



Qualifications for  
RFQ #1-2016 Parks and Recreation  
Master Plan Consultant

# Lexington-Fayette Urban County Government

February 8, 2016



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February 8, 2016

Purchasing Director  
Lexington Fayette Urban County Government  
Room 338, Government Center  
200 East Main Street  
Lexington, KY 40507

RE: RFQ#01-2016 Parks and Recreation Master Plan Consultant

Dear Selection Committee:

Brandstetter Carroll Inc. (BCI) is extremely excited to submit our proposal and qualifications for the development of the Parks and Recreation Master Plan to serve Lexington and Fayette County. The requirements of this project will involve one of the firm's primary areas of expertise, **Park and Recreation System Planning**. Over the years, BCI has become a nationally recognized firm in this service area and has provided park and recreation system planning services throughout Kentucky, Ohio, Indiana, Tennessee, Alabama, West Virginia, New York, New Jersey, Georgia, Virginia, and Texas.

Please consider the following as you review our proposal:

1. **Our team is local.** The majority of the team we have assembled for this assignment is based in Lexington and has a very thorough understanding of facilities and programming trends and markets throughout the nation and especially within the Bluegrass Region. The BCI staff are coaches, volunteers, and users of your programs and facilities.
2. **We know this project inside and out.** Additionally, the firm is very familiar with the requirements of this project and in working with the City and the Division of Parks and Recreation through its recent involvement in the Lexington Aquatics Master Plan. The relationship built through the Aquatics Master Plan will be invaluable as we move forward on this project.
3. **BCI has the required specialized expertise to deliver a successful project.** BCI has prepared over 50 parks and recreation system master plans, with each being unique. The communities for which these plans have been prepared vary from smaller communities of 20,000 residents to large city and county systems serving over 800,000. BCI knows the regional market, having prepared system plans for several adjacent communities including Madison County, Danville-Boyle County, Nicholasville-Jessamine County, Frankfort, Georgetown-Scott County, Boone County, Kenton County, and Campbell County.

This is a great opportunity to utilize the Lexington-based brain power that BCI provides throughout the nation in our own backyard, so that our families and neighbors can benefit from the recommendations and actions of this plan.

## LFUCG Requirements

LFUCG will have ownership of the proposed deliverables. The fee for completion of the Master Plan as outlined in this submittal is \$250,000. The proposed fee is valid for FY 2017 (7/1/2016 – 6/30/2017)

For correspondence and negotiations during the consultant selection process, please feel free to contact me in the Lexington office at 859.268.1933 or by email at [lbrandstetter@bciaep.com](mailto:lbrandstetter@bciaep.com).

Sincerely,  
Brandstetter Carroll Inc.

A handwritten signature in black ink, appearing to read "Lawrence W. Brandstetter". The signature is fluid and cursive, with a long horizontal stroke extending to the right.

Lawrence W. Brandstetter, AIA  
President



Proposal Response

Submitted by:



**Brandstetter Carroll Inc.**  
**2360 Chauvin Dr.**  
**Lexington, Kentucky 40517**

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# Response to Lexington-Fayette Urban County Government

## Request for Proposal

## Response Template

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**Division of Parks and Recreation**  
**Master Plan Consultant**

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**February 8, 2016**

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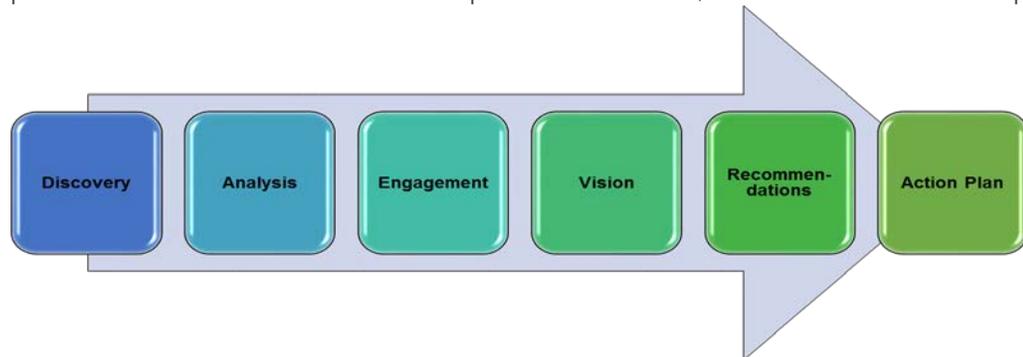
## Executive Summary

Insert brief overview of your recommended approach for developing a parks master plan. Identify the potential value your company brings to LFUCG, as compared to the competition.

Brandstetter Carroll Inc. (BCI) began in 1979 in Lexington, Kentucky, with the express purpose of providing architectural, engineering and planning services to cities, counties and other units of local government. Since that time, the firm has grown to include a staff of over 60 people with additional offices in Dallas, Texas, Cincinnati, and Cleveland, Ohio. BCI has completed over \$2.6 Billion in construction volume including all phases of public infrastructure for local public clients.

BCI began services in parks and recreation by providing planning and design services for parks and recreation clients on a regional basis. The firm has been a leader in the evolution of Park System Planning, spearheading the first "Master Plan for Service Delivery" for the Cincinnati Recreation Commission in 1996. This plan raised Citizen Participation to new levels by holding local meetings in over 17 city neighborhoods. This plan resulted in the implementation of over \$60 Million in improvements over 10 years. Many other communities around the nation followed this example, creating a new paradigm in the industry. This became a prototype Vision Plan.

The proposed **Project Approach** provides a logical progression of discovery of the existing conditions, analyses, and public engagement, all which build toward the Vision, Goals, Objectives and Strategies that will be detailed in the Action Plan. The process will be similar to the recent Aquatics Master Plan, but much broader in scope.



BCI will use a variety of public engagement methods to gain the input needed for a successful plan. These methods include:

- An **engaged Steering Committee**
- **FUN and interactive public workshops** that are community events, not just the typical evening meetings. Recent events for the Aquatics Master Plan in Lexington, Kentucky, Westlake, Ohio and Fairfax, Virginia have had over 100 people participate in a single workshop by making the workshop an event which takes advantage of the creative talents of the Division of Parks and Recreation's programming staff.
- **Stakeholder groups** of interested groups and individuals to gain insight on the particulars of their organization's trends and needs.



- Statistically valid **Household Needs Assessment** Mail/Phone Survey.
- **Web based and handout surveys**
- **User Intercept surveys** to be distributed at local events and park program sites.
- **Web based community engagement** through MySidewalk (previously known as MindMixer), a website specifically for your project which allows interaction in a variety of ways, such as instant polls and idea generation.
- Promotion through social media.
- Public presentations of interim findings and the draft and final reports.



These methods build a solid platform on which to build strong recommendations that will be supported by the community.

**The Value of BCI** – The key factors which make the BCI Team uniquely qualified to bring increased value to the Lexington Parks and Recreation Master Plan include the following:

**Passion** - The BCI Team brings something that none of our competition can bring, and that is the **passion** to improve the City which nearly all of the Team calls home. Our Team’s families use your facilities and programs regularly. BCI staff have been coaches, volunteers, and participants in your programs for decades. This passion was clearly illustrated during the Aquatics Master Plan process through the numerous evening and weekend meetings and events attended by the BCI Team, many on weekends.

**Local Knowledge** – The recent completion of the Lexington Aquatics Master Plan and past service over the 37 years that BCI has called Lexington home result in a wealth of knowledge of the City and its parks, facilities, and programs. The BCI Team does not need a crash course in Lexington history and recent developments because the team reads, hears, and lives them every day.

**Enhanced Public Engagement by a Local Team** – The BCI Team has found that the best methods to gain public input are to go where the people and programs are. This will be much easier and economical, especially on weekends, for our Lexington based team to perform. As in the Aquatics Master Plan, the best engagement venues are at the pools, events, and programs which Lexington offers. Our Team can do this with little travel time.

**Minimal Travel Expenses** – With most of the Team being local, the BCI fees are primarily the hours of the people working on the project, not flights, hotels, and rental cars.

**City tax money stays in the City** – A portion of the fees the City pays for the Plan will go right back into the City coffers through local property and payroll taxes.

## Requirements Response by Scope of Service

For each requirement listed, describe the approach and rationale you will use to accomplish that scope of service.

Requirement	Vendor's Approach
<p><b>1: Recommend ways to optimize and improve LFUCG's programs and services</b></p> <p><i>Use the attached inventory of programs and services for the last three years and provide your detailed approach to fulfilling each of the requirements below.</i></p>	
<p>1.1: Which services should we optimize or improve and at what level?</p>	<p>The stakeholder group discussions, mail and web surveys, MySidewalk online engagement, user intercept surveys, public workshops and the analysis of current programs will determine programs to optimize or improve. Programs will be evaluated for their attendance, cost per participant, and participation trends.</p>
<p>1.2: Which services should we no longer provide?</p>	<p>The programs which receive little participation and that are not identified as a priority in the public engagement process will be evaluated for potential elimination.</p>
<p>1.3: What new services should we be providing and where?</p> <ul style="list-style-type: none"> <li>• For all planned community feedback, identify the source of the input, e.g., in what activities do the responders participate</li> </ul>	<p>The stakeholder group discussions with specific user groups, surveys, regional public workshops, and user intercept surveys will all provide opportunities for community input. The mail survey will allow for geographic analysis of user participation and satisfaction with the responses geocoded. The mail, web, and handout surveys will also ask for zip codes to allow for geographic analysis.</p>
<p>1.4: What are the obstacles to optimal usage of programs and services?</p> <ul style="list-style-type: none"> <li>• Identify any obstacles to online program registrations – LFUCG uses RecTrac software</li> </ul>	<p>The public engagement methods will address satisfaction levels and accessibility to the online registration process. Stakeholder user group discussions will also address this issue.</p>
<p>1.5: Identify safety and security improvements for parks per best practices</p> <ul style="list-style-type: none"> <li>• Park safety is a priority</li> </ul>	<p>The <b>Qualitative Assessment</b> of each park will identify current safety and security methods, deficiencies, and issues. The public engagement will gauge the users' perceptions and importance to safety and security.</p>
<p>1.6: Classify the program or service, current and proposed, as organized versus self-led</p>	<p>Currently many of the LFUCG sites, notably McConnell Springs and Raven Run, offer both organized and self-led opportunities. There may be need for each. This will be addressed in the public engagement. Currently the majority of users at Raven Run are self-directed, but there may be opportunities for development of a more active support base through the addition of more program offerings. This method of specialized educational programming has been used successfully by many park districts to build community support.</p>

Requirement	Vendor's Approach
1.7: Identify underserved populations	This issue is a struggle for many communities nationwide. The changing demographics with growth of multicultural populations has caused difficulty for communities to identify these groups' needs. The issue relates to all City services, not just recreation. BCI would work with the Office of Multicultural Affairs and Global Lex to identify community leaders of these underserved populations and to engage them in the public engagement process.
1.8: What mix of services should be changed at specific parks?	The <b>Programs Analysis</b> , public engagement, and user intercept surveys will assist in these decisions. Also the <b>Service Gaps Analysis</b> will map the program locations to identify gaps in services.
<p>1.9: Identify alternative community recreation services and the impact/relationship with Lexington Parks and Recreation</p> <ul style="list-style-type: none"> <li>• e.g., commercial, church, schools, neighborhoods, and other city divisions that provide similar services such as the senior center</li> <li>• Recommendations for partnering with or no longer providing a similar service should ensure that underserved communities will have access and should take into account financial costs and access to transportation.</li> </ul>	<p>The <b>Program Provider Analysis</b> will identify the facilities and agencies offering leisure and recreational programs throughout Lexington. The purpose of this analysis is to identify unfulfilled needs and avoid duplication and competition.</p> <p>The mail survey will also identify the participants need for facilities and programs, and to what level their need is being met for several programs (similar to the Aquatics Master Plan Survey).</p> <p>A matrix will be developed which identifies programs and services, target audiences for each program, other providers of similar programs in the region, and locations of the programs. The program locations will also be mapped to identify potential gaps in service delivery. Overlap or duplication of services will be identified, as well as a determination of the most appropriate agency to offer the services, where overlap exists.</p> <p>Identify the core programs that should be offered, competition for these program users, customer satisfaction, and the potential for market growth.</p>
<p>1.10: Identify demographics of usage</p> <ul style="list-style-type: none"> <li>• Consider population trends and parity in program and service usage</li> <li>• Micro demographics</li> <li>• What are the demographic trends over the past 3-5 years?</li> </ul>	<p>As in the Aquatics Master Plan, BCI will map the demographic changes and population growth by census tract, but with much greater detail. In addition, BCI would prepare a <b>Social Needs and Conditions Index</b> which ranks each census tract by seven socio-economic conditions. This ranking is then used to identify those areas of Lexington which will benefit the most from recreation facilities, programs, and services. The communities where BCI has provided this analysis (Cincinnati, Dayton, and Canton, Ohio and Austin, Texas) have found it very useful for all aspects of grant applications and determination of service needs.</p> <p>In addition, the <b>Service Gaps Analysis</b> will map the program locations in the effort to identify the service gaps.</p>

Requirement	Vendor's Approach
<p>1.11: Assess special events for viability and suggest alternatives</p> <ul style="list-style-type: none"> <li>Lexington Parks will provide a list and explain a little about how integral the City's involvement is to special events regardless of the sponsor, i.e., City or citizen sponsored</li> </ul>	<p>The <b>Programs Analysis</b> will identify each of the events in which LFUCG Division of Parks and Recreation participates, either as a host or as a support agency. The level of staff support, participation, income, and expenses will be evaluated in a matrix format for analysis. The surveys will also be used to identify the level of importance of each of the events.</p>
<p>1.12: Quantify the amount, composition of the population and approach of citizen input that will be collected and how it will be used in recommendations</p> <ul style="list-style-type: none"> <li>When seeking community feedback, be informative about what the city has prior to asking questions about what is needed</li> </ul>	<p>As was accomplished in the Aquatics Master Plan, this process will provide a wide variety of opportunities for community engagement. In the Aquatics Master Plan, over 5,000 Lexington residents were engaged and this number would be expanded for the Parks and Recreation Master Plan. No one method provides the data needed to make informed decisions, but the aggregate of the many methods identifies the trends and common themes that are most important to Lexington residents. The <b>Public Engagement Matrix</b> included at the end of the Scope of Services identifies the methods, target audience, and goal of each method.</p> <p>There will be an educational component to some of the engagement methods which will provide some level of background of current conditions and issues.</p>
<p>1.13: Explain in detail your approach and method to accomplish each recommendation</p>	<p>At the conclusion of the Vision Phase, BCI will prepare a document titled <b>Analyses, Observations, and Potential Solutions</b> which summarizes all of the site qualitative assessment, analyses, and public engagement, and then identifies potential solutions. The Staff, Steering Committee, and BCI will then use this document as a decision making tool to refine the potential solutions to the desired recommendations. Each recommendation in the Master Plan will be identified as a strategy within its goal and objective area in a detailed <b>Action Plan</b>. The Action Plan will identify the Goal, Objective, and Strategy within time frames of 0-2 years, 3-5 years, and 6-10 years, with the responsible party and potential funding source identified. References to the City's Comprehensive Plan will also be identified where appropriate.</p>
<p><b>2: Recommend ways to optimize and improve LFUCG's facilities, including capital improvements, maintenance and usage</b></p> <p><i>Use the attached inventory of all facilities (2016 Parks) to provide your detailed approach and method for optimizing and improving facilities' usage, maintenance and improvements while addressing the questions and requirements below.</i></p>	

Requirement	Vendor's Approach
<p>2.1: What activities take place at each facility?</p> <ul style="list-style-type: none"> <li>• Parks, community centers, special areas such as tennis courts and golf courses</li> <li>• Neighborhood buildings are owned and maintained by LFUCG but they do not run programs <ul style="list-style-type: none"> <li>○ e.g., recreation play vs. tournament play</li> <li>○ Programming</li> </ul> </li> </ul>	<p>The <b>Programs Analysis</b> mentioned earlier will identify each facility and the programs offered there. In addition, the facility capacity, partner relationship, and other unique factors will be identified. The attendance and participation will be identified and analyzed, including tournament play versus local recreational play. For example, the Bluegrass Sports Commission concept for the site across from Cardinal Run Park will possibly need to make use of Cardinal Run to host some of the larger tournaments they hope to host. The frequency and impact of these tournaments on local recreational leagues must be evaluated. The potential use of LFUCG facilities by other organizations should pay their fair share of the actual cost of operating these facilities. Therefore, the actual operations cost to LFUCG must be determined and rates adjusted accordingly.</p>
<p>2.2: How many people are served by each facility?</p> <ul style="list-style-type: none"> <li>• What demographic populations are currently served by each facility?</li> <li>• Based on Lexington's population, what is the ideal per capita usage of the city's facilities?</li> <li>• Identify under-used facilities</li> </ul>	<p>The <b>Benchmarking Comparison</b> will assist in identifying the ideal per capita usage of the City facilities. These will be termed <b>Level of Service Standards</b>. Because Lexington is like no other agency or community in Kentucky, regional or national benchmarking are required. Two methods for benchmarking are proposed. First is the use of the <b>NRPA PRORAGIS</b> program to benchmark among agencies nationwide with similar population characteristics. The filters in this program allow for selection by population, state, agency type, budget and more. BCI has found that there are 26 cities, counties, or special districts in the 200,000 to 500,000 population range that have participated. Lexington is not currently in the database, but BCI would add this data to the table with the other agencies.</p> <p>BCI would also use the Trust for Public Land Center for City Park Excellence <b>2015 City Park Facts</b> database for comparisons of spending per capita, facilities, staffing, programs, trails, and more. The database includes the top 100 cities in the USA and the list is sortable to utilize those which are the most similar to Lexington. The data is limited to cities, not metropolitan service area, which is ideal for Lexington.</p> <p>Analysis of participant registrations through the RecTrac software will allow mapping of the participant addresses, which then can be used to identify underserved areas.</p>

Requirement	Vendor's Approach
<p>2.3: How can LFUCG optimize existing assets?</p> <ul style="list-style-type: none"> <li>• Including but not limited to maintenance</li> <li>• What is the best practice standards for maintenance, e.g., frequency of restroom cleaning</li> <li>• What is the life expectancy of existing assets</li> </ul>	<p>The <b>Qualitative Assessment</b> for each park facility will identify the facility count, type, condition, deficiencies, priority level for improvement, and cost for improvement, similar to what was prepared for the Aquatics Master Plan. This results in a detailed database to improve facilities in their current condition. The improvements are categorized by year for budgeting. Potential changes or major improvements may be recommended for some facilities.</p> <p>A <b>Best Management Practices</b> section of the report will identify recommended practices based upon "<b>Maintenance Modes</b>" and priority levels for various types of facilities. The maintenance level is based upon the amount of use, image of the community, budget allocation, and desired level of care. A cost factor is associated for each maintenance level with a budget implication to the categorization of each facility. Patrick Hoagland made presentations on this subject to the state parks and recreation association conferences in New Jersey, Kentucky, Ohio, and Arizona.</p> <p>In addition, <b>Maintenance Performance Standards</b> can be calculated specifically for Lexington, based upon an analysis of current practices and desired levels of maintenance.</p>
<p>2.4: Identify facility-related needs for neighborhood parks</p>	<p>Neighborhood parks are very important to the livability of a neighborhood. They are intended for close-to-home visitation and as community gathering places. The typical neighborhood park provides facilities such as game courts, loop trails, picnic shelters, and playgrounds. They are not intended as destination facilities, such as the current and proposed playground at Jacobson Park. The specific facility needs of each neighborhood vary and will be identified within the public engagement process.</p>
<p>2.5: What is the best use for community centers and downtown arts center?</p>	<p>The public engagement, and specifically the user intercept surveys and stakeholder meetings, will identify the desired uses for the community centers and Downtown Arts Center. A strong arts community is important to a community's image and the quality of life of its residents. Also, community centers play a vital role in the quality of life in neighborhoods, especially in those where the social needs are highest. The user groups of these facilities will be engaged in the stakeholder meeting process.</p>

Requirement	Vendor's Approach
<p>2.6: What are the obstacles to optimal usage of LFUCG facilities?</p>	<p>The obstacles will be identified through the various public engagement processes, a Staff Strengths, Weaknesses, Opportunities, and Challenges discussion (SWOC), and observations in the Qualitative Assessment process. BCI analyzed public transportation routes as part of the Aquatics Master Plan and this analysis applies to all parks as well.</p> <p>The <b>Mail Surveys</b> will ask reasons for the lack of use of some facilities with various options to identify the obstacles.</p>
<p>2.7: Consider physical / virtual internet/Wi-Fi connectivity between parks</p>	<p>Wi-Fi connectivity is a requested amenity in many recent park and recreation master plans, not only for use by program staff, but also by facility and program users, parents, spectators, and others. In addition, some programs are enhanced by Wi-Fi connectivity. Internet capability could enhance the user experience thorough the use of event apps, especially at the many events hosted by the City. The practicality and cost of this feature will be identified in the process.</p>
<p>2.8: Consider water access for activities</p> <ul style="list-style-type: none"> <li>• LFUCG has recently completed an aquatic plan. Describe how you will incorporate the plan into the master plan you are suggesting?</li> <li>• Do we have property near water that could be used to serve an unmet need</li> </ul>	<p>This plan will complement and expand upon the Aquatics Master Plan. This is especially easy for BCI since we were the facilitators of the Aquatics Plan. The recommendations, public engagement findings, and many more aspects of the Aquatics Plan can be incorporated into this plan. The public engagement of the Aquatics Plan was vast, and we found that Lexington residents are passionate about their pools. Therefore, we expect that this Plan will allow for the continuation of the dialogue started in that process. The selected Consultant must be very familiar with the Aquatics Plan as it is in the mind of many residents.</p> <p>The Aquatics Plan did not address open water, for example lakes or ponds, such as at Jacobson Park. These waters are attractive to residents for many activities. As part of the Qualitative Assessment, BCI will look at opportunities for use of open water for recreation.</p> <p>This Plan will allow an opportunity to gauge the priorities of the Aquatics Plan recommendations to other park and recreation needs of Lexington and put the Aquatics Plan into perspective.</p>

Requirement	Vendor's Approach
<p>2.9: For all recommendations, quantify the amount and approach of citizen input that will be used</p>	<p>The Scope of Services and the accompanying <b>Public Engagement Matrix</b> illustrate a wide variety of public engagement methods. We have found that no one method can reach all audiences; therefore, several are needed. We believe strongly in taking the engagement to the program and facility users, which is a strong advantage for our Lexington based Team. The specific engagement methods include a Kick-Off Event, Town Hall Meetings in regional locations, Statistically Valid Mail Survey, Web/Handout Survey (available in Spanish also), User Intercept Surveys, Stakeholder Meetings, Public Presentations, the Steering Committee, and MySidewalk online engagement website. The Aquatics Master Plan engaged over 5,000 Lexington residents, and we anticipate this process will engage many more.</p> <p>The input will be at various stages of the process, with the vast majority in the beginning as the Team works with the City to identify and quantify the issues, concerns, and priorities of Lexington residents. BCI will need help from the City Staff in promoting, participating in, and hosting some of the engagement methods.</p>
<p>2.10: For all recommendations, consider population trends and parity in park facility usage</p>	<p>The <b>Programs Analysis, Public Engagement, and Service Gaps Analysis</b> will aim at identifying the underserved populations, both geographically and by user groups. In the Service Gaps Analysis, all facility types and program types will be mapped individually with a service area identified. As in the Aquatics Master Plan, the unserved areas are easily identified.</p>
<p>2.11: Explain in detail your approach and method to accomplish your recommendation</p>	<p>The keys to success and implementation are a Plan that is based upon what the citizens' want and will support, and the engagement and understanding of the parties that will be charged with implementation of the Plan. This is the reason that the Steering Committee will be active in the process. Ultimately, it will be the Division of Parks and Recreation and City Administration that will implement the plan, and they must feel confident that the recommendations are based on solid and logical analyses. Much like the Aquatics recommendations which have received much traction in recent weeks.</p>
<p><b>3: Identify and recommend recreation innovations, trends and benchmarks relevant to our community</b></p> <p><i>Lexington is a vibrant university city of 300,000 surrounded by the most beautiful horse farms in the world. Lexington's Mayor, Jim Gray, stated that his focus is on three core themes: creating jobs, running government efficiently and building a great American City. In relation to parks, Mayor Gray believes great American Cities have great American Parks. In this task, LFUCG is seeking input about innovations and trends that would position Lexington as a Great American City with Great American Parks.</i></p>	

Requirement	Vendor's Approach
<p>3.1: Provide a comparison of “like” cities and identify innovations that would enhance the uniqueness of the community</p> <ul style="list-style-type: none"> <li>• Like in land area and population</li> <li>• Give specific city information and what makes them their parks and services innovative</li> <li>• Include citations for reference and sources with hyperlinks</li> </ul>	<p>Because Lexington is like no other agency or community in Kentucky, regional or national benchmarking are required. Two methods for benchmarking are proposed. First is the use of the <b>NRPA PRORAGIS</b> program to benchmark among agencies nationwide with similar population characteristics. The filters in this program allow for selection by population, state, agency type, budget and more. BCI has found that there are 26 cities, counties, or special districts in the 200,000 to 500,000 population range that have participated. Lexington is not currently in the database, but BCI would add this data to the table with the other agencies.</p> <p>BCI would also use the Trust for Public Land Center for City Park Excellence <b>2015 City Park Facts</b> database for comparisons of spending per capita, facilities, staffing, programs, trails, and more. The database includes the top 100 cities in the USA and the list is sortable to utilize those which are the most similar to Lexington. The data is limited to cities, not metropolitan service area, which is ideal for Lexington.</p> <p>With both of these methods, BCI would work with City Staff to narrow the list of comparable cities and do follow-up with those communities to gain more thorough understanding of their operations, management, and other practices that lead to their success.</p>

Requirement	Vendor's Approach
<p>3.2: What are the national standards per capita for parks, facilities, and services?</p> <ul style="list-style-type: none"> <li>• Industry standard bench marks</li> </ul>	<p>There are no national standards. NRPA omitted the standards when they published the 1995 version of the <u><i>Park, Recreation, Open Space and Greenway Guidelines</i></u>. NRPA has recommended basing the standards on the local community's priorities as determined in a public engagement. NRPA developed the <b>PRORAGIS</b> program to provide a tool for communities to benchmark. The <b>Benchmarking Comparison</b> will assist in identifying the ideal per capita usage of the City facilities. These will be termed Level of Service Standards. Two methods for benchmarking are proposed. First is the use of the <b>NRPA PRORAGIS</b> program to benchmark among agencies nationwide with similar population characteristics. The filters in this program allow for selection by population, state, agency type, budget and more. BCI has found that there are 26 cities, counties, or special districts in the 200,000 to 500,000 population range that have participated. Lexington is not currently in the database, but BCI would add this data to the table with the other agencies.</p> <p>BCI would also use the Trust for Public Land Center for City Park Excellence <i>2015 City Park Facts</i> database for comparisons of spending per capita, facilities, staffing, programs, trails, and more. The database includes the top 100 cities in the USA and the list is sortable to utilize those which are the most similar to Lexington. The data is limited to cities, not metropolitan service area, which is ideal for Lexington.</p>

Requirement	Vendor's Approach
<p>3.3: What are the national and regional trends in parks and recreation?</p> <ul style="list-style-type: none"> <li>Identify which would best fit with Lexington's goals</li> </ul>	<p><b>PRORAGIS</b> publishes annual reports of trends, and these will be analyzed for possible use and inclusion in Lexington. In addition, the Sports and Fitness Industry Association publishes an annual report of extensive surveying nationwide to identify trends in activity and participation levels in various sports and recreation activities. These trends will be discussed and analyzed for their appropriateness in Lexington.</p> <p>Typical trends BCI has discussed in recent master plans include:</p> <ul style="list-style-type: none"> <li>The aging population – “Active Adult” centers</li> <li>Universal access</li> <li>Indoor recreation</li> <li>Outdoor fitness and wellness</li> <li>Nature education programs</li> <li>Cultural arts</li> <li>Artificial turf in municipal parks</li> <li>Economic impact/tourism</li> <li>Dog parks</li> <li>Extreme parks – expanding to pump-jump tracks and other alternative facilities</li> <li>Increased revenue generation</li> <li>Trails and interconnectivity</li> <li>Public/private partnerships (PPP)</li> <li>Demand for more shade</li> <li>Disc Golf- Foot Golf</li> </ul> <p>These and other trends will be analyzed for possible inclusion in Lexington.</p>
<p>3.4: Based on the inventory of our current services, facilities and their usage, what trends</p> <ul style="list-style-type: none"> <li>e.g. new activities, new usages of assets that are relevant to our parks</li> </ul>	<p>As BCI analyzes each of the LFUCG park lands, the Team will look for opportunities to maximize the public use of the facilities with these trends in mind.</p>

Requirement	Vendor's Approach
<p>3.5: Identify opportunities to expand cultural and arts programs and offerings</p> <ul style="list-style-type: none"> <li>• Provide a couple of examples</li> </ul>	<p>The wide variety of cultural arts organizations, UK, Transylvania, and potential for corporate sponsorships of the programs offers opportunities for the expansion and strengthening of cultural arts in Lexington. These also offer opportunities for dedicated volunteers to assist in the efforts to expand the arts.</p> <p>The Stakeholder Group Discussions with arts organizations will explore the opportunities for expansion of the cultural arts offerings and the relationship with Lexington Parks and Recreation.</p> <p>Cultural Arts have been a significant part of Parks and Recreation Master Plans completed by BCI for several communities, including Cincinnati, Dayton, Beavercreek, Westlake, Ohio; Randolph, Middletown, and Princeton, New Jersey; and Fairfax, Virginia.</p>
<p>3.6: Identify and describe opportunities for partnerships with schools, postsecondary institutions, private industries, not profits, etc.</p>	<p>BCI has assisted many cities in forming partnerships with nonprofit providers (P3) in the implementation of joint facilities and programs. Some of these providers include The Cleveland Clinic, Parma Hospital, The Kroger Company, The Salvation Army, and several YMCAs.</p> <p>The stakeholder discussions will provide a forum for further discussion of opportunities. Some likely opportunities are: the use of university natural science students and faculty for nature/environmental education programs; corporate sponsorships of events and programs; Fayette County Schools, swim clubs, and Transylvania for the development of an indoor aquatic facility; partnership with the YMCA for programming; mountain bike organizations for trail development and maintenance; and non-profits for their specific areas of expertise. These opportunities will be researched in the process.</p>
<p>3.7 How should we transition our parks as interests change over time?</p>	<p>The recommendations of the Master Plan will put programs into place to monitor facility and program satisfaction levels and suggestions. It is understood that programs will constantly change, but core program guidelines will be incorporated to ensure that all aspects of the community's needs are met in an equitable manner.</p>
<p><b>4: Identify and recommend new development opportunities</b></p> <p><i>With the knowledge you have about the city of Lexington please outline your approach for addressing these requirements in a master plan. Recommendations should be in line with the defined objectives.</i></p>	

Requirement	Vendor's Approach
<p>4.1: Identify and recommend new development opportunities to be considered within the timeframe of the master plan</p>	<p>As the public engagement, analyses, vision, and recommendations are developed into an Action Plan, the priorities will be established. The Action Plan will identify the time frame, potential funding source, and responsible party for all strategies. The projects will coincide with the City's ability to fund projects so as not to develop unrealistic expectations.</p>
<p>4.2: Identify and recommend acquisitions – land and structures, including infrastructure</p> <ul style="list-style-type: none"> <li>• Recommend the maintenance needs for any new development or acquisition</li> <li>• Provide recommendations for acquisitions for both short-term (1-2 years) and longer term (3-5 years) <ul style="list-style-type: none"> <li>○ Recommendations may stretch over a longer horizon of time</li> </ul> </li> </ul>	<p>The <b>Service Gaps Analysis</b> will identify gaps in facilities and programs. The Team will identify strategic areas for land acquisition and outline the characteristics of the needed land to meet the demand. For all recommended facilities, the appropriate <b>maintenance and operations funding</b> will be projected. BCI feels strongly that no new project should be undertaken without adequate funding for maintenance and operations in the long run.</p> <p>As discussed earlier, the Action Plan will outline steps for acquisitions and improvements in the time frames of 0-2 years, 3-5 years, 6-10 years, and beyond if needed.</p>
<p><b>5: Recommend practical and innovative funding ideas to accomplish the scope of all recommendations</b></p> <p><i>For all recommendations provide both practical and innovative funding ideas that have been successful in past projects.</i></p>	
<p>5.1: Provide a funding plan that is realistic and provides budget recommendations per fiscal year</p>	<p>The BCI Team will work closely with the City Administration to identify realistic potential funding through typical capital expenditures. In addition, the team will identify other potential funding sources, such as TIF Districts, grants, foundations, sponsorship opportunities, etc. BCI believes in making realistic and responsible recommendations based upon practical and creative funding methods.</p>
<p>5.2: Consider endowment concepts for additional revenue</p>	<p>BCI previously worked with the Cincinnati Park Board on developing standards for endowments for Downtown properties. Endowments are more likely for high profile activities and events. Examples of successful endowments will be researched as part of the benchmarking process.</p>
<p>5.3: Foundational funding versus aspirational funding</p>	<p>The options of capital funding versus bonding will be explored for the recommendations. All options will be explored.</p>
<p>5.4: Delineation of funding mechanisms to sustain and maintain assets</p> <ul style="list-style-type: none"> <li>• Fees versus charges</li> </ul>	<p>BCI will identify opportunities for changes in fees to support programs and facility operations based upon a matrix of the amount of the population that benefit from the program versus specialized or unique experiences for smaller segments of the population.</p>

Requirement	Vendor's Approach
<p>5.5: Identify federal grant opportunities</p> <ul style="list-style-type: none"> <li>• Tax referendums are not an option</li> </ul>	<p>BCI has assisted communities in Kentucky and Ohio with over \$28 million in grant and foundation funding including CDBG, Rural Development, Recreation Trails, Ohio River Access, Community Rivers and Streams, foundations and other programs.</p> <p>There are currently limited federal grants of any significant size, but all grant funding will be considered. LWCF and Recreation Trails are the most common funding, and the President recently authorized LWCF funding for another three years.</p> <p>BCI has been assisting Kentucky communities fund and develop projects for 35 years. Therefore, the BCI staff are very familiar with the specific requirements and opportunities in Kentucky.</p>
<p><b>6: Format of Recommendations</b></p> <p><b><i>The following format requirements should be met when defining your approach for developing a master plan for the scope of services or should be addressed individually</i></b></p>	
<p>6.1: Describe the approach and rationale to accomplish the requirements for the master plan scope of services</p> <ul style="list-style-type: none"> <li>• Include a chapter level table of contents to convey the structure of the master plan</li> <li>• Detail and quantify the specific methods that will be used to obtain public input for the recommendations <ul style="list-style-type: none"> <li>○ Public input meetings should not exceed 12</li> <li>○ The price for the public input meetings should be priced separately as a deliverable in the pricing matrix</li> </ul> </li> <li>• Describe how the master plan recommendations will be structured, prioritized, and how the level of effort will be calculated</li> </ul>	<p>A detailed Scope of Services with schedule is provided in the submittal. The Scope is outlined similar to the proposed Table of Contents, providing a logical sequence of <b>Discovery, Analysis, and Engagement</b>, leading to a <b>Vision</b>, followed by the <b>Recommendations</b> and <b>Action Plan</b>.</p> <p>The final Master Plan will include a detailed Action Plan which identifies all of the Goals, Objectives, Strategies, potential funding sources, responsible parties, and relationship to the City Comprehensive Plan. An example of a detailed Action Plan from the Fairfax, Virginia Master Plan for Parks, Recreation, Open Space, Trails and Cultural Arts is included as Appendix C.</p>
<p>6.2: Describe the schedule and timeline for creating a master plan and the process for finalizing it with LFUCG</p>	<p>The schedule that accompanies the Scope of Services indicates completion within 12 months. The schedule identifies key deliverable dates, key meeting dates, and task duration. The BCI Team proposes to further discuss this scope of Services with the Owner once selected for the project.</p>
<p>6.3: Provide an itemized price for developing the master plan</p> <ul style="list-style-type: none"> <li>• Use the pricing matrix provided</li> <li>• Itemize each deliverable separately</li> </ul>	<p>Fees and deliverables are included on the Pricing Matrix.</p>

Requirement	Vendor's Approach
<p>6.4: Provide three examples of other master plans your company has developed</p> <ul style="list-style-type: none"> <li>Identify which recommendations in the master plans were implemented and the impact they had</li> </ul>	<p><b>Master Plan for Service Delivery</b> for the NRPA Gold Medal award winning <b>Cincinnati Recreation Commission</b>. This plan included \$60 million in capital improvements which were all completed within the ten-year span. The Master Plan was used to secure \$9 million in Foundation funding and numerous grants. In addition to the capital funding, the Plan itemized methods to improve Service Delivery. The process involved over 40 public neighborhood meetings. As a result, their over 50 neighborhood pools have been consolidated to a much more manageable number of 25 pools and 9 spraygrounds. Two of those facilities which were designed by BCI following the Master Plan are the two best attended facilities in the City. BCI has also assisted CRC in the development of two new recreation centers, several spraygrounds, and pool renovation projects.</p> <p><b>Dayton, Ohio Master Plan for Parks, Recreation and Culture</b> This plan resulted in unanimous approval from all seven of the City's Priority Boards (groups of neighborhood associations) with recommendations to consolidate 11 old and outdated recreation centers into four facilities which better serve the community's needs. The City had no financial resources at the time of the plan completion, but was in a better position within two years. The strong public support resulted in the projects becoming a City Council priority. BCI has worked on the design of two of the existing center expansions, a new recreation center, a new sprayground and currently has pool renovations for two facilities out to bid. The Plan also outlined a new branding to the Division of Recreation and Youth Services, which were the primary functions resulting from the Master Plan.</p> <p>The <b>Somerset County (NJ) 20-Year Capital Facilities Plan</b> utilized extensive public engagement, surveys, stakeholder groups, public workshops, to identify the most needed facilities and programs to meet the needs for the next 20 years. The plan led to the County acquiring a 370 acre parcel in an underserved area to develop into a park with both active and passive recreation activities. BCI prepared the Master Plan for this property, which is currently being implemented.</p>
<p>6.5: Align recommendations to demographic populations to be served</p>	<p>This will be accomplished in the Action Plan.</p>

Requirement	Vendor's Approach
<p>6.6: Provide recommendations through a project portfolio lens including</p> <ul style="list-style-type: none"> <li>• Prioritization Criteria <ul style="list-style-type: none"> <li>○ How stakeholder input will be used in prioritizing</li> <li>○ How will trends be used</li> </ul> </li> <li>• Budgets</li> <li>• Identify issues and risks</li> </ul>	<p>The Public Engagement Process will identify clear priorities. The Public Engagement, Gaps Analysis, Programs Analysis, and other analyses will lead to a vision, goals and objectives. BCI and the Steering Committee will use this information as the filter to prioritize projects.</p> <p>At the recommendations stage, and with capital cost estimates, BCI will have the Steering Committee go through a <b>Capital Improvement Priority Process</b>.</p>
<p>6.7: Identify 'early wins' and rationale for selecting each</p> <ul style="list-style-type: none"> <li>• High impact (tangible)</li> <li>• Low Cost</li> <li>• Low Risk</li> </ul>	<p>Early wins are always important to show commitment to the Plan. The public engagement and analyses will identify the most likely projects and recommendations which will have the most public support. The process will identify the impact, rationale, and population served by each recommendation.</p>
<p>6.8: Provide the repository of data from which recommendations were gleaned in a commercially viable format</p> <ul style="list-style-type: none"> <li>• Exportable to multi-formats, e.g., Excel, PDF</li> </ul>	<p>BCI will utilize MySidewalk to provide methods for the public to view and comment on public engagement, findings, and recommendations throughout the process. Links may also be placed on the LFUCG Division of Parks and Recreation website.</p> <p>In addition, BCI will establish folders in its Sharefile which can be shared with LFUCG Staff throughout the process. Common formats will be utilized to allow for easy viewing and downloading.</p>
<p>6.9: Maps that are included should be web-based or in a common viable format</p> <ul style="list-style-type: none"> <li>• LFUCG should not need software or subscriptions to open or view maps</li> <li>• Should be compatible with LFUCG's GIS</li> </ul>	<p>Maps will be prepared utilizing ArcGIS version 10.3, which is compatible with City software. BCI will provide mapping to the City for their use following the Master Plan. In addition, all maps will be saved in PDF format for ease of viewing and use.</p>
<p>6.10: Identify and address regulatory compliance concerns (e.g. EPA)</p>	<p>Regulatory and compliance concerns will be identified during the Qualitative Site Assessment process. Items related to the EPA Consent Decree will be researched per site prior to site investigations.</p>
<p>6.11: Master plans should be aligned to the city's existing plans which will be provided</p> <ul style="list-style-type: none"> <li>• Town Branch Plan</li> <li>• Greenways Master Plan</li> <li>• County wide Master Plan</li> <li>• Bike Path Plan</li> <li>• Urban forestry plan</li> <li>• Safe Parks Plan</li> </ul>	<p>BCI Staff are familiar with these documents and their recommendations relative to the Parks and Recreation Master Plan will be summarized as part of this plan. BCI staff have participated in the development of some of these plans through volunteer efforts and as student projects. EHI Consulting has been part of the Town Branch Commons Master Plan process and also played a role in the Legacy Trail project.</p>

## Vendor Business Profile & References

Please submit the following business information items about your company and subcontractors:

### COMPANY INFORMATION

Headquarters Office  
Brandstetter Carroll Inc.  
2360 Chauvin Dr.  
Lexington, Kentucky 40517  
Phone: 859-268-1933  
Fax: 859-268-3341

Brandstetter Carroll Inc. (BCI) is a firm of Architects, Engineers, Landscape Architects and Planners founded in 1979 with the express purpose of providing professional design services to municipal clients. Since the firm's inception, BCI has grown to include a staff of over 60 members with offices in Lexington, Kentucky as well as Cincinnati and Cleveland, Ohio and Dallas, Texas. The firm's in-house staff includes Architects, Civil and Transportation Engineers, Landscape Architects, Interior Designers, LEED Accredited Professionals, Construction Administrators, and Resident Inspectors. BCI has completed over \$2.6 Billion in construction volume including all phases of public infrastructure for local public clients.

### Office Locations

2360 Chauvin Drive Lexington, KY 40517 859.268.1933	308 East 8th Street Cincinnati, OH 45202 513.651.4224	1220 West 6 <sup>th</sup> Street, Ste. 300 Cleveland, OH 44113 216.241.4480	17300 Preston Rd, Ste. 310 Dallas, TX 75252 469.941.4926
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All services for this project will be performed by the Lexington Staff, in cooperation with its Sub-consultants.

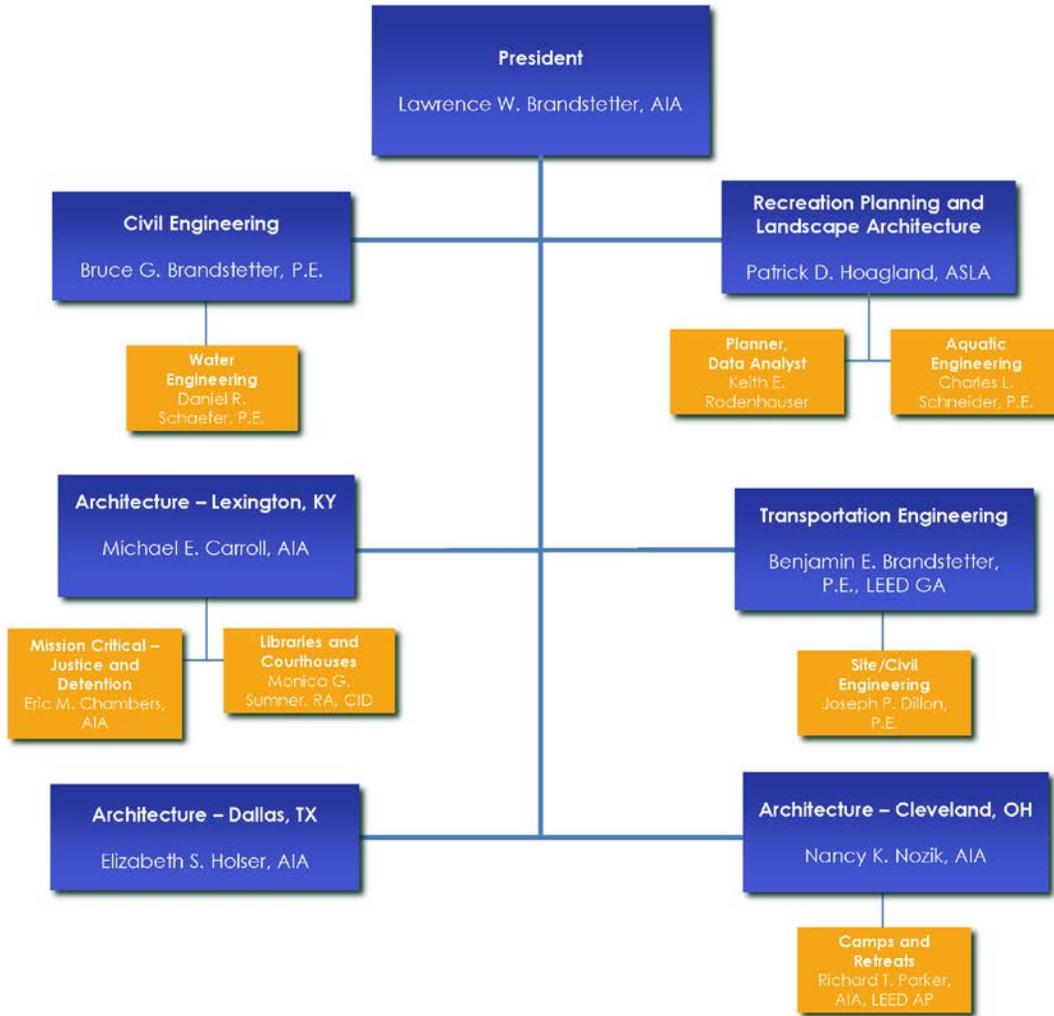
BCI began by providing planning and design services for parks and recreation clients on a regional basis. The firm has been a leader in the evolution of Park System Planning, spearheading the first "Master Plan for Service Delivery" for the Cincinnati Recreation Commission in 1996. This plan raised Citizen Participation to new levels by holding local meetings in over 17 city neighborhoods. This plan resulted in the implementation of over \$60 Million in improvements over 10 years. Many other communities around the nation followed this example, creating a new paradigm in the industry. This became a prototype Vision Plan.

BCI has taken other leading roles in the development of park facilities in aquatics, recreation center design, senior facilities and facilities for special populations. The firm has also recently assisted several cities in implementing voter-approved bond levies for capital construction. Finally, BCI has assisted many cities in forming partnerships with nonprofit providers (P3) in the implementation of joint facilities and programs. Some of these providers include The Cleveland Clinic, Parma Hospital, The Kroger Company, The Salvation Army and several YMCAs.

## COMPANY ORGANIZATION CHART



The Firm has six divisions. They are organized as follows:



## PROJECT STAFF RESOURCES

Names, resumes, and utilization rates for resources to be used on this project.

More detailed resumes for each Team member are included in Appendix B

### Brandstetter Carroll Inc.



#### **Lawrence W. Brandstetter, AIA, President**

Lawrence W. Brandstetter, AIA, will serve as Project Principal responsible for contract negotiations and overall communication as well as assignments for programming, feasibility studies, operating pro-formas, and demographic analysis.

Mr. Brandstetter is the co-founder and President of BCI and has over 35 years' experience in public and private development projects. Mr. Brandstetter is a nationally recognized recreational facilities expert, and has given lectures before national and state park and recreation associations.



#### **Michael E. Carroll, AIA, Vice-President**

Mr. Carroll is co-founder, Vice President, and Managing Principal of the Lexington Architecture Division, and has 30 years' experience. Mr. Carroll has a diverse portfolio of project experience, including municipal recreation and aquatic centers, correctional facilities, courthouses, and public administration buildings. He is also well versed in conducting city-wide facilities master plans for recreation, public safety, and facilities management complexes. Mr. Carroll has served as Principal-in-Charge and/or Project Manager for assignments in 15 states.



#### **Patrick D. Hoagland, ASLA, Project Manager**

Mr. Hoagland is the Managing Principal of the firm's Recreation, Planning and Landscape Architecture Division, and has over 35 years of experience. Mr. Hoagland has evolved as one of the nations most recognized park systems planning and design experts, and has been a key reason why BCI is now providing recreational planning and design services throughout the United States. He has completed 55 park and recreation system master plans and over 300 individual park design assignments in his career.

Mr. Hoagland will lead the Planning Team in every aspect of the project from the final determination of scope through the final submission of all deliverables. He will work with the City to determine the best project organization with respect to the optimum use of City resources and decision making. He will recommend a meaningful Citizen Participation strategy using the latest technologies and methods. He will preside over and direct meetings with citizens, elected officials, Stakeholders, partners and agencies. Mr. Hoagland will direct research efforts, data collection, alternative strategies, facility recommendations and deliverables.

Mr. Hoagland has devoted his entire professional career to park planning and design. Joining BCI in 1989, he has become one of the most outstanding Park System Planners in the nation, developing and improving upon the concept of "Service Delivery Planning". He wrote the first such plan for Cincinnati in 1996, and has been Project Manager on all such projects since.

It would be natural for Mr. Hoagland to lead the Master Plan process, as his inspiration to become a Landscape Architect that specializes in Parks and Recreation is the direct result of his father's role as a parks and recreation professional, serving as Assistant Director in Lexington and then as Director in Elyria, Ohio. The plaque behind the backstop at Woodland Park dedicates the field to his memory as the founder of organization youth baseball in Lexington over 50 years ago.



**Keith Rodenhauer, Planner, Demographic and Data Analyst, Brandstetter Carroll Inc.**

Mr. Rodenhauer will be responsible for demographic, economic and social data as it relates to the planning effort. He will analyze existing facilities and programs to see how well they serve the needs of citizens. He will work with Leisure Vision/ETC Institute to prepare survey questions and then assist in the evaluation of their data. Mr. Rodenhauer will also provide all of the mapping and graphics for presentations, publications and the Final Report.

Mr. Rodenhauer holds a Master of Community Planning from The University of Cincinnati and has been with BCI for several years. He provided similar services on: the Fairfax, Virginia Park System Plan; the Morris County, (New Jersey) Preservation and Recreation Needs Assessment and Action Plan; Westlake, Ohio Park System Plan; Bowling Green, Kentucky Park and Recreation Master Plan; and the Austin, Texas Aquatic System Plan.

**Mark E. Horman, ASLA, Senior Landscape Architect**



Mr. Horman has been with BCI since 1995. As a Landscape Architect, he has participated in the design of over 100 public parks, numerous public buildings, and over 50 aquatic centers including work on several splash pads. Sports Field Complexes in which he has been a lead designer include: Bridgeport Sports Complex, Bridgeport, WV; Muhlenberg County Park, Muhlenberg County, KY; Belle Mead GSA Depot, Somerset County, NJ; Oak Grove Park for the Centerville-Washington Park District, Ohio; Patricia Allyn Park in Clearcreek Township (Warren County); and more. Mr. Horman will lead the site assessment process and assist in concept development and site related recommendations.

**Eric M. Chambers, AIA, CDT, CPO, LEED GA, Architect**



Mr. Chambers is a registered architect and member of the AIA. He is also a LEED Green Associate. Mr. Chambers has been a Project Manager for Brandstetter Carroll Inc. since 2004 and has managed projects with Construction Costs ranging from \$100,000 to \$42,000,000 including several aquatic and recreation projects. His recreation project experience includes recreation centers, aquatic centers, marina buildings, splash pads, picnic shelters, amphitheatres, and restroom structures.

**Charles L. Schneider, P.E., Civil Engineer**



Mr. Schneider is a civil engineer and specialized park and aquatics facility designer within the Recreation, Planning and Landscape Architecture Division of the firm. He brings over 15 years of experience designing sites, earthwork, drainage systems and storm water management,

infrastructure, roads, utilities and municipal aquatic centers to the Team. In addition to his technical skills, Mr. Schneider is a Certified Aquatic Facility Operator. Mr. Schneider has provided aquatic engineering services on all BCI projects since 2003. This includes over 40 projects. He has continued his technical education by attendance at state and national aquatic conferences.



**Richard T. Parker, AIA, LEED AP**

Mr. Parker is a LEED AP Architect and Market Sector Leader for Camps, Retreats, and Nature Centers. In this capacity, he had planned and designed several camps and environmental education centers throughout the USA. He will be invaluable in the analysis of Raven Run and McConnell Springs and other potential environmental education aspects of the Master Plan.

Mr. Parker is a principal of the firm and has over 35 years' experience in award winning planning, design and development of camps, retreat, and environmental education centers. Mr. Parker has completed over 200 projects in 21 states. His portfolio of work includes property master plans, dining hall designs, camp cabins and lodges, health centers, various program facilities, environmental education and nature centers, and other related camp amenities.

**Eric M. Lee, Associate ASLA**

Mr. Lee joined the staff of BCI as a graduate with a degree in Landscape Architecture. Mr. Lee will assist in the park site analyses, concept plan development, graphic illustrations, and 3D graphics aspects of the project. Mr. Lee recently assisted in the development of concept plans for the Lexington Aquatics Master Plan, as well as design of Weisiger Park in Danville, Paducah Health Park, historic Oglebay Crispin Pool renovation, and many more projects



**Wayne Bain, CPRP – Operations/Programs/Rates and Charges Specialist, Brandstetter Carroll Inc.**

Mr. Bain will assist the BCI Team with respect to operations, revenues and expenses. His expertise for rates and charges will be called upon as the Planning Team makes its recommendations for user fees and other charges from concessions to rental rates. He will also provide input as to the political ramifications concerning user fees.

Mr. Bain brings over 40 years of park and recreation experience to the Team. Joining BCI in 2003, he had previously been the Director of the Cincinnati Recreation Commission (CRC) where he directed 1,200 employees and a \$30m budget. During his tenure, CRC was recognized as one of the top three Recreation Systems in the nation by USA Today.

**Support Staff**

BCI will support these key staff members with a team of additional architects, engineers, landscape architects, planners, surveyors, technicians, and administrative staff as needed.

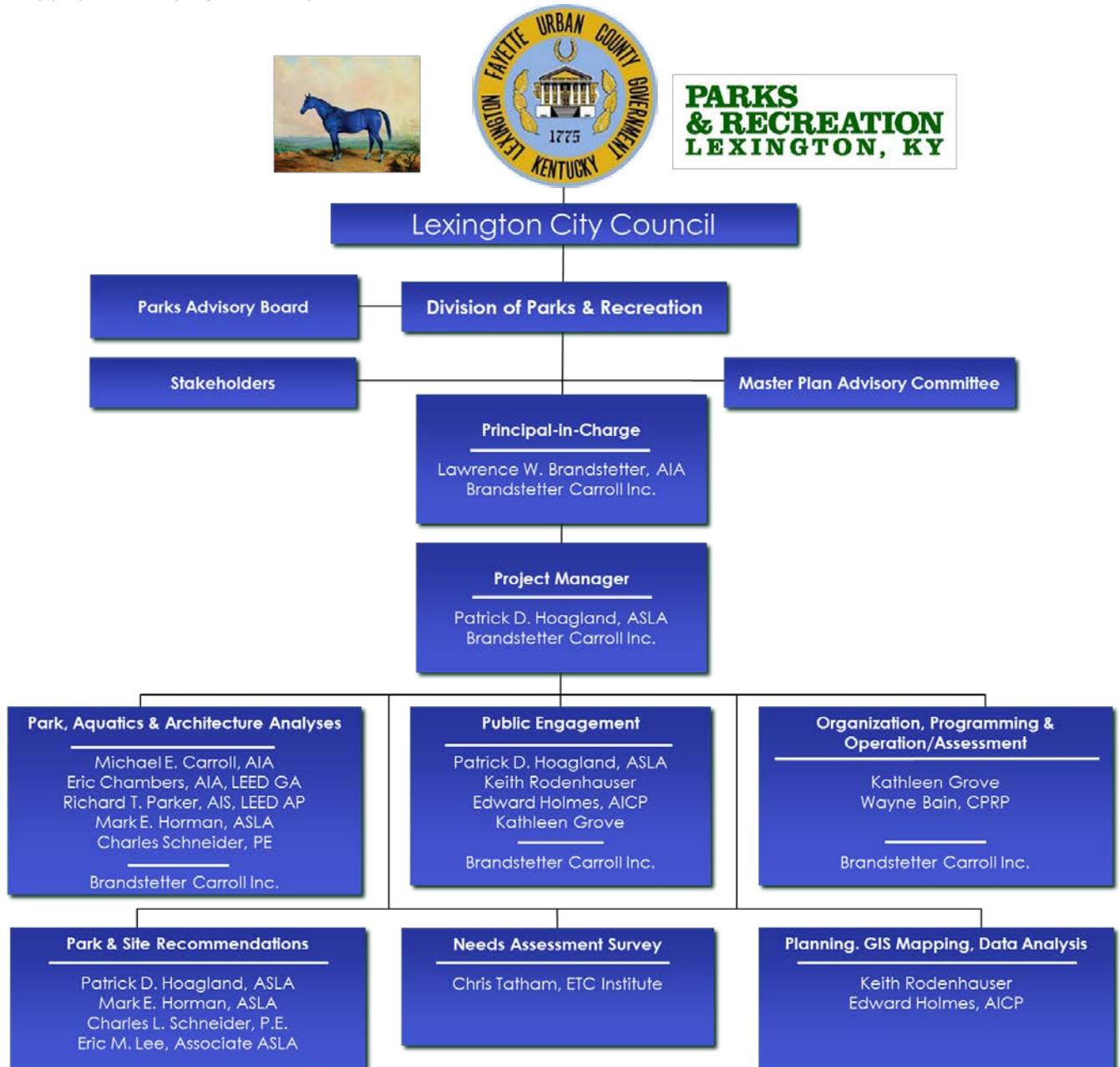
Lexington Parks and Recreation Master Plan

Project Team Utilization Rates

Brandstetter Carroll Inc.

Name	Role	Hourly Rate	Estimated Hours	Percent of time allocated over 12 months
Lawrence W. Brandstetter, AIA	President	\$160	24	1%
Patrick D. Hoagland, ASLA	Project Manager	\$150	436	22%
Michael E. Carroll, AIA	Consulting Principal	\$160	40	2%
Keith E. Rodenhauser	Planner/GIS Mapping/Data Analysis	\$75	800	40%
Wayne Bain	Programs and Operations	\$100	90	5%
Mark E. Horman, ASLA	Site/Park Analysis/Design	\$107	112	6%
Charles L. Schneider, P.E.	Site/Park Analysis/Design	\$130	40	2%
Eric M. Lee, Associate ASLA	Site/Park Analysis/Design	\$68	40	2%
Richard T. Parker, AIA, LEED AP	Environmental Education Consultant	\$150	40	2%
Eric M. Chambers, AIA, LEED GA	Architecture Structure Analysis	\$125	40	2%
Edward J. Holmes, AICP	Planner/Facilitator	\$125	164	8%
Rachel Phillips, AICP	Planner	\$100	132	7%
Kathleen Grove Prasser	Facilitator/Management	\$125	100	5%
Administrative Staff	Clerical/Graphic Design/Publication	\$45	150	8%
			2208	

## PROJECT TEAM ORGANIZATION



## EXPERIENCE WITH THE SCOPE OF SERVICES

The characteristics of each community for which BCI has prepared park and recreation system master plans are unique. The main aspects of the process have been consistent over the many years and have been customized to meet the unique challenges in each community. The process has been continuously evolving to take advantage of new opportunities, such as the use of social media, methods of public outreach, and the use of NRPA PRORAGIS program for benchmarking. The tasks and methods proposed in this Scope of Services are very familiar to the BCI Team.

Many aspects are similar to the recent Lexington Aquatics Master Plan process.

## YEARS IN BUSINESS AND IN PREPARING PARKS AND RECREATION MASTER PLANS

BCI was founded in Lexington in 1979 with the intent of serving a multi-state region with architecture, engineering, planning and landscape architectural services. The firm was preparing park design services park and recreation master plans for Kentucky communities in the 1980's including Bowling Green, Georgetown/Scott County, Bourbon County, Clermont County, Ohio and Upper Sandusky, Ohio. BCI was selected as part of a team to prepare the Cincinnati Parks and Greenways Master Plan in 1989 and the firm decided to develop a separate Division of the Firm to specialize in Parks and Recreation Planning and Design Services. This was the beginning of the Recreation, Planning and Landscape Architecture Division under the leadership of Patrick Hoagland, ASLA. Since then, this Division has prepared over 50 park and recreation system master plans.

## PAST PARKS AND RECREATION MASTER PLAN CLIENTS

A complete listing of Parks and Recreation System Master Planning projects is included in Appendix A. Listed here are more detailed information and contact information for select clients with aspects similar to Lexington.

### **Cincinnati Recreation Commission**

Dan Jones, Planning and  
Development  
805 Central Avenue, Suite 800  
Cincinnati, Ohio 45202  
513.352.4045  
dan.jones@cincinnati-oh.gov

### Work Completed:

- Master Plan for Service Delivery;
- Mt. Washington Recreation Center;
- Madisonville Recreation Center;
- Otto Armleder Aquatic Center at Dunham Park;
- McKie Pool;
- LeBlond Community Center Redevelopment;
- Pleasant Ridge Pool Renovation;
- and several other projects.

### **Somerset County Parks Commission (New Jersey)**

Raymond Brown, Executive Director  
355 Milltown Rd.  
Bridgewater, New Jersey 08807  
Phone: 908.722.1200  
Population: 331,000  
rbrown@SCPARKS.ORG

### Work Completed:

- Somerset County Park Commission 20 Year Capita Facilities Plan;
- Somerset Vo-Tech School Facilities Master Plan;
- Somerset County Facilities Plan;
- Belle Meade GSA Depot Master Plan.

### **Morris County Park Commission (New Jersey)**

David Helmer, Executive Director  
300 Mendham Road  
Morristown, NJ 07962-1295  
973.326.7610  
[dhelmer@morrisparks.net](mailto:dhelmer@morrisparks.net)  
Population 500,000

### Work Completed:

- Morris County Parks Commission Strategic Plan;
- Morris County Preservation and Recreation Needs Assessment and Action Plan

**City of Austin, Texas**

Reynaldo Hernandez Jr., RLA  
919 West 28 1/2 Street  
Austin, Texas 78705  
512.974.9464  
Reynaldo.Hernandez@austintexas.gov

Work Completed:

- Aquatic Facilities Needs Assessment
- Aquatics Master Plan (Current project)

**City of Fairfax, Virginia**

Leslie Herman, Acting Director  
10455 Armstrong Street  
Fairfax, Virginia 22030  
703.385.7858  
Leslie.herman@fairfaxva.gov

Work Completed:

- Fairfax, Virginia Strategic Master Plan for Parks, Recreation, Trails, Open Space, Events, and Cultural Arts

**Township and Borough of Princeton**

Ben Stentz, Recreation Director  
380 Witherspoon Street  
Princeton, NJ 08540  
609.921.9480  
bstentz@princetonnj.gov

Work Completed:

- Princeton Parks and Recreation Master Plan;
- Community Pool Redevelopment

**City of Dayton, Ohio**

Mr. John Parker  
Dayton Department of Recreation & Youth Services  
101 West Third Street  
Dayton, Ohio 45401  
937.333.1751  
john.parker@cityofdayton.org

Work Completed:

- Master Plan for Parks, Recreation and Culture;
- Northwest and Lohrey Recreation Center Renovations;
- Northwest Indoor Pool and Fairview Pool Renovations (under construction);
- Fairview Park Sprayground;
- Recreation Center at Roosevelt Commons.

**ANNUAL REVENUE**

\$6 million

**BUSINESS STRUCTURE**

C Corporation – Incorporated in Kentucky

**OWNERSHIP**

BCI currently has five ownership partners, including:

- Lawrence W. Brandstetter, AIA, President (KY Registered Architect)
- Michael E. Carroll, AIA, Senior Vice President (KY Registered Architect)
- Bruce G. Brandstetter, P.E., Senior Vice President (KY Registered Engineer)
- Monica G. Sumner, RA, CID, Vice President (KY Registered Architect/Interior Designer)
- Benjamin E. Brandstetter, P.E., LEED GA, Vice President (KY Registered Engineer)

**Additional Principals**

- Patrick D. Hoagland, ASLA, Principal (KY Registered Landscape Architect)
- Richard T. Parker, AIA, LEED AP, Principal (KY Registered Architect)
- Elizabeth S. Holser, AIA, Principal (Texas Registered Architect)

Nancy Nozik, (Ohio Registered Architect)

**NUMBER OF EMPLOYEES** – BCI currently has over 60 employees

**EXPERIENCE WITH CAPRA CERTIFICATION**

The commitment to attain and maintain a level of excellence is recommended in all of the master plans prepared by BCI. BCI promotes accreditation as a distinguished mark of excellence that illustrates an organization's commitment to quality and improvement. BCI is currently working with the City of Grand Prairie, Texas in their Master Plan which is simultaneously undergoing their initial self-assessment for certification. The Master Plan will be incorporated into their process. The Master Plan for Cincinnati promoted this level of achievement, which it ultimately received and has maintained. BCI has worked for several communities which are accredited, including: Louisville, Kentucky; Mecklenburg County, North Carolina; Fairfield, Ohio; Kettering, Ohio; Cleveland, Ohio; and Austin, Texas. In addition, BCI has worked with NRPA Gold Medal Award winning communities of Austin, Grand Prairie, Fairfax (VA), Cincinnati, and Kettering. BCI has a good understanding of the process as we have promoted accreditation and have included the guidelines in many master planning processes.

**PROJECT PERSONNEL THAT ARE NOT PART OF BCI**

**EHI Consulting Inc.**

EHI Consultants was founded by Edward Holmes in 1995 in Lexington, Kentucky to provide the highest quality of planning and engineering design services. Their diversity provides the capability to program, plan, design and implement a range of housing, planning and engineering projects. EHI is committed to the improvement of the natural, social, physical and cultural environments. EHI believes that engineering, design and planning should complement each other and are not mutually exclusive.

EHI provides expertise in civil engineering and planning. Their engineering and planning services are based on a staff of highly qualified, licensed, civil engineers and planners. Their experience and qualifications give EHI the capability to provide roadway design, site design, erosion control, and grading and drainage as part of its engineering services. EHI also provides urban design, neighborhood planning, bicycle and pedestrian facilities, comprehensive plans, as well as public meeting facilitation as planning services.

EHI is a designated SBA Small and Disadvantaged Business and a member of the Kentucky Minority Business Council. EHI is certified to do business in the Commonwealth of Kentucky and with the State of Kentucky Transportation Cabinet as a disadvantaged minority business enterprise, being pre-qualified to perform services in the areas of Rural Roadway Design, Urban Roadway Design, Highway Planning Services, Bikeway Planning, EIS Writing and Coordination and Socioeconomic Analysis which entails survey design and analysis.

EHI has been an integral part of teams working on projects in Lexington including the Legacy Trail, Town Branch Commons Master Plan, Tates Creek Road Sidewalks, Complete Streets, Downtown Lexington Traffic Movement and Revitalization Study, and Newtown Pike Extension – Southend Park Urban Village.

Listed below are the core services relevant to this project that EHI can provide:

<b>Planning</b>	<b>Engineering</b>	<b>Housing</b>	<b>Environmental</b>
Urban Design	Roadway	Housing Market Study	Permitting
Neighborhood Planning	Roadway Design	Affordable Housing Assessment	Assessment
Land Use and Zoning	Grading and Drainage	Housing Tax Credits	Reclamation
Transportation Planning	Civil and Site	Housing Infill	Remedial Measures
Bicycle and Pedestrian		Housing Finance Study	Environmental Impact
Historic Preservation			
Comprehensive Planning			

**Edward J. Holmes, AICP, Principal-In-Charge**

Mr. Holmes has extensive land use and comprehensive planning experience, first serving as a land use planner and then Director of Planning for the Bluegrass Area Development Districts (BGADD) Division of Planning, where he led the districts comprehensive planning efforts for the 17 county Central Kentucky regional planning agency. While at the BGADD, he had written over 30 comprehensive plans, subdivision regulations, zoning ordinances and other planning and regulatory codes and ordinances. He has over 40 years of planning experience. He served 16 years as planning director for the Bluegrass Area Development District. He also served 7 years as Vice Chairman of the Kentucky Public Service Commission.

Mr. Holmes assisted in the Lexington Aquatics Master Plan with the facilitation of public workshops, outreach to minority communities, and analysis of Underserved Markets.

**Rachel Phillips, AICP, Senior Planner**

Rachel Phillip is a graduate of University of Illinois with a Masters of Urban Planning. Ms. Phillips has prior experience with water use planning, development proposals, infill and redevelopment planning, and planning analysis and recommendation, along with vast knowledge community engagement processes. Ms. Phillips is a Planner at EHI consultants that has previously worked for the Army Corps of Engineers, LFUCG, and the Georgetown-Scott County Planning Commission.

**Grove Consulting Inc. – Kathleen Grove Prasser, Organizational Development Consultant**  
Ms. Prasser brings over 30 years' experience to the Team. Prior to starting Grove Consulting Inc. in 2008, she had been the CEO for the **National Recreation and Park Association** in Ashburn, Virginia. Her career began as Recreation Director in Manassas, Virginia.



Following that, she served in several Human Resource and Organizational Development positions in the private sector including the Canadian International Bank Corporation. Her experience with BCI includes the BCI Strategic Plan in 2011 as well as several planning assignments including the City of Fairfax, Virginia Park System Plan and current work for the Grand Prairie, Texas Parks and Recreation Master Plan.

**ETC. Institute - Chris Tatham, Survey and Market Research Consultant**

The efforts of Leisure Vision/ETC Institute will be led by Chris Tatham, who has over 20 years of experience in market research and consulting experience in a wide range of parks, recreation, sports, fitness, health and general governmental projects. He has overseen the completion over 600 parks and recreation needs assessments, master plans, strategic plans, and feasibility studies. Mr. Tatham has designed and managed nearly 2,000 community surveys in more than 700 communities, including the recent Aquatics Household Needs Assessment Survey for the Lexington Aquatics Master Plan.

**LITIGATION WITHIN THE LAST FIVE YEARS**

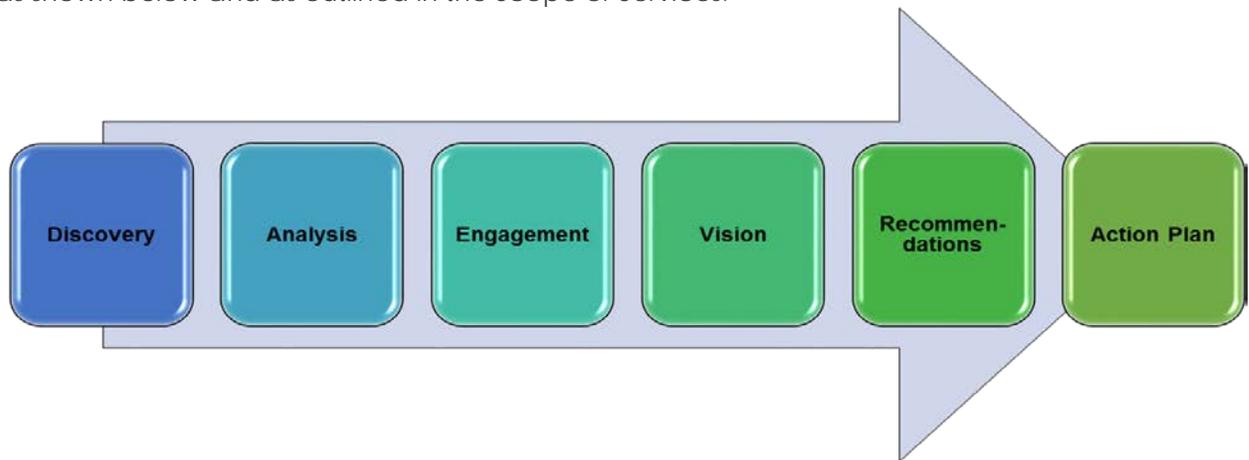
In the last five years there have been no suits filed by clients on BCI construction/design projects. However, on an urban street reconstruction project in Athens Ohio, where BCI was the Consulting Civil Engineer, a property owner filed against the City and BCI. The case was settled with very little litigation. The property owner failed to produce an expert witness to substantiate their claim. Also, in the 35 year history of the firm, there has been no litigation on any planning projects.

## Proposed Approach, Plan, Schedule & Deliverables

The vendor will describe the approach and rationale they will use to fulfill the requirements for the master plan scope of services. They will identify and provide the major tasks and associated timelines and deliverables required for their proposed approach. The vendor must also clearly specify the estimated duration of the entire process. Any tasks required for this scope of work and not performed by the vendor must be identified as such, with task duration and resources quantified. This includes any and all LFUCG tasks, resources or deliverables. Key task dependencies should also be identified.

### PROJECT APPROACH

Our vast experience has clearly identified that successful Master Plans are ones in which the community is truly engaged throughout the process and the recommendations are based upon this community engagement. To accomplish this, there must be a progression as shown below and as outlined in the Scope of Services:



BCI will use a variety of public engagement methods to gain the input needed for a successful plan. These methods include:

- An **engaged Steering Committee**
- **FUN and interactive public workshops** that are community events, not just the typical evening meetings. Recent events for the Aquatics Master Plan in Lexington, Westlake, Ohio and Fairfax, Virginia have had over 100 people participate in a single workshop by making the workshop an event which takes advantage of the creative talents of the Division of Parks and Recreation's programming staff.
- **Stakeholder groups** of interested groups and individuals to gain insight on the particulars of their organization's trends and needs.
- Statistically valid **Household Needs Assessment** Mail/Phone Survey.
- **Web based and handout surveys**
- **User Intercept surveys** to be distributed at local events and park program sites.



- **Web based community engagement** through MySidewalk (previously known as MindMixer), a website specifically for your project which allows interaction in a variety of ways, such as instant polls and idea generation.
- Promotion through social media.
- Public presentations of interim findings and the draft and final reports.



These methods build a solid platform on which to build strong recommendations that will be supported by the community.

## SCOPE OF SERVICES

Brandstetter Carroll Inc. proposes the following Scope of Services for the Lexington Parks and Recreation Master Plan. Upon selection, the Team would work closely with City Staff to refine the scope to meet its specific needs.

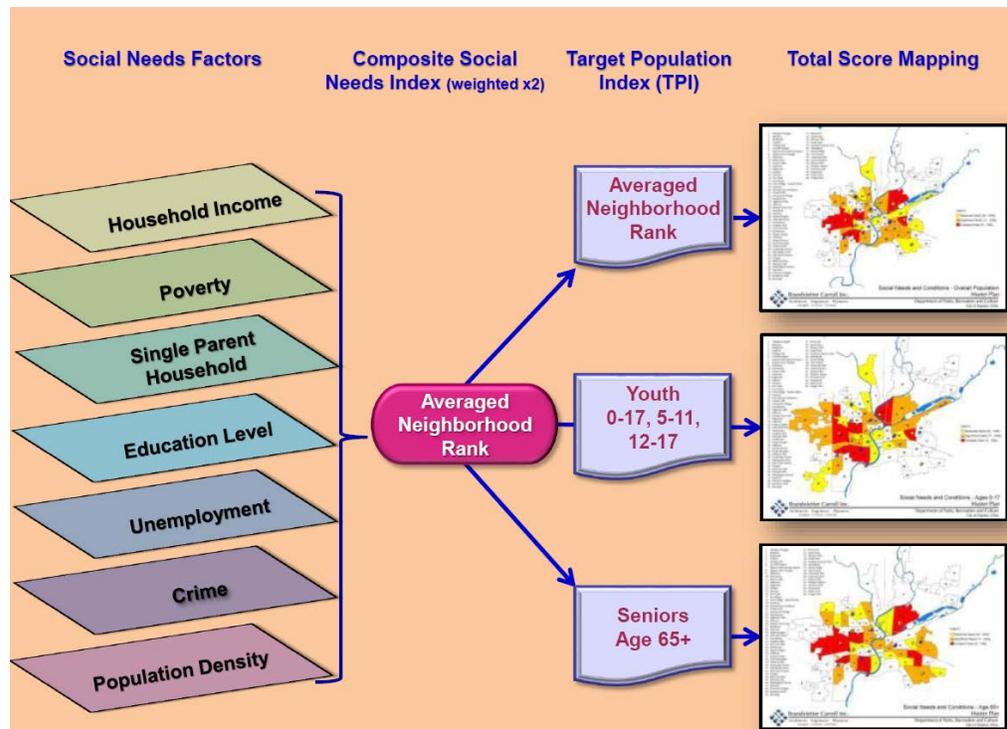
### A. Scope of Services and Project Approach

#### 1. Planning Context

- a. **Master Plan Steering Committee** – The City will appoint a Master Plan Steering Committee to work with the Consultants throughout the process. The Consultants will meet with them regularly with updates of the findings and the Committee will assist in establishing the future vision, goals and objectives, and priorities. The Steering Committee should consist of representatives of the following:
  - Director and Deputy Directors of the Division of Parks and Recreation,
  - Key staff,
  - Council members,
  - Office of the Chief Administrative Officer,
  - Commissioner of General Services,
  - Parks and Recreation Advisory Board,
  - Cultural Arts,
  - Therapeutic Recreation,
  - Seniors,
  - Office of Multicultural Affairs – Global LEX,
  - Key partner organizations and support groups, such as Friends organizations,
- b. **Demographic Analysis** – Using information provided by the City of Lexington and other sources, perform an analysis of the demographic and population characteristics of Lexington.
  - 1.) Using ESRI Business Analyst Software and by coordinating with City of Lexington Staff, **identify the demographic and land use trends** and characteristics within the City limits. Information may include:
    - Demographic characteristics (quantity, ages, race, etc.)
    - Five year population projections
    - Household size
    - Average or median household income and per capita income

The demographic characteristics will be analyzed for the market area for each existing park.

- 2.) **Social Needs and Conditions Analysis** – Utilizing a process developed by BCI and successfully used for the Cities of Dayton, Cincinnati, Canton, Ohio and Austin, Texas, the Team will rank the social needs by jurisdictions (zip codes, cities and townships, or census designations) using seven socio-economic indicators. Factors include population density, poverty, educational attainment, income, unemployment, single parent households, and crime.



- 3.) The above graphic was used by BCI in a presentation of this process at the 2012 NRPA Congress which outlines how the process was used for the City of Dayton. This process is valuable to identify areas where services are most needed by residents. BCI has since used this process in Austin, Texas for their Aquatics Facilities Needs Assessment.

- c. **Review of Previous Studies** – Review all previous studies that will be provided by the Owner that pertain to the delivery of parks, recreation, trails, arts, and leisure services, including, but not limited to: Aquatics Master Plan, Town Branch Plans, Greenways Master Plan, Bike Path Plan, Urban Forestry Plan, Safe Parks Plan, Greenspace Plan, College Town Study, and previous Parks and Recreation Master Plans, annual reports, program guides, newsletters, policies, use agreements, brochures, School District plans, and other planning studies. Summarize the key findings of each report to be included in an appendix to the report.
- d. **City of Lexington Policy Review** – Perform a review of City of Lexington policies, and any mandated plans as they may impact park and recreation facilities, programs and services.

- e. **Management Structure** – Perform a review and analysis of Lexington’s existing management structure, staff levels, and operations.
  - f. **Funding Analysis** – Review the past five year’s budgets, the current and projected Parks and Recreation Department budgets, and the proposed future operating and capital budgets.
  - g. **Report and Presentation** – Prepare a report summarizing this phase and present it to the Master Plan Steering Committee.
- 2. Existing Parks, Facilities, and Programs Analysis**
- a. **Parks, Open Space, Trails, and Facilities Inventory** – Inventory all existing parks and recreation facilities offered in the City of Lexington, including parks and facilities operated by others such as the Commonwealth of Kentucky, schools, and other private and non-profit recreation facilities. Make site visits to all of City of Lexington facilities with the purpose of identifying the existing conditions and assessing opportunities for improvements, including capital improvement needs. A detailed Qualitative Assessment form will be completed for each City-owned facility.
  - b. **Recreation Programs Assessment** – Use public input, staff input and the Consultant’s observations to perform a review of current program and service offerings, levels of usage, and attendance and customer satisfaction levels in each selected facility/area. The Needs Assessment Survey will be utilized to identify existing satisfaction levels. The Stakeholder Groups in the Needs Analysis Phase will be part of this analysis. Identify the core programs that should be offered, competition for these program users, customer satisfaction, and the potential for market growth.
  - c. **Program Provider Analysis** – The analysis will also include identification of best possible providers of the community and recreation services and recommendations for minimizing duplication and enhancing possibilities for partnerships where appropriate.
  - d. **City-Wide Park and Recreation Facilities Map** – Prepare a map using GIS software which illustrates all of the City-owned parks and recreation facilities and trails as well as those of the schools and other providers in the area. Coordinate with City of Lexington personnel to ensure maps are current and accurate.
  - e. **Report and Presentation** – Prepare a report summarizing this phase and make a presentation of the findings to the Master Plan Steering Committee.
- 3. Public Engagement**
- a. **Kick-Off Event** – In conjunction with the Division of Parks and Recreation, conduct an event (possibly combined with an existing recreation program event) in which participants will complete surveys, interact with Staff and the Consultants, use play money to vote on their priorities for various improvements and become informed about the project interactive website and on-line surveys.

- b. **Initial Public Workshops** – Conduct a series of more traditional public workshops at convenient locations to identify the public perception of park facilities and programming needs. The purpose of these public workshops will be to solicit input from the citizens and users regarding their concerns and opinions about existing facilities and programs and their desires for future facilities and programs. The workshops will be interactive and involve all participants in a variety of methods.
- c. **Staff Input** – Conduct meetings and interviews with City of Lexington staff members regarding their perceptions of the public’s needs and concerns, and the potential for improved services, facilities, programs and public access. Also, meet with City staff from other departments such as Police, Fire, Planning, and others to be determined, to identify the existing facilities, programs, and needed improvements to parks and recreation facilities and programs throughout the community. This effort will focus on the strengths, weaknesses, service needs, and impediments to current operations.
- d. **Stakeholder Groups** – Conduct up to 20 stakeholder group meetings and round table discussions with various special interest and user groups. The City of Lexington will provide invitations and meeting space for these meetings. Anticipated groups may include: program users, parents of children in programs, partner organizations, organized athletic league officials, cultural arts organizations, School Board, senior citizens, and other organizations to be identified between the Consultant, Steering Committee, and City of Lexington. Questions will be prepared in advance to be approved by the Steering Committee. The questions will be sent to the stakeholder group participants for discussions with their organizations before the actual focus group.
- e. **School Student Workshops** – Conduct three workshops in the schools to receive ideas and gain the perspective of youth from groups of fifth and sixth graders and high school students. The City will assist in establishing these meetings.
- f. **MySidewalk Web Based Public Engagement Program** – Set up and manage a website to solicit public engagement. BCI currently uses MySidewalk (formerly called MindMixer), which is a web based on-line community collaboration program whereby residents can find out about the project, input their ideas, second ideas, respond to instant polls, respond to web surveys and much more. The website will be specifically for the City of Lexington.
- g. **Household Needs Assessment Survey** – The input from the workshops, stakeholder groups and staff input will be utilized to develop a statistically valid mail and/or phone survey with a minimum of 600 responses from planning areas of Lexington. Surveys will be mailed to at least 3,000 households. The base survey included in this proposal is a 5-6 page survey. The responses will be geocoded to allow analysis by geographic area. Cross tables will be



generated to analyze specific items such as priorities of families with children, households with seniors, etc. The survey will be used to identify:

- Current satisfaction levels with programs and facilities
- Participation and satisfaction with current programs
- Parks currently used
- Needs for various indoor and outdoor facilities and programs.
- Identification of the most needed indoor and outdoor facilities.
- Identification of the primary functions that should be performed by City of Lexington regarding parks, recreation, open space, trail linkages, programs and facilities.

The survey will be facilitated by Leisure Vision/ETC Institute which has performed over 500 similar surveys and worked with BCI on over 25 projects.

- h. Web Based and Handout Survey** – Conduct a shorter web based survey asking similar questions to the Household Needs Assessment Survey. Whereas the statistically valid mail survey will reach a selected, random sample of residents, the goal of this survey is to engage as many residents as possible. The survey will utilize the BCI subscription to Survey Monkey. Questions will be approved by the Master Plan Steering Committee. The City of Lexington will promote the use of the web survey through email blasts, newsletter announcements, placement on their web page, and other methods. In addition, this survey will also be made available in a printed version which can be translated to other languages. Similar to the Aquatics Master Plan, it is proposed that a Spanish version be made available. These handouts will be made available at several locations, including the Public Libraries, program locations, at community events, and other locations to be determined by the Consultants and City.
- i. User Intercept Surveys** – Prepare and distribute short user surveys at program sites and local events. LFUCG program staff can assist in promoting and collecting these surveys.

#### 4. Needs Assessment

- a. Benchmarking Comparisons to Similar Systems** – Using the NRPA PRORAGIS program, compare facilities, programs, operating budgets, etc. with other like agencies. Currently, Lexington is not included on the NRPA database for this program, and BCI will generate the required comparison data from City information for the comparisons. BCI and the City Staff will identify the most similar communities from which to benchmark from the communities that have participated in PRORAGIS. Currently there are 26 city, county departments and districts within a population range of 200,000 to 500,000 in the database from which to choose.

In addition, the data from the Trust for Public Land's Center for City Park Excellence *2015 City Park Facts* will be used for comparisons of Lexington to those of the top 100 cities in the USA. Comparison data is available for budgets and spending, park land, staffing, facilities per population, percent of population within walking distance to a park, and much more.

- b. **Geographic Distribution – Service Gap Analysis** – Prepare an analysis of the current service gaps by mapping the locations of current parks by park type, separate maps for specific facilities, and programs overlaid with population density dots and facility/program service areas to compare the household locations with the facility locations. Individual maps will be prepared for picnic shelters, trails, playgrounds, soccer fields, baseball/softball diamonds, and more to identify the distribution of the specific facilities throughout the community. This process will identify areas that are currently served as well as identify the gaps in service delivery, including consideration of community growth areas. Aquatic facilities have been mapped as part of the Aquatics Master Plan.
  - c. **Needs Analysis Report** – Prepare a summary report of the Needs Analysis for review by the Master Plan Steering Committee.
  - d. **Needs Assessment Presentation** – Conduct a public workshop presentation of the preliminary findings of the Needs Assessment effort. The purpose of this meeting will be to inform the public of preliminary findings from the Public Engagement and Needs Assessment prior to the development of the Strategic Plan and specific recommendations.
5. **Vision, Goals and Objectives – Working with the Master Plan Steering Committee**
- Vision, Goals & Objectives** – Using all of the previous findings, identify the following:
- Develop a new mission statement for the Division of Parks and Recreation
  - Identify the Future Vision for Parks and Recreation in Lexington
  - Identify Proposed Level of Service Standards for park land and specific recreation facilities
  - Identify Short Term Goals and Objectives
  - Identify Long Term Goals and Objectives
6. **Physical Planning, Program, and Services Recommendations**
- a. **City Wide Park and Facility Improvement Recommendations** – Prepare a City wide map illustrating proposed general locations of new parks by park type categories (mini-park, neighborhood, community, special use, or linear park).
  - b. **Individual Park Recommendations and Costs** – Identify the specific needed improvements at each park or recreation facility, including but not limited to:
    - 1) Prepare an opinion of probable construction cost for each capital improvement recommended in the plan.
    - 2) Evaluate current parks for build-out potential.
  - c. **Capital Improvement Priorities** – Work with City of Lexington staff and the Master Plan Steering Committee to prioritize, by selected facility type, the capital improvements and acquisitions. This process will identify the short range (0-2 years), mid-range (3-5 years) and long-range (6-10 years) recommendations. Proposed land acquisition will also be prioritized.

- d. **Report** – Prepare a summary report of the Recommendations stage.
  - e. **Presentations** – Present the plan and recommendations to the Steering Committee.
7. **Action Plan**
- a. **Phased Implementation Plan** with specific strategies and recommendations for:
    - Parks, greenway and open space land acquisition
    - Facility recommendations
    - Park and facility operations recommendations
    - Programs and services recommendations
    - Trail recommendations
    - Budgeting and funding recommendations and priorities
    - This process will identify the short range (0-2 years), mid-range (3-5 years) and long-range (6-10 years) action steps along with the responsible party and potential funding sources
  - b. **Funding Recommendations** – Identify potential funding sources and their applicability for the recommendations in the Master Plan.
  - c. **Draft Master Plan** – Prepare a Draft Master Plan for review by the staff and Master Plan Steering Committee.
  - d. **Action Plan Presentation** – Make a presentation of the Draft Action Plan and Final Needs Assessment recommendations to the Master Plan Steering Committee, General Government and Social Services Committee of Council, and the Lexington City Council.
  - e. **Final Master Plan** – Following the reviews of each of the separate reports, prepare a Final Master Plan that includes all components of the planning process.
  - f. **Final Presentations** – Make presentations of the Final Master Plan to the Master Plan Steering Committee and the Public.
  - g. **Executive Summary** – Prepare an Executive Summary that summarizes the findings, recommendations and actions.
8. **Deliverables** – Final deliverables will include:
- a. Ten (10) copies each of all Technical Reports.
  - b. Ten (10) copies of the Draft Master Plan.
  - c. Twenty (20) copies of handouts and Technical Memoranda for Steering Committee Meetings.
  - d. Twenty copies (20) in binders of the Final Master Plan and Executive Summary.
  - e. Digital copies of all reports and graphics for use by the Owner.
  - f. Maps will be prepared in digital shapefile format using ESRI ArcGIS 10.3 for use by the Owner.

## B. Schedule

Our experience has determined that successful Master Plans are ones in which the community is truly engaged throughout the process. The community must feel engaged and invested in the process for the Action Plan to be implemented. The statistically valid survey is the longest part of the process and could take 6 to 8 weeks to complete. The BCI Team feels strongly that the Vision cannot be determined until after all of the public engagement portion of the Needs Analysis is complete. The process takes time for each phase to build upon the previous step. Therefore, we have proposed an aggressive schedule which results in a Draft Master Plan being presented to the Steering Committee and Public at the end of ten months. A proposed Project Schedule is included at the end of this Section.

BCI has the staff capability to accomplish this schedule. A detailed schedule and the Public Engagement Matrix is included at the end of this Section.

## Assumptions and Constraints

Insert assumptions & constraints here.

As is identified in the Pricing Matrix, BCI will need the assistance from the Division of Parks and Recreation primarily in the promotion and hosting of the public engagement aspects of the projects. This will include the stakeholder meetings, Town Hall Workshops, in-park user intercept surveys, and in the Kick-off Event. BCI will need space at City hosted special events to set up an information booth. Events in which the BCI Team could gain valuable engagement could include Kitefest, Reforest the Bluegrass, Founders Day at McConnell Springs, Summer Nights in Suburbia, Big Band & Jazz, Southland Jamboree, Free Friday Flicks, Woodland Art Fair, Festival Latino de Lexington, and more to be coordinated with the Division of Parks and Recreation.

A goal of the BCI Team will be to minimize the time constraints on the City staff, but staff must become familiar with the recommendations and rationale on which they are based. The best way to learn this is thorough participation in the process. The ultimate goal of the public engagement will be to engage as many citizens as possible. It is an advantage that the BCI Team is in Lexington, but the more people promoting the process, the better.

## Pricing Matrix

For this fixed price proposal, please provide the price for services as set forth in the Proposed Approach, Plan and Schedule. Itemize each deliverable separately. Prices should be stated in U.S. dollars.

Deliverable	Description	Price
1.	Planning Context	\$31,800
2.	Existing Parks, Facilities, and Programs Analysis	\$25,500
3.	Public Engagement	\$49,280
3a.	Household Needs Assessment Mail Survey	\$21,800
4	Needs Assessment	\$16,560
5.	Strategic Plan, Vision, Goals and Objectives	\$13,870
6.	Physical Planning, Programs, and Service Recommendations	\$36,930
7.	Action Plan Phase	
7a.	Draft Master Plan (10 copies)	\$23,480
7b	Final Master Plan (20 copies) and Final Presentations	\$25,780
Any other items required for the master plan	Printing is included in the phases above.	
Travel and living expenses	For Kathleen Grove Prasser only.	\$5,000
<b>Total Price (All-Inclusive) for developing a master plan</b>		<b>\$250,000</b>
Number and description of Full Time Lexington-Fayette Urban County Government Employees required to assist with developing a master plan	<ul style="list-style-type: none"> <li>All key management staff to participate in the Staff Strengths, Weaknesses, Opportunities, Challenges (SWOC) Exercise.</li> <li>Deputy Directors to participate in Steering Committee Meetings (8 meetings).</li> <li>If desired, key staff to participate in the stakeholder meetings (not required).</li> <li>Staff to participate in organized events.</li> <li>Program staff to pass out User Surveys (may be part or full time).</li> <li>Marketing staff to assist in promotion of public engagement processes.</li> <li>Program management staff to provide data on program attendance.</li> <li>Planning staff to assist with base mapping and reviews of mapping products.</li> <li>Key management staff to review drafts of Technical Memoranda and Drat Reports</li> </ul>	
Estimates in hours, by role for the time of Full Time Lexington-Fayette Urban County Government Employees required to assist with developing a master plan	<p>The estimates below are for the minimum hours. The City may choose to include additional staff.</p> <ul style="list-style-type: none"> <li>Administrative Staff to assist with setting up the stakeholder and public workshop (town Hall) meetings (estimate 40 hours).</li> <li>All staff to help promote the web site, surveys, and public workshops (quantity unknown).</li> </ul>	

	<ul style="list-style-type: none"> <li>• One Maintenance staff person to go to park sites/facilities with the BCI Team during the Qualitative Assessment Phase (estimate 40 hours). The individual person may vary throughout the process.</li> <li>• Marketing Staff to assist with public engagement promotion (estimate 40 hours).</li> <li>• Program management and financial staff to provide data on program attendance and financial data (estimate 16 hours).</li> <li>• Planning staff to assist with base mapping and reviews of mapping products (estimate 24 hours).</li> <li>• Key management staff to review drafts of Technical Memoranda and Draft Reports (estimate 40 hours).</li> <li>• Management and program staff to assist with the setup and hosting of the Kick-Off Event. Number and type of staff to be determined. Could be 5-6 people at 4-6 hours each.</li> </ul>	
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## Public Engagement Matrix

Lexington Parks and Recreation Master Plan  
Qualitative Public Engagement Process  
Brandstetter Carroll Inc.



Engagement Type	Selection Method	Participants	Engagement Method	Goal	Advantage
<b>Kick-Off Event &amp; Public Workshops</b>	General invitation, email blasts, social media	General public	Regional locations; facilitated; Kick-off Event is Open House format	Identify key issues and perceptions; promote the web interaction	Open to all residents; Identify public perceptions; issues identification; priorities; gaps in services
<b>Stakeholder Groups</b>	Targeted user groups by invitation	Partner organizations, user groups, sponsors, donors	1-3 participants from the same organization; 45-60 minutes; questionnaire; facilitated	Identify key issues and perceptions; promote the web interaction	Obtain in-depth information about organizations' trends, needs, and priorities
<b>In-Park User Surveys</b>	Targeted user groups at program locations	Key park and facility user groups, partners	Face-to-face interview; 1-2 page survey;	Identify key issues; facility and program evaluation; promote the web interaction	Users have first-hand knowledge of facilities and programs; can be facilitated by staff
<b>Staff Focus Groups</b>	Representative sample of staff & Management Team	Representative sample of staff & Management Team	Facilitated session with staff	Identify key issues; Discuss staff perceptions of issues and needs.	Staff are at the front lines of customer interface
<b>School Student Workshops</b>	Coordination with local schools	High School Student leaders and 5th or 6th grade students	Group discussion of facilities / programs currently used and vision for future needs	Identify needs and gaps from the youth perspective.	Students are often left out of the process. Their input is critical to the long-term growth of the Department
<b>Statistically Valid Mail Survey</b> (Mail, Phone, Web Link)	Random Selection of households	Sample of all households	Targeted number of 600+ returned with minimum of 125 per planning area.	Statistically valid survey of participation, perceptions, preferences, priorities, needs, etc.	Statistically valid; Represents whole community (including non-users); results geocoded for geographic trends analyses; allows cross tabulation by various factors
<b>Web/Handout Survey</b> (Web Link, Printed Handout)	General public; Email invitations; Handouts at various locations	Web users and park/event participants	Unlimited participation (goal is as many as possible)	Maximum participation; similar questions to mail survey	Reaches the largest number of people; allows more to participate
<b>MySidewalk</b> (Website)	General public; Email invitations; Social media promotion	General public; all previous groups; web users	Unlimited participation (goal is as many as possible); changing topics; posting of findings for review.	Maintain community engagement throughout the process.	Quickly updated throughout process; allows all to participate at their convenience.

## Project Schedule

# Project Schedule

Task	Months											
	1	2	3	4	5	6	7	8	9	10	11	12
<b>A Planning Context</b>												
1 Initial Coordination Meeting	■											
2 Steering Committee Meetings	●		●	●	●	●	●		●		●	●
3 Demographics Analysis												
4 Review Previous Studies												
5 Policy Review												
6 Management Analysis												
7 Funding Analysis												
7 Technical Report and Review Meeting												
<b>B Existing Parks, Facilities, and Programs Analysis</b>												
1 Parks, Trails & Facilities Inventory												
2 Site Visits - Qualitative Assessments												
3 Programs Assessment												
4 Program Provider Analysis												
5 City Parks & Recreation Facilities Map												
6 Technical Report and Review Meeting												
<b>C Public Engagement</b>												
1 Kick-Off Event		★										
2 Public Workshops			★ ★ ★ ★									
3 Staff Input												
4 Stakeholder Groups												
5 Student Workshops												
6 MySidewalk Online Engagement Forum												
7 Household Needs Assessment												
8 Web/Handout Survey												
9 User Intercept Surveys												
<b>D Needs Assessment</b>												
1 Benchmarking Analysis												
2 Geographic Distribution Analysis												
3 Technical Report and Review Meeting												
4 Needs Assessment Presentation - Parks & Rec Advisory Board, City Council, & Public												
<b>E Strategic Plan, Vision, Goals and Objectives</b>												
1 Strategic Plan - Mission, Vision, Goals & Objectives												
2 Technical Report and Meeting												
<b>F Physical Planning, Programs, and Service Recommendations</b>												
1 Analysis, Observations and Potential Solutions												
2 City-wide Recommendations Mapping												
3 Park & Facility Improvements/Costs												
4 Capital Improvement Priorities												
5 Best Management Practices												
6 Programming Recommendations												
7 Technical Report & Review Meeting												
<b>G Action Plan</b>												
1 Phased Implementation Plan												
2 Draft Action Plan												
3 Action Plan Presentation												
4 Final Master Plan												
5 Executive Summary												
6 Final Presentations - Parks & Rec Advisory Board, City Council, & Public												

● Steering Committee Meeting    ■ Review / Progress Meeting    ▲ Technical Memo    ★ Public Presentation / Workshop





Appendix A  
Experience/Projects



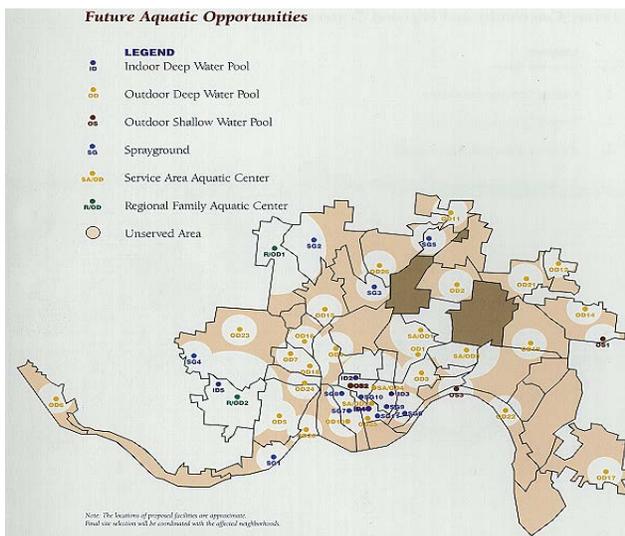
# PARKS AND RECREATION SYSTEM MASTER PLANS

- 2000 Boone County, Kentucky
- 2000 Kenton County, Kentucky
- 2000 Newport, Kentucky
- 1999 Independence, Ohio
- 1998 Vermillion, Ohio
- 1998 Moraine, Ohio
- 1998 Nicholasville-Jessamine County, Kentucky
- 1998 Warren County, Kentucky
- 1997 Fairview Park, Ohio
- 1997 Barberton, Ohio
- 1996 Medina, Ohio with Medina Township and Montville Township
- 1996 Cincinnati Recreation Commission
- 1994 Perrysburg, Ohio
- 1993 Lebanon/Turtle Creek Township, Ohio
- 1992 Cincinnati Park Board
- 1991 Madisonville, Kentucky
- 1991 Newport, Kentucky
- 1990 Wyoming, Ohio
- 1989 Edgewood, Kentucky \*
- 1989 Danville, Kentucky \*
- 1987 Georgetown/Scott County, Kentucky
- 1985 Huntington, West Virginia \*
- 1985 Bowling Green, Kentucky
- 1984 Upper Sandusky, Ohio
- 1982 Clermont County, Ohio



# CRC MASTER PLAN FOR SERVICE DELIVERY

## Cincinnati Recreation Commission, Ohio



The study investigated current conditions and usage levels for all facilities and programs, evaluated the quality and service delivery of programming, recommended future facility and programming improvements, and identified strategies and administrative policies necessary for implementation of recommendations. This project included the development of a city-wide Social Needs and Conditions Index for each of the city's forty-eight statistical neighborhoods for evaluating both the total population and target populations such as teens and senior citizens. The final plan is a product of extensive public participation by utilizing statistically valid telephone surveys, 26 community-based workshops, focus groups representing special needs and concerns, a "Blue Ribbon" Advisory Committee and CRC's staff. To date, all of the new development projects in the \$60 million 10 year Capital Plan have been accomplished.

# CINCINNATI COMPREHENSIVE PARKS AND GREENWAYS MASTER PLAN

Cincinnati, Ohio

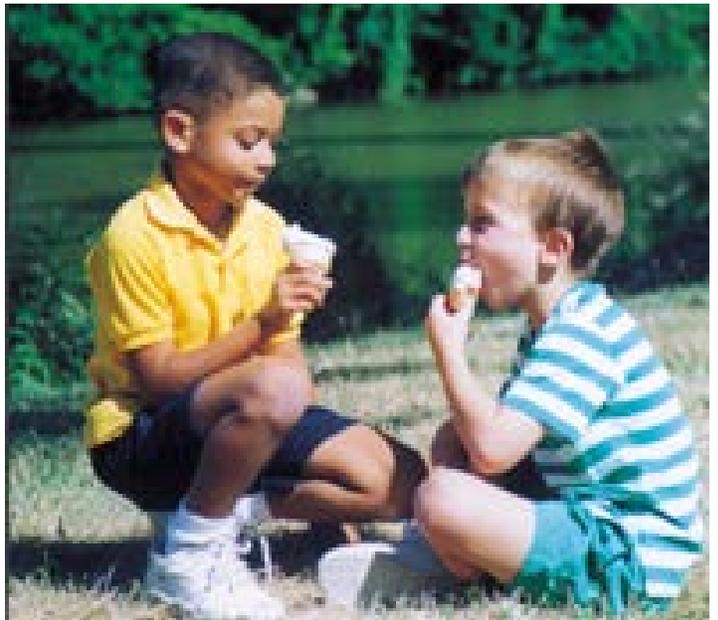
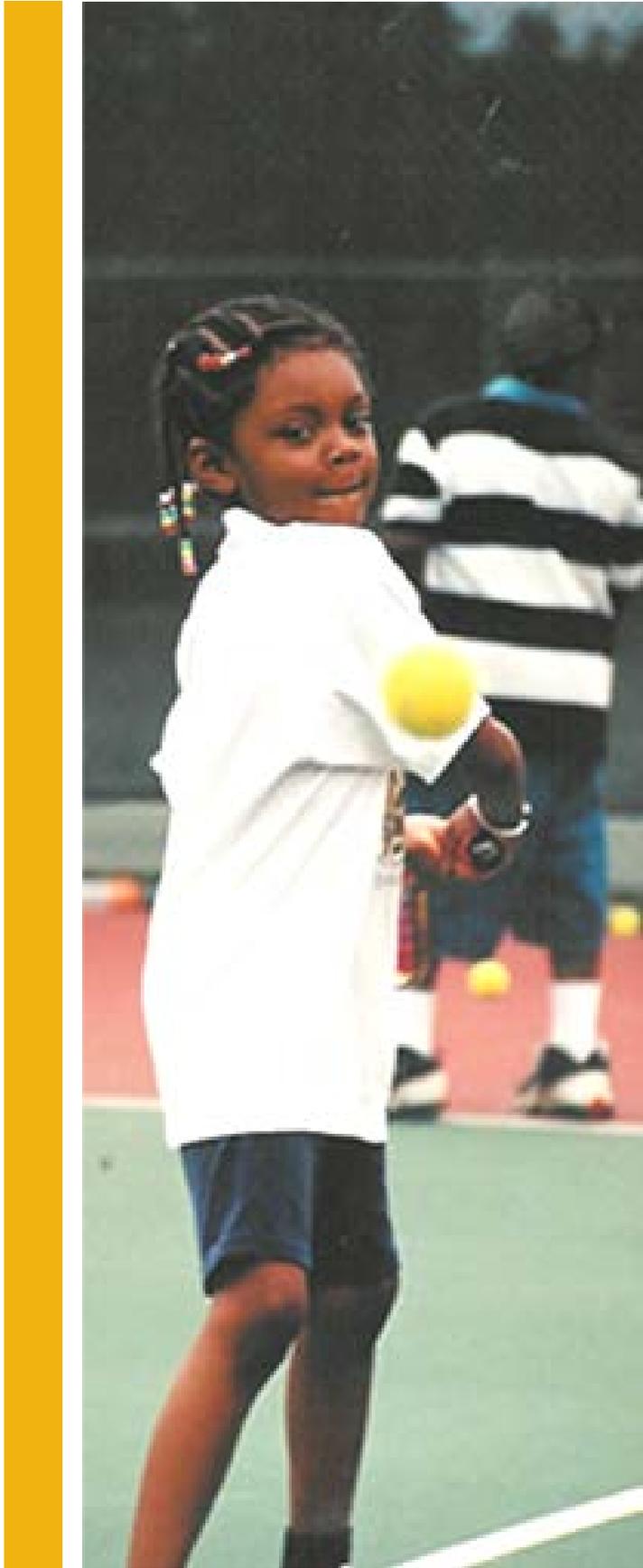


Brandstetter Carroll Inc., in conjunction with Behnke Associates, completed the Comprehensive Parks and Greenways Master Plan for the City of Cincinnati. This Comprehensive Study involved inventory and analysis of the Park Board's 156 properties, capital improvements program for all properties, development of concept plans for Mt. Airy Forest, Burnet Woods and Eden Park. The Master Plan included recommendations for the highly regarded horticulture facilities at the Mt. Airy Arboretum, Krohn Conservatory at Eden Park and general horticultural services.

The process also included recommendations for the improvements to the park delivery system through maintenance, operations, and administration. Extensive public participation was involved in this plan through: meetings with neighborhood councils; telephone surveys; in-park surveys; focus groups; interviews with city staff; Park Board staff and community leaders. The Trust for Public Land Urban Land Institute ranked Cincinnati as one of the only three park systems in the U.S. to receive four stars for its park systems.

# DAYTON PARKS, RECREATION AND CULTURAL SERVICES MASTER PLAN

## Dayton, Ohio



Brandstetter Carroll Inc. provided Master Planning services for the City of Dayton. This comprehensive citizen based plan included evaluating all parks, recreation and cultural facilities, as well as the services for which the City provides its citizens. The final recommendations provided the City with a 10 year Master Plan to enhance the quality of life for the community.

Major recommendations included consolidation of the parks into regional family activity centers and the recreation centers into regional facilities to improve efficiency, quality and overall services that would be provided. The plan also set in motion the realignment of services plus over \$30 million in new facilities. The plan received unanimous support from all seven priority boards representing the city's 66 neighborhoods.

# MORRIS COUNTY PARK COMMISSION STRATEGIC PLAN

## Morris County, New Jersey



The Strategic Plan is the first part of a 2-phase process that will result in a Comprehensive Master Plan for the Morris County Park Commission. The county has a population of 470,000 residents. The Park Commission System includes 31 sites with a total of 13,691 acres. Facilities include historic sites, golf courses, environmental education facilities, horticultural sites, a marina, and a sports arena.

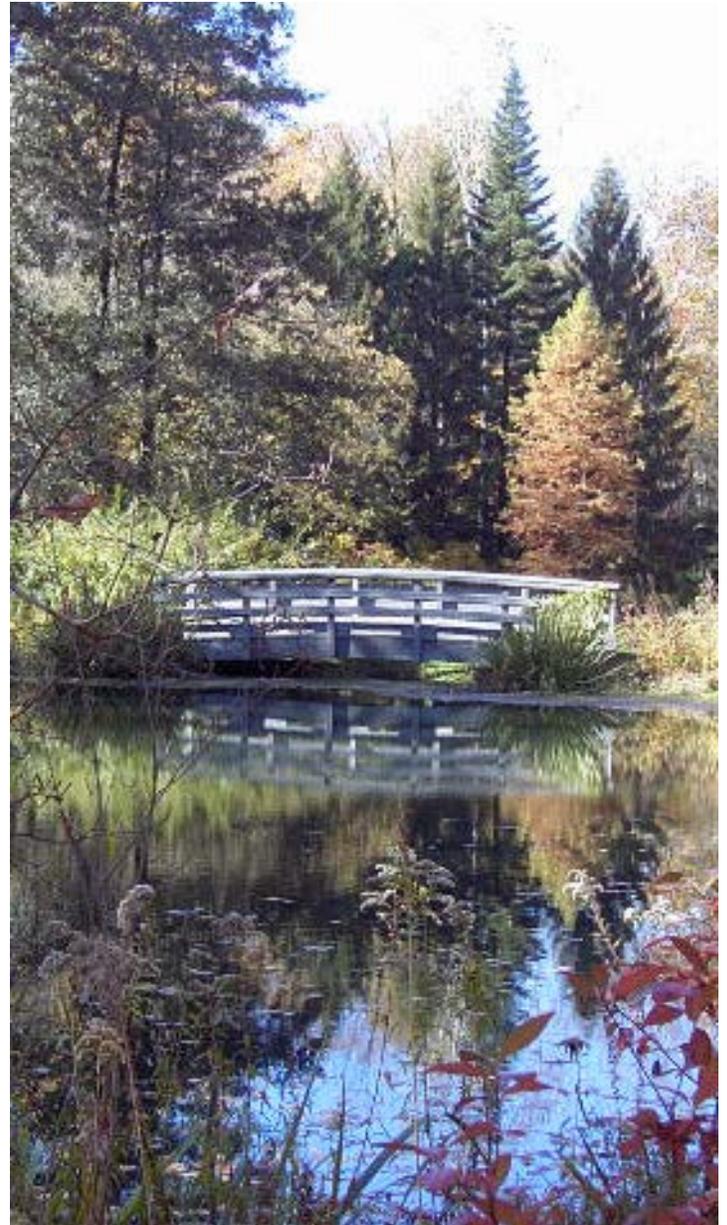
Brandstetter Carroll Inc. led a team of consultants in a citizen driven process that involved a steering committee, stakeholder interviews, focus groups, public forums, user group surveys and a statistically valid household needs assessment. The process involved benchmarking at a national and regional level. Recommendations defined the Park Commission's role in the county wide parks, recreation, trails, and open space network, the desired market niches, establishment of priorities for facilities, programs and services and level of service standards for the county.

The process involved coordination with 39 municipalities within the County.

# CAPITAL FACILITIES PLAN

## SOMERSET COUNTY PARK COMMISSION

Somerset County, New Jersey



Brandstetter Carroll Inc. assisted the Somerset County Park Commission in the development of a 20-year Capital Facilities Plan. The process involved an inventory and evaluation of existing facilities, statistically valid household needs assessment to determine needs and priorities, development of level of service standards and a long range capital plan. The current system includes over 10,000 acres and includes five golf courses, three general use parks, sixteen less developed parks, an environmental education center, stables and equestrian trails, swimming pool and extensive trail system.

# CITY OF FAIRFAX STRATEGIC PLAN FOR PARKS, RECREATION, TRAILS, OPEN SPACE, EVENTS AND CULTURAL ACTIVITIES

City of Fairfax, Virginia

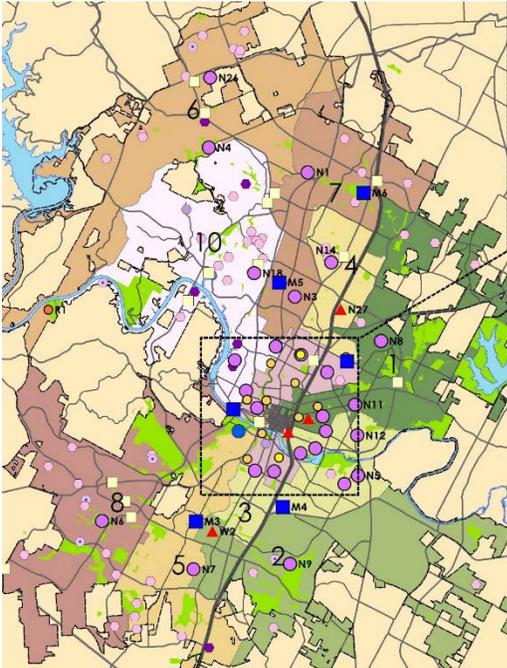


BCI assisted the City of Fairfax, Virginia in preparing their first Strategic Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Arts. The first phase included the establishment of a Strategic Vision which was based upon extensive public engagement. The process involved public workshops/events and over 20 stakeholder groups which involved over 500 residents. In addition, nearly 2,400 residents participated in an on-line community engagement web site (hosted by MindMixer) which allowed residents to share ideas, vote on instant polls, and respond to drafts of the Plan. A statistically valid survey was performed by George Mason University. Phase 2 included detailed facility assessments, Gap Analysis Mapping, development of Level of Service Guidelines, park concept planning, and a detailed Action Plan with goals, objectives and 130 detailed strategies in a timeline format.

# AUSTIN, TEXAS AQUATIC FACILITIES PLANNING

## City of Austin, Texas Parks and Recreation Department

### AQUATIC FACILITIES NEEDS ASSESSMENT - 2014



Map of pool locations – excerpt from study

BCI lead the City of Austin through an assessment of all aquatic related facilities. The comprehensive process included an evaluation of 36 current pools of varying age and condition, with many being over 40 years old.

The process identified strategies to better serve the City residents based upon an extensive public engagement process; analysis of neighborhood trends and needs; and extensive evaluation of their existing facilities, especially analyzing factors such as compliance with VGB, ADA and State and local health codes.

The goal was to develop strategies and recommendations to allow the City to provide quality aquatic experiences for the next 20 years and beyond. BCI assembled a team of local design professionals to supplement the firm's aquatic expertise.

### AQUATICS MASTER PLAN - 2016



Bartholomew Pool – suggested upgrades

Upon the success of the Needs Assessment, BCI has been hired to continue planning work for the City's aquatic facilities. This project dives deeper into service delivery for the citizens.

The study will consider which pools will remain operational, which pools might get replaced or renovated, staffing models, rates and charges, and many other things related to delivering quality aquatic programming and services to the citizens of Austin.

The planning project is currently underway and is to be completed in October of 2016. At this time, there have not been any budgets or construction schedules or delivery methods identified.



West Enfield Pool – suggested improvements

#### OWNER CONTACT INFORMATION:

Mr. Reynaldo Hernandez, Jr., RLA  
City of Austin Parks and Recreation Department  
919 West 28 1/2 Street  
Austin, TX 78705

(512) 974-9464  
reynaldo.hernandez@austintexas.gov





# PRINCETON PARKS AND RECREATION MASTER PLAN

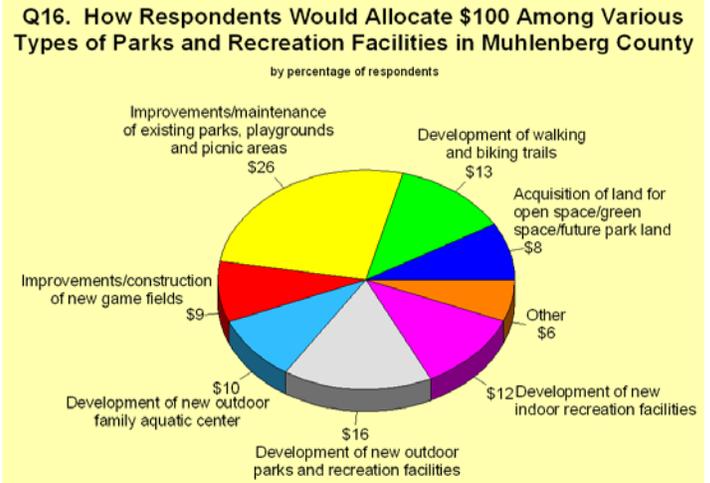
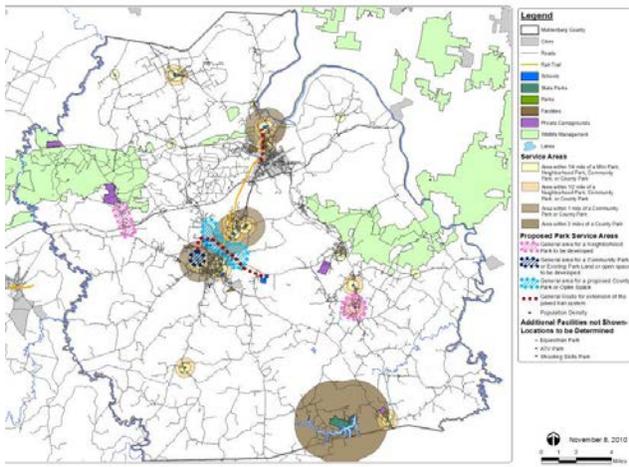
## Princeton, New Jersey



Brandstetter Carroll Inc. prepared a comprehensive Parks & Recreation Master Plan for the Borough and Township of Princeton and the Princeton Recreation Department. The process involved extensive public input with over 35 stakeholder group meetings, public workshops, focus groups of teens, and a statistically valid household needs assessment. The process also involved the evaluation of improvements to their outdoor pool, needs for an indoor recreation center, and potential to develop synthetic turf athletic fields to meet many of the community's needs. The process identified strong needs for preservation of open space, trail systems, athletic fields, and indoor recreation facilities.

# MUHLENBERG COUNTY PARKS AND RECREATION MASTER PLAN

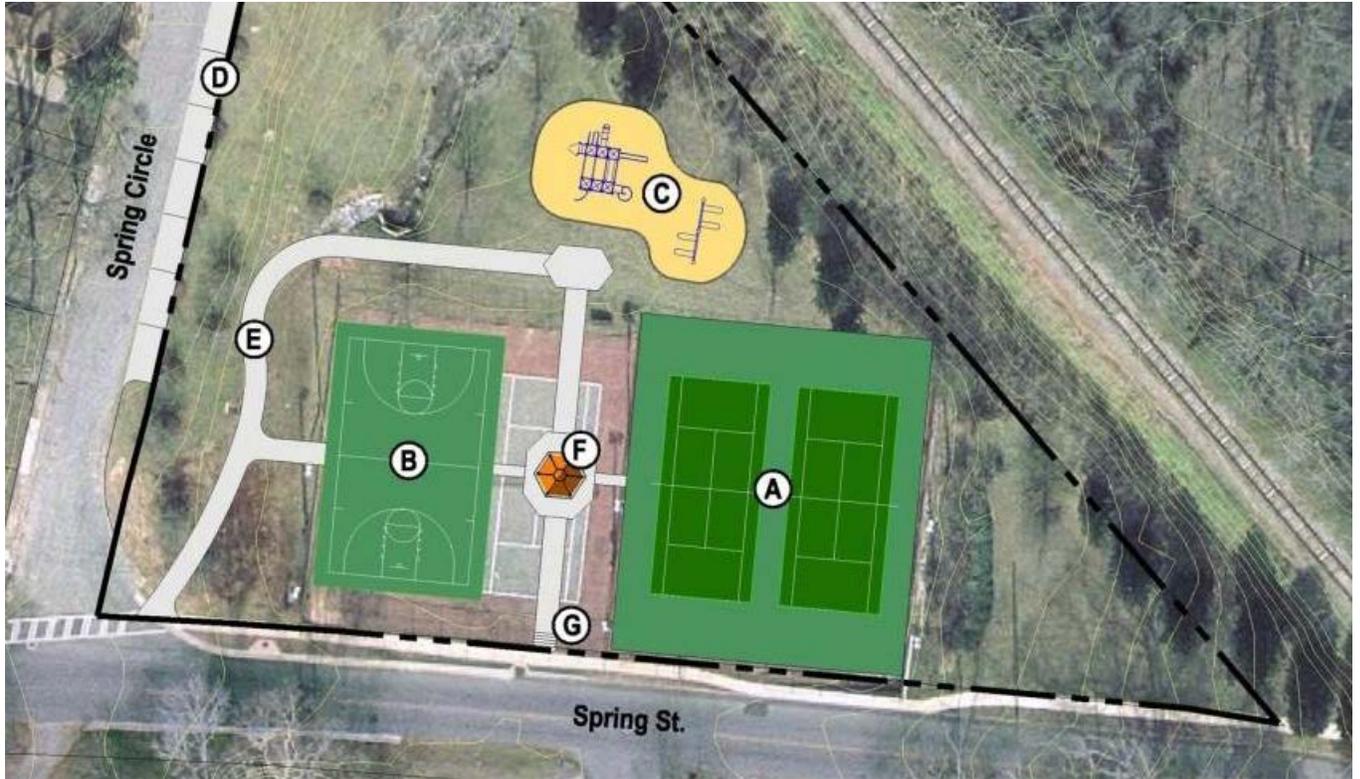
## Muhlenberg County, Kentucky



Muhlenberg County has the unique opportunity to start a new Park and Recreation System as the result of a generous endowment from the Felix E. Martin Jr. Foundation. Mr. Martin left \$50 million in a Foundation to improve the quality of life in Muhlenberg County and a study identified Youth Services as one of the top two needs of the County. Therefore, BCI was commissioned to prepare a comprehensive Parks and Recreation Master Plan. The plan has led to the development of a new Greater Muhlenberg Park and Recreation System through an inter-local agreement with all six communities, School Board, Cooperative Extension Office and the Martin Foundation. BCI assisted in establishing the By-laws and in the hiring of a new Executive Director for the System.

# NEWNAN PARKS AND RECREATION MASTER PLAN

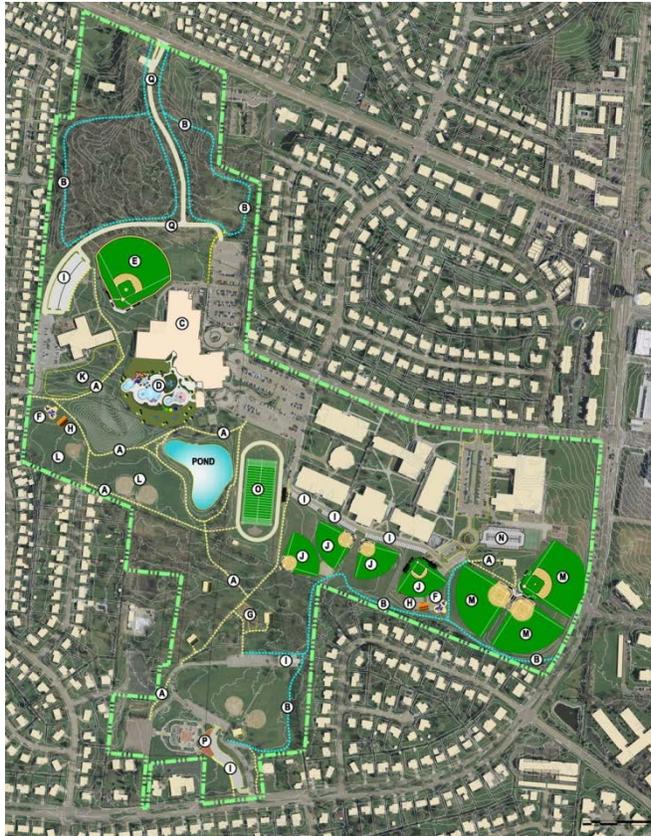
## Newnan, Georgia



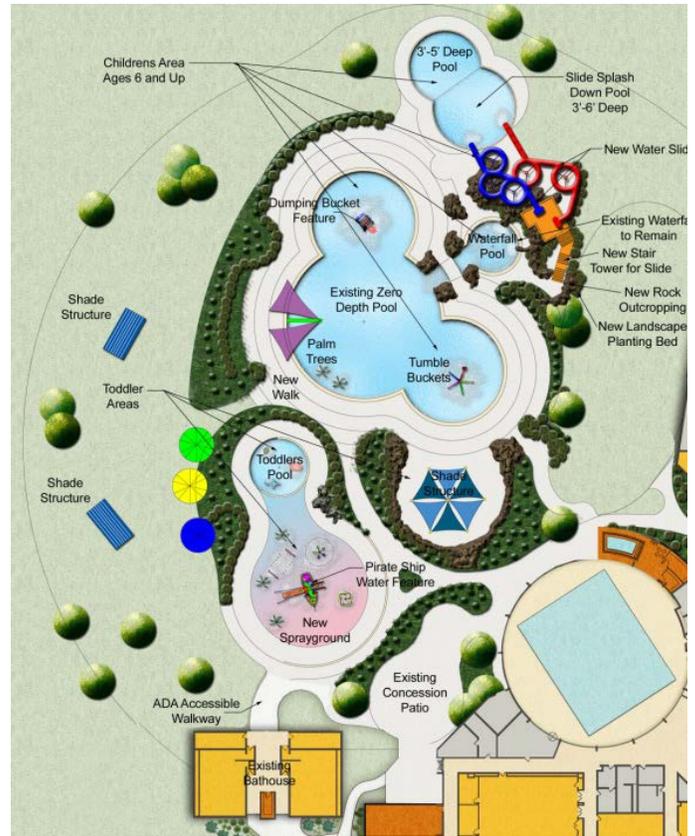
The City of Newnan is experiencing very rapid growth from about 16,000 residents in 2000 to over 32,000 in 2009. As a result, the City is also experiencing strong demands for additional recreational opportunities. The City hired BCI to lead them through a citizen driven Parks and Recreation Master Planning process to plan for the future park and recreation needs of the community. Extensive public participation with focus groups, statistically valid survey, a citizen steering committee, neighborhood and community workshops were used to gather public input. The recommendations plan for new parks, improvements to existing parks, partnership opportunities, identifies standards for facilities and maintenance and provides a detailed Action Plan for implementation.

# KETTERING REPLACEMENT BOND LEVY PLANNING

Kettering, Ohio



Indian Riffle Park Concept Plan



Aquatic Center Improvements

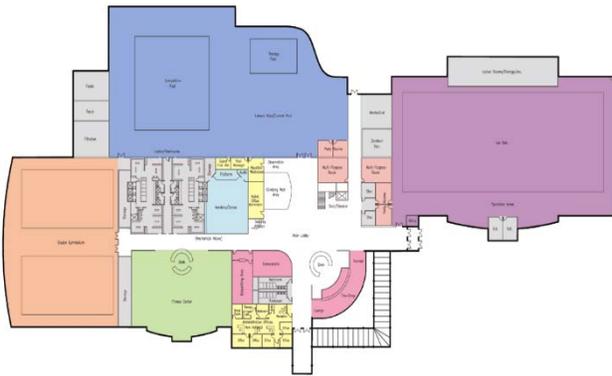
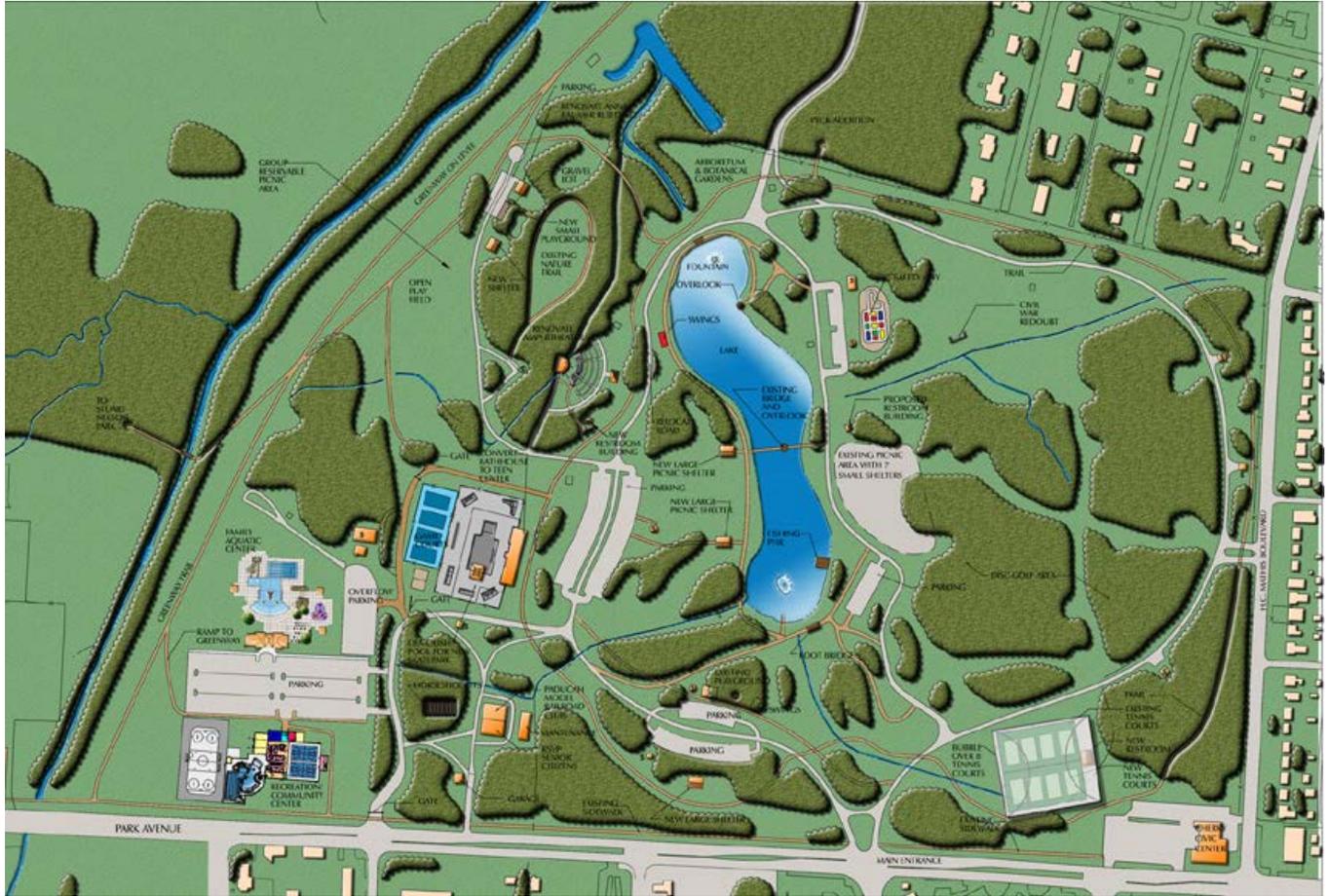


Neighborhood Park Features Board

Brandstetter Carroll Inc. and Lorenz Williams Inc worked closely with the City of Kettering to determine the projects to be developed to promote a 20-year bond replacement levy. The levy passed with a large majority of voters in favor. Services included the development of cost estimates for all proposed projects and then the preparation of graphics to assist in promotion efforts to pass the levy. The projects included: improvements and expansion of the Recreation Center with Outdoor Water Park, concept plans for Indian Riffle and State Farm Parks, and graphics to illustrate the proposed improvements for 21 neighborhood parks. The neighborhood park improvements will include new playgrounds, seating, walking trails, game courts and a sprayground. The proposed improvements were determined from a statistically valid phone survey, meetings with several stakeholder groups, the City's previous Master Plan, and the goal of distributing facilities equitably throughout the City. The City will utilize \$12.5 million from the levy and an additional \$4.8 million for the proposed improvements.

# PARKS AND GREENWAYS MASTER PLAN

## Paducah, Kentucky



Brandstetter Carroll Inc. completed a Comprehensive Plan for Parks, Recreation and Greenways for Paducah and McCracken County. The community's vision includes a community/recreation center, aquatic center, sports field complexes, neighborhood and community park improvements, skate park, and a comprehensive trail linkage system. Extensive public input was used to develop consensus on the community visions.

# CHARLES POINTE PARK

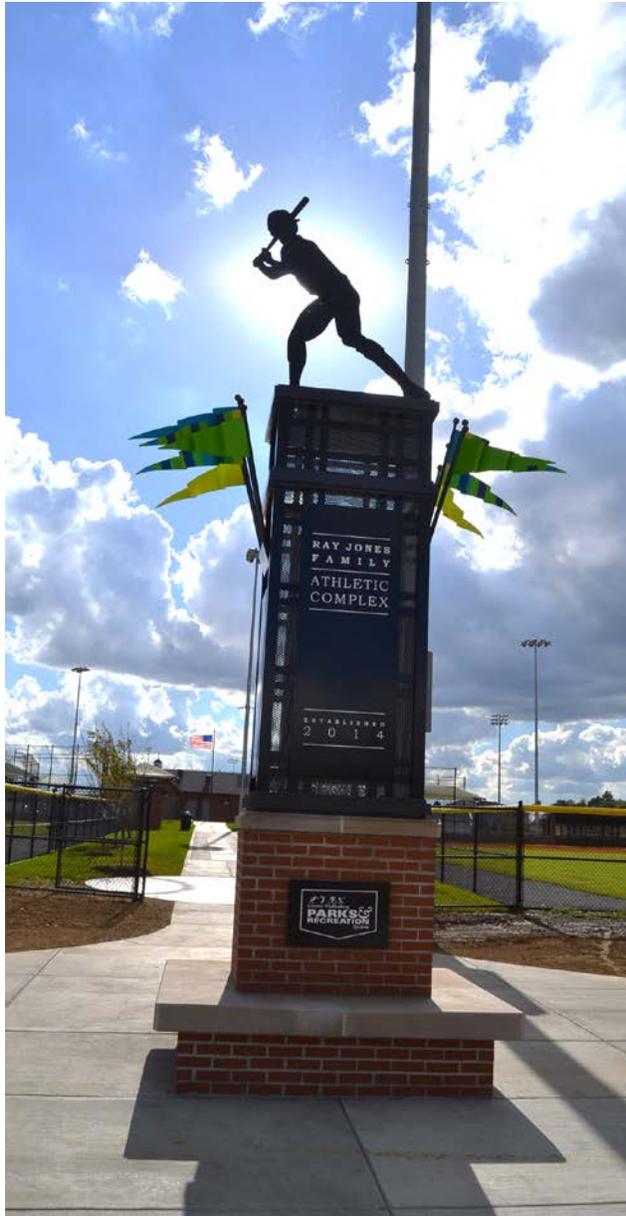
Bridgeport, West Virginia



Brandstetter Carroll Inc. worked in conjunction with Thrasher Engineering to provide the City of Bridgeport with a Master Plan and construction documents for the 40 acre park. Proposed features include a four field baseball complex, youth baseball field, Miracle League Field, large multi-purpose rectangular field, 2 playgrounds, picnic shelters, basketball court, and walking trails. The mass grading project required major cuts and fill to complete the project. The first phase was completed in 2012 including the four field, lighted, and irrigated baseball/softball complex, batting cages, walking trail, dugouts, picnic shelters, and pressbox/concession/restroom building.

# MUHLENBERG COUNTY PARK

Muhlenberg County, Kentucky



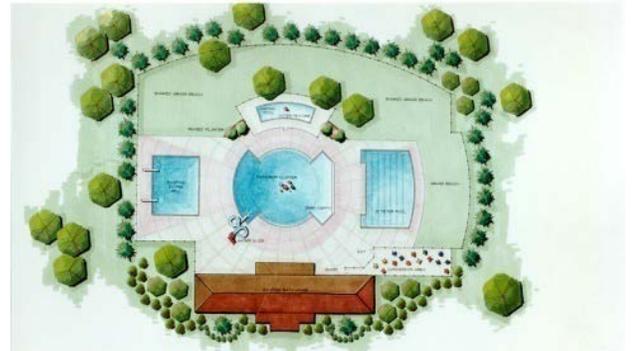
Following the completion of a county-wide parks and recreation master plan, Brandstetter Carroll Inc. prepared a park master plan and designed the first phase of a new 250 acre County Park. The park was opened in fall 2014 and includes a 5-field baseball/softball complex with concession/restroom building, batting cages, 5 tennis courts, 2 basketball courts, 2 sand volleyball courts, picnic shelters, playground, and walking trail. Future facilities will include a splash pad, universal playground, amphitheater, disc golf, dog park, soccer complex, more trails, and additional baseball/softball fields.

# AQUATIC FACILITIES RENOVATIONS

## Lexington, Kentucky



Southland Park Pool



Woodland Park Pool



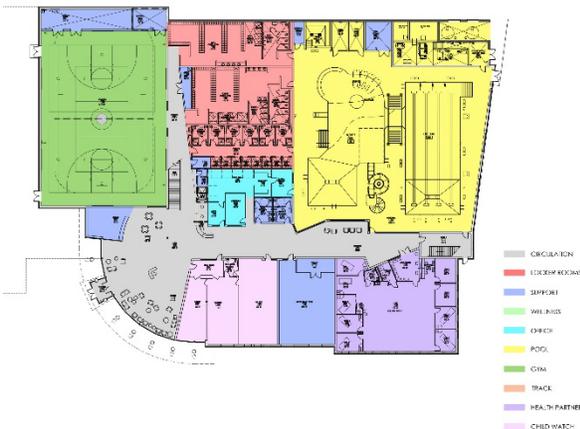
Castlewood Park Pool

Brandstetter Carroll Inc. examined all 9 outdoor pools and made recommendations for closure, renovation or new facilities. Upon completion of the study, Brandstetter Carroll Inc. provided design services for the conversion of three neighborhood pools (Southland, Woodland and Castlewood) into new regional aquatic centers. Renovations and construction of new bathhouses, deck areas and grass beaches were included in this project. New aquatic toys such as water slides, spray fountains and raindrops were also installed at each facility.

Attendance increased significantly and the Southland Aquatic Center experienced an operating surplus of \$100,000 per year in its first years after redevelopment.

# HAMBURG PAVILION YMCA

## Lexington, Kentucky



Brandstetter Carroll Inc. provided architectural and engineering services for a new 62,000 s.f. YMCA facility in the Hamburg Pavilion, which is a rapidly growing part of the east Lexington area. The facility will include a family aquatic center, gymnasium, wellness center, walking track, multipurpose room, child care area, teen center, and group exercise studios. As part of the program, the Lexington Clinic will be leasing over 3,000 s.f. for therapeutic services. The total construction cost is approximately \$13,400,000. The YMCA of Central Kentucky is raising funds to construct the facility.

# Armstrong Mill Neighborhood Small Area Plan

Lexington, Kentucky



EHI led the team responsible for the development of a small area plan for Lexington's Armstrong Mill Neighborhood in coordination with Lexington-Fayette Urban County Government.

EHI was involved with the planning and facilitation of an extensive public involvement component consisting of many neighborhood meeting neighborhood residents and stakeholders. This process was largely successful with a host of individuals turning out for the kick-off rally and returning for the workshops and visioning sessions.

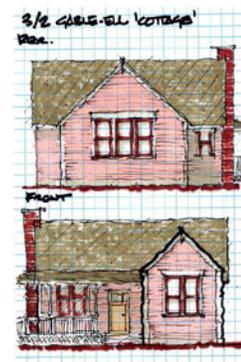
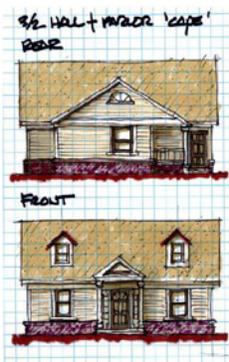
In addition to the public involvement component, the plan consisted of an examination of economic opportunities, land use, diversity issues, infill development; mixed land use, open public space development, social capital and social justice, neighborhood character development, public space and streetscape designs. A set of detailed implementation strategies were developed that are still being measured and implemented today.

## REFERENCE

CLIENT Lexington-Fayette Urban  
County Government, Division  
of Planning  
CONTACT Chris King, AICP  
PHONE 859.258.3262  
DATE 2014 - Present

# SOUTHEND PARK URBAN VILLAGE PLAN

Lexington, Kentucky



EHI provided project management and led a design team of professionals in the planning and redevelopment of the Southend Park Neighborhood in Lexington, Kentucky. This project consisted of the planning, design and redevelopment of a 25-acre urban neighborhood near downtown Lexington that was recently impacted by the extension of the Newtown Pike Roadway.

This environmental justice project is being designed by EHI to plan and address the neighborhoods existing conditions, analyze data and lead efforts in the participation of stakeholder meetings and design charrettes. The firm also developed sustainable public policy strategies for redevelopment, including urban infill commercial, residential and mixed uses, recreational land uses, business development strategies, live work concepts, and urban design concepts as well as the final plan development.

## REFERENCE

CLIENT Lexington-Fayette Urban County Government, Planning

CONTACT Cindy Deitz

PHONE 859.258.3000

DATE 2009 - Present

EHI also assisted in the creation of the Lexington Community Land Trust as the owner of the site to be developed to ensure long term affordability of the project.

The project has been recognized by the Federal Highway Administration, the Department of Housing and Urban Development, the Kentucky Transportation Cabinet and the City of Lexington, for its innovative use of funds, neighborhood planning to ensure a retention of community and place making.





Appendix B  
Resumes

# LAWRENCE W. BRANDSTETTER, AIA

## President



### EDUCATION

The Ohio State University, B.S.  
Architecture  
The Ohio State University, Master of  
Architecture  
The Ohio State University, Master of  
City Planning (85% Complete)  
Northwestern University, The Kellogg  
School Executive Program  
Harvard Graduate School of Design,  
Executive Programs

### REGISTRATION

Registered Architect:  
State of Ohio, #7505463  
Commonwealth of Kentucky,  
#2248  
State of West Virginia, #4171

### AFFILIATIONS

- Kentucky State Legislature, House of Representatives, (1995-1998)
- President, Kentucky Board of Architect Examiners, (2005-2006)
- The Lexington Rotary Club (President 1987-1988)
- The American Institute of Architects
- National Council of Architectural Registration Boards
- The Lexington Forum (Board of Directors)
- Leadership Lexington 1982
- Leadership Kentucky 1988
- Newport Kentucky Planning Commission (1986-1994)
- Lexington Bluegrass Airport Board Member (1993-1995)
- Lexington Convention & Visitors Bureau Board (1987-1995)



### PLANNING

- **City of Fairfax Strategic Plan for Parks, Recreation, Trails, Open Space, Events and Cultural Activities**  
*Fairfax, Virginia*
- **Comprehensive Master Plan for Service Delivery**  
*Cincinnati Recreation Commission, Ohio*
- **Comprehensive Master Plan for Parks and Greenways**  
*Cincinnati, Ohio*
- **Dayton Recreation, Parks and Culture Master Plan**  
*Dayton, Ohio*
- **Lexington Aquatics Master Plan**  
*Lexington, Kentucky*
- **Austin Aquatics Needs Assessment & Master Plan**  
*Austin, Texas*
- **Capital Facilities Plan, Somerset County Park Commission**  
*Somerset County, New Jersey*
- **Morris County Park Commission Strategic Plan**  
*Morris County, New Jersey*
- **Preservation and Recreation Needs Assessment and Action Plan**  
*Morris County, New Jersey*
- **Princeton Parks and Recreation Master Plan and Community Park Pool Design**  
*Princeton, New Jersey*
- **Middletown Parks and Recreation Master Plan**  
*Middletown, New Jersey*
- **Boardman Parks and Recreation Master Plan**  
*Boardman Township Park District, Ohio*
- **Moraine Parks and Recreation Needs Analysis**  
*Moraine, Ohio*
- **Beavercreek Master Plan for Parks, Recreation & Culture**  
*Beavercreek, Ohio*
- **Canton Recreation Alignment Study**  
*Canton, Ohio*
- **Columbus Aquatic Facilities Master Plan**  
*Columbus, Ohio*
- **Toledo Aquatics Master Plan**  
*Toledo, Ohio*
- **Loveland Parks and Recreation Master Plan**  
*Loveland, Ohio*
- **Millennium Park**  
*Danville, Kentucky*
- **Kenton County Parks Master Plan**  
*Kenton County, Kentucky*
- **Winton Woods Harbor Renovation**  
*Cincinnati, Ohio*
- **Boone County Parks & Recreation Master Plan and Update**  
*Boone County, Kentucky*

# PATRICK D. HOAGLAND, ASLA

## Project Manager



### EDUCATION

The Ohio State University,  
B.S. Landscape Architecture

### REGISTRATION

Registered Landscape Architect:  
Commonwealth of Kentucky –  
316, Ohio – 663, Commonwealth  
of Virginia – 0406001787,  
Tennessee – 0487, West Virginia –  
352, CLARB – 1339, Georgia –  
LA001486, New Jersey -  
21AS00096200, Texas – 2781

Council of Landscape Architectural  
Registration Boards Certificate

### AFFILIATIONS

- American Society of Landscape Architects
- (KY Chapter – President, 1984 and Trustee, 1991-1996)
- Kentucky Recreation and Park Society
- Ohio Parks and Recreation Association



### PARKS AND RECREATION NEEDS ANALYSIS AND SYSTEM MASTER PLANNING

- **Austin Aquatics Needs Assessment & Master Plan**  
*City of Austin, Texas*
- **Lexington Aquatics Master Plan**  
*Lexington, Kentucky*
- **Master Plan for Service Delivery**  
*Cincinnati Recreation Commission*
- **Cincinnati Parks and Greenways Master Plan**  
*Cincinnati Park Board*
- **Dayton Parks, Recreation and Culture Master Plan**  
*Dayton, Ohio*
- **Somerset County Park Commission Capital Facilities Plan**  
*New Jersey*
- **Morris County Park Commission Strategic Plan**  
*Morris County, New Jersey*
- **Princeton Parks and Recreation Master Plan and Community Park Design**  
*Princeton, New Jersey*
- **Preservation and Recreation Needs Assessment and Action Plan**  
*Morris County, New Jersey*
- **Beavercreek Parks, Recreation & Culture Master Plan**  
*Beavercreek, Ohio*
- **Muhlenberg County Parks and Recreation Master Plan (Established New Parks and Recreation Department)**  
*Muhlenberg County, Kentucky*
- **Boone County Parks & Recreation Master Plan & Update**  
*Boone County, Kentucky*
- **Georgetown-Scott County Parks & Recreation Master Plan**  
*Georgetown, Kentucky*
- **Kenton County Parks & Recreation Master Plan**  
*Kenton County, Kentucky*
- **Madison County Parks and Recreation Master Plan**  
*Madison County, Kentucky*
- **Frankfort Parks and Recreation Master Plan**  
*Frankfort, Kentucky*



Morris County Park Commission Strategic Plan

# MICHAEL E. CARROLL, AIA

## Consulting Architect



### EDUCATION

University of Cincinnati, Bachelor of Architecture  
College of Design, Art, Architecture  
The Harvard Graduate School of Design, "The New American Courthouse"

### REGISTRATION

Registered Architect:  
State of Ohio  
Commonwealth of Kentucky  
State of South Carolina  
State of Tennessee  
State of Illinois  
State of Wisconsin  
State of New York  
State of Texas  
State of Oklahoma  
Commonwealth of Virginia

### AFFILIATIONS

- American Institute of Architects
- National Council of Architectural Registration Boards
- Leadership Lexington 1985-86



### PARK PLANNING AND DESIGN

- **Comprehensive Master Plan for Parks and Greenways**  
*Cincinnati, Ohio*
- **Master Plan for Service Delivery,**  
*Cincinnati Recreation Commission*
- **Millennium Park**  
*Danville & Boyle County, Kentucky*
- **Princeton Parks and Recreation Master Plan and Community Park Design**  
*Princeton, New Jersey*
- **Master Plan for Parks, Recreation and Culture**  
*City of Dayton, Ohio*
- **Colerain and Clippard Parks**  
*Colerain Township, Ohio*
- **Beech Acres Park**  
*Anderson Township, Ohio*
- **Mills Road Park**  
*Kenton County, Kentucky*
- **Florence Government Center/Recreation Complex Master Plan**  
*Florence, Kentucky*
- **Groveport Aquatic/Recreation Center**  
*Groveport, Ohio*
- **Master Plan for Parks**  
*Bowling Green, Kentucky*
- **Campbell County Master Plan**  
*Campbell County, Kentucky*
- **Kenton County Master Plan**  
*Kenton County, Kentucky*
- **Boone County Master Plan**  
*Boone County, Kentucky*
- **Civic Center Master Plan**  
*Winchester, Kentucky*
- **Recreation Center Master Plan**  
*Charlotte, North Carolina*
- **Aquatics Master Plan**  
*Toledo, Ohio*
- **Bowling Green Recreation Center**  
*Bowling Green, Kentucky*
- **Clearcreek Family Activity Center**  
*Shelbyville, Kentucky*
- **Family Aquatic Centers**  
*Evendale, Fairfield, Montgomery and Mason, Ohio*
- **Activity Center Park Sprayground**  
*Centerville-Washington Park District*
- **Otto Armleder Aquatic Center at Dunham Park**  
*Cincinnati, Ohio*
- **Madisonville and Mt. Washington Recreation Centers**  
*Cincinnati, Ohio*

# KEITH E. RODENHAUSER

## Planner, Demographic and Data Analyst



### EDUCATION

University of Cincinnati  
Master of Community Planning  
Environmental Planning  
Graduate Certificate – Geographic  
Information Systems

The Ohio State University, BA  
Sociology

### PREVIOUS EMPLOYMENT

North Avondale Neighborhood  
Association  
Planning Intern

Bond Hill CURC, Planning Intern

### PREVIOUS PROJECTS

- Comprehensive Plan for the Village of Morrow  
*Morrow, Ohio*
- Neighborhood Business District Analysis for  
*North Avondale Neighborhood Association*
- Housing Assessment for Bond Hill CURC
- United Way GIS Analysis
- Safe Routes to Schools Plan for  
Fairfield Township, Ohio

### AFFILIATIONS

- American Planning Association
- Ohio Chapter APA

### PARKS, RECREATION, TRAIL, & OPEN SPACE PLANNING

- **Lexington Aquatics Master Plan**  
*Lexington, Kentucky*
- **Athens Pool and Natatorium Study**  
*Athens, Ohio*
- **Portage Park District Master Plan**  
*Portage Park District, Ohio*
- **Monroe Parks and Recreation Master Plan**  
*Monroe, Ohio*
- **Bowling Green Parks and Recreation Master Plan**  
*Bowling Green, Kentucky*
- **Austin Aquatics Needs Assessment & Master Plan**  
*Austin, Texas*
- **Lofino Plaza Needs Assessment**  
*Beavercreek, Ohio*
- **Recreation Center Study**  
*Frankfort, Kentucky*
- **Morris County Preservation & Recreation Needs Assessment & Strategy Report**  
*Morris County, New Jersey*
- **Strategic Plan for Parks, Recreation, Open Space, Trails, Events, and Cultural Arts**  
*Fairfax, Virginia*
- **Westlake Parks and Recreation Master Plan**  
*Westlake, Ohio*
- **Aquatic Facilities Needs Assessment and Strategic Plan**  
*Austin, Texas*
- **Bee Creek Scenic Trail**  
*Murray, Kentucky*
- **Elyria Parks and Recreation Master Plan**  
*Elyria, Ohio*
- **Randolph Township Parks and Recreation Master Plan**  
*Randolph Township, New Jersey*
- **Grand Prairie Parks and Recreation Master Plan**  
*Grand Prairie, Texas*

# MARK E. HORMAN, ASLA

## Senior Landscape Architect



### EDUCATION

University of Kentucky  
B.S. Landscape Architecture

### REGISTRATION

Registered Landscape Architect:  
Commonwealth of Kentucky

### AFFILIATIONS

- Council of Landscape Architectural Registration Boards - Kentucky State Board of Examiners and Registration of Landscape Architects Governor Appointed: 1984-1987, Re-appointed: 1987-1990, 1990 – 1993
- Elected Kentucky delegate to the National Meeting of the Council of Landscape Architectural Registration Boards 1985, 1986, 1987, 1988, 1990
- President of the Kentucky State Board of Examiners and Registration of Landscape Architects, 1991-1993
- Additional: Participated in the joint authorship of Kentucky's newly ratified registration laws and CLARB National Committee on Continuing Education for Landscape Architects



### PARKS AND RECREATION DESIGN

- **Muhlenberg County Park**  
*Muhlenberg County, Kentucky*
- **Millennium Park**  
*Danville and Boyle County, Kentucky*
- **Bridgeport Recreation Complex**  
*Bridgeport, West Virginia*
- **Mike Miller Park**  
*Marshall County, Kentucky*
- **Sayre School Athletic Complex**  
*Lexington, Kentucky*
- **Cynthiana-Harrison County Park**  
*Cynthiana, Kentucky*
- **Fairview Commons Pool & Sprayground**  
*Dayton, Ohio*
- **Community Park Pool Redevelopment**  
*Princeton, New Jersey*
- **Clippard Park and Sprayground**  
*Colerain Township, Ohio*
- **Paradise Cove Family Aquatic Center**  
*Richmond, Kentucky*
- **Dr. Festus Claybon Park**  
*Madisonville, Kentucky*
- **Winton Woods Harbor Renovation**  
*Great Parks of Hamilton County, Ohio*
- **Aquatic and Recreation Complex at The Heights**  
*Huber Heights, Ohio*
- **Indian Acres Family Aquatic Center**  
*Marietta, Ohio*
- **Tippecanoe Family Aquatic center**  
*Tipp City, Ohio*
- **SomerSplash Water Park Expansion**  
*Somerset, Kentucky*
- **Salvation Army Ray and Joan Kroc Community Center**  
*Ashland, Ohio*
- **Paducah Health Park**  
*Paducah, Kentucky*
- **Dayton Recreation Center at Roosevelt Commons**  
*Dayton, Ohio*
- **Hamburg Pavilion YMCA**  
*Lexington, Kentucky*
- **Oak Grove Park**  
*Centerville-Washington Park District, Ohio*
- **Patricia Allyn Park**  
*Clearcreek Township, Ohio*
- **Beech Acres Park, Anderson Park District**  
*Anderson Township, Ohio*
- **Veterans & Bartlett Parks**  
*Newport, Kentucky*

# ERIC M. CHAMBERS, AIA, CID, CDT, CPO, LEED GA

## Architect



### EDUCATION

University of Kentucky  
Bachelor of Architecture  
Business Minor  
PSMS Project Management (BARCH)  
Bootcamp — 2006  
Recreation Facility Design School —  
2006  
High Performance School buildings —  
2012

### REGISTRATION

Registered Architect:  
Commonwealth of Kentucky #6882  
LEED Green Associate  
Construction Document Technologist  
(CDT)  
Certified Pool Operator, Ohio Aquatic  
Council, LTD - (CPO)

### AFFILIATIONS

- American Institute of Architects (AIA)
- Baptist Church at Andover Property and Facility Task Force



### RECREATION FACILITIES

- **Hamburg Pavilion YMCA**  
*Lexington, Kentucky*
- **Jessamine County YMCA**  
*Nicholasville, Kentucky*
- **Groveport Recreation Complex**  
*Groveport, Ohio*
- **Dunham Pool, Cincinnati Recreation Commission**  
*Cincinnati, Ohio*
- **Indoor Natatorium**  
*Moraine, Ohio*
- **Sayre School Athletic Complex**  
*Lexington, Kentucky*
- **Cynthiana-Harrison County Park, Phase I**  
*Cynthiana, Kentucky*
- **Jackson Center Sprayground**  
*Jackson Center, Ohio*
- **Tipp City Family Aquatic Center**  
*Tipp City, Ohio*
- **Mt. Washington Recreation Center**  
*Cincinnati Recreation Commission*
- **Dayton RecPlex**  
*Dayton, Ohio*
- **Northwest Recreation Center**  
*Dayton, Ohio*
- **Lohrey Recreation Center**  
*Dayton, Ohio*
- **McKie Recreation and Aquatic Center**  
*Cincinnati, Ohio*
- **Pleasant Ridge Aquatic Center**  
*Cincinnati, Ohio*
- **SomerSplash Waterpark**  
*Somerset, Kentucky*
- **Dunham Park Aquatic Center**  
*Cincinnati, Ohio*
- **Jackson Center Sprayground**  
*Jackson Center, Ohio*
- **Oyler Park Sprayground**  
*Cincinnati, Ohio*
- **South Fairmount Sprayground**  
*Cincinnati, Ohio*
- **Mt. Auburn Recreation Center**  
*Cincinnati, Ohio*
- **Groesbeck Park**  
*Colerain, Ohio*
- **Princeton Community Park Pool**  
*Princeton, New Jersey*

# CHARLES L. SCHNEIDER, P.E.

## Civil Engineer



### EDUCATION

University of Texas  
University of Kentucky, B.S.C.E.  
Major Area of Study – Hydrology  
and Hydraulics

### REGISTRATION

Professional Engineer:  
Commonwealth of Kentucky  
#22599

### CERTIFICATIONS

Certified Pool Operator, Ohio Aquatic  
Council, LTD—2008

### SPECIALTIES

- Site Development and Utilities
- Aquatic Facilities Design
- Aquatic Mechanical Design
- Water and Waste Water Treatment

### PARKS

- **Oak Grove Park**  
*Centerville-Washington Park District, Ohio*
- **Patricia Allyn Park**  
*Clearcreek Township, Ohio*
- **Kincaid State Park Lodge Study**  
*Pendleton County, Kentucky*
- **Muhlenberg County Park**  
*Muhlenberg County, Kentucky*
- **Beech Acres Park, Anderson Park District**  
*Anderson Township, Ohio*
- **Colerain Clippard Park**  
*Colerain Township, Ohio*
- **Veterans & Bartlett Parks**  
*Newport, Kentucky*
- **Weisiger Park**  
*Danville, Kentucky*
- **Bee Creek Scenic Trail**  
*Murray, Kentucky*

### AQUATIC

- **Lexington Aquatics Master Plan**  
*Lexington, Kentucky*
- **Allen Texas Ford Pool Project**  
*Allen, Texas*
- **City of Austin Aquatic Facilities Needs Assessment**  
*Austin, Texas*
- **Plain City Family Aquatic Center**  
*Plain City, Ohio*
- **Lincoln Park Pool**  
*Marion, Ohio*
- **Community Park Pool Redevelopment**  
*Princeton, New Jersey*
- **SomerSplash Water Park Expansion**  
*Somerset, Kentucky*
- **Pleasant Ridge Pool Renovation**  
*Cincinnati, Ohio*
- **McKie Pool Renovation**  
*Cincinnati, Ohio*
- **Paradise Cove Family Aquatic Center**  
*Richmond, Kentucky*
- **Huber Heights Family Aquatic Center**  
*Huber Heights, Ohio*
- **College Park Natatorium**  
*Winchester, Kentucky*
- **Greater Dayton Recreation Center at Roosevelt Commons  
Indoor Natatorium**  
*Dayton, Ohio*
- **Hamburg Pavilion YMCA**  
*Lexington, Kentucky*
- **Jessamine County YMCA**  
*Nicholasville, Kentucky*

# RICHARD T. PARKER, AIA, LEED AP

## Environmental Education Consulting Architect



### EDUCATION

Kent State University College of Architecture and Environmental Design, Bachelor of Architecture

### REGISTRATION

Registered Architect:  
California, Colorado, Connecticut, Florida, Georgia, Illinois, Indiana, Maryland, Massachusetts, Michigan, Minnesota, Missouri, New Jersey, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Texas, Virginia, Wisconsin, Louisiana, District of Columbia

### AFFILIATIONS

- American Institute of Architects
- Association of Nature Center Administrators
- Northeast Ohio Chapter of the U.S. Green Building Council
- Cleveland Restoration Society
- Historic Warehouse District Development Corporation (Board of Trustees)
- Historic Warehouse District Public Realm Committee (Chairman)
- US Green Building Council-LEED Accredited Professional

Mr. Parker is a Principal with BCI and his experience includes community recreation centers, resident camps and retreats, aquatics centers and event and conference/meeting centers. He has designed multiple projects to meet LEED certification criteria and has led the completion of two projects through the certification process.

### NATURE CENTERS AND ENVIRONMENTAL EDUCATION

- **Leonard Krieger Visitor Center\***  
*Ohio & Erie Canal Reservation*
- **National Youth Science Foundation, National Science Education Center**  
*Tucker County, West Virginia*
- **Asbury Woods Nature Center\***  
*Mill Creek Township, Pennsylvania*
- **November Lodge Environmental Education Facility\***  
*Peninsula, Ohio*
- **The Wilderness Center Interpretive Building\***  
*Wilnot, Ohio*
- **Ohio and Erie Canal Reservation Visitors Center**  
*Cleveland, Ohio*
- **Nature Center at Shaker Lakes\***  
*Shaker Heights, Ohio*
- **Honda Wetland Education Center at Glacier Ridge**  
*Columbus, Ohio*
- **Environmental Education Nature Pods\***  
*Jackson, Michigan*
- **Glacier Ridge Environmental Education Center\***  
*Dublin, Ohio*
- **Crown Point Ecology Center\***  
*Bath, Ohio*
- **Children's Nature Center, Red Brick Schoolhouse\***  
*Kirtland, Ohio*
- **Master Site Plan, Tamarack Camps**  
*Bloomfield Hills, Michigan*
- **National Center for Youth Science Education, National Youth Science Foundation**  
*Davis, West Virginia*
- **Camp Summit Master Plan, Camp Summit, Inc.**  
*Dallas, Texas*

\* Project credit: Project completed with schmidtcopeandparkerstevens.



# WAYNE BAIN, CPRP

## Operations/Programs/Rates and Charges Specialist



### EDUCATION

Bachelor of Arts, Georgetown College, Georgetown, Kentucky

### AFFILIATIONS

- Board Member, Christ Hospital Sports Medicine Institute
- Board Member, Children's Hospital Safe Kids Program
- Board Member, Greater Cincinnati & Northern Kentucky Women's Sports Association
- Member, Ohio Parks & Recreation Association
- Past President - Ohio Parks & Recreation Association
- National Recreation & Park Association, Council of Affiliate Presidents
- Board of Regents, Oglebay Resort and Conference Center: Aquatic Management School; Supervisor Management School; Revenue Sources Management School
- Past Chairman, National Recreation & Park Association, National Fitness Coalition
- Past Chairman, National Recreation & Park Association, Great Lakes Regional Council

### RECREATION

- **Kyle Vista Recreation Center, Park Design & Operations Plan**  
*Kyle, Texas*
- **Strategic Plan, Morris County Park Commission**  
*New Jersey*
- **20 Year Capital Facilities Plan, Somerset County**  
*New Jersey*
- **Dayton Parks, Recreation and Culture Master Plan**  
*Dayton, Ohio*
- **Groveport Recreation and Outdoor Aquatic Center Design and Operations Plan**  
*Groveport, Ohio*
- **Paducah Recreation Center Feasibility Study**  
*Paducah, Kentucky*
- **Master Plan for Service Delivery**  
*Cincinnati, Ohio (as client)*

### PARKS AND RECREATION MASTER PLANS FOR THE FOLLOWING COMMUNITIES

- Princeton, New Jersey
- Middletown, New Jersey
- Franklin Township, New Jersey
- Newnan, Georgia
- Beaver Creek, Ohio
- Muhlenberg County, Kentucky (established new department)
- Mt. Sterling-Montgomery County, Kentucky
- Boone County, Kentucky
- Paducah, Kentucky
- Liberty Township, Ohio
- Oldham County, Kentucky
- Georgetown-Scott County, Kentucky
- Loveland, Ohio



Somerset County, New Jersey Capital Facilities Plan

# ERIC M. LEE, ASSOCIATE ASLA



## EDUCATION

University of Kentucky  
B.S. Landscape Architecture

## AFFILIATIONS

- Associate, American Society of Landscape Architects
- Kentucky American Society of Landscape Architects

## PARKS AND RECREATION DESIGN

- **Lexington Aquatics Master Plan**  
*Lexington, Kentucky*
- **Bowling Green Parks and Recreation Master Plan**  
*Bowling Green, Kentucky*
- **Monroe Parks and Recreation Master Plan**  
*Monroe, Ohio*
- **Randolph Parks and Recreation Master Plan**  
*Randolph Township, New Jersey*
- **Weisiger Park**  
*Danville, Kentucky*
- **Bee Creek Scenic Trail**  
*Murray, Kentucky*
- **Hamburg YMCA**  
*Central Kentucky YMCA*
- **Fairview Pool Renovation**  
*Dayton, Ohio*
- **Paducah Health Park**  
*Paducah, Kentucky*
- **Oglebay Park Historic Crispin Pool Renovation**  
*Wheeling, West Virginia*
- **Clague Park Master Plan**  
*Westlake, Ohio*
- **Historic Airdrie Ironworks Park**  
*Muhlenberg County, Kentucky*
- **Union Park**  
*Boone, County, Kentucky*

## EDWARD J HOLMES, AICP

*President*

Mr. Holmes has extensive land use and comprehensive planning experience, first serving as a land use planner and then Director of Planning for the Bluegrass Area Development Districts (BGADD) Division of Planning, where he led the districts comprehensive planning efforts for the 17 county Central Kentucky regional planning agency. While at the BGADD, he had written over 30 comprehensive plans, subdivision regulations, zoning ordinances and other planning and regulatory codes and ordinances. With some of the most notable plans being the; Versailles Woodford County Comprehensive Plan that was recognized by the Kentucky Chapter of the American Planning Association with an award for its efforts in developing innovative rural land planning standards, Berea, Kentucky Comprehensive Plan, City of Midway, Kentucky Comprehensive Plan, Scott County Comprehensive Plan and the Frankfort Franklin County Comprehensive Plan.

Upon the creation of EHI in 1995, Mr. Holmes continued his land use and comprehensive planning efforts with EHI, developing; the Lexington, Kentucky East End Small Area Plan, the Lexington, Kentucky Southend Park Urban Village Plan, the Lexington Infill and Redevelopment Report, the Versailles, Kentucky Traffic Mobility Plan and other planning and regulatory documents. Combined with his ability to work with local governments and citizen involvement, EHI has proven to be uniquely qualified as one of the region's leading planning firms, knowledgeable and experienced in all aspects of planning, including the areas of land use, traffic and transportation, subdivision and regulatory ordinances and comprehensive planning. EHI has proven itself to be qualified and capable to design and implement successful innovative land use planning techniques.

Edward J. Holmes, AICP, has over 40 years of planning experience. He served 16 years as planning director for the Bluegrass Area Development District. He also served 7 years as Vice Chairman of the Kentucky Public Service Commission. Mr. Holmes has worked on the following relevant planning projects:

**Magoffin County Comprehensive Plan, Magoffin, KY** – Mr. Holmes is managing the development of the Magoffin County Comprehensive Development Plan that is conducting an assessment of Magoffin County's assets and challenges that they face in a comprehensive approach. EHI has been tasked with the identification of appropriate economic business models that can be implemented to assist in the growth and development of the county and the region. The plan will incorporate attributes of an existing conditions analysis along with a visioning document detailing future growth and quality of life and place enhancements. This project is being presented at the 2014 OKI Regional Planning Conference in Lexington, Kentucky.

**Newtown Pike Extension- Southend Park Urban Village Lexington, KY**– Mr. Holmes is the project manager for this complex urban design and roadway project that involves construction of a major state highway that goes through an inner city neighborhood. EHI is involved in numerous planning and design and development efforts of this project including; the development of an Urban Village Plan, ordinance development both historic and form based codes, development of a design guideline



### EDUCATION

Bachelor of Arts  
Urban Planning and  
Design  
University of Cincinnati

### EXPERTISE

Land Use Planning  
Regulatory Oversight  
Zoning  
Public Facilitation  
Socioeconomic Analysis

### REGISTRATIONS

American Institute of  
Certified Planners, 1983

### PROFESSIONAL AFFILIATIONS

American Institute of  
Certified Planners

American Planning  
Association

Kentucky Planning  
Association

Former member of the  
Lexington Fayette County  
Urban County  
Government – Planning  
Commission

Chairman of the Kentucky  
Workforce Investment  
Board

Member of the Federal  
Reserve Bank Board  
Kentucky Advisory Board  
committee

pattern book, recreational park plan and special urban infill zoning categories, parking transit and development oversight of the residential housing units. This Urban Village Plan received the 2005 merit award from the American Society of Landscape Architects.

**Legacy Trail, LFUCG, Lexington, KY** - Mr. Holmes and EHI was tasked with route evaluation services for the urban corridor of the Legacy Trail Feasibility Study. EHI provided assistance with trail planning activities in the Downtown and Lexmark segments of the trail. Mr. Holmes also worked to facilitate stakeholder meetings with neighborhood association within the study area to provide an opportunity for the public to voice ideas and thoughts to the design team.

**Tates Creek Road Sidewalk, LFUCG, Lexington, KY** -EHI oversaw the public involvement for this high profile design project. There was a lot of opposition to the addition of the sidewalk during the initial approval process, therefore, stakeholders and especially adjacent residents were given the opportunity to have input into the proposed design. In response to the heavy opposition, Mr. Holmes met individually with adjacent residents to explain the impact of the sidewalk on each property. He also provided extensive follow through on every issue and question that arose from these meetings, making the process smoother for the engineering team and city officials involved. He also coordinated larger public meetings, which allowed the community to have input into those design choices that were flexible.

**Infill and Redevelopment, Lexington, KY** – This project consisted of Mr. Holmes providing planning services that led to the development of a set of comprehensive planning regulations relating to infill and redevelopment activities within the defined urban services boundary of Lexington. The study addressed the quality of place, quality of life and quality of process needed for a successful infill and redevelopment program. Several innovative regulatory tools were identified and are in the process of being implemented such as; form based codes, transit oriented development, character framework maps, density bonuses, inclusionary zoning and a housing trust fund.

**Complete Streets, Lexington, KY** - Mr. Holmes assisted in developing a Complete Streets Manual that was designed to provide a balance of all modes of transportation and to accommodate all users within the right-of-way, including pedestrians, bicyclists, transit riders, motorists, commercial vehicles, service vehicles and emergency response vehicles. The Manual addressed a holistic and comprehensive approach to a complete streets policy that created a sustainable transportation network and more livable community. The Complete Streets Manual was created with the help of LFUCG staff, residents, and users of the transportation network, which was coordinated and led by the efforts of EHI.

**Downtown Lexington Traffic Movement and Revitalization Study, Lexington, KY**– Mr. Holmes managed the work task of providing detailed crash analysis of the downtown Lexington study area, conducting research on the impacts of one way versus two way streets on pedestrian safety, parking and transit mobility and assisting in regulatory and government coordination and communication.

## RACHEL PHILLIPS, AICP Senior Planner

Rachel Phillip is a graduate of University of Illinois with a Masters of Urban Planning. Ms. Phillips has prior experience with water use planning, development proposals, infill and redevelopment planning, and planning analysis and recommendation, along with vast knowledge community engagement processes. Ms. Phillips is a Planner at EHI consultants that has previously worked for the Army Corps of Engineers, LFUCG, and the Georgetown-Scott County Planning Commission.

Ms. Phillips has been involved with several of our ongoing projects. Her experience and relevant projects are as follows:

**Armstrong Mill West Neighborhood Small Area Plan, Lexington, KY** – EHI is working to create a comprehensive plan that helps guide growth for development and promote neighborhood stabilization and revitalization for the Armstrong Mill West neighborhood in Lexington, KY. Ms. Phillips is leading the effort in developing guiding principles, which involve concepts of accessibility and connectivity by linking areas through infrastructure improvements and social networking. Ms. Phillips is also involved in the facilitation of public and private sector collaboration and urban design elements to create safe, walkable places.

**Magoffin County Comprehensive Plan, Magoffin, KY** - The Magoffin County Comprehensive Plan is a county-wide plan that incorporates a full evaluation of economic opportunities, infill redevelopment opportunities, mixed use planning, public open spaces, social capital, design codes, environmental sensitivity, and addresses these components while making recommendations for future development through identified alternatives and guidelines. Ms. Phillips has researched and used her prior knowledge in creating the report. This includes public involvement and meeting with stakeholders throughout Magoffin County.

**Conservation at Camp Atterbury, Champaign, IN** - Ms. Phillips took part in the water conservation project at Camp Atterbury. This project included collecting water use and personal data by surveying soldiers on their attitudes and perceptions about the conservation of water on base.

### **Preparation of planning reports for compliance of Resource Management Act of New Zealand, Auckland, New Zealand**

Ms. Phillips was responsible for preparing planning reports that ensured the compliance of companies with the Resource Management Act of New Zealand. This entailed the review of building and resource consents with approved recommendations.

### **Senior Planner Lexington Urban County Government, Lexington, KY**

Ms. Phillips Researched and developed strategies for the infill and redevelopment program including redevelopment projects, affordable housing initiatives and compatible residential infill design. Ms. Phillips also Collaborated with citizens and the design community regarding changes to policies and programs creating an effective process for infill and redevelopment projects while working as a senior planner for LFUCG.



### **EDUCATION**

Bachelor of Science  
Geography/City  
and Regional Planning  
Western Kentucky  
University

Masters of Urban  
Planning  
University of Illinois

### **EXPERTISE**

ArcMAP GIS mapping  
Adobe Acrobat  
Illustrator and  
InDesign  
SPSS statistical  
software  
Meter Master  
TraceWizard

### **PROFESSIONAL AFFILIATIONS**

American Institute of  
Certified Planners

American Planning  
Association

Kentucky Planning  
Association

- Kentucky Chapter
- Illinois Chapter



**KATHLEEN M. GROVE**  
Grove Consulting, LLC

**EDUCATION**

MS Management  
BA Applied Behavioral Sciences

**AFFILIATIONS**

- American Society Association Executives
- Society Human Resource Management

**EXPERIENCE**

**PARK AND RECREATION MANAGEMENT AND ADMINISTRATION**

- **National Recreation and Park Association**  
*Ashburn, VA*  
Served as Interim CEO and Chief Operating Officer for the nation’s leading advocate for public parks and recreation
  - Led \$12m, 70 person staff organization dedicated to the advancement of parks, recreation and environmental conservation efforts; serving 21,000 members
  - Designed and launched strategic, operational and business planning initiatives that included involvement of organizational leadership, staff and membership
  - Managed all association programs and services including agency accreditation, professional certification, Congress, schools, conferences, partnerships, national programs, advocacy, marketing, communications, membership, finance and operations
- **City of Manassas Department of Recreation and Parks**  
*Manassas, VA*
  - Managed municipal park and recreation agency serving 30,000 population and administered summer recreation programs, public pool, children’s programs and community parks
- **Fairfax County Park Authority**  
*Fairfax, VA*
  - Launched agency’s staff training/development and safety/loss control programs
  - Managed, operated and administered waterfront, recreation/aquatic center, golf course, horticultural education, camping, fine arts and fitness facilities, programs and services

**STRATEGIC, OPERATIONAL AND BUSINESS PLANNING**

Designed, developed and facilitated multi-faced strategic, business and operational planning services for government, private and nonprofit organizations. Examples of project work include:

- **Fairfax County Park Authority Board Strategic Planning Session(s)**  
*Fairfax County, Virginia*
- **National Recreation and Park Association Strategic Plan**  
*Ashburn, Virginia*
- **Fairfax County Office of Emergency Management 5-Year Strategic Plan and Annual Operating Plan**  
*Fairfax County, Virginia*
- **USDA Agricultural Marketing Service Civil Rights Program 5-Year Strategic Plan**  
*Washington, DC*
- **USDA Agricultural Marketing Service Fruit & Vegetable Program Strategy and Operational Plan(s)**  
*Washington, DC*
- **Save the Children US Programs Business Plan**  
*Washington, DC*
- **Multiple Private Sector Client Strategic Plans (privately held firms)**  
*Nationwide*

**Stakeholder Outreach and Meeting Facilitation**

- **National Recreation & Park Association Strategic Planning**  
*Ashburn, Virginia (nationwide outreach and engagement of 21,000 members)*
- **USDA Agricultural Marketing Service Fruit & Vegetable Program Priorities and Strategy**  
*Washington, DC (nationwide outreach and survey of 1,100 staff)*
- **Fairfax County Office of Emergency Management Stakeholder and Partner Perception Study**  
*Fairfax, VA (stakeholder outreach, surveys and interviews)*
- **National Cranberry Marketing Board**  
*Wareham, MA (stakeholder outreach, surveys and interviews)*
- **Federal Emergency Management Agency Grant Programs Directorate Regionalization of Grant Program**  
*Nationwide (stakeholder outreach, work teams, business process re-engineering)*

## 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.

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ETC Institute (2015)



Appendix C  
Action Plan Example

Master Plan for Parks, Recreation, Trails, Open Space & Cultural Activities - City of Fairfax, Virginia								
ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Legend of Abbreviations/Organizations</b>								
Staff = City of Fairfax Parks and Recreation Department Staff	Partner = Other organizations (i.e. Businesses, FPYC, FLL, JCC, Schools, Civic Assoc, Community Pools)							
PRAB = Parks and Recreation Advisory Board	COA = Commission on the Arts							
City = City of Fairfax	Spotlight = Spotlight on the Arts							
NVRPA = Northern Virginia Regional Park Authority	Schools = City of Fairfax Schools							
GMU = George Mason University	OP = Operating Budget							
FCPA = Fairfax County Park Authority	CIP = City Capital Improvement Plan							
	Planning = Community Development and Planning Department							
<b>Notes</b>								
1 "Developed" means any area that is mowed, paved, or maintained. "Undeveloped" means natural areas or open space that may have unpaved trails.								
2 Where no element of measure is listed, the time frame is the measure.								
<input type="checkbox"/> = Initial Actions; "Ongoing" = Ongoing and continuing actions								
<b>Goal 1: Planning and Development</b>								
<b>Acquire, preserve, develop and redevelop parks, facilities, trails, and open space.</b>								
<b>Objective 1.1: Conduct regular assessments and evaluations of existing parks and facilities for their functionality, accessibility, aesthetics, and ability to meet established standards of service.</b>								
<b>Strategy 1.1.1:</b> Develop policies and guidelines for the preparation of master plans to guide decision making and improvement for each City Park. No significant capital improvements shall be added without a current master plan or approved conceptual site plan.	<input type="checkbox"/>				Staff, PRAB	OP, CIP	PFS 1.5	
<b>Strategy 1.1.2:</b> Conduct a comprehensive feasibility study of the Green Acres Community Center including the Senior Center, active recreation program offerings, community use, and the Green Acres park land to determine options for redevelopment, uses, and possible relocation to better accommodate uses.	<input type="checkbox"/>				Staff, City, PRAB, City Schools	OP, CIP	PRO 3.4	
<b>Strategy 1.1.3:</b> Update the 1967 Master Plan for Van Dyck Park with the goal of improving its functionality, accessibility, erosion and storm water issues, parking, traffic flow and aesthetics.	<input type="checkbox"/>				Staff, City, PRAB	OP, CIP	PRO 3.2	
<b>Strategy 1.1.4:</b> Develop a Park Master Plan for Westmore School Park Site to serve as a Community Park. Proposed facilities should have community-wide appeal and could include: athletic field; picnic shelter; tournament bocce and/or pickle ball courts; dog park; paved walking path; large barrier-free playground; fitness equipment; community garden, and more.			<input type="checkbox"/>		Staff, City, PRAB, Partner	OP, CIP, Partner	PRO 3.2	
<b>Strategy 1.1.5:</b> Perform an ADA assessment of all facilities including but not limited to playgrounds, shelters, walking paths, community gardens, parking, and buildings. The assessment and improvements must consider sight and hearing impaired as well as other physical or developmental disabilities.	<input type="checkbox"/>				Staff, City, PRAB	OP, CIP	PRO 3.6	
<b>Strategy 1.1.6:</b> Implement ADA improvements to ensure that at least one park in three geographic areas of the City are totally accessible, including playgrounds, shelters, walking paths, community gardens, parking, and buildings are accessible.	<input type="checkbox"/>	<input type="checkbox"/>			Staff, City, PRAB	OP, CIP	PRO 3.6	
<b>Strategy 1.1.7:</b> Establish three playgrounds in strategic geographical locations to serve as larger barrier-free and sensory rich environments. Van Dyck Park and the replacement playground at Draper Drive Park are logical locations.		<input type="checkbox"/>			Staff, City, PRAB	CIP	PRO 3.6	
<b>Strategy 1.1.8:</b> Restore eroded stream banks at Van Dyck, Daniels Run, and Ranger Road Parks.		<input type="checkbox"/>	<input type="checkbox"/>		Staff, City	OP, CIP	ENV 1.5	

ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Strategy 1.1.9:</b> Evaluate parking expansion opportunities at Thaiss Memorial, Providence, and Draper Drive Parks to address parking needs.		<input type="checkbox"/>			Staff, City, PRAB, Schools	OP, CIP	PRO 3.2	
<b>Strategy 1.1.10:</b> Increase parking at Kutner Park when synthetic turf fields are added to Lanier to accommodate additional parking.			<input type="checkbox"/>		Staff, City, PRAB, Schools	OP, CIP	PRO 3.2	
<b>Strategy 1.1.11:</b> Evaluate current and alternative locations of events to determine the feasibility of hosting events in other areas of the City for increased economic impact.	<input type="checkbox"/>	<input type="checkbox"/>			Staff, City, PRAB	OP	EC 1.3	
<b>Strategy 1.1.12:</b> Evaluate existing and future maintenance yard and storage needs. Also evaluate functionality of the current Parks Division area in the Property Yard to maintain existing and future parks and facilities.		<input type="checkbox"/>			Staff, City, PRAB	OP	PFS 2.2	
<b>Strategy 1.1.13:</b> Evaluate and implement additional security strategies to enhance safety in the parks and facilities (i.e. security cameras). Utilize Environmental Design for Crime Prevention Standards in all future improvements.	<i>Ongoing</i>				Staff, City, PRAB	OP	PFS 2.2, 2.4	
<b>Objective 1.2:</b> Provide a balance of active recreation, passive recreation, open spaces, and natural environments that are evenly distributed throughout the City.								
<b>Strategy 1.2.1:</b> Conduct user demographic analysis for Green Acres Senior Center, factoring in impact assessment of the new Fairfax County Providence Community Center to be located near the Vienna Metro Station, aging in place seniors, and increase in senior population.	<input type="checkbox"/>				Staff	OP	PRO 3.4	
<b>Strategy 1.2.2:</b> Preserve at least 50% of the total amount of park land from development. (The current ratio is approximately 35% developed to 65% undeveloped)	<i>Ongoing</i>				PRAB, Staff, City		PRO 1.2; ENV 1.3	
<b>Strategy 1.2.3:</b> Ensure that at least 40% of parks designated as "Community Park" land (i.e. Van Dyck Park and Providence Park) remains undeveloped and is maintained as open space and buffer to maintain a balance of active and passive areas at each designated "Community Park." Trails could be located in the undeveloped portion. (The current ratio is approximately 42% developed to 58% undeveloped)	<i>Ongoing</i>				PRAB, Staff, City		PRO 1.2; ENV 1.3	
<b>Strategy 1.2.4:</b> Develop two lighted, synthetic turf athletic fields at Sidney Lanier Middle School to provide fields on the western portion of the City, and increase access to fields.			<input type="checkbox"/>		PRAB, Staff, Schools, City	CIP	PRO 3.2	
<b>Strategy 1.2.5:</b> Prepare a Park Master Plan for the land at 9999 Main Street currently in a life estate that will become City park land in the future.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.5	
<b>Strategy 1.2.6:</b> Encourage Fairfax County to move its three property yards outside the City limits. Reclaim these lands as open space and parks.	<i>Ongoing</i>				County, City	OP	PRO 1.1, 1.2; LU 2.4	
<b>Strategy 1.2.7:</b> Monitor the use and redevelopment of all facilities owned by the County within and adjacent to the City as potential opportunities to partner or enhance the City parks and recreation services if appropriate and consistent with the Strategic Master Plan of 2014, Comprehensive Plan, and guidelines of the Historic Overlay District.		<input type="checkbox"/>			County, City	OP	PRO 1.1, 1.2;	
<b>Strategy 1.2.8:</b> Coordinate with Fairfax County when and if the County plans to redevelop or move the Belle Willard and Joseph Willard buildings, as a means to enhance and expand Van Dyck Park and the Stacy C. Sherwood Community Center.				<input type="checkbox"/>	County, City	OP	PRO 1.1, 1.2;	
<b>Strategy 1.2.9:</b> Acquire land and develop new Neighborhood Parks in the southeast and central-northwest areas of the City.				<input type="checkbox"/>	Staff, City	CIP, OP, Partner, Proffer	PRO 1.1, 1.2	
<b>Strategy 1.2.10:</b> Cooperate with FCPA on use of land adjacent to Thaiss Park and Route 50 near Pickett Road as a potential City park.			<input type="checkbox"/>		Staff, City	CIP, OP, Partner	PRO 1.1, 1.2	
<b>Objective 1.3:</b> Evaluate current and emerging needs to develop and implement feasible standards of service for the City of Fairfax								
<b>Strategy 1.3.1:</b> Update the Strategic Plan at intervals of no more than 5 years to evaluate progress and reassess goals and priorities.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	PRAB, Staff	OP	PRO 3.3; PFS 1.5	

ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Strategy 1.3.2:</b> Monitor demographic and park/program use trends annually, especially related to the numbers of children and seniors, to meet and anticipate program and facility needs. Coordinate closely with Fairfax Schools on trends for youth.	<i>Ongoing</i>				Staff, Planning, Schools	OP	PRO 3.3; PFS 1.4	
<b>Strategy 1.3.3:</b> Analyze the need for equality of the quantity of baseball and softball fields. Convert fields as needed based upon current and projected trends in the programs.	<i>Ongoing</i>				Staff, PRAB	OP	PRO 3.3	
<b>Objective 1.4:</b> Meet current and future needs and standards of service for the City of Fairfax through acquisition, development, partnerships, and redevelopment strategies and priorities.								
<b>Strategy 1.4.1:</b> Focus short term capital improvement projects on renovation/improvement to existing facilities, especially the basic facilities of trail surfaces, playgrounds, game courts, picnic shelters, signage, athletic fields, and the addition of restrooms. (The strategy is to upgrade the quality of all facilities and improve cost effectiveness of maintenance operations.)	<input type="checkbox"/>	<input type="checkbox"/>			Staff, City	OP, CIP	PRO 3.1	
<b>Strategy 1.4.2:</b> Develop restroom solutions at parks with the highest use levels, initially to include Van Dyck and Draper Drive Parks.		<input type="checkbox"/>			Staff, City	OP, CIP	PRO 3.2, 3.6	
<b>Strategy 1.4.3:</b> Replace the skate park at Van Dyck Park. Preferably the skate park would be relocated within Van Dyck Park in accordance with the Van Dyck Park Master Plan.		<input type="checkbox"/>			Staff, City	CIP	PRO 3.2	
<b>Strategy 1.4.4:</b> Reinstall a playground at Draper Drive Park.	<input type="checkbox"/>				Staff, City	CIP	PRO 3.2	
<b>Strategy 1.4.5:</b> Develop an indoor recreation, gymnasium, and fitness center within the City in conjunction with the Green Acres Community Center.		<input type="checkbox"/>			Staff, City	OP, CIP, Partner	PRO 3.4	
<b>Strategy 1.4.6:</b> Monitor and evaluate the feasibility and opportunity that any change of use or ownership of the Paul VI property may provide for a central location for active indoor recreation space, gymnasium, senior activities, a theater, field space, and ensure parking for Pat Rodio Park		<input type="checkbox"/>			Staff, City, COA	CIP, OP, Partner	PRO 3.4; EC 1.3	
<b>Strategy 1.4.7:</b> Develop small parks and squares throughout the Fairfax Boulevard Corridor and provide unique pedestrian experiences. (To be completed by developers as part of the development)			<input type="checkbox"/>		Developers	Partners, Proffers, Developers	PRO 2.2, 4.1; EC 1.4; LU 3.1	
<b>Strategy 1.4.8:</b> Consolidate City parks with multiple parcels to single parcels.		<input type="checkbox"/>			Staff, Planning	OP		
<b>Strategy 1.4.9:</b> Consider establishment of a "Park Zone" as part of the City's Zoning Rewrite effort.		<input type="checkbox"/>			Staff, Planning	OP	CA 1.1	
<b>Strategy 1.4.10:</b> Provide guest Wi-Fi service in all "Community" and "Special Use" Parks/Facilities.		<input type="checkbox"/>			Staff	CIP	PFS 1.3	
<b>Strategy 1.4.11:</b> Coordinate with multiple partners and the business community to meet future needs for indoor and outdoor aquatics.				<input type="checkbox"/>	Staff, Partners	OP, Partners	PRO 3.2	
<b>Objective 1.5:</b> Ensure the City of Fairfax is a well-connected and accessible city; using a series of multi-use trails to connect neighborhoods, parks, schools, shopping areas, and downtown for both recreational and transportation uses.								
<b>Strategy 1.5.1:</b> Repair/improve existing trails and develop new trails. Priority connections include: Snyder Trail; resurface existing asphalt trails; tank farm connection from Daniels Run Park; trails extending west of Kamp Washington; and connecting Van Dyck Park to Fairfax Boulevard.	<i>Ongoing</i>				PRAB, Staff, City	OP, CIP, Grants	PRO 4.1, 4.2; ENV 6.3; T 7.2.3	
<b>Strategy 1.5.2:</b> Establish a designated person among the existing staff within the Community Development and Planning Department to coordinate Park Planning, Trail Planning and Design, and the proposed Bike/Pedestrian Planning effort. (not a new FTE).		<input type="checkbox"/>			Staff, PRAB, Planning	Planning	ENV 1.6; PRO 4.2; T 7.2.3	
<b>Strategy 1.5.3:</b> Investigate cooperation with FCPA, GMU, and NVRPA for a potential regional trails coordinator position.			<input type="checkbox"/>		Staff, PRAB, Planning, FCPA, NVRPA	Planning, FCPA, NVRPA, GMU	ENV 1.6; PRO 4.2; T 7.2.3; LU 5.3, 6.1	

ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Strategy 1.5.4:</b> Use proffers or other development conditions to acquire land, fund planning and maintenance, acquire easements, and develop trail linkages in new development areas to link to surrounding neighborhoods and attractions.	Ongoing				City	Proffers	PRO 1.3; ENV 6.3	
<b>Strategy 1.5.5:</b> Implement the current plans for the Pickett Road Underpass to link Thaiss Park and the Cross County Connector Trail to Gateway Park and the Willcoxon Trail.	<input type="checkbox"/>				City, NVRPA	City, CIP	PRO 4.2; ENV 1.6; T 7.2.3; LU 5.3, 6.1	
<b>Strategy 1.5.6:</b> Identify parcels that could be incorporated into the City parks network as open space and trail connections.	Ongoing				Staff, City	OP, CIP	PRO 1.1, 1.2; ENV 6.1, 6.2, 6.3; T 7.2.3; LU 2.4	
<b>Objective 1.6:</b> Establish Downtown Fairfax as a community gathering place								
<b>Strategy 1.6.1:</b> Implement a City and Downtown branding/identity campaign to support already strong special event use, draw people in for other revenue-generating programs, and to support downtown businesses representative of our diverse community.		<input type="checkbox"/>			Staff, City	OP, CIP	EC 1.1, 1.3, 1.5; CA 4.1, 4.3	
<b>Strategy 1.6.2:</b> Implement the current plans to develop a Downtown Urban Park. Program and promote the park to serve as a vibrant and lively community gathering area.	<input type="checkbox"/>				Staff, City	OP, CIP	EC 1.3, 1.5; CA 4.1; CR 2.2; LU 4.6	
<b>Strategy 1.6.3:</b> Investigate and pursue the development of a permanent community theater space and an outdoor amphitheater.				<input type="checkbox"/>	Staff, City, COA	OP, CIP, Fundraising	EC 1.3, 1.5; CR 1.1, 2.2	
<b>Strategy 1.6.4:</b> Plan and implement trail and bicycle connectivity to and through Downtown.		<input type="checkbox"/>	<input type="checkbox"/>		Staff, City	OP, CIP, Grants	PRO 4.2; EC 1.5; LU 4.1; T 7.10.2	
<b>Objective 1.7:</b> Foster an appreciation of the natural environment and promote sustainable natural resource management practices.								
<b>Strategy 1.7.1:</b> Partner with the City's Environmental Sustainability Committee to assist in implementing environmental strategies.	Ongoing				Staff, PRAB	OP, CIP	ENV 1.1, 5.2	
<b>Strategy 1.7.2:</b> Utilize parks as examples of Best Management Practices (BMP) for storm water detention, rain gardens, vernal pools, etc. The goal is to reduce Total Maximum Daily Loads (TMDL) in the creeks.	Ongoing				Staff, City, Partners	OP, CIP	ENV 2.1, 2.3, 5.1; CA 3.5	
<b>Strategy 1.7.3:</b> Promote recycling in all parks through implementation of programs and providing appropriate facilities and operational resources.	<input type="checkbox"/>				Staff, City	OP, CIP	PFS 2.3, 5.1; ENV 5.3	
<b>Strategy 1.7.4:</b> Develop and train a team of staff and volunteers in trail maintenance and the removal of invasive species in the parks and open spaces.	Ongoing				Staff, City	OP, CIP, Grants	ENV 1.6, 5.1	
<b>Strategy 1.7.5:</b> Perform a detailed inventory of the natural and cultural/historic features in the parks which could be enhanced, protected, and used for educational purposes. Interpretation could be self-guided through signage, web, apps, or with interpretive staff of the City, schools, GMU, FCPA, NVRPA, or other partner.		<input type="checkbox"/>			Staff, Partners	OP	ENV 1.4; PFS 2.1; HR 1.2; CR 1.5; EC 4.1	
<b>Strategy 1.7.6:</b> Implement best practices in establishing green infrastructure and sustainable design and maintenance practices.	Ongoing				Staff, City	OP, CIP, Grants	ENV 2.3, 5.1; CA 3.5	
<b>Strategy 1.7.7:</b> Establish a Conservation Area Program with signage and use of associated best management practices.		<input type="checkbox"/>			Staff, City	OP, CIP	PRO 1.4; ENV 1.5, 5.1, 6.1, 6.2	
<b>Strategy 1.7.8:</b> Consider the inclusion of community gardening opportunities if funding is available and feasible as part of a park site master plans.	Ongoing				Staff, City	OP, CIP	PRO 3.2, 3.3; PFS 1.1	

ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Goal 2: Operations and Maintenance</b>								
<b>Enhance safety, accessibility, quality of service, and cost effectiveness through comprehensive operations and maintenance programs and practices.</b>								
<b>Objective 2.1:</b> Research operations and maintenance best practices to establish and implement sustainable maintenance and operations standards and schedules.								
<b>Strategy 2.1.1:</b> Establish maintenance Best Practices Guidelines with standard maintenance levels for each park type.	<input type="checkbox"/>				Staff	OP	PRO 3.1	
<b>Objective 2.2:</b> Establish and maintain adequate staffing and funding resources to efficiently operate and maintain the parks and facilities according to established standards and schedules.								
<b>Strategy 2.2.1:</b> Implement the one new budgeted park maintenance position funded for 2015 for maintenance of the new downtown park and the recycling program.	<input type="checkbox"/>				Staff, City	OP	PRO 3.1; PFS 2.5	
<b>Strategy 2.2.2:</b> Elevate two current maintenance positions to supervisory roles to more efficiently manage the maintenance efforts with the new strategies. Supplement in busy seasons with seasonal staff.		<input type="checkbox"/>			Staff, City	OP	PRO 3.1; PFS 2.5	
<b>Strategy 2.2.3:</b> Evaluate the need for additional equipment, supplies, or staff prior to the development of any new facilities, trails, or parks.	<i>Ongoing</i>				Staff, City	OP	PRO 3.1; PFS 2.5	
<b>Objective 2.3:</b> Evaluate, schedule, and operate programs and events to maximize park and facility space utilization and cost recovery.								
<b>Strategy 2.3.1:</b> Conduct an analysis and implement measures to maximize indoor program space uses at the Green Acres Community Center, Stacy C. Sherwood Community Center, and Fairfax Schools.	<input type="checkbox"/>				Staff, Schools	OP	PRO 3.4; CR 1.2	
<b>Strategy 2.3.2:</b> Conduct an analysis and implement measures to maximize uses at outdoor parks.		<input type="checkbox"/>			Staff	OP	PRO 3.3	
<b>Strategy 2.3.3:</b> Review the Special Use Permits (SUP) for Draper Drive Park, Stafford Drive Park, Providence Park, and other parks to allow better utilization of fields and lights to increase revenue potential, increase access for adult use, and to host tournaments.		<input type="checkbox"/>			Staff, City, PRAB, Schools	OP	PRO 3.1	
<b>Goal 3: Programs and Services</b>								
<b>Deliver programs and services to meet the ever changing and diverse needs of the community.</b>								
<b>Objective 3.1:</b> Conduct ongoing customer satisfaction evaluations and assess emerging needs to enhance existing and develop new programs, services, and events for the City of Fairfax.								
<b>Strategy 3.1.1:</b> Maintain a quality ranking level of over 90% "excellent" and "good" as identified in both the 2007 and 2013 Community Attitude and Interest Surveys.	<i>Ongoing</i>				Staff	OP	PFS 1.5	
<b>Objective 3.2:</b> Continue to provide and enhance an array of services to serve all area populations. (children, youth, adults, seniors, families, diverse nationalities)								
<b>Strategy 3.2.1:</b> Secure a teen member to join PRAB and assist in developing and promoting teen specific programs.	<input type="checkbox"/>				Staff, Schools	OP	PFS 1.5	
<b>Strategy 3.2.2:</b> Expand the type and number of recreation programs and classes targeted for adults by 10%.		<input type="checkbox"/>			Staff	OP	PRO 3.3	
<b>Strategy 3.2.3:</b> Define the desired scope of services and programs to be offered to seniors to ensure the vibrant, robust, and dynamic aspect of what the City currently provides and with a need to utilize existing, new, or renovated facilities to meet the growing and aging seniors program needs.		<input type="checkbox"/>			Staff, PRAB, City	OP	PRO 3.4	

ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Strategy 3.2.4:</b> Perform research and case studies to identify the appropriate staff-to-participant ratio to maintain cost effective and quality programs for seniors and implement standards to obtain and maintain Senior Center accreditation. Short term solution is to elevate a current 0.75 FTE Recreation Admin position to 1 FTE Assistant Senior Center Coordinator. Supplement additional staff needs with temporary employees.	<input type="checkbox"/>	<input type="checkbox"/>			Staff	OP	PRO 3.3	
<b>Strategy 3.2.5:</b> Evaluate, develop, and implement expanded out-of-school opportunities, camp offerings, and other programs for children.		<input type="checkbox"/>	<input type="checkbox"/>		Staff	OP	PRO 3.3	
<b>Strategy 3.2.6:</b> Conduct an evaluation of current special events to implement initiatives to modify or add events to increase economic impact, tourism, community unity, and the City's unique sense of place.	<input type="checkbox"/>				Staff	OP, Partners	EC 4.2; CR 1.3	
<b>Strategy 3.2.7:</b> Coordinate with partners and the business community to identify methods of offering opportunities for therapeutic aquatic activities for seniors.	<input type="checkbox"/>				Staff	OPO, Partners	PRO 3.3, 3.4	
<b>Strategy 3.2.8:</b> Embrace the diverse population and cultures in the region in events and program offerings.	<i>Ongoing</i>				Staff, City, Partners	OP, City, Partner	PRO 3.3; EC 1.3, 4.2	
<b>Objective 3.3:</b> Expand community outreach efforts to develop and implement enhanced programs and services that engage individuals with disabilities.								
<b>Strategy 3.3.1:</b> Partner with FCPA, GMU, and Fairfax County Neighborhood and Community Services to promote and offer programs for persons with special needs.	<i>Ongoing</i>				Staff, Partners	OP	PRO 3.3; CR 1.5	
<b>Strategy 3.3.2:</b> Promote fully accessible facilities and programs in <u>Leisure Times</u> , park maps, web site, and other promotional material.	<i>Ongoing</i>				Staff	OP	PRO 3.6	
<b>Objective 3.4:</b> Provide a balance of arts, physical activity, indoor, outdoor, environmental, events, and other programmed services to meet the ever changing needs of the City.								
<b>Strategy 3.4.1:</b> Partner with GMU, FCPA, Schools, and NVRPA to offer increased nature oriented educational programming. Opportunities may include: field trips to partner facilities; use of land in the City of Fairfax with interpretation by experts from partner agencies; and bringing nature education into existing park venues such as Ashby Pond, Daniels Run, and Kutner Parks	<i>Ongoing</i>				Staff, Partners, Schools	OP, Partners	ENV 5.1; EC 4.1	
<b>Strategy 3.4.2:</b> Establish an "Arts in the Parks" program in cooperation with Commission on the Arts.		<input type="checkbox"/>			Staff, City, COA, Spotlight	OP	CA 3.3; CR 2.1	
<b>Strategy 3.4.3:</b> Expand the role of the current part-time Cultural Arts Manager position to more effectively promote and coordinate the Cultural Arts elements of this Strategic Plan which contribute to the unique sense of place of the City of Fairfax (addition of 0.5 FTE), until such time that a separate Cultural Arts Department may be established.		<input type="checkbox"/>			Staff, City, COA, Spotlight	OP	CR 1.3; EC 4.2	
<b>Objective 3.5:</b> Develop, enhance and implement programs to improve the health and well-being of area residents as part of the "Get Fit City of Fairfax" initiative.								
<b>Strategy 3.5.1:</b> Establish partnerships with health care providers to offer programs related to health, and wellness, and therapeutic recreation.		<input type="checkbox"/>			Staff, Partner	OP	PRO 3.3	
<b>Strategy 3.5.2:</b> Develop and implement new series of health and wellness programs that contribute to healthy lifestyles.	<input type="checkbox"/>	<input type="checkbox"/>			Staff	OP	PRO 3.3	
<b>Strategy 3.5.3:</b> Develop outdoor fitness areas or fitness trails in at least three parks located throughout the City.		<input type="checkbox"/>	<input type="checkbox"/>		Staff	CIP	PRO 3.2, 3.3	
<b>Strategy 3.5.4:</b> Open the Green Acres Center fitness room to teens, adults, and seniors after Senior Center hours and on weekends.	<input type="checkbox"/>				Staff	CIP	PRO 3.3, 3.4	



ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Strategy 4.4.1:</b> Participate with the City's Community Inclusion Task Force to develop a long range plan of action to more effectively integrate various nationalities into City Boards, programming, and events.	<input type="checkbox"/>				Staff, City	OP	PRO 3.3	
<b>Objective 4.5:</b> Maintain and expand relationships with businesses and other organizations to complement service offerings for the City of Fairfax								
<b>Strategy 4.5.1:</b> Establish a forum for business community interaction with staff involved with recreation and cultural arts programs, events, senior programs, etc. for the purpose of promoting the businesses and developing sponsorships and public/private partnerships.	<input type="checkbox"/>				Staff, COA, Spotlight	OP	EC 1.3	
<b>Objective 4.6:</b> Pursue strategic partnerships and community development initiatives to facilitate achievement of park and recreation development goals and objectives.								
<b>Strategy 4.6.1:</b> Establish City policies and procedures for the use of proffers, public/private partnerships, and other development methods/incentives for the acquisition of land, development of parks and recreation facilities, open space, park planning funds, maintenance funds, and trail access in developing areas of the community, especially as part of the Fairfax Boulevard center development.		<input type="checkbox"/>			Staff, City, Planning	City	PRO 4.1	
<b>Objective 4.7:</b> Pursue partnerships for development and programming of the Senior Center								
<b>Strategy 4.7.1:</b> Research and evaluate potential partners in the development and programming of the Senior Center, such as Easter Seals and their Senior Plus program and GMU and their Osher Lifelong Learning Institute (OLLI).		<input type="checkbox"/>	<input type="checkbox"/>		Staff, City	OP	PRO 3.4	
<b>Goal 5: Promotion and Marketing</b>								
<b>Increase awareness, participation and support of programs, facilities, and services using innovative promotional and marketing initiatives.</b>								
<b>Objective 5.1:</b> Develop and implement innovative promotion and marketing strategies for programs, facilities, events, and cultural arts that enhances the City of Fairfax's unique identity as an outstanding place to live, work, and play.								
<b>Strategy 5.1.1:</b> Continue to use <u>Leisure Times</u> and <u>City Scene</u> to promote programs.	<i>Ongoing</i>				Staff	OP	PFS 1.6	
<b>Strategy 5.1.2:</b> Prepare and maintain an updated map of City parks and trails. Publish the maps in <u>Leisure Times</u> and on the web site.	<input type="checkbox"/>				Staff	OP	PRO 4.2	
<b>Strategy 5.1.3:</b> Rebrand the Department name to include Cultural Arts.	<input type="checkbox"/>				Staff, PRAB, City, COA, Spotlight	OP	CR 1.3;	
<b>Strategy 5.1.4:</b> Elevate the current Parks and Recreation part time Marketing Manager position to a full-time City Marketing Manager position under the City Manager. The position would market all City functions, tourism, advertising, branding, etc. (Increase from 0.5 to 1.0 FTE for the City).			<input type="checkbox"/>		City	OP	PFS 1.6	
<b>Strategy 5.1.5:</b> Implement a signage program for consistent and attractive park entrance signs, directional signs, trail system identification, way finding, etc.		<input type="checkbox"/>			Staff	CIP	EC 1.2, 5.4; CA 3.2; T 7.9.2	
<b>Strategy 5.1.6:</b> Develop gateways at park entries into the City of Fairfax to welcome people into the City and to promote the City identity.		<input type="checkbox"/>			City	CIP	EC 1.2, 5.4; CA 4.1	
<b>Strategy 5.1.7:</b> Increase use of the internet and social media to inform and promote programs, events, and services. Continue use of the <u>Our Parks Our Future</u> interactive web site as a tool for community engagement.	<i>Ongoing</i>				Staff	OP	PFS 1.6	
<b>Objective 5.2:</b> Develop and implement communication strategies that maximize parks, recreation, trails, open space, cultural activities, and special events in promoting and developing the economic vitality and development of the City of Fairfax.								
<b>Strategy 5.2.1:</b> Maintain adequate funding and resources for marketing and communication efforts vital to cost recovery goals.	<i>Ongoing</i>				Staff	OP	PFS 1.6	

ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Strategy 5.2.2:</b> Develop an event web/smart phone application to enhance participants' experiences at Independence Day, Fall Festival, Chocolate Lovers Festival, Spotlight on the Arts, and other major events.	<input type="checkbox"/>				Staff, COA, Spotlight	OP	PFS 1.6	
<b>Goal 6: Funding, Management, and Resources</b>								
<b>Expand and enhance facility, program, and service offerings through innovative funding, management best practices, and cost recovery efforts.</b>								
<b>Objective 6.1:</b> Expand and enhance alternative funding and revenue sources.								
<b>Strategy 6.1.1:</b> Investigate sources of new revenue to fund park capital improvements. (i.e. issuance of bonds or set a tax amount)	<i>Ongoing</i>				Staff, PRAB	CIP	PRO 1.3	
<b>Strategy 6.1.2:</b> Define Legacy options and establish policies for naming the downtown park and any new parks and facilities as a method to offset capital costs.	<input type="checkbox"/>	<input type="checkbox"/>			Staff, PRAB	OP	PRO 1.3	
<b>Strategy 6.1.3:</b> Investigate opportunities to allow Sunday ongoing rentals at Sherwood Center and Blenheim to increase revenue.	<input type="checkbox"/>				Staff, PRAB	OP	CR 1.2	
<b>Strategy 6.1.4:</b> Evaluate and invest in technical equipment and storage facilities for Old Town Hall and Blenheim rentals.		<input type="checkbox"/>			Staff	CIP	PFS 2.1	
<b>Strategy 6.1.5:</b> Explore opportunities for outside sources of funds and revenue from grants, sponsorships, proffers, and partnerships.	<i>Ongoing</i>				Staff	OP, Grants, Partners	PRO 1.3, 4.1	
<b>Strategy 6.1.6:</b> Investigate the potential and establish a policy regarding allowing cell towers in the parks to provide income.	<input type="checkbox"/>				Staff, City, PRAB	OP	PRO 1.3	
<b>Strategy 6.1.7:</b> Improve key rental picnic shelters with larger shelters, restrooms, electricity, and kitchenette to attract a higher level of rentals and fees.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff	CIP	PRO 3.1	
<b>Strategy 6.1.8:</b> Grow and keep vibrant the Legacy Fund Program and Invest the Sherwood Center Legacy Account into an interest bearing account to increase the Legacy Fund.		<input type="checkbox"/>			Staff	CIP	PRO 3.1	
<b>Objective 6.2:</b> Develop and implement a cost recovery structure and user fee policies and guidelines.								
<b>Strategy 6.2.1:</b> Review and reestablish formalized fee policies and targets for cost recovery.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.1	
<b>Strategy 6.2.2:</b> Conduct an economic impact study of the major special events to ensure the Department captures the true financial benefit of major events and tourism.	<input type="checkbox"/>				PRAB, Staff	OP	EC 4.2	
<b>Strategy 6.2.3:</b> Implement a more accurate accounting system of revenue and expenses for the Parks and Recreation Department to better identify the true cost/benefit of each event, activity, or program.	<input type="checkbox"/>				PRAB, Staff, City	OP		
<b>Strategy 6.2.4:</b> Explore various types of sponsor relationships and how those can be applied to current and future festivals and events.		<input type="checkbox"/>			PRAB, Staff	OP	EC 4.2	
<b>Strategy 6.2.5:</b> Develop a policy where private companies and/or individuals may host events by obtaining a permit. A standard location in the City for self-directed events should be identified. This policy will establish a location(s) in the City to allow for non-City sponsored festivals and events to increase tourism and participation with the different ethnic communities.		<input type="checkbox"/>			PRAB, Staff	OP	EC 1.3	
<b>Strategy 6.2.6:</b> Evaluate funding for Fall for the Book, City Band, Commission on the Arts, etc., to determine proper level of funding and account for it in a separate fund account from Parks and Recreation.		<input type="checkbox"/>			PRAB, Staff, City, COA, Spotlight	City	CR 1.3; EC 1.3	
<b>Strategy 6.2.7:</b> Determine the appropriate staffing for Cultural Arts activities and the proper allocation of Department time allocated to Spotlight on the Arts.	<input type="checkbox"/>				PRAB, Staff, COA, Spotlight	OP	CR 1.3; EC 1.3	
<b>Strategy 6.2.8:</b> Research and establish consistent policies and procedures for financial assistance offered to individuals who cannot afford program and activity fees.		<input type="checkbox"/>			PRAB, Staff	OP	PRO 3.3	

ACTION PLAN								
Goals, Objectives, and Strategies								
	0-2 YEARS	3-5 YEARS	6-10 YEARS	10+ YEARS	RESPONSIBILITY	FUNDING SOURCE	COMPREHENSIVE PLAN STRATEGY	
<b>Strategy 6.2.9:</b> Request a percentage of the Storm Water Assessment be used to address storm water and stream erosion issues in the parks.		<input type="checkbox"/>			PRAB, Staff	OP	ENV 2.1	
<b>Objective 6.3:</b> Implement strategies to enhance staff recruitment, training, professional development, and retention.								
<b>Strategy 6.3.1:</b> Recognize and reward employees for becoming recognized experts in their field and actively contributing/participating in professional organizations.	<i>Ongoing</i>				Staff	OP	PFS 2.5	
<b>Strategy 6.3.2:</b> Create and implement professional and career development plans for all staff. Management level staff should attend professional development programs such as the Revenue School, Maintenance Management School, Director School, Leadership Training Institute, local, regional, and national training and pursue designation as a Certified Park and Recreation Professional (CPRP).	<i>Ongoing</i>				Staff	OP	PFS 2.5	
<b>Strategy 6.3.3:</b> Establish and ensure compliance with mandatory staff training/certification requirements.	<i>Ongoing</i>				Staff	OP	PFS 2.5	
<b>Strategy 6.3.4:</b> Elevate one current Superintendent position to a Deputy Director position to provide additional oversight and coordination of the Department and to provide a succession plan for the Department.		<input type="checkbox"/>			Staff	OP	PFS 2.5	
<b>Strategy 6.3.5:</b> Develop a Senior Center Operational Manual	<input type="checkbox"/>				Staff	OP	PFS 2.5	
<b>Objective 6.4:</b> Develop a larger volunteer support base to supplement staff and to act as ambassadors for PRAB and the Parks and Recreation Department.								
<b>Strategy 6.4.1:</b> Establish a centralized volunteer coordination function responsible for recruitment, orientation, recognition, and management of volunteer resources.		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Staff	OP	PFS 2.5	
<b>Objective 6.5:</b> Pursue accreditation of the Park and Recreation Department in appropriate services as a method of achieving and maintaining quality services.								
<b>Strategy 6.5.1:</b> Achieve Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation.		<input type="checkbox"/>			Staff, PRAB	OP	PFS 2.5	
<b>Strategy 6.5.2:</b> Achieve Senior Center accreditation.		<input type="checkbox"/>			Staff, PRAB	OP	PFS 2.5	
<b>Totals</b>		<b>Ongoing = 36</b>	<b>35</b>	<b>53</b>	<b>16</b>	<b>7</b>		

### AFFIDAVIT

Comes the Affiant, Brandstetter Carroll Inc., and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Patrick D. Hoagland and he/she is the individual submitting the proposal or is the authorized representative of Brandstetter Carroll Inc., the entity submitting the proposal (hereinafter referred to as "Proposer").
  
2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.
  
3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.
  
4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.
  
5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.
  
6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

**Continued on next page**

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

Further, Affiant sayeth naught.

\_\_\_\_\_  
STATE OF Kentucky

COUNTY OF Fayette

The foregoing instrument was subscribed, sworn to and acknowledged before me by LAWRENCE W. BRADSTETTER on this the 8 day of Feb, 2016.

My Commission expires: 10/13/18

  
\_\_\_\_\_  
NOTARY PUBLIC, STATE AT LARGE

# EQUAL OPPORTUNITY AGREEMENT

## The Law

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.
- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.
- Section 503 of the Rehabilitation Act of 1973 states:

*The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap.*

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.
- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

*The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.*

\*\*\*\*\*

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

## Bidders

*I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.*

Patrick D. Hoagland  
Signature

Brandstetter Carroll Inc.  
Name of Business

## WORKFORCE ANALYSIS FORM

**Name of Organization:** Brandstetter Carroll Inc.

**Date:** 2 / 5 / 2016

Categories	Total	White		Latino		Black		Other		Total	
		M	F	M	F	M	F	M	F	M	F
Administrators	4		2	2						2	2
Professionals	31	26	3	2						28	3
Superintendents											
Supervisors											
Foremen											
Technicians	15	13	2							13	2
Protective Service											
Para-Professionals											
Office/Clerical	7	1	6							1	6
Skilled Craft											
Service/Maintenance											
<b>Total:</b>	<b>57</b>										

**Prepared by:** Alex Solomon, Marketing Coordinator

**Name & Title**





**LFUCG MWDBE PARTICIPATION FORM**

**Bid/RFP/Quote Reference #** 1-2016

The MWDBE subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to Central Purchasing for approval immediately.

<b>MWDBE Company, Name, Address, Phone, Email</b>	<b>Work to be Performed</b>	<b>Total Dollar Value of the Work</b>	<b>% Value of Total Contract</b>
1. EHI Consulting Inc.	Planning	\$25,000	10%
2. Grove Consulting Inc.	Organizational Development	\$10,000	4%
3. ETC. Institute	Surveys	\$20,000	8%
4.			

The undersigned company representative submits the above list of MWDBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

Brandstetter Carroll Inc.  
**Company**

2/8/16  
**Date**

*Patrick D. Hoagland*  
**Company Representative**

Principal  
**Title**



**MWDBE QUOTE SUMMARY FORM**

Bid/RFP/Quote Reference # 1-2016

The undersigned acknowledges that the minority subcontractors listed on this form did submit a quote to participate on this project.

Company Name <b>Brandstetter Carroll Inc.</b>	Contact Person
Address/Phone/Email 2360 Chauvin Dr. Lexington, KY 40517 859.268.1933 phoagland@bciaep.com	Bid Package / Bid Date 2/8/16

MWDBE Company Address	Contact Person	Contact Information (work phone, Email, cell)	Date Contacted	Services to be performed	Method of Communication (email, phone meeting, ad, event etc)	Total dollars \$ Do Not Leave Blank (Attach Documentation)	MBE * AA HA AS NA Female
EHI Consulting Inc.	Edward Holmes	859.425.4881 eholmes@ehiconsultants.org	2/4/16	Planning	email, phone	\$25,000	MBE, AA
Grove Consulting Inc.	Kathleen Grove Prasser	703.395.0253 kgrove@groveconsultinginc.com	2/4/16	Organizational Development	email, phone	\$10,000	Female
ETC. Institute	Chris Tatham	913.829.1215 ctatham@etcinstitute.com	2/4/16	Surveys	email, phone	\$20,000	Female

(MBE designation / AA=African American / HA= Hispanic American/AS = Asian American/Pacific Islander/ NA= Native American)

The undersigned acknowledges that all information is accurate. Any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Brandstetter Carroll Inc.  
Company

2/8/16  
Date

*Patrick D. Hoagland*  
Company Representative

Principal  
Title

## LFUCG STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote # 1-2016

By the signature below of an authorized company representative, we certify that we have utilized the following Good Faith Efforts to obtain the maximum participation by MWDBE business enterprises on the project and can supply the appropriate documentation.

\_\_\_\_\_ Advertised opportunities to participate in the contract in at least two (2) publications of general circulation media; trade and professional association publications; small and minority business or trade publications; and publications or trades targeting minority, women and disadvantaged businesses not less than fifteen (15) days prior to the deadline for submission of bids to allow MWDBE firms to participate.

\_\_\_\_\_ Included documentation of advertising in the above publications with the bidders good faith efforts package

\_\_\_\_\_ Attended LFUCG Central Purchasing Economic Inclusion Outreach event

\_\_\_\_\_ Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs of subcontracting opportunities

\_\_\_\_\_ Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms

\_\_\_\_\_ Requested a list of MWDBE subcontractors or suppliers from LFUCG Economic Engine and showed evidence of contacting the companies on the list(s).

\_\_\_\_\_ Contacted organizations that work with MWDBE companies for assistance in finding certified MWDBE firms to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.

\_\_\_\_\_ Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs soliciting their participation in the contract not less than seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.

\_\_\_\_\_ Followed up initial solicitations by contacting MWDBEs to determine their level of interest.

- \_\_\_\_\_ Provided the interested MWDBE firm with adequate and timely information about the plans, specifications, and requirements of the contract.
- \_\_\_\_\_ Selected portions of the work to be performed by MWDBE firms in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items into economically feasible units to facilitate MWDBE participation, even when the prime contractor may otherwise perform these work items with its own workforce
- \_\_\_\_\_ Negotiated in good faith with interested MWDBE firms not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.
- \_\_\_\_\_ Included documentation of quotations received from interested MWDBE firms which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.
- \_\_\_\_\_ Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE goals.
- \_\_\_\_\_ Made an effort to offer assistance to or refer interested MWDBE firms to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal
- \_\_\_\_\_ Made efforts to expand the search for MWBE firms beyond the usual geographic boundaries.
- \_\_\_\_\_ Other - any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE participation.

Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement. Documentation of Good Faith Efforts are to be submitted with the Bid, if the participation Goal is not met.

The undersigned acknowledges that all information is accurate. Any misrepresentations may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Brandstetter Carroll Inc.  
\_\_\_\_\_  
Company

*Patrick D. Hoagland*  
\_\_\_\_\_  
Company Representative

2/8/16  
\_\_\_\_\_  
Date

Principal  
\_\_\_\_\_  
Title

15. Authority to do Business: The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must be signed by a duly authorized officer, agent or employee of the Respondent.
16. Governing Law: This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.
17. Ability to Meet Obligations: Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.
18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.
19. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.

  
Signature

2/8/16  
Date