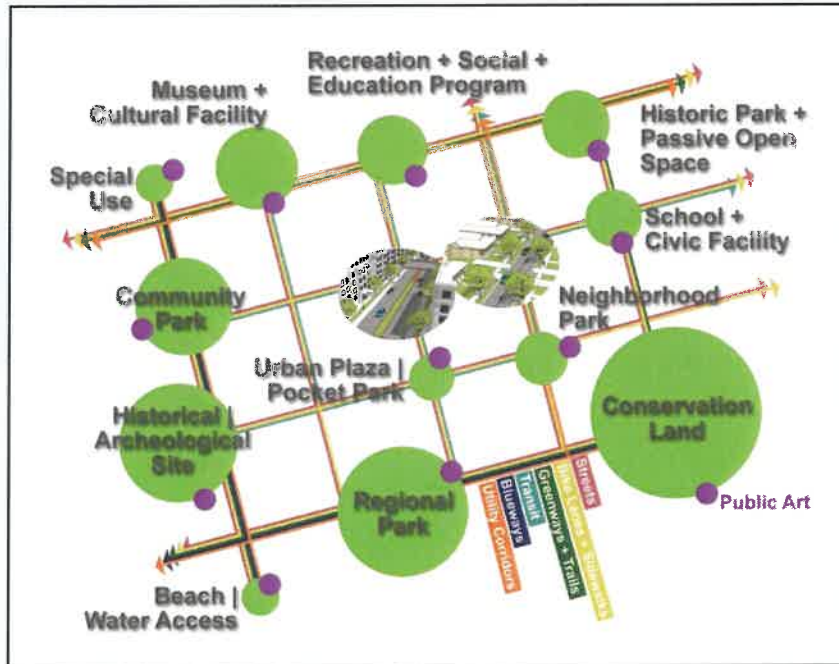


Figure 1. The public realm system (Glating Jackson).

Clearwater BeachWalk



<http://www.travelagentcentral.com/usa-florida/coast-clear>



http://www.clearwaterdreaming.com/clearwater_beach_walk.htm



<http://www.metrojacksonville.com/article/2010-jun-revitalizing-cities-with-innovative-parks>



<http://www.lakelandgov.net/parkrec/lakemirrorcomplex.aspx>

Lakeland Lake Mirror Park

The study identified six common factors that appear to influence the adoption of innovation in the planning and design of HPPSSs. The three strongest factors appeared to be a strong leader; collaborative relationships and external characteristics including system openness and stakeholder involvement. Three secondary factors included the perception of the innovation; perceived economic benefits and return-on-investment; and the presence of a long-range vision. The study also theorized that planning and design innovations are adopted in two stages: early conceptual planning and design innovations, and detailed design and implementation innovations. Parks and recreation professionals could use these findings to conduct a self-audit of their “readiness” to foster innovation in the planning and design of public spaces.

In summary, parks and recreation professionals can play a key role in building great communities through great parks and programs, as outlined in FRPA’s Strategic Plan. Three

specific actions that can be taken immediately include: planning and designing parks and open spaces as HPPSSs; treating every public space as a component of an integrated public realm; and creating a culture that promotes and fosters the adoption of innovation in the planning and design process. ■

David Barth, PhD, CPRP is Principal of Barth Associates, a Gainesville-based firm specializing in parks and recreation planning, design, and facilitation. For more information please call (561) 308-9937 or e-mail david@barthassoc.com.

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- Kardys, J. (2015, Fall). President’s message. *FRPA Journal*, 7.

New alternatives for calculating Parks and Recreation Levels of Service

David Barth, ASLA, AICP, CPRP
Principal, Design + Planning
AECOM
West Palm Beach, Florida
Presenter, 2011 APWA Congress

Public works departments with responsibility for their community's parks and recreation system may be surprised at the lack of Levels of Service (LOS) standards for parks and recreation services. Unlike roads or utilities, there are no universally accepted methods for determining parks LOS. Historically the "default" standard was 10 acres of parkland per 1,000 residents, but this has become unrealistic for many communities due to increased urbanization, densities and land prices. Also, parks and recreation systems are becoming more complex; there are no standards for facilities such as bike trails, spray fountains and dog parks.

According to the National Recreation and Parks Association (NRPA), the purpose of establishing Levels of Service standards is to assure "equal opportunity to share in the basic menu of services implicit in the standard." Five measures to evaluate "equal opportunity" include:

- Acres per population
- Access distance or travel time
- Facilities per population
- Quality of the facilities
- Availability of programs

While each measure is necessary to comprehensively assess LOS, no single measure is sufficient by itself.

Acres per Population (Acreage LOS) – This LOS measure is based on the premise that every resident, neighborhood and community should have an equal or similar allocation of park land. It remains the most common technique of measuring "equal opportunity" for parks systems in the United States, but varies wildly between communities; ac-

ording to *Inside City Parks*, the LOS in Miami is 3.6 acres/1,000 population, for example, while the LOS in Phoenix is 31.5 acres/1,000.

A simple technique for establishing an Acreage LOS is to benchmark against similar and/or desirable communities. The community must first determine



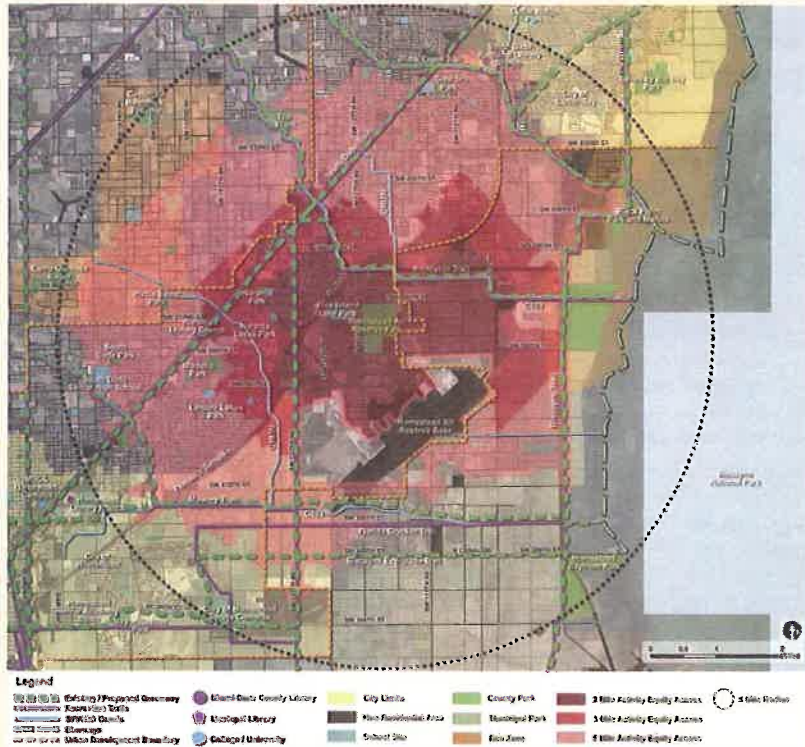
The Palm Coast Parks Master Plan recommends an increase in the city's Acreage Level of Service from 5.1 acres/1,000 to 10.6 acres/1,000.

the types of parks and open spaces that should be included in its calculations; some communities count all of their open spaces including golf courses and natural areas, while others focus on neighborhood and community parks, sports complexes and other developed parks. The next step is to conduct an inventory of the existing system, and then compare the findings to comparable communities of similar size, demographics and development patterns. Once the benchmarking is complete, the community may establish a new goal for Acreage LOS based on the findings.

A more thoughtful technique is to develop a long-range parks and recreation vision based on neighborhood, community and regional needs, and then calculate the acreage needed to implement the vision. A recently prepared Master Plan for the City of Palm Coast, for example, recommends acquiring and/or developing an additional 930 acres of park land to meet residents' needs (based on a comprehensive needs assessment process), resulting in an increase in the city's LOS from 5.1 acres/1,000 to 10.6 acres/1,000.

Access Distance or Travel Time (Access LOS) – A meaningful measure of “equal opportunity” is the distance that every resident must walk, bike or drive to a park or open space. This has become an increasingly important measure as communities have become more urban, dense and congested. Also, most communities are encouraging residents to walk or bike to parks and recreation areas to improve health and to reduce automobile emissions.

Access LOS is expressed as the distance or “travel-shed” served by a park or facility. A Neighborhood Park Access LOS may be ¼ mile or a five-minute walk, for example, while a Community Park Access LOS may be several miles. Access LOS can also be established for each type of recreation facility such as a playground, athletic field or dog park. Each community should determine its own access criteria based on development patterns, street networks, bicycle/pedestrian networks, transit access, demographics and/or other variables. The



The use of Access Distance or Access LOS is shown in this image which highlights two-, three- and five-mile walking and biking access to a proposed park, as calculated by ArcGIS Network Analyst.

City of Denver has established a goal of a green space within six blocks of every resident, for example, while the City of St. Petersburg, Florida, has established a goal of “a playground within a half mile of every resident.”

Once a community's access goals or values have been established, a GIS-based spatial analysis can identify “gaps” or deficiencies in the system. It can also identify gaps in its transit, roadway, bicycle and pedestrian networks. Access to a landlocked park site, for example, may be increased by creating new roadway, bicycle or pedestrian connections, thereby reducing or eliminating the need to purchase additional park land.

Capacity of Facilities (Facility LOS) – Facility LOS expresses “equal opportunity” through the availability of recreation facilities. It is typically expressed in terms of facilities per population, such as the Florida Statewide Comprehensive Outdoor Recreation Plan (SCORP) guideline of one baseball field per 10,000 population served. While

many local, state and federal agencies have established guidelines for Facility LOS, each community must determine its own standards based on local recreation needs and habits.

A simple technique is to conduct interviews with representatives from sports leagues to discuss current inventory of facilities, trends (increase or decrease in participation) and needs. A more complex technique is to calculate supply, demand, and minimum population service requirements. For example, demand for youth athletic fields can be calculated by determining the population of youth in the community eligible to play ball (using census data); the estimated percentage who would play if fields were available (through surveys); and the inventory of existing fields available, including the hours of play available on each field per year depending on lighting and type of turf. Available supply of field time can be divided by demand to calculate surplus or deficiency. While this can be a time-consuming process, it results in Facil-

ity LOS standards that reflect the community's specific recreation lifestyles, needs and priorities.

Quality of Experience (Quality LOS) and Program LOS – While not as meaningful as the first three LOS techniques, two other techniques include Quality and Programming. Quality LOS is an evaluation of “equal opportunity” based on an objective evaluation of the quality of the recreation experience at each park and recreation facility, using criteria developed by the community. Evaluation criteria may include such measures as aesthetics, comfort, cleanliness, maintenance, available activities and Americans with Disabilities Act (ADA) access. For example, there may be a significant difference in the recreation experience derived from a new, 50,000 s.f. state-of-the-art recreation center in one part of town vs. an older, 10,000 s.f. recreation center in another part of town. Findings from the Quality LOS evaluation can be mapped to illustrate inequities in quality between neighborhoods or communities.

Program LOS measures equity in access to recreation programs. Many communities only offer recreation programs in centralized facilities, for example, so some residents cannot participate due to lack of access. Locations of programs can be mapped to illustrate inequities in distribution, and the Parks and Recreation agency can then make informed decisions regarding centralized vs. satellite programs and activities.

Summary

Public works departments may find it beneficial to establish Parks and Recreation LOS standards that reflect their community's lifestyles and values. LOS standards can be used to establish needs and priorities; inform capital improvement programs; and form the basis for impact fees and land development regulations. Perhaps most importantly, thoughtful Parks and Recreation LOS standards provide public agencies with an objective, consensus-based framework for making and defending decisions regarding the provision of parks and recreation services.

References

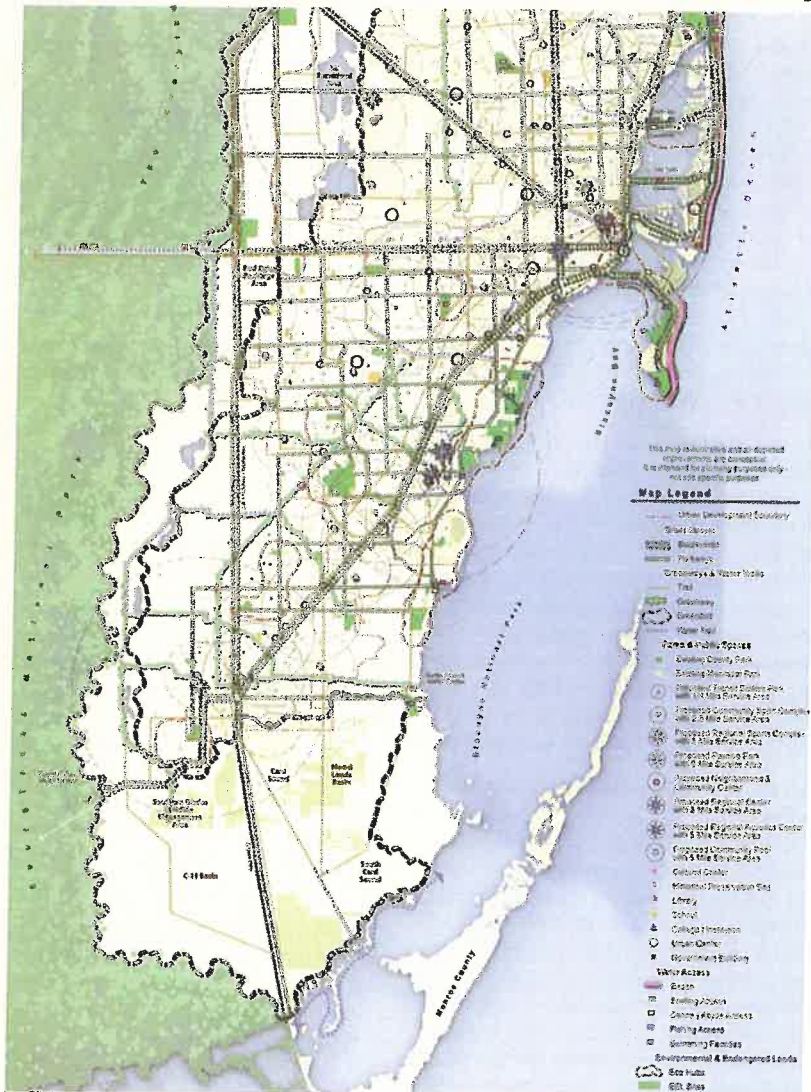
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David Barth will give a presentation on this topic at the 2011 APWA International Public Works Congress & Exposition in Denver, Colorado. His presentation is entitled “New Alternatives for Calculating Parks & Recreation Levels of Service (LOS)” and takes place on Sunday, September 18, at 3:00 p.m. He can be reached at (561) 659-6552 or David.Barth@ae.com.



The Miami-Dade County Parks and Open Spaces System Master Plan, completed in 2008, highlights the culmination of multiple measurements of equal opportunity, such as Acreage LOS, Access LOS and Program LOS.