

Activity-Based Cost Tracker

Summary

Ballard King Assoc.
Financial Feasibility

GreenPlay LLC
Financial Feasibility

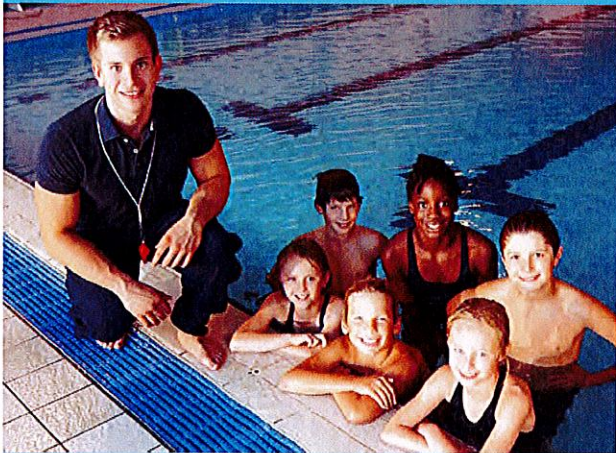
	Services & Cost	Services & Cost
Cover Letter	✓	✓
Contact Information	✓	✓
Company History		✓
Statement of Qualifications	✓	✓
References	✓	✓
Proposed Solution	✓ Restated Scope of Services	✓
Unique or Distinctive Features		✓
Project Schedule	✓ 9 wks	✓ 9-12 wks
Project Overview / Strategic Kickoff-off Phone Conference	\$1,000.00	\$3,675.00
Market Review / Research & Development of Center Budget Assumptions & O&M Budget	\$3,000.00	\$8,715.00
Organization Planning	\$4,000.00	
Operations Analysis (3 Facilities) / Assimilation of Existing Facility Budgets and Presentation of Budget Initial Draft (On-site)	\$12,000.00	\$4,200.00
Budget Revision; Identification of Partner/Stakeholder Opportunities		\$4,725.00
Final Report / Determination of Next Steps & Final Presentation (On-site)	\$1,000.00	\$3,684.00
Subtotal	\$21,000.00	\$24,999.00
Reimbursables: Direct Costs plus 10%. Two Trips @ \$750	\$1,500.00	
Grand Total	\$22,500.00	\$24,999.00

City of Craig

Financial Planning for a Recreation District

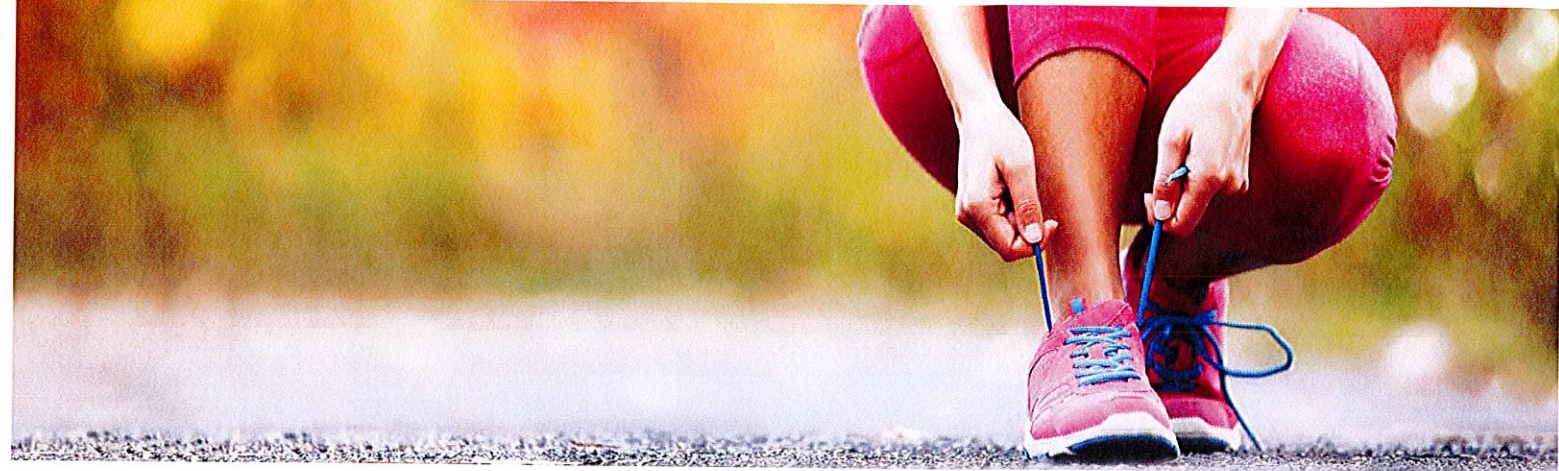


Proposal
January 22, 2020



BALLARD* KING
& ASSOCIATES LTD
Recreation Facility Planning and Operation Consultants

Ballard*King & Associates
2743 E. Ravenhill Circle
Highlands Ranch, CO 80126
303-470-8661
bka@ballardking.com
www.ballardking.com



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 Jeff King-----Page 8

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Recreation Facility Planning and Operation Consultants

Letter of Interest

January 22, 2020

Liz White, City Clerk
City of Craig
300 W. 4th Street
Craig, CO 81625

Dear Liz,

Ballard*King & Associates (B*K) is very pleased to submit our proposal for "Financial Planning for a Recreation District" for the City of Craig, Moffat County and Northwest Colorado Recreation Foundation.

Ballard*King & Associates has always been a national leader in recreation facilities and parks operations and feasibility. This began with direct experience by staff operating recreation centers, aquatic centers, indoor ice rinks and large parks in a number of communities in Colorado and Missouri. As a firm B*K has been involved in studies for over 800 recreation projects across the nation as well as for 45 communities in Colorado. We specialize in developing detailed projects, accurate, operational pro-formas for parks and facilities as well as developing funding and organizational models for facilities and parks and recreation agencies.

In addition, B*K has extensive experience with existing organizational and facility assessment studies where we identify operational concerns and issues that may be impeding financial performance. This is valuable for new facility planning as it provides benchmarks and best practices that should be followed for successful operations.

Ballard*King & Associates has a very strong interest in working with the City, County and Committee on this important project.

Sincerely,

Ken Ballard, CPRP
President, Ballard * King & Associates
Office Phone: (303) 470-8661
Cell: (303)-808-2697
E-mail: ken@ballardking.com

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



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Recreation Facility Planning and Operation Consultants

B*K Contact Information

Legal Name: BALLARD*KING AND ASSOCIATES, LTD.

Address: 2743 E. Ravenhill Circle
Highlands Ranch, CO 80126

Established: May 28, 1992

Project Contact: Ken Ballard, CPRP

Telephone Number: 303-470-8661 (O)
303-808-2697 (C)

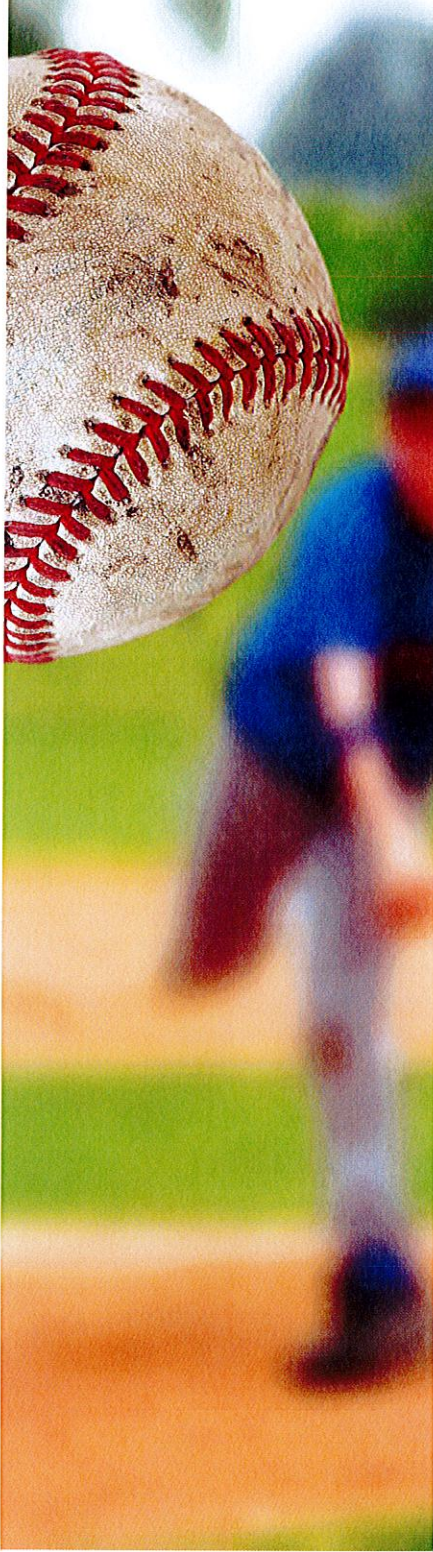
E-mail Address: ken@ballardking.com

Web Site: www.ballardking.com

Principals: Ken Ballard
Jeff King
Darin Barr

Other Firms: Other firms that will be utilized for information regarding the project:

- Perkins & Will – For capital costs estimating in association with the recreation center project.
- DA Davidson – Recreation district project funding and financials.



Statement of Qualifications

Established in 1992, Ballard*King & Associates, LTD (B*K) is a recreation program, planning and operations consulting firm that provides services and expertise to the recreation and leisure industry. Through our commitment and collaboration with community leaders, staff, stakeholders, elected officials, and corporate partners, we have developed loyal and long-term relationships with a variety of both public sector and private agencies to inspire and engage their constituents.

As a company, Ballard*King & Associates has achieved over 27 years of success by listening and coaching our clients, and realizing that each client's needs are specific and unique. Our staff members have over 75 combined years of facility management and planning experience in the collegiate, public, non-profit and private sector. We have completed over 800 recreation facility projects in 50 states, of which more than 65 were master plan studies, 45 were operational assessments and we have working relationships with more than 100 architects from coast-to-coast.

B*K forms a consulting team that provides a variety of pre-and post-design services for clients who are considering the development of a sports, recreation, aquatic, park, or wellness facility. From pinpointing specifics to broad visions, B*K provides services to ensure the long-term success of your project. B*K has built our reputation on telling clients what they need to hear in order to make sound decisions.

B*K has worked with over 45 communities in Colorado on recreation center project studies including an earlier study for Craig. In addition, B*K has teamed with Perkins & Will on numerous recreation center projects in the state and nationally.

By bringing practical, proven experience to a project we can accurately represent the client's best interests. B*K has a keen awareness of the impact a park, sports, or recreational facility has on a community and subsequently the entity that operates it. Thanks to our extensive field experience, we are able to provide assistance with practical tools, an uncommon ability to see the overlooked and view your project from a wealth of expertise and knowledge.

Teamwork is a core aspect of our firm. We work together ensuring all clients are receiving the wealth of knowledge our B*K team brings. The success of any project begins with an integrated, mutually valued approach to the individual needs and goals of each client. Thus, we team with you and for you. First and foremost to B*K is our reputation of being a company of strong ethical character. Our top concern is our client's best interests and our approach is always honest and down-to-earth. We aim to help each client see the full potential of their project by providing trustworthy services to achieve their goal.

Let us help you move forward!



Range of Services

Needs Assessment

- Feasibility Studies
- Market Studies
- Economic Impact Projections
- Staffing Levels
- RFP Review

Project Input

- Public/Student Surveys
- Citizen/Student Input Sessions
- Focus Groups
- Campaign Strategy for Bond Issues
- Stakeholder Meetings

Facility Components

- Component Recommendation
- Program Space Narratives
- Equipment Needs
- Site Analysis

Operations Assessment

- Budgets
- Fees and Charges
- Staffing
- Maintenance
- Marketing
- WPhysical Assessments

Design Issues & Concepts

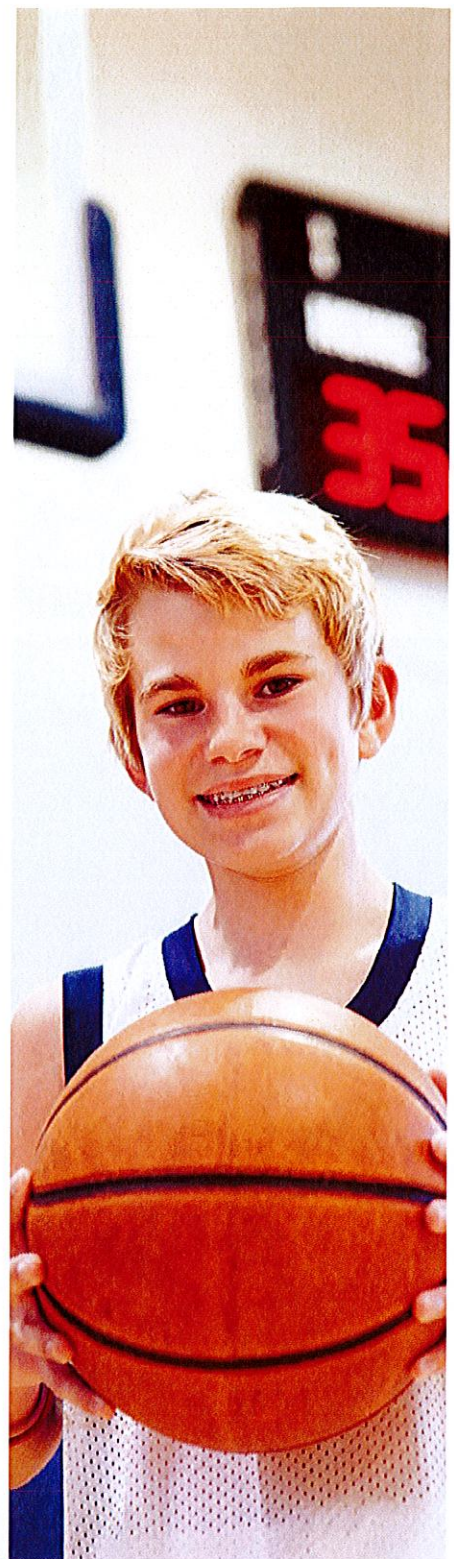
- Financial Analysis & Budgeting
- Maintenance Costs
- Design Requirements
- Operations Planning
- Design & Layout Review

Operations Analysis

- Fees & Charges
- Sponsorship Packages
- Marketing Plans & Strategies
- Corporate Involvement
- Operational Performance Indicator Analysis (OPIA)

Funding Analysis

- Operating Cost & Revenues
- Capital Funding Sources
- Project Partnering

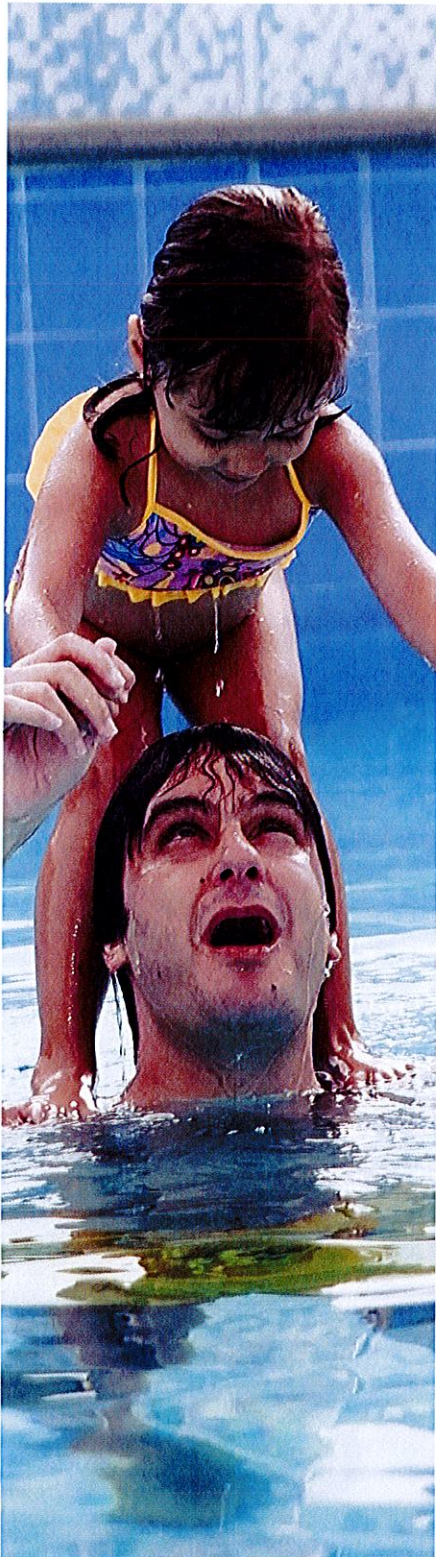


"I would like to take this opportunity to express my most sincere thank you for all of your firm's assistance with the \$27 million Cedar Valley SportsPlex project. From our first contact it was evident that you and your team are consummate professionals with hands on experience in this field. The ability of your firm to be able to synthesize information from all stakeholders and come away with a real plan for what our facility should look like was nothing short of amazing. B*K was able to assist us in designing a facility that would be able to serve nearly every segment of our community for years to come, all while keeping our operating budget constraints at the forefront."

— Mark Gallagher - Recreation Services Manager - City of Waterloo, IA



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Client Base

At Ballard*King, we partner with our clients as we once walked in those same shoes. As practioners in recreation, we understand the unique character of the different types of agencies with whom we collaborate and provide guidance. We also understand the uniqueness of each different type of organizaition. We have in-depth experience working with each of the following:

- * City and County Governments
- * Park and Recreation Districts
- * YMCA's and other Non-Profits
- * Hospitals / Wellness Organizations
- * Colleges and Universities
- * Private Recreation Providers
- * School Districts
- * Resort Communities

For a comprehensive list of projects please visit us at www.ballardking.com.



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"Leave all the afternoon for exercise and recreation, which are as necessary as reading. I will rather say more necessary because health is worth more than learning."

Thomas Jefferson

KEN S. BALLARD C.P.R.P.

President/Founding Partner - Principal in Charge

As a founding partner of Ballard*King & Associates, Ken has over 35 years of experience in parks and recreation planning. Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for recreation agencies. Ken has provided planning, feasibility and operations consulting for more than 300 recreation center projects across the country. This includes studies for more than 30 different communities in Colorado.



Ken is well known for his vast knowledge of recreation programming, facility development and operations, as well as organizational planning and facility maintenance. His expertise has been developed over the years from a wide breadth of experiences within the parks and recreation field.

Ken's project experience includes feasibility studies, facility construction and design process, space planning and equipment specifications, request for proposal, grand opening+ celebrations, preventive maintenance programs, staffing, budgeting, marketing, programming, parks and recreation master plans, as well as audits. Ken also has extensive program experience including adult and youth sports, fitness/wellness, special events and cultural arts.

Key Colorado recreation center projects include:

- Avon Aquatic/Recreation Center, Avon, CO
- Berthoud Recreation Center Study, Berthoud, CO
- Broomfield Community Center, Broomfield, CO
- Buchanan Park Recreation Center, Evergreen, CO
- Carbon Valley Recreation Center, Frederick, CO
- Erie Recreation Center, Erie, CO
- Ft. Lupton Recreation Center, Ft. Lupton, CO
- Golden Recreation Center Expansion, Golden, CO
- Longmont Recreation Center, Longmont, CO
- Northglenn Recreation Center Study, Northglenn, CO
- Old Town Hot Springs, Steamboat Springs, CO
- Thompson Rivers Recreation Center Study, Milliken, CO
- Wheat Ridge Recreation Center, Wheat Ridge, CO

EDUCATION

University of Colorado - BS Recreation
BA History

Certified Parks and Recreation
Professional



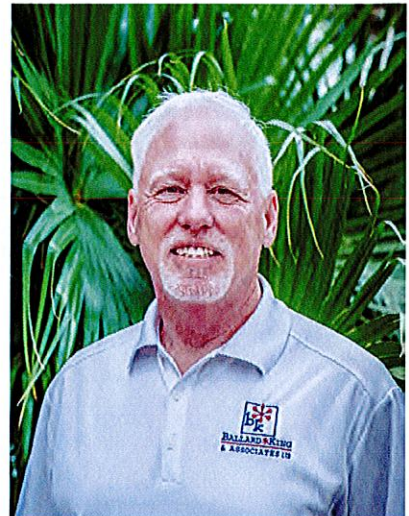
AFFILIATIONS

Athletic Business Magazine Advisory Board
Colorado Parks and Recreation Association
Colorado Association of Recreational Athletics
National Recreation and Park Association
International Association of Aquatic Consultants
Metropolitan State College of Denver – Former
Adjunct Faculty

Jeff King

Founding Partner

As a founding partner of Ballard*King & Associates, Jeff has over 30 years experience in parks and recreation operations and planning. Ballard*King & Associates was established in 1992 by Ken Ballard and Jeff King in response to the need for market driven and reality based planning for parks and recreation agencies. Jeff has provided master plan consulting services to more than 10 communities who have benefited from his extensive background in recreation planning and facility management. Jeff's expertise comes from a vast array of experience and projects.



Jeff's management and project experience includes facility planning and construction, facility renovation, grand opening celebrations, economic impact studies, energy conservation systems, preventative maintenance programs, staffing, budgeting, marketing, cost accounting and programming. In addition, he has preformed park and recreation master plans as well as audits.

Jeff was one of the founders of the "Gateway to Success" recreation facility planning conference in St. Louis and served as the chairman in its first year. His previous experience in Colorado has led to an active involvement with the Colorado Parks and Recreation Association's Recreation Facility Design and Management School.

Jeff has been a regular speaker at the Athletic Business Conference as well as numerous state conferences and ice arena management-related seminars, NRPA Aquatic School and various workshops. Jeff has also served as a team leader and facilitator for the City of Fort Collins Quality Improvement Program and has been certified in Systematic Development of Informed Consent (SDIC).

Recreation/aquatic center projects that Jeff has been directly responsible for in Colorado include:

- Canon City Recreation Center Study, Canon City, CO
- Carbon Valley Recreation Center Study, Frederick, CO
- Florence Aquatic Center, Florence, CO
- Ft. Collins Recreation Center Study, Ft. Collins, CO
- Woodland Park Recreation Center, Woodland Park, CO
- Carbondale Aquatic Center Study, Carbondale, CO
- Pueblo West Recreation Center, Pueblo West, CO

EDUCATION

Lindenwood University – BA Business Administration

Certified Pool Operator

AFFILIATIONS

Ice Skating Institute of America

National Recreation and Parks Association

Missouri Park and Recreation Association

Colorado Parks and Recreation Association





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Colorado Project Experience

Ballard*King & Associates has completed over 800 feasibility studies across the United States for a variety of recreation facilities. B*K has over 150 recreation facilities up and operating around the country. In addition, Ballard*King has completed studies for 45 different communities in Colorado and has 17 recreation centers open and operating. Below are listed a select number of projects that Ballard*King has been involved with in Colorado.

Recreation Center Projects

- Alamosa Recreation Center, Alamosa, CO*
- Aspen Recreation Center Feasibility Study, Aspen, CO
- Aurora Fieldhouse Study, Aurora, CO
- Avon Recreation Center, Avon, CO*
- Berthoud Recreation Center Feasibility Study, Berthoud, CO
- Breckenridge Recreation Center Facility Use Assessment, Breckenridge, CO
- Brighton Senior Center Feasibility Study, Brighton, CO
- Broomfield Community Center, Broomfield, CO*
- Buchanan Park Recreation Center, Evergreen, CO*
- Buchanan Park Recreation Center Expansion Study, Evergreen, CO
- Buena Vista Event Recreation Center Feasibility Study, Buena Vista, CO
- Canon City Recreation Center Study, Canon City, CO
- Carbon Valley Recreation Center, Frederick, CO*
- Carbondale Recreation Center Study, Carbondale, CO
- Castle Pines Recreation Center Study, Castle Pines, CO
- Castle Pines North Community Center Feasibility Study, Castle Pines, CO
- Castle Rock Recreation Center Expansion, Castle Rock, CO
- Central Denver Recreation Center Program Study, Denver CO*
- Cortez Recreation Center, Cortez, CO*
- Craig Recreation Center Feasibility Study, Craig, CO
- Crested Butte Ice Rink Study, Crested Butte, CO
- Eastern Rio Blanco Parks & Rec. Dist Recreation Center Study, Meeker, CO*
- Erie Recreation Center Feasibility Study, Erie, CO*
- Florence Aquatic Center Study, Florence, CO
- Grand Park Recreation Center Feasibility Study, Winter Park, CO*
- Ft. Collins Recreation Center Study, Ft. Collins, CO

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



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- Ft. Lupton Recreation Center, Ft. Lupton, CO*
- Gilpin County Recreation Center, Black Hawk, CO*
- Golden Recreation Center Expansion/Renovation, Golden, CO*
- Grand Junction Recreation Center Feasibility Study, Grand Junction, CO
- Grand Valley Recreation Center Study, Grand Junction, CO
- Gunnison Recreation Center Feasibility Study, Gunnison, CO*
- Highlands Ranch Ice Rink Study, Highlands Ranch, CO
- Highlands Ranch Senior Services Study, Highlands Ranch, CO
- Huerfano County Recreation Center Feasibility Study, Walsenburg, CO
- Lamar Aquatic Center Feasibility Study, Lamar, CO
- Longmont Competitive Aquatic and Ice Center Feasibility Study, Longmont, CO
- Longmont Recreation Center, Longmont, CO*
- Lyons Recreation Center Feasibility Study, Lyons, CO
- Mountain Village Community Entertainment Center, Mountain Village, CO
- Northglenn Rec Center/Senior Center/Theatre Assessment Study, Northglenn, CO
- Norwood Area Recreation Center Study, Norwood, CO
- Pueblo West Recreation Center Study, Pueblo, CO
- Rifle Recreation Center Study, Rifle, CO
- Shalom Park Aquatic Center Study, Aurora, CO
- Steamboat Springs Health and Recreation Center, Steamboat Springs, CO*
- Steamboat Springs Recreation Ctr. Study, Steamboat Springs, CO
- Sterling Aquatic Center Feasibility Study, Sterling, CO
- Superior Recreation Facilities Study, Superior, CO
- The Trails Recreation Center, Centennial, CO*
- Thompson Rivers Recreation Center Study, Milliken, CO
- Wheat Ridge Recreation Center, Wheat Ridge, CO*
- Windsor Community Center Feasibility Study, Windsor, CO
- Woodland Park Aquatic Center, Woodland Park, CO
- Woodmen Hills Recreation Center Study, Woodmen Hills, CO

Other Studies

- Clear Creek Metropolitan District Master Plan, Idaho Springs, CO
- Gunnison Parks and Recreation Master Plan, Gunnison, CO
- Longmont Parks and Recreation Master Plan, Longmont, CO
- Lyons Parks Redevelopment Plan, Lyons, CO
- North Fork Pool, Park & Recreation District Master Plan, Hotchkiss, CO

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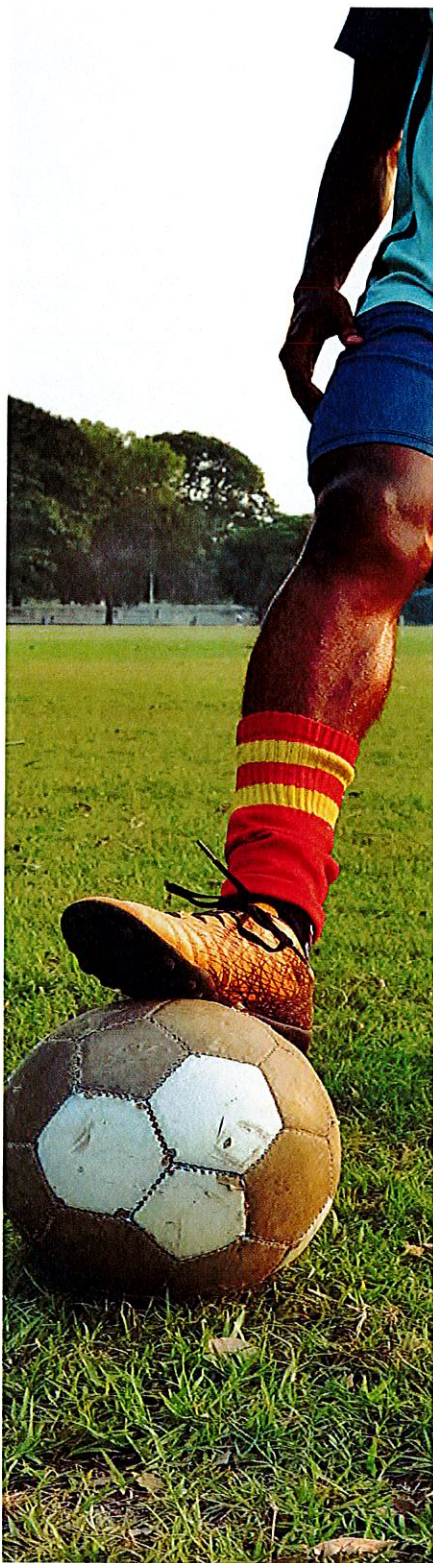


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- North Fork Pool, Park & Recreation District Master Plan, Hotchkiss, CO
- Ken Caryl Ranch Metro District Organizational/Management Study, Ken Caryl, CO
- Timnath Parks and Recreation Master Plan, Timnath, CO
- Clement Park Redevelopment Master Plan, Littleton, CO
- Commerce City Athletic Fields Study, Commerce City, CO
- Broomfield Athletic Fields Needs Study, Broomfield, CO
- Castle Pines Parks and Recreation Master Plan, Castle Pines, CO
- Willow Bay Park Study, Brighton, CO

* Facilities that are open, under construction, or in final design.

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



Selected Colorado Project References

Longmont Aquatic/Ice Center Study

B*K working with Perkins & Will completed a feasibility study for a proposed new competitive aquatic center and ice rink to serve the greater Longmont area. B*K provided market analysis, needs assessment, partnership analysis and operations pro-forma development for the project.

Mr. Jeff Friesner, Recreation and Golf Manager
City of Longmont
700 Longs Peak Ave.
Longmont, CO 80501
(303) 651-8393
Jeff.Friesner@longmontcolorado.gov

Grand Junction Recreation Center Study

B*K was teamed with Perkins & Will on the development of a feasibility study for a proposed new recreation center for the community. B*K provided market analysis, needs assessment, partnership analysis and operations pro-forma analysis for the project.

Mr. Ken Sherbenou, Director of Parks & Recreation
City of Grand Junction
1340 Gunnison Ave.
Grand Junction, CO 81501
(970) 254-3881
kensh@gjcity.org

Northglenn Recreation Center/Senior Center & Theatre Assessment Study

In conjunction with a Denver architect, B*K was responsible for developing an operations plan for the new recreation, senior center and theater that will replace the existing facilities.

Ms. Amanda Peterson, Director of Parks, Recreation & Cultural Services
City of Northglenn
11801 Community Center Drive
Northglenn, CO 80233
(303) 450-8950
apeterson@northglenn.org



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Selected Colorado Project References *(continued)*

Broomfield Community Center

B*K assisted the City of Broomfield with the determination of the amenities that should be included in the new center and also provided input on the new operations budget for the building that is currently under construction.

Mr. Clay Shuck, Director of Recreation, Wellness & Senior Services
City and County of Broomfield
13201 Lowell Blvd.
Broomfield, CO 80020
(303) 460-6903
cshuck@broomfield.org

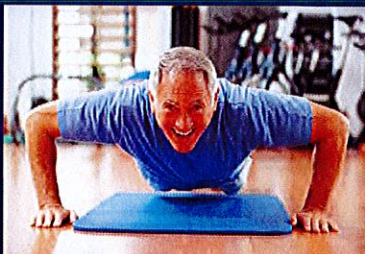
Castle Pines Parks and Recreation Center Master Plan

B*K worked with the City of Castle Pines to complete a feasibility study for a proposed new recreation center for this growing community. One of the key aspects of the study was to analyze possible funding and operations options for the facility, as the City does not have an existing parks and recreation department.

Mr. Michael Penny, City Manager
City of Castle Pines
360 Village Square Ln. Suite B
Castle Pines, CO 80108
(303) 705-0206
michael.penny@castlepinesco.gov



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Financial Planning for a Recreation District

Scope of Services

Project Overview:

- * Project review and update
- * Identify constraints and parameters
 - Market
 - Site/location
 - Mission and goals
- * Meet with project team (City & Committee)
 - Project partners

Market Review:

- * Service area identification
- * Demographic characteristics/community profile
 - Population/age range/income
 - Trends
- * Review of existing City/County recreation facilities/programs/services
 - Organizational structure/wage scales
 - Operational policies and procedures
 - Existing recreation program statistics
 - Demand for programs/services and facilities
- * Competitive market analysis
 - Alternative recreation service providers

Organizational Planning

- * Determine the appropriate organizational structure for the Recreation District
- * Budget development
- * Staffing roles and requirements
- * Transition plan for change over from
 - Moffat County operation
 - City of Craig



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Scope of Services *(continued)*

Operations Analysis: (Loudy Simpson Park, Ice Rink and new Recreation Center)

- * Use estimates (Ice Rink and Recreation Center)
 - Daily
 - Annually
- * Fee structure
 - Drop-in
 - Multiple admissions/annual passes
 - Family, corporate, group
 - Rentals
- * Sources of income
 - Identification and verification of revenue sources
- * Operating cost projections
 - Develop a line item budget
 - Personnel by position
 - Contractual services
 - Commodities
 - Capital replacement
- * Revenue generation projections
 - Develop a line item accounting
 - Admissions
 - Annual/multiple admissions
 - Programs and services
 - Rentals
 - Other revenue sources
- * Revenue/expenditure comparisons
 - Cost recovery level

Final Report:

- * Written final report



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Fees

<u>Cost Summary</u>	<u>Fee</u>
1. Project Overview	\$1,000
2. Market Review	\$3,000
3. Organizational Planning	\$4,000
4. Operations Analysis (3 facilities)	\$12,000
5. Final Report	\$1,000
<i>Subtotal</i>	<i>\$21,000</i>
Reimbursables: Direct costs plus 10%.	
Two trips to Craig @ \$750	\$1,500
Grand Total	\$22,500

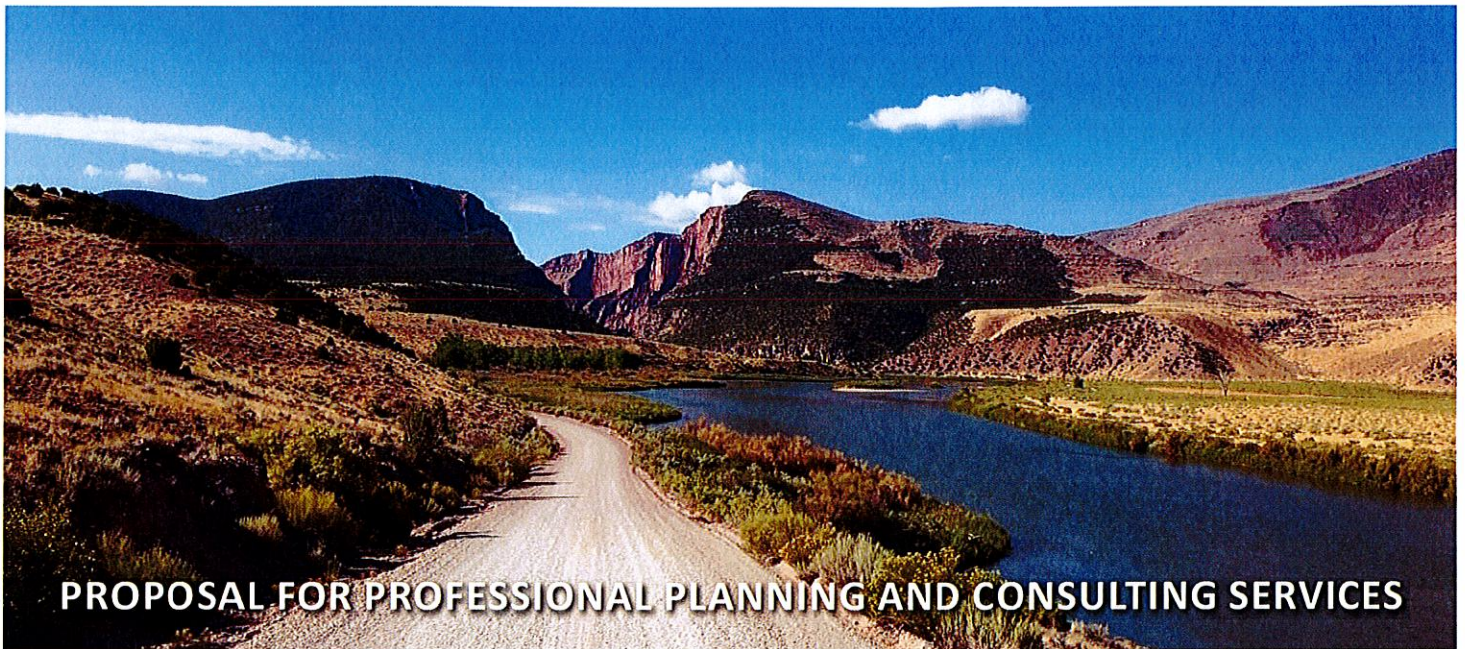


Proposed Project Schedule

Contract Signed/Notice to Proceed to first meeting, approximately 21 days.

Task	Wk 1	Wk 2	Wk 3	Wk 4	Wk 5	Wk 6	Wk 7	Wk 8	Wk 9
Project Overview									
Market Review									
Organizational Planning									
Operations Analysis									
Final Report									
Craig Site Visit									

Total project time is estimated to be approximately 65 days.



**City of Craig and the
Recreation Center Foundation Committee
Financial Planning for a Recreation District
Submitted: January 22, 2020**

GREENPLAY_{LLC}

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

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January 22, 2020

Mr. Peter Brixius
City of Craig
300 West 4th St.
Craig, CO 81625

Dear Mr. Brixius and Members of the Selection Committee:

GreenPlay, LLC, is pleased to submit a proposal to develop operations and maintenance projections and a five-year pro forma based on the recreation center building program that will soon be finalized by the City and the Recreation Center Foundation Committee. This information will then be assimilated with the County identified Loudy-Simpson Park Budget and identified portions of the City's Parks and Recreation Department Budget to begin the creation of a budget for a potential district.

This Request for Proposal outlines a very complex undertaking involving three entities and the creation of a potential fourth, being the district. There is also discussion in the RFP of other potential partners, which would impact capital and/or operating budget projections, but could positively impact the appeal of such an outcome. Our experience in this arena puts us in a position of understanding the effort and time needed to put together a package with all of the pieces, intentions, and agreement that would need to be understood by voters to accept and support such a package.

Our proposal, necessarily, has to be based on several assumptions. We assume that there is a limited budget for this effort and have designed our approach to maximize what we are able to provide to you within that assumption. Within the funding limitation and due to the complexity of yet unanswered questions and necessary negotiations, we will not be able to deliver a full feasibility assessment and operations and maintenance budget for a district. However, using information provided by the City and the County for the expenditures and revenues associated with the current use of all existing facilities and amenities that are intended to be part of a future district operation, we will be able to assimilate our projections for the new facility with the most recent figures for the existing operation. This will put you in a strong position to identify and have important discussions with key stakeholders so that a solid plan can be put forth.

Other assumptions are discussed within our attached proposal.

One goal of this project is to put both the creation of a Special Recreation District and the development and construction of a recreation center on the ballot for voters to decide as early as November 2020. In order for you to be prepared to meet that goal, this important step of costing must be undertaken so that your Service Plan can be completed and submitted in a timely manner. We recognize that there is much to be done, and part of this project is to work with the Recreation Center Foundation Committee and the City and County to ensure a full understanding of the steps and commitments necessary for the establishment of a special district and potential merger of the City and County parks and recreation efforts into this district.

Since 1999, GreenPlay has provided similar and related assessments in communities in Colorado and throughout the United States. We are a professional management and operations consulting firm providing these studies and related services for many diverse communities. Our project managers have also spent time as senior leaders in parks and recreation agencies, and know the subtleties that come with the administration of recreation and park agencies and the responsibility for the assets they manage.

GreenPlay has successfully completed such projects for over 550 communities of all sizes. In addition to our deliverables, we would serve as an unbiased third-party advisor to you, as we have no inherent benefit in making certain recommendations. Our team has extensive expertise in:

- Market demand analysis
- Maintenance and operating cost estimating
- Operations and management planning (pro forma, rate sensitivity assessment, projected demand, etc.)
- Planning for creation and management of parks and recreation special districts

Our team will consist of **Pat O'Toole** as Principal-in-Charge and Project Consultant, **Teresa Jackson, AFO, CPO**, as Project Manager, and **Chris Dropinski, CPRE**, as Contracting Principal and Project Consultant. We pride ourselves on being available and accessible to your agency, and partnering with you to help achieve your goals. If you have any additional questions, please feel free to contact me at the number listed below.

We look forward to the opportunity to further discuss this proposal with you.

Sincerely,



Chris Dropinski, CPRE
Senior Principal and Managing Member
GreenPlay, LLC
(303) 870-8674 (direct)
ChrisD@GreenPlayLLC.com

II. NAME, TITLE AND CONTACT INFORMATION

The primary contact person who is authorized to represent GreenPlay and will serve as the main contact for this proposal:

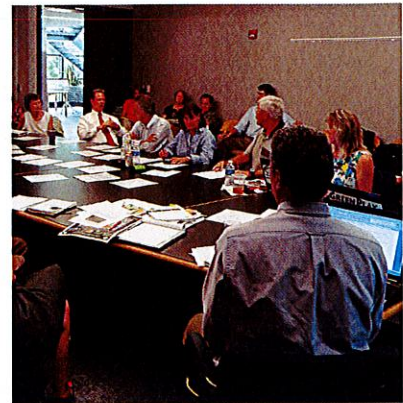
Chris Dropinski, CPRE
Senior Principal and Managing Member | Contracting Principal
GreenPlay, LLC
1021 E. South Boulder Rd., Suite N
Louisville, CO 80027
(303) 870-8674 (direct)
ChrisD@GreenPlayLLC.com

III. COMPANY HISTORY

OUR HISTORY

GreenPlay LLC operates as a **consortium of experts** to provide services nationally for **park, recreation, open space, and related agencies**.

In 1999, Teresa Penbrooke, *PhD, MAOM, CPRE*, an experienced public parks and recreation professional, identified certain needs in the industry that were not being fully satisfied. Teresa noticed that although many land planning, design, and architecture consultants serviced this industry, most did not have actual operations and management experience within the profession. This reality forced parks and recreation organizations to rely on guidance from multiple consulting firms, often spending needless time organizing and managing these specialists into one cohesive team. **GreenPlay** became a viable solution by offering practical, innovative, and comprehensive consulting services by professionals with direct experience in parks, recreation, and open space operations and management.



GreenPlay acts as a **management tool** for agencies by organizing consultant teams that are responsive, experienced in the field, and who understand the needs of administrators and their communities.

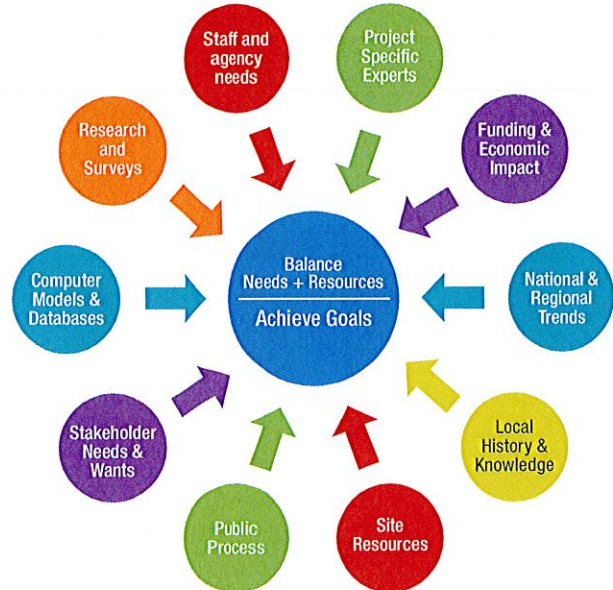
GreenPlay works **nationwide** with 23 employees and over 75 technical consortium agencies and sub-consultants to complete projects for large and small agencies around the United States. **Since 1999, GreenPlay has completed over 550 similar projects in 46 states including over 180 in Colorado.**

GREENPLAY'S EXPERIENCE AND SERVICES

- ✓ Master and Strategic Planning
- ✓ Cost Recovery and Resource Allocation
- ✓ Site and Facility Feasibility Studies
- ✓ Business Planning and Policy Research
- ✓ Pricing Studies
- ✓ Revenue Evaluation
- ✓ Public/Private Partnership Facilitation
- ✓ Marketing & Public Relations Strategies
- ✓ Information Technology Plans
- ✓ Retreat Facilitation & Seminar Planning
- ✓ Special District Planning and Management
- ✓ Accessibility Assessments
- ✓ Transition Plans
- ✓ Cost-Benefit Analysis
- ✓ Risk Management Evaluation
- ✓ Economic Impact Analysis
- ✓ Public Process
- ✓ Traditional & Alternative Funding Analysis
- ✓ GRASP® and Traditional Level of Service Analysis
- ✓ Service Assessment/
Core Service Identification

OUR PHILOSOPHY

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



Our Pledge

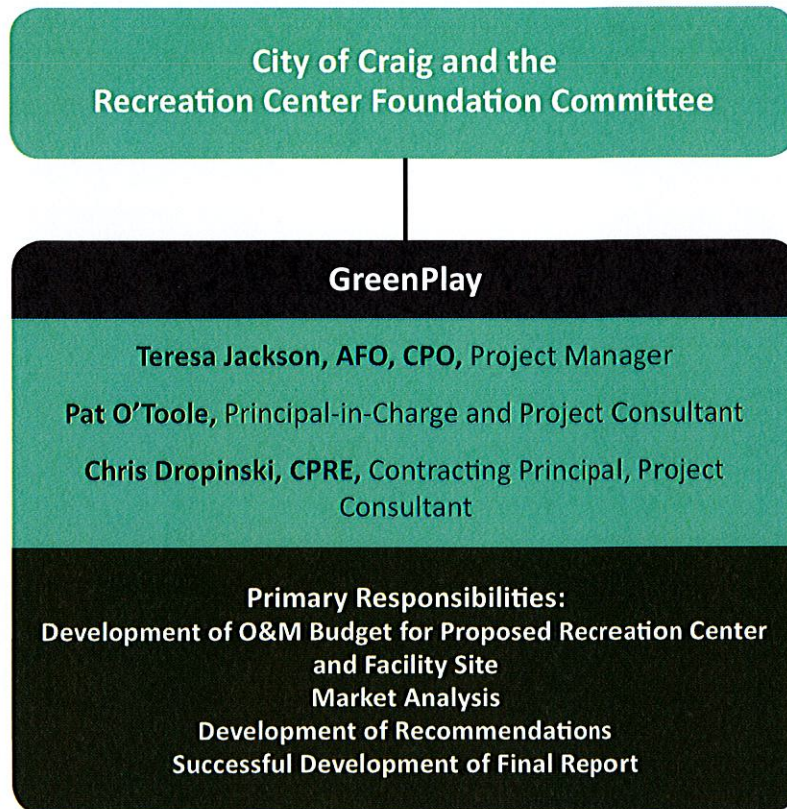
We will evaluate your situation, design a strategy, system, or process that will work for your organization, and we will help you to implement it quickly and efficiently. We will work with all levels of staff — senior management, elected and appointed officials, and community stakeholders — and will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

Your GreenPlay Consulting Team is...

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

IV. QUALIFICATIONS AND EXPERIENCE

PROPOSED PROJECT TEAM





Teresa Jackson, AFO, CPO

Project Manager

Work Experience:

Teresa is an accomplished Recreation Professional with over 20 years of progressive experience in change management, asset management, fiscal management and strategic leadership of staff in high-performing municipal government departments. Teresa is from the Sacramento area. She brings with her an extensive background in community outreach, facilities management, public policy, project management and programming. She has collaborated with non-profits, community based organizations and neighboring municipalities to deliver activities and programs in small, mid-sized and large communities. Teresa received a BS in Recreation Administration at Sacramento State University with a focus in Recreation Administration. Her experience in building strong relationships with team members, elected officials, partner organizations and community members make her an ideal consultant on a variety of type projects.

EDUCATION

- Bachelor of Science in Recreation Administration, California State University, 2000

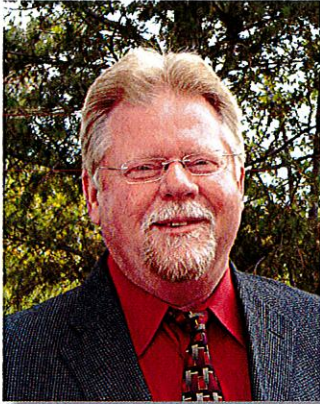
CERTIFICATIONS

- Certified Aquatics Facility Operator
- Certified Pool Operator

- GreenPlay Project Consultant, 2019 – current
- Community Center Operations Manager, Estes Valley Recreation and Park District, CO, 2016 - 2019
- Event Manager, City of Boulder, Dept. of Parks and Recreation, CO, 2015 - 2016.
- Recreation Superintendent, City of Sacramento, Department of Parks and Recreation, CA, 2007 - 2015
- Marketing and Communication Specialist, 2004 - 2007
Program Supervisor – Special Events, 2000 - 2004
Program Coordinator – Teen Services, 1999 - May 2000
City of Sacramento, Department of Parks and Recreation, CA.

Representative Project Experience

- GreenPlay Project Manager
 - Glendale, AZ – Parks and Recreation Master Plan
 - Renton, WA – Recreation Strategic Plan
 - Seattle, WA – Community Center Operations Analysis
 - Valley Wide Recreation & Park District, CA – Master Plan Update; Cost Recovery, Resource Allocation and Revenue Enhancement Study
 - Valdez, AK – Parks and Recreation Master Plan
 - Victorville, CA – Parks and Recreation Master Plan
- Led development and implementation of the Estes Valley Recreation Center (EVRC). The \$27 million, 70,000- square-foot facility is a comprehensive, multi-generational community multipurpose senior, aquatics, fitness, childcare, and library center.
- Re-designed the City of Sacramento's Recreation Magazine to reduce production cost by nearly fifty percent. The publication received the California Parks and Recreation Society, 2014 Award of Excellence in Marketing and Communications.
- Managed a Special Event Ordinance Committee for City of Sacramento to establish a comprehensive City Ordinance for Special Events.
- Led a comprehensive review of the City of Sacramento Park Code to revise park rules and allow for commercial uses in parks and community centers.



Pat O'Toole

Principal-in-Charge

Work Experience:

Pat brings nearly 40 years of management planning for parks and recreation agencies, and has led projects for GreenPlay since 2003. Prior to joining GreenPlay, Pat was President of OATS LLC, a private park and recreation consulting firm, and worked for many years as a Principal for Leon Younger and PROS. Pat also has previous management experience as both a director and an assistant director for several progressive agencies in four different states. He brings to GreenPlay extensive expertise in planning, operations, budgeting, pro formas, cost recovery and activity-based costing, funding sources, customer service, partnerships, efficiencies, public process, and all other facets of park and recreation agency management. He is skilled at leading forward-focused projects and teams, specifically related to creating vision and implementation.

Education

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

Professional Affiliations

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

Management Consulting in Parks, Recreation, and Sports since 1995

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

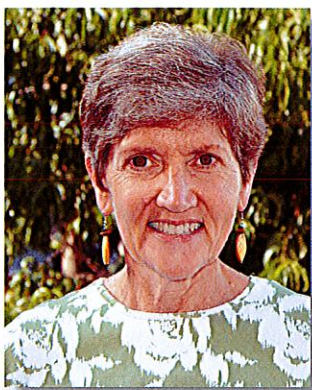
Public Parks and Recreation Administration from 1979-1995

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

Representative Project Experience

Pat has worked on over 300 projects in 46 states since 1995. The following is a sample listing of projects.

- Aurora, CO – Strategic, Holistic Initiative for Transition Phase II, Parks, Recreation, and Open Space
- Broomfield, CO – Aquatics Feasibility Study
- Blue Springs, MO – Parks and Recreation Master Plan
- Cedar Rapids, IA – Recreation Needs Assessment and Master Plan
- Colchester, VT – Parks and Recreation Needs Assessment
- Coppell, TX – Parks and Recreation Master Plan
- Crown Mountain Parks and Recreation District – Recreation Center Needs Assessment and Business Plan
- Debary, FL – Community Center Feasibility Study Phases I and II
- Fargo, ND – Indoor Recreation Complex Feasibility Study
- Farmington, NM – Parks and Recreation Master Plan
- Houston, TX – Superblock Park Operations Efficiency Assessment
- La Porte, TX – Organizational Analysis
- Lisle, IL – Pyramid Cost Recovery and Pricing Philosophy Methodology
- Meridian, ID – Parks and Recreation Master Plan
- Pearland, TX – Parks and Recreation Master Plan
- Spearfish, SD – Sports Complex Feasibility Study
- Wimberley, TX – Blue Hole Regional Park Master Plan
- Winter Park, FL – Community Center Feasibility Study



Chris Dropinski, CPRE

Senior Principal and Managing Member

Work Experience:

Over her career, Chris has developed a unique and respected approach to addressing challenging areas in our field through a focus on strategy, philosophical underpinnings, leadership, personal and organizational development, and relationship building. She brings strong experience in working with existing parks and recreation special districts, as well as creation of new districts. Her current role as co-owner and Senior Principal at GreenPlay, spanning 18 years, builds on a strong foundation of 24 years of Parks and Recreation administration with nearly half of that as Director of the City of Boulder, Colorado, Parks and Recreation Department. Armed with a teaching degree in addition to her P&R Administration degree, Chris has passionately helped move our profession forward, taking advantage of opportunities to serve in leadership and faculty positions ranging from non-profits and foundations, to the NRPA Rocky Mountain Revenue and Management School, and the National Association of Park Foundations. As a Certified Parks and Recreation Executive, a fellow of the American Academy for Park and Recreation Administrators, and experienced consultant, she continues to help organizations remain relevant in our ever-changing environment. Living in Colorado with her husband Mike is extraordinary, and motherhood has been the joy of her life.

Management Consulting in Parks, Recreation, and Sports since 1995

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

Representative Project Experience

Chris has led more than 230 projects for GreenPlay. Below is a representative sample:

- Aurora, CO – Strategic, Holistic Initiative for Transition Phase II, Parks, Recreation, and Open Space
- Carbon Valley Recreation District, CO – Organizational Assessment
- Commerce City, CO – Organizational Capacity Study
- Crown Mountain Parks and Recreation District – Recreation Center Needs Assessment and Business Plan
- Denver Parks and Recreation, CO – Resource Allocation Priorities Study; Recreation Center Assessment
- Desert Recreation District, CA – Parks and Recreation Master Plan, Strategic Plan and Updates
- Fraser Valley, CO – Parks, Recreation and Golf Master Plan Update
- Kirkland, WA – Cost Recovery Study
- Longmont, CO – Open Space and Trails Master Plan 2002 and 2018 Update
- Louisville, CO – Parks, Recreation, and Open Space Master Plan
- Morgan Strong, Ft. Morgan, CO – Feasibility Study for Formation of a Special District
- Raleigh, NC – User Fee Analysis Study
- Vancouver-Clark Parks and Recreation, Vancouver, WA – Organizational Assessment
- Virginia Beach Parks and Recreation, VA – Strategic Plan Update, Cost Recovery and Services Assessment

Education

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

Professional Affiliations

- Professional Member of NRPA
- Certified Parks and Recreation Executive
- Professional Member Colorado Parks and Recreation Association, President 1989-90
- Board Member National Association of Park Foundations (NAPF)
- GP RED – President (2009-2010), Board 2011, Advisory Board 2012- Present
- Fellow of the American Academy for Park and Recreation Administration since 2004
- Board and Past Chair, NRPA Rocky Mtn Revenue & Mgmt School 2004-2010
- Member PLAY Boulder Parks and Recreation Foundation 2009-2013
- Article – Writing Award, Illinois P&R Magazine, 2008
- Top 100 Women-owned Businesses, Colorado Biz, 2003, 2005, 2006, 2007, 2008, 2012, 2013, 2015, 2016, 2017, 2019

V. REPRESENTATIVE PROJECT EXPERIENCE AND REFERENCES

MORGAN STRONG FEASIBILITY STUDY MORGAN COUNTY, COLORADO

Reference:

Allison Howe, President
719.229.7799
alli.howe@gmail.com
Completed: 2019

Project: In March 2019, Morgan Strong hired GreenPlay to conduct a feasibility analysis for the purposes of moving forward with some type of public funding referendum for amenities and programs to meet the recreation needs of the Morgan County community. Facilities were identified to be a 70,000 SF (square feet) recreation and aquatics center to be located in Ft. Morgan, a 24,000 square foot fieldhouse in Brush!, and a 12,000 square foot fieldhouse in Wiggins, CO.

At this time, based on the information provided to GreenPlay and its team by Morgan Strong, analysis pertaining to preliminary construction costs for the three facilities and their respective operational budget estimates is being made available to the client for the purposes of informing a District Service Plan which is being created by Collins Cockrel & Cole P.C.

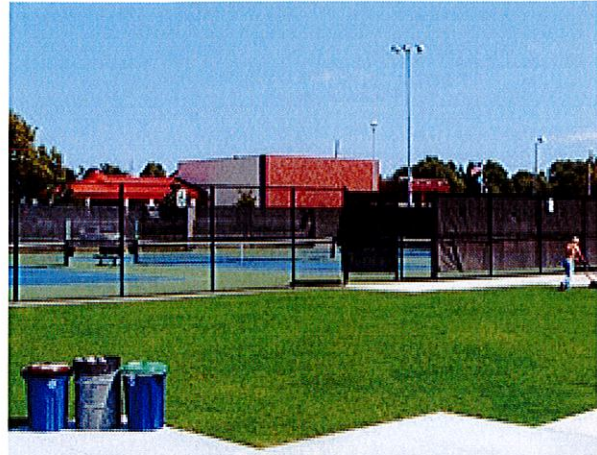


TULSA CITY COUNTY OPERATIONS CONSOLIDATIONS FEASIBILITY STUDY TULSA, OKLAHOMA

Reference:

Terry Simonson, Director of Governmental Affairs
500 S. Denver Ave.
Tulsa, Oklahoma 74103
918.596.5675
tsimonson@tulsacounty.org
Completed: 2014

Project: The GreenPlay focus of this project was on the potential consolidation of the City of Tulsa Parks and Recreation Department with the Tulsa County Parks Department. The vision is to create a new and different Park Authority to operate all the park properties and services in the greater Tulsa area. The study is divided into three phases to determine the feasibility of combining the two entities. The phases include Phase I – Findings, Phase II – Feasibility, and Phase III – Implementation. The project is privately funded per phase through the Tulsa Vision organization with the ability to determine the merger a “no-go” after each of the three phases. The study reviews and analyzes the philosophy, mission, vision, legal obstacles, organizational structure, assets, policies, procedures, budgets, funding, staffing, benefits, pay scales, and political structure of both organizations to determine the feasibility of creating a new Park Authority for the greater Tulsa area.



LOUISVILLE, COLORADO RECREATION/SENIOR CENTER FEASIBILITY STUDY & MEMORY SQUARE POOL

Reference:

Chris Kastelic, Project Manager
475 Lincoln Street, Suite 100
Denver, Colorado 80203
(303) 308-0200
chris.kastelic@perkinswill.com
Completed: 2016

Project: As the Louisville Recreation and Senior Center approached its 25th anniversary, renewed interest in improvements to this facility were expressed. Changing demographics, new enthusiasm expressed from residents, and a sense that the recreation department needed to complete what it started in a 2002 study and subsequent election, all pointed to a possible bond election in November of 2016. This plan considered the possible expansion of the center, along with a revised master plan/use for Memory Square, an aging neighborhood pool that served as home to the recreational swim team. The process included collecting data through public outreach to validate recommendations. With this data GreenPlay was able to develop a clear operational pro-forma (projection of costs), budget and five year capital projections for the planned expansion. *GreenPlay worked as a sub-contractor to Sink Combs Dethlefs on this project.*



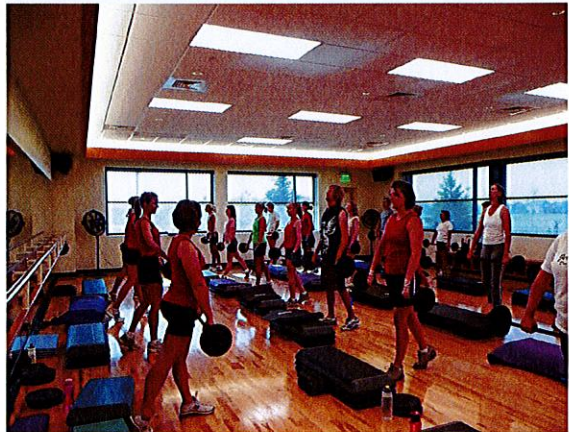
DEBARY, FLORIDA RECREATION CENTER FEASIBILITY STUDY

In conjunction with ACI

Reference:

Larry Adams, Jr., Project Manager
ACI Architects
955 North Pennsylvania Ave.
Winter Park, FL 32789
(407) 740-8405
ladams@aciarch.com
Completed: 2016

Project: The GreenPlay team worked with ACi Architects and the City of Debary to evaluate the need for a multi-purpose multi-generational Community Center. The project was completed in phases, the first of which was a needs assessment that explored programming, core services, and programming options for the center. Our team completed a market analysis, including determining demographics and trends, assisted in the public input process, developed an activity profile, and assisted with a conceptual plan. Phase II consisted of enhancing the building plan, for which GreenPlay developed the management, and operational aspects building amenities, the appropriate number/sizes of amenities and an operational budget and pro-forma determining the optimum cost recovery.



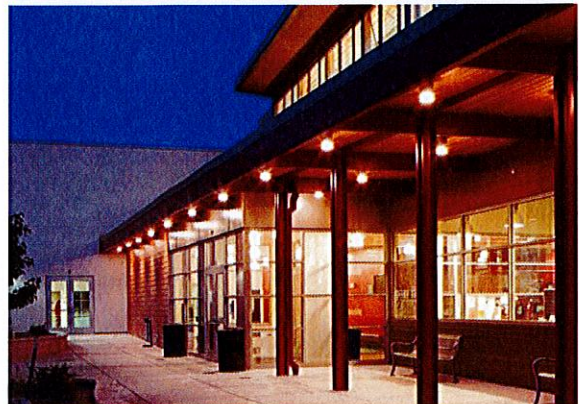
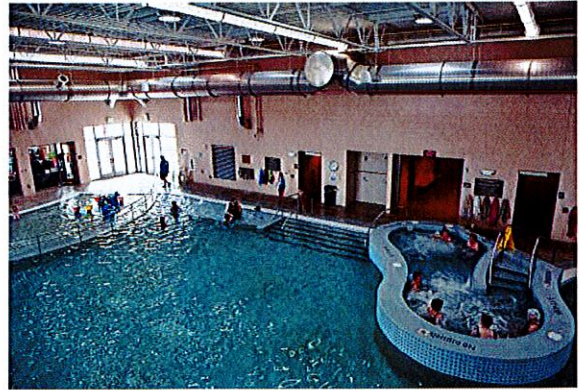
FRUITA, COLORADO RECREATION CENTER FEASIBILITY STUDY

In conjunction with Sink Combs Dethlefs

Reference:

Ture Nycum, Director of Parks and Recreation
325 East Aspen Ave
Fruita, CO 81521
(970) 858-0360
ture@fruita.org

Project: Working within funding parameters set by City Council, GreenPlay conducted a public input process to produce a facility program to meet the City's recreation needs. An operating budget was developed and consisted of projected expenditures, revenues, and staffing levels. A marketing study was conducted to look specifically at comparable facilities and their daily, monthly, and annual user fees.



PROJECT SUMMARIES — Feasibility Studies and Operational Pro formas

GreenPlay staff provides expertise in creating feasibility and conceptual studies for new and existing recreation centers, sports complexes, performing arts centers, nature centers, aquatic facilities, and other projects. Our team creates detailed and accurate business plans, operational pro formas, budgeting, finance, marketing, communications, and management planning. GreenPlay typically works alongside facility and landscape architects, depending on the project scope. Sometimes these firms act as sub-consultants, and sometimes we are a sub-contractor. We may also be hired separately by an organization. GreenPlay is not a design firm. We do not complete design or construction documents and have no inherent benefit from recommending and planning future projects. This allows us to be an objective third party, always with the overall best interests of your community in mind.

Examples of past projects include:

- **Ada, Oklahoma** – Sports Complex Plan - *In conjunction with JHBR Architecture*
- **Adams 12 School District, Colorado** – Aquatics Feasibility Study
- **Aspen, Colorado** – Recreation Center Fitness Center Expansion Feasibility Study - *In conjunction with Hagman Architects*
- **Baltimore, Maryland** – Recreation & Parks Services Assessment and Recreation and Aquatic Facilities Analysis and Plan
- **Bend, Parks and Recreation District, Oregon** – Indoor Hockey and/or Indoor Soccer Arena Operational Budget and Pro forma
- **Berks County, Pennsylvania** – Parks and Recreation Sponsorship Plan
- **Brighton, Colorado** – Aquatics and Child Care Centers Feasibility Study
- **Broomfield, Colorado** – Indoor Aquatic Center Feasibility Study
- **Canterberry Crossings, Parker Colorado** – Feasibility Study, *In conjunction with M+O+A Architectural partnership*
- **Carbondale, Colorado** – Community Recreation Center Feasibility Study
- **Cedar Rapids, Iowa** – Community Recreation Center Feasibility Study
- **Clive, Iowa** – Community Recreation Center Feasibility Study
- **Colchester, Vermont** – Health and Wellness Center Feasibility Study
- **Colorado Springs, Colorado** – Operational Budget and Pro forma
- **Crown Mountain Park and Recreation District** – Recreation Center Feasibility Study
- **Crown Mountain Park and Recreation District** – Crown Mountain Park Field House In-House Feasibility Study Information Review
- **Dallas, Texas** – White Rock Hills Recreation Center Feasibility Study - *In conjunction with Jacobs*
- **Debary, Florida** – Recreation Center Study
- **Discovery Bay, California** – Athletic Club and Community Center Study
- **Eaton Area Park and Recreation District, Colorado** – Recreation Center Operational Pro Forma
- **West Elmore County Park District, Idaho** – Indoor Aquatic and Recreation Center Operating Budget and Pro forma
- **Emporia, Kansas** – Recreation Center Feasibility Study
- **Estes Park, Colorado** – Market Study and Pro forma for a Multipurpose Event Center
- **South Park Recreation District, Fairplay, Colorado** – Community Recreation Center Plans
- **Fargo, North Dakota** – Multi-purpose Recreation Center Feasibility Study
- **Federal Way, Washington** – Community Center Plan and Design
- **Fort Morgan, Colorado** – Recreation Center Feasibility Study
- **Freeport McMoran Copper and Gold Morenci, Arizona** – Community Center Feasibility Study - *In conjunction with Barker Rinker Seacat Architecture*
- **Fruita, Colorado** – Recreation Center Feasibility Study
- **Genesee Foundation, Golden, Colorado** – Community Facilities and Recreation Study
- **Glendale, Illinois** – Sports Hub Renovation Operational Cost and Revenue Pro forma
- **Guernsey, Wyoming** – Operational Consulting for the Tri-City Recreation Center
- **Gypsum, Colorado** – Community Recreation Facility Development Plan
- **Houston, Texas** – Superblock Park Operations and Maintenance Budget - *In conjunction with Design Workshop*
- **Independence Township, Michigan** – Parks & Recreation Department Feasibility Study
- **Kent, Washington** – Community Aquatics Center/ Recreation Center Feasibility Study and Business Plan Revision

Continued...

- **Kirkwood, Missouri** – Community Center Business Plan
- **Lafayette, Colorado** – Operations and Maintenance Assessment
- **Larimer County, Colorado** – County Fairgrounds Feasibility Study
- **Las Cruces, New Mexico** – Aquatic and Recreation Center Feasibility Study
- **Lawrence, Kansas** – Lawrence Memorial Hospital Wellness Center Study - *In conjunction with BRS Architecture*
- **Lawrence, Kansas, Partners for Lawrence Athletics & Youth (PLAY) Committee** – Sports Venue Feasibility Study
- **Lone Peak Recreation District, Utah** – Recreation Center Feasibility Study
- **Los Alamos County, New Mexico** – Leisure Pool Facility Study
- **Louisville, Colorado** – Athletic Fields Feasibility Study
- **Louisville, Colorado** – Recreation/Senior Center Feasibility Study & Memory Square Pool - *In conjunction with Sink Combs Dethlefs Architecture*
- **Loveland, Colorado** – Recreation Center Feasibility Study
- **Macomb Township, Michigan** – Parks & Recreation Center Management, Operations, and Planning
- **Milwaukee County, Wisconsin** – Pulaski and Noyes Indoor Pool Facility Feasibility Study
- **Montrose Recreation District, Colorado** Recreation Center Feasibility Study
- **Moorhead, Minnesota, Multiple Agencies** – Metropolitan Sports Facilities Framework Plan
- **Morgan, Colorado** – Feasibility Study
- **New Orleans, Louisiana** – Management Planning, Operational Feasibility, and Financial Pro forma for the Lafitte Greenway
- **North Las Vegas, Nevada** – Multi-Generational Recreation Center Confirmation with Business and Management Planning
- **Northbrook Park District, Northbrook, Illinois** Indoor Space Study
- **Northglenn, Colorado** – Community Recreation Center Expansion Feasibility Study
- **Oakland County, Michigan** – Waterpark Assessment
- **Oswegoland Park District, Oswego, Illinois** – Applying the Pyramid Methodology, a Smaller Operation Approach
- **Owensboro, Kentucky** – Community Center Feasibility Study and Conceptual Plan
- **Oxford Park Commission, Mississippi** – Activity Center Feasibility Study
- **Palm Desert, California** – Pro forma Business Plan for a Parks and Recreation Department
- **Parker, Colorado** – Field House Operational Analysis
- **Pleasant Valley Parks and Recreation District, California** – Senior Center Feasibility Study
- **Prospect Heights Park District, Illinois** – Recreation Center Renovation or Replacement Study
- **Rangely and Western Rio Blanco Recreation and Park District, Colorado** White Riverside Park, Trail, Whitewater Park, and Heritage/Visitors Center and Concept Plan
- **Redmond Area Parks and Recreation District, Oregon** – Recreation Center Feasibility Study
- **Rifle, Colorado** – Operational Pro forma Review
- **Riverton, Wyoming** – Recreation Center Operational Budget and Pro forma
- **Roxborough Center, Roxborough, Colorado** Indoor Athletic Facility Business Plan
- **Salida, Colorado** – Hot Springs Pool/Centennial Park Feasibility Study
- **Santa Barbara, California** – Cabrillo Bath House Feasibility Study
- **Santee, California** – Community Center Feasibility Study
- **Santee, California** – Community Center Pro Forma
- **Sherwood, Oregon** – Cultural Arts & Community Center Feasibility Study
- **Steamboat Springs, Colorado** – Mgmt Planning, Operational Feasibility, and Financial Pro forma for a Future Recreation Center
- **Superior, Colorado** – Feasibility Study, Survey, and Concept Design for Community Recreation Facilities
- **Metro Parks Tacoma, Tacoma, Washington** Business Plan Alignment and Training
- **Thompson Rivers Parks and Recreation District, Colorado** – Feasibility Study for Multi-Purpose Recreational Facility
- **Thornton, Colorado** – Recreation Center Feasibility Study
- **Tumwater, Washington** – Community Center Feasibility Study
- **Virginia Beach, Virginia** – Parks and Recreation Organizational Assessment

Continued...

- **Walnut, California** – Aquatics Center Operations Study
- **Waukeg, Iowa** – Recreation Complex Feasibility Study
- **Wellington, Florida** – Recreation Center Renovation, Spatial Analysis Study
- **Wheatland, Wyoming** – Community Center Feasibility Study
- **Wimberley, Texas** – Management Planning, Operational Feasibility, and Financial Pro forma for the Blue Hole Regional Park
- **Williston, North Dakota** – Community Center Feasibility Study
- **Windsor, Colorado** – Community Center Expansion Feasibility Study
- **Fraser Valley Metropolitan Recreation District, Winter Park, Colorado** – Management Planning, Operational Feasibility, and Financial Pro forma

“Working with GreenPlay created a dream team for our most recent Community Center project. Whether it was the high-quality work product, ability to adapt to any situation, or the reliability and level of expertise, our client's expectations were not only met, but exceeded because of your Project Manager. His team approach and positive attitude only added to the greater team's ability to deliver an on-time, at-budget project which gained community acceptance and unanimous City Council approval. Everyone at ACi Architects looks forward to our next opportunity of working the incredible team which makes up GreenPlay.”

Julie VonWeller, ACi Architects
Feasibility Study Project Manager Debary, Florida

VI. DESCRIPTION OF PROPOSED SOLUTION

PROJECT UNDERSTANDING

We understand that the City of Craig and various stakeholders, including the Recreation Center Foundation Committee are in the process of completing a Feasibility Study for a new Recreation Center that would serve residents of Craig and the surrounding area. We know that preliminary work has already been completed for this study, including public meetings, and an initial building concept plan. We recognize that this phase of the project involves compiling information that has already been gathered as well as concepts and site assessments that have already been developed and using them to create an Operations and Maintenance Budget for the facility.

We recognize that consideration is currently being given to potentially forming a Special District, which would eventually manage the recreation facility. Potential district boundaries and valuation are underway so that appropriate capital and operating mil levies can be put on an upcoming ballot. This issue may be introduced on the November 2020 ballot. This study is being completed and will serve as a step in the process to determine a budget for District operations.

Our proposed scope of work has been developed based on our understanding of your needs. However, we are flexible. The final scope will be modified at the Strategic Kick Off.

FOCUS ON OPERATIONS ANALYSIS AND A BUSINESS PRO FORMA

We understand the City and the Recreation Center Foundation Committee have collected the base information on needs and feasibility for this potential center, and you are working separately with an architect for conceptual building program and capital costs. We will rely on that information to conduct our analysis. The GreenPlay maintenance and operational budget will be used to inform calculations to establish an operating mil levy, also being undertaken as a separate effort. If additional feasibility, needs verification, voter referendum, management planning, and/or assistance with special district formation is needed, we can add those services for a "to be determined" fee.

A. STRATEGIC KICK OFF AND DETERMINATION OF CRITICAL SUCCESS FACTORS

To complete the Operations and Maintenance Projections and 5-Year Pro Forma, GreenPlay will provide a Detailed Work Plan following the award of contract for discussion at a Start-Up conference call. At this meeting, we will define the process, identify known issues/concerns, review the details of the work plan, budgets, relevant information from previous and/or current planning documents, formalize the timeline (including accepted methodologies and tasks, final number and types of meetings), review of potential sites, expected quality and formats for deliverables, and agreement on the implementation strategies. We will set a timeline and review the anticipated approval process with you.

Project Coordination

We will work closely with your team during Start-Up to identify key "Critical Success Factors" that will help ensure that this project is successful and achieves your desired level of involvement and outcomes. If needed, we can supply written Monthly Progress Reports that cover recent progress, outstanding issues or information, and upcoming meetings and agendas. We will always be available for phone or email communication.

The information gained during the needs assessment and research and development task will establish the parameters for the operational pro forma. We will begin by helping you establish the appropriate Project Team and work closely with them to identify specific issues and opportunities while discussing various approaches.

B. RESEARCH AND DEVELOPMENT OF CENTER BUDGET ASSUMPTIONS AND O&M BUDGET

We assume the recreation center building program (identification of type and size of spaces, along with capital construction, soft, and FF&E estimated costs) is the result of a recent effort and will be provided for our use to develop the operations and maintenance budget for the center.

We assume that the site is determined to be the Loudy-Simpson park site owned by the County. Siting of the facility is critical to the development of the operations and maintenance budget. We understand that the operation of the current amenities on the

park site (athletic fields, indoor ice arena, river access, trails, open grass, and other general park areas) are anticipated to become a part of a larger operations and maintenance budget for the proposed district. This will require that the current costs to provide this service are identified and provided to us for assimilation into the proposed budget.

We understand that a \$1M infusion into the infrastructure of the existing park is being considered; however, we are not aware of the funding source for this. Regardless, we will need to have an understanding if this is to maintain the current level of service, or in any way to enhance the level of service so that consideration may be given to potential additional annual costs (or probable cost savings) that may be necessary to continue to provide or enhance the service so that appropriate projections can be made for the calculation of the operational mil levy. If the \$1M is intended to be part of the question put before the voters, it will need to be used in the calculation of the capital mil levy.

We understand that the indoor aquatic facilities will replace the exiting aquatic facilities at City Park and that the budget associated with the operations and maintenance (both expenditures and revenues) will be identified for transfer to support a budget to operate the new aquatic facilities in the recreation center. A transition plan will need to be anticipated to properly adjust the operation and maintenance around any overlap of operations, if needed.

We anticipate that the identification of any funding to immediately be transitioned over to a district will be the result of a negotiation with both the City and the County. Our approach will be to identify total cost of operations so that discussions and negotiations about City and County support can be made and committed to as a follow up step in the near future.

Any budget for a district operation would be incomplete without the identification of cost for typical support services including Human Resources, Information Technology, Legal Counsel, Accounting, Insurances, Risk Management, and Asset Management, etc. There is also a large issue to be addressed regarding equipment (particularly rolling stock) that may currently be a shared resource among other divisions or departments of the City and County.

These can be challenging issues to sort out, and we would assume that these are not funded services that would come automatically to the district but may be negotiated. Our proposal includes raising this issue, but it does not include resolving an outcome. However, if resolution can be reached by the stakeholders as to how this will be approached and the cost involved, those figures can be included in the assimilated budget. This will take further discussion to determine what, if anything can be represented.

All projections and estimations will be made in today's dollars and will need to be adjusted for inflation when final approvals are given and it is clear when facility improvements will come on line.

We understand that a majority of work to submit a Service Plan for a special district has been completed (district boundaries established, district valuation, etc.) and the Service Plan is awaiting the capital costs estimations from the architect and operations and maintenance costs from this study. When all of this information comes together, the City and Committee will be working with other experts to finalize language for the ballot questions and identify appropriate capital and operational mil levies.

Once the size and capital amenities of the proposed recreation center are determined, GreenPlay will conduct an analysis of existing and potential marketing, budgets, financial resources, cost recovery, pricing methodology, and user fees for all determined services and facilities.

GreenPlay will review all information available for future operations, and will contact staff to gather data and information for review and use in creating the operational budget and pro forma. Examples of the information for review include any past and current planning documents, public input documents, operational budgets, participation numbers, demographics, alternative provider information, rental agreements and/or opportunities, partnership agreements and/or terms, staff salaries/hourly rates, staff benefits rates, organizational charts, program brochures, pricing strategies, expenses, revenue/cost recovery information, etc.

To develop a short-term and long-range strategy for the future program and service planning for the recreation center, we will use tools and findings from preliminary work completed by the architectural firm. Recommendations will be made regarding programs and services that can be offered to maximize use rates and revenues generated to offset costs.

The projected operational and maintenance budget will include (but will not be limited to) staffing levels, benefits, commodities, contractual services, and utilities, taking into account hours of operation and other key operating assumptions.

Revenue opportunities include pricing strategies, rentals, concessions, merchandising, programs, participation levels, events, partnerships, sponsorships, cost recovery, and subsidy levels. The revenue model for estimating revenue for recreation centers first determines facility capacity based on potential team use (or rentals) during prime-time use hours. Daily usage and projected attendance is based on local population trends. Programming revenue is based on user groups and local programming fees. Fee structure is based on the identified fees from daily use, admissions fees, and other instructional programs. Revenue is estimated taking recommended fee schedules into account. User projections are made based on programming. All of this will take into account the potential impact of this recreation center on existing operations.

Projected Five-Year Pro Forma

GreenPlay will create a five-year pro forma projecting the expenses, revenues, and cost recovery anticipated over the first five years of operating the recreation center. The five-year pro forma will be based on the operational budget projections as well as all the information provided by the agency. These figures will project increases in participation, as well as estimated inflationary costs and/or price changes.

C. ASSIMILATION OF EXISTING FACILITY BUDGETS AND PRESENTATION OF BUDGET INITIAL DRAFT (TRIP)

Using agreed upon “transfer budgets” from the City and the County for all amenities and services to be transferred to the responsibility of the district, GreenPlay will assimilate this information with the

recreation center budget to provide a total budget for the operation of the park and all of the amenities within at full build out. Adjustments will have to be made at the time they are known for any incremental transitioning.

We will make a presentation of the annual operational budget and five-year pro forma to the project team as well as an open public forum to include community stakeholders.

D. BUDGET REVISION; IDENTIFICATION OF PARTNER/STAKEHOLDER OPPORTUNITIES

Any revisions to the draft budget will be incorporated into the final budget. At a minimum, the City, the County, and the Recreation Center Foundation Committee will be considered “partners” or stakeholders; however, the CMCC and other entities may also surface during this process. The final Budget and Revenue Projections Deliverable will be used as the basis for identification of any desired partnerships or collaborations, either capital or operational in nature. It would be wise for the City and the Committee to document any agreements in written letters of intent so that the effort can move forward in confidence toward a public vote.

E. DETERMINATION OF NEXT STEPS; FINAL PRESENTATION (TRIP); AND DELIVERABLES

A Draft Assessment that includes written goals, plans, and objectives will be submitted for preliminary review, and all comments will be incorporated into the final budget and pro forma. After the review, we will assist in guiding the assessment through the formal adoption process, including a meeting with the Project Team, stakeholders and the City Council to present the final study.

For the Draft Plan and final assessment, we will provide the Project Team with one (1) printed and bound color copy and one (1) electronic copy in a format compatible with the City’s software and for posting on your website.

VII. DISTINCTIVE FEATURES

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

These types of projects are not an adjunct service for our firm! This is what we do at GreenPlay, everyday, successfully, for small and large communities of all types, all over the United States. We also regularly teach others around the country how to successfully complete similar projects. We have a strong national reputation based on many years of experience with staff who will help you to develop a realistic financial projections.

Management Approach and Philosophy Toward Parks and Recreation Planning

We believe that parks and recreation assets contribute to the quality of life that makes a community a desirable place to work, live, and play. GreenPlay consultants are all passionate about developing plans and documents that work conceptually and are implementable in each individual community. We develop planning and operational options that establish a balance between innovation and experience, conservation and active recreation, design excellence and cost control, and creativity and functional accommodation. We also understand the need to create a delicate balance between economic benefits and provision of equitable service, along with an appropriate mix of active and passive elements for all types of service demands.

Additional Information

GreenPlay, LLC, is a certified DBE/100% woman-owned business. Our integrity, credibility, and capacity to complete projects is well-documented. In over 20 years of business, we have never missed a project end date due to internal workloads, and have never had any legal actions or judgments pursued against our firm.

VIII. PROJECT SCHEDULE AND PRICING

To meet the approved schedule determined during Strategic Kick Off, we request that the Project Team will be responsive with turnaround on review and approval of documents, and we will work jointly to lay out a mutually agreed upon detailed timeline upon award of the project in order to meet this timeframe.

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

City of Craig, Colorado Financial Planning for a Recreation District		
Tasks and Key Meetings	Months	
	F	M/A
A. Strategic Kick-Off, Determination of Critical Success Factors, and Community Profile Analysis	X	
B. Research And Development Of Center Budget Assumptions And O&M Budget		X
C. Assimilation Of Existing Facility Budgets And Presentation Of Budget Initial Draft		X
D. Budget Revision; Identification Of Partner/Stakeholder Opportunities		X
E. Determination Of Next Steps; Final Presentation (Trip); And Deliverables		X

X - Key meetings and presentations

TASKS	Total
A. Strategic Kick-off Phone Conference	\$3,675
B. Research and Development of Center Budget Assumptions and O&M Budget	\$8,715
C. Assimilation of Existing Facility Budgets and Presentation of Budget Initial Draft (Trip)	\$4,200
D. Budget Revision; Identification of Partner/Stakeholder Opportunities	\$4,725
E. Determination of Next Steps and Final Presentation (Trip)	\$3,684
Totals	\$24,999

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

Fee Basis

GreenPlay does not bill on an hourly basis. We have established an inclusive fee schedule that covers the salaries of our professional project staff and of support staff who enable them to function effectively and efficiently. We consider the prevailing rates in our industry and the level of specialized expertise that we provide.

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

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

Our rates include:

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

Rates do not include:

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

Additional Services: If Requested

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

Project Delay Fee

GreenPlay will work with your project team to jointly lay out an achievable schedule during contracting and detailed during the SKO. There is a cost to GreenPlay if the project is delayed beyond the accepted contracted schedule end date, so we will work diligently with you to achieve it. We expect prompt responses and to keep milestones for approval points. If the project is delayed due to Borough requests or non-response, we may request additional fees to do so. Typically, this fee is around 10% of remaining budget for each month of client caused delays. We are happy to help keep this project on schedule, and value open and transparent conversations about how to best do so throughout the project.