

## Town of Bethlehem, NY Comprehensive Parks and Recreation Master Plan

### A. Strategic Kick-off and Determination of Critical Success Factors

#### Project Coordination

The Project Team consists of the following:

GreenPlay, LLC

Chris Dropinski-Principal in Charge

Art Thatcher-Project Manager

Tom Donlin-Project Consultant

Weston & Sampson

Dan Biggs-Landscape Architect

Kevin Kelly-Landscape Architect

To start the project, GreenPlay, LLC will facilitate a series of Strategic Kick-Off conference calls and information exchange by email and/or DropBox. We will work closely with your team during Strategic Kick-Off to identify “Critical Success Factors” and the key issues that will help determine unique aspects of the Town and this planning process, which will be incorporated into the plan. During the project, we will supply written Monthly Progress Reports that cover recent progress, any outstanding issues or information needed, upcoming meetings and agendas, and next steps. When not on site for meetings, we will always be available for phone, email and/or text communications. In addition:

- Progress meetings with the Town’s Project Team will be held as often as necessary, but in no case less than once per month until the final plan is approved by the Town Board.
- We will supply the Parks and Recreation Department’s Project Manager with at least one (1) copy of all completed or partially completed reports, studies, forecasts, maps, or plans deemed necessary by the Project Manager at least three (3) working days before each progress meeting. The Project Manager will schedule the meetings, as necessary, at key times during the development of the Master Plan.
- We will provide up-to-date information for posting on The Town’s website and/or an independent project website for review of progress by stakeholders and the public.
- Our team will present the completed Preliminary and Final Plan to the Project Team (regular monthly meeting) and separately to the Town Board (a total of two [2] meetings).

Concurrent to public involvement and information gathering, we will integrate relevant information from recent and/or current planning projects into this plan, including (but not limited to):

- Comprehensive Plan
- Comprehensive Plan Oversight Committee report
- Comprehensive Plan Assessment Committee report
- Henry Hudson Park Master Plan
- Henry Hudson Park Shoreline Stabilization Study
- Moh-He-Con-Nuck Nature Preserve Master Plan
- LWRP draft
- “Friends” survey
- Comptrollers Capital Plan

- Citizens Advisory Committee on Conservation map (and Report on Open Space Needs and Opportunities)
- Bicycle/Pedestrian Committee Priority Network Map and reports
- Statewide Comprehensive Outdoor Recreation Plan
- Budgets, work plans, and funding plans utilized by the Town to facilitate the comprehensive coordination of direction and recommendations.

## B. Community Engagement and Public Process

We will build upon previous work to acquire knowledge of local issues and concerns that will assist us in obtaining useful and pertinent community feedback – both as information and engagement for buy-in and outcomes.

GreenPlay will facilitate **Citizen Outreach and Stakeholder Engagement Meetings** to determine the needs of the residents and to allow the project team to communicate with residents, user groups, private and civic associations, and key community representatives. Preliminary Key Stakeholders may include citizens, representatives, and staff from your community; your Town Board and the Bethlehem Parks and Recreation Friends Group representatives; other affected community and government agencies; and selected alternative providers, partners, and special interest groups from in and around your community.

The following table represents a variety of commonly used public process and stakeholder input methodologies from which to choose for each public engagement opportunity. We will work with the project team during the SKO to delineate and customize the public process. We use both qualitative and quantitative assessment tools, and all input tools will help build consensus and agreement on the plan and provide information for decision making to the Town Board.

Potential Public Assessment & Information Gathering Tools				
<b>Who</b>	Users	Citizens/ Voters	Key Stakeholders Staff & Decision Makers Partners Alternative Providers	Consultants Project Team
<b>Methodologies</b>	Intercept Surveys Focus Groups Questionnaires Various Group Process Techniques SWOT Analysis Dot-ocracy	Public Meetings Statistically-Valid Surveys Commission Meetings Online Community Engagement Media Outlet Group Process SWOT Analysis Dot-ocracy	Individual Interviews Small Group Meetings SWOT Analysis	Facilitation Inventory Trends Demographics Benchmarking Best Practices
<b>Outcomes</b>	Issues Needs Satisfaction Fee Tolerance Amenities Identity Stakeholders	Support Consensus Education Funding Tolerance Priorities	Opportunities Constraints Gap Analysis Special Interest Political Issues Historic Issues Niche Markets	Recommendations Policies Staff Development Sustainability Level of Service Community Profile Partnerships Business Planning

				Funding CIP & Action Plans
--	--	--	--	-------------------------------

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

- **Initial Information Gathering:** Collect as much information as possible on awareness, use patterns, satisfaction, desires, barriers, vision, priorities, funding possibilities, and willingness to pay, so as to inform the development of the plan
- Up to four (4) **focus group meetings** drawing from special interest individuals and groups, associations, and other service providers (staff, schools, health, clubs, seniors, golf, open lands, etc.), open to the public at large. *Town of Bethlehem staff and members of the Friends Group will assist as note takers during the focus group meetings.*
- A **community-wide public meeting #1** to provide information and to validate and round out the qualitative information received from the focus groups. *Town of Bethlehem staff and members of the Friends Group will assist as note takers during the public meeting.*
- **Stakeholder interviews** with those who can contribute specific information that may need to be conveyed in a more detailed manner (might include representatives from neighboring communities, sister agencies, Friends Group members, other Town Departments, Town Board members, etc.). *Town of Bethlehem staff and members of the Friends Group will assist as note takers during the Stakeholder meetings.*
- **Findings Presentation (Community-wide public meeting #2):** We will compile and present a summary of findings from the inventory, needs assessment and initial analysis for validation by staff, decision makers, stakeholders, and the public.
- **Draft Recommendations Presentation:** Hearing, open to the public. Could be held at a Town Board meeting.
- **Final Council Presentation for Adoption:** Hearing, open to the public.

### Friends Group Survey

We understand that the Friends Group has conducted a survey. We will evaluate the Friends Group's survey effort, and utilize relevant information in this plan.

### Demographics and Trends Analysis

For this trends analysis, GreenPlay will:

- Gather, review, interpret, and build upon demographic trends and characteristics of the Town *with currently available information from the Town*; previous planning efforts; and other local, regional, and national sources. We will identify the constituency of the Town through a demographic analysis and market profile, utilizing all information available, along with statistics gathered from ESRI, the U.S. Census, and other regional and local sources. The demographic profile will analyze current and projected information regarding population, ethnicity, gender, household income levels, sociological factors, age group characteristics, population projections, growth and development patterns, redevelopment areas, and land use changes, and will identify any underserved population or geographic areas.
- Review and summarize the last five years of Park and Recreation Department budgets, capital improvement budgets, maintenance records, and capital projects.

- Review and summarize previous planning studies relating to parks and recreation programs, community events, and facilities. The previous reports will be provided by the Town.
- Review current ordinances and policies of the Town and the Parks and Recreation Department.
- Review and analyze the current management structure of the Parks and Recreation Department.

## C. Existing and Future Facilities – Analysis of Levels of Service

### Facility Inventory and Resource Mapping

As part of the Comprehensive Parks and Recreation Plan, all available base GIS/CAD materials will be utilized to compile a comprehensive, updated assessment of each of the Town's parks, recreation, and open space facilities and programs. We will complete an inventory of existing parks, recreation facilities, open spaces, and trails including (but not limited to) research, mapping, and personal inspection and conditions of each park, facility, and trail owned and managed by the Town, as well as properties of alternative providers. *Weston & Sampson staff will complete inventory for Elm Avenue Park and Henry Hudson Park. Bethlehem Parks and Recreation staff and members of the Friends Group will be trained by Weston & Sampson staff to complete inventory of the other existing facilities.*

To determine each park and facility's role in the community (i.e., neighborhood park, community park, alternative provider, etc.), Weston & Sampson team members will work with staff for select onsite visits to validate scoring and any unique components. These sites will be evaluated with regard to functional use, current conditions, capacity, and quality, as well as score the value of comfort and convenience factors (for example: the presence of shade, availability of benches, restrooms, and drinking fountains) and the overall context of the component. This will allow a measure of the total user experience and level of service, and allow us to help the Town of Bethlehem create relevant community-specific standards.

All analysis of facilities and components will be incorporated into a dynamic digital database that becomes property of the Town upon completion of the project. The inventory will be compiled and analyzed to provide complete information. We can work with various information formats and will produce the final deliverables in both shapefile and textual formats that are dynamic and can easily be updated and used in the future. Once the physical inventory is completed and accurate, we will help analyze the system with quantitative, qualitative, and textual analysis. The inventory will include recommendations for locating areas for improvements to address unmet needs for active and passive recreation, and will address methods for minimizing duplication of offerings and/or enhancing possibilities for collaborative partnerships where appropriate. The impact of growth trends related to neighboring jurisdictions and topics such as connectivity, accessibility, and circulation will also be reviewed.

The development of the dynamic digital database to support this project will allow us to apply evaluation criteria and policies to identify and map potential future park sites and trail corridors to be acquired and/or developed consistent with projected growth patterns. If they are identified, we can also include alternative providers in the service area, whether they are neighboring cities, the school district, private providers, or other alternative providers. We will work with the project team to determine the degree of specificity for mapping.

### **Program Inventory and Analysis**

*We will provide a working MS Excel template for analysis of recreation services and programs and will provide a brief training to staff that allows your agency to track location and geo-coding, participation, and various other characteristics not only for the Town of Bethlehem's programs, but also for relevant alternative providers (schools, HOAs, non-profit and for-profit associations and businesses, churches, etc.). From this we will provide summary analysis of program supply within the Town.*

## **D. Findings and Visioning Strategies Workshop**

GreenPlay team consultants will compile key findings from the inventory, needs assessments, and other analysis, and prepare a summary Findings Presentation for decision makers, staff, stakeholders, and the public (second public community meeting), to validate the accuracy of the findings. During this stage, we will confirm that all information identified and collected thus far is correct, and will ask all stakeholders to share any additional key issues or opportunities for consideration as we prepare to move forward into analysis and recommendations.

As part of the Findings portion of the project, we will compile a **Key Issues Analysis Matrix**. Developed from the various tools and methodologies used to collect information throughout the project, this matrix helps to identify focus areas from to be presented and discussed at this stage of the strategic planning process.

### **Visioning Strategies Workshop and Analysis**

Following the Findings Presentations, we will facilitate a **Visioning Strategies Workshop** that will include an analysis of all findings, including operational feasibility, political or historical constraints, and any other potential challenges. We will work with the Town's project team to fully analyze identified findings, creating implementable recommendations for your future. We want to be respectful of the project team's time, while thoughtfully contributing our identified ideas, suggestions, qualitative, and quantitative findings. We will engage all interested project team members and key stakeholders in determining future vision and action plan steps for the Town's recreation needs. Findings will be presented in a formal presentation at a joint public meeting with the Town Board.

### **Recommendations**

Based on the analysis of demographic information, participation, needs and desires, operations and maintenance, land use trends, level of service gaps, and projected impact of future trends, recommendations will be developed addressing needs for parks, acquisition, and opportunities for available funding. We will also evaluate whether some of the Town's existing parks and recreational facilities can be combined or operated jointly with other service providers.

### **Cost Recovery and Resource Allocation**

Our firm has established and improved the "**Pyramid**" methodology for helping agencies create an overall philosophy and approach for resource allocation, service pricing, and cost recovery evaluation.

We will utilize the "Pyramid" methodology for analyzing and determining the financial sustainability of the parks and recreation system from both operational and capital funding aspects. As part of your

project, we will introduce the concepts for identification of gaps and/or areas of where consensus is lacking, along with introducing a framework for decision making as the system grows. *Note: a full, detailed analysis of cost recovery, budgets, and/or pricing is not typically included in a master planning project, but can be facilitated separately or concurrently for an additional fee, if desired.*

### **Alternative Funding and Partnerships**

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

### **Capital Improvements**

Using information gathered in previous tasks, we will prioritize recommendations for needs and conceptual costing regarding land acquisition and the development of parks and recreation facilities for the next 10 years.

## **E. Preparation of the Master Plan Document**

### **Implementation Strategies and Draft Plan**

After validating the Findings and conducting the **Visioning Strategies Development Workshop**, our team will draft a justifiable and realistic plan for the future of the Department's parks and recreation system and programs. This strategic planning approach will assist in making short-term, mid-term, and long-term management decisions regarding enhancement and expansion of parks and recreation services and amenities for the Department.

The plan will include formal Recommendations, along with an Action and Implementation Plan, which will summarize needs assessments, inventory, level of service analysis, financial analysis, CIP, and overall outcomes and recommendations. Draft Plan Presentations will be given to staff, representative stakeholders, and the public.

Our analyses and recommendations will help to provide a clear path for the Department's future direction, based on identifying outcomes-based standards and management guidelines as determined from the needs assessment and resource allocation potential. We will also evaluate and identify potential tools that the Department can use to monitor service delivery on a regular basis.

A Draft Plan that includes written goals, plans, objectives, and policy statements that articulate a clear vision and model (a "roadmap") for the Department's future will be submitted for preliminary review, and all comments will be incorporated into your Final Plan. Goals and objectives will address administration, programming, capital improvements, and intergovernmental relations. After the review, we will assist in guiding the Plan through the formal adoption process.

The document will include a summary of existing conditions, inventories, and level of service analysis, and recommendations. It will include charts, graphs, maps, and other data, as needed, to support the

plan and its presentation to the appropriate audiences and will be complete with a Financial Plan and an Action Plan.

For the Draft Plan, we typically provide the Department with one (1) printed and bound color copy and one (1) electronic copy in a format compatible with your software and for posting on your website.

**We will create an Action Plan and Implementation Strategies to:**

- Prioritize list of recommendations (short, medium, long-term)
- Identify estimated costs
- Identify implementation party/strategy
- Identify funding sources

**Final Plan and Presentations**

For the Final Product, we will provide the Department with one (1) printed and bound color copy and one (1) electronic copy in a format compatible with your software and for posting on your website. We will present this Final Plan for approval at a Town Board meeting.

**Deliverables:**

The Master Plan will include written goals, plans, objectives, and policy statements that articulate a clear vision and “road map” and model for the Department’s future including:

- A summary of existing conditions, inventories, and Level of Service analysis.
- Charts, graphs, mapping, and other data as needed to support the plan and its presentation to the appropriate audiences.
- An Action and Implementation Plan.
- One (1) meeting with the Town Board at the time of adoption of the Master Plan.
- Up to two (2) meetings with other key stakeholders who are integral to the success and adoption of the final Master Plan.

## PROPOSED PROJECT TIMELINE

GreenPlay typically prepares similar plans for presentation within 8-10 months depending on the draft and final presentation schedule. We request that the Town's project staff be responsive with turnaround on review and approval of documents, and we will work jointly to lay out a mutually agreed upon detailed timeline upon award of the project in order to meet your timeframe. We recognize the need to be both flexible and efficient as part of a community planning process.

Town of Bethlehem, New York Comprehensive Parks and Recreation Master Plan Proposed Project Timeline 2014 – 2015										
Tasks and Key Meetings	Months									
	N	D	J	F	M	A	M	J	J	A
A. Strategic Kick-Off and Determination of Critical Success Factors	X	X								
B. Community Engagement and Outreach		X	X		X		X			
C. Inventory and Level of Service Analysis		X			X					
D. Findings and Visioning Strategies Workshop					X					
E. Draft and Final Recommendations and Plan					X		X	X		

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

- **Strategic Kick-Off:** A continuing series of calls as team members familiarize themselves with the existing planning documents, materials, etc.
- **Inventory and Information Gathering:** Our Project Manager works with Department staff to assemble the inventory and meet with the staff and the project team. This period also includes public meetings and focus groups. We also meet with various committees and stakeholders, etc., as needed. We will identify key issues for solution development at the next stages.
- **Findings and Visioning Workshops:** Workshops with the project team and staff and members of the Friends of Parks and Recreation (if desired) to present compiled Findings, Demographics, Trends, etc. and validate the information gathered thus far. We will develop ideas for draft conceptual recommendations and implementation strategies.
- **Draft Presentation:** at a Public Meeting with the Town Board
- **Final Plan Presentation:** Presentation to Town Board of the final plan for adoption.

## PROPOSED PROJECT BUDGET

Town of Bethlehem, New York Comprehensive Parks and Recreation Master Plan			
Tasks and Key Meetings	GreenPlay	Weston Sampson	Total
A. Strategic Kick-Off and Determination of Critical Success Factors	\$2,363	\$500	\$2,863
B. Community Engagement and Outreach	\$13,545	\$2,000	\$15,545
C. Inventory and Level of Service Analysis	\$2,100	\$6,500	\$8,600
D. Findings and Visioning Strategies Workshop	\$8,820	\$1,500	\$10,320
E. Draft and Final Recommendations and Plan	\$9,660	\$3,000	\$12,660
<b>Total</b>	<b>\$36,488</b>	<b>\$13,500</b>	<b>\$49,988</b>

### GreenPlay and Sub-Consultant Fee Schedule

GreenPlay has quoted a **Firm-Fixed Lump Sum Price** of \$49,988 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. 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.

#### Our rates include:

- Professional staff, sub-consultant, and administrative salaries.
- All office overhead, equipment, utilities, and 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 may not include (unless specified in the Scope of Work):

- Materials and services outside of the pre-specified Scope of Work (may include extra meetings, requested copies and printing of work products).

GreenPlay will submit 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 .5% interest per month.

Additional Services:

**MindMixer Online Community Engagement (Optional at no additional cost)**

One innovative tool in our community engagement arsenal is the use of MindMixer “Online Virtual Town Hall.” We are using it to create a managed and facilitated online community dialogue, including polling, open online and user surveying, discussions, topic suggestions, prioritization options, etc. This can be accessed online or by text messaging, smart phone, etc. Examples of this method can be seen at [winchester.mindmixer.com](http://winchester.mindmixer.com) (a current GreenPlay parks master planning project), or [www.mindmixer.com](http://www.mindmixer.com). This tool is designed to enhance community involvement, and obtain feedback from people who do not attend meetings. We are excited to be the preferred parks and recreation management consultant firm currently using this MindMixer tool.

GreenPlay will facilitate this effort, but it should be recognized that this will require dedication of some staff time. This will be discussed at the strategic kick-off.