

City of Marquette

# PARK AND RECREATION MASTER PLAN

Submitted by:  
Dick Horton Consulting and Strategic Partners



**DICK HORTON**  
CONSULTING

[www.dickhortonconsulting.com](http://www.dickhortonconsulting.com)



December 4, 2023

City of Marquette  
ATTN: Katie Burnette, Finance Department  
300 W. Baraga Avenue  
Marquette, MI 49855

**RE: RFP 23-12**

Dear Ms. Burnette:

As I submit the credentials for my consultant team for this very important project, I am fully aware of its importance to the City of Marquette. In part, my awareness of the Master Plan's importance dates back to 2006 when I was the project manager and author of the 2006 Master Plan and again in 2011 and 2018.

My review of the city's needs as detailed in the RFP resulted in my selection of three (3) subject matter experts to ensure that the final master plan is exactly what is needed. The experts I added are:

- Patrick Coleman, AICP who is the owner of North of 45 LLC
- Sara Kirk, ASLA who is the owner of the SRP Design Studio LLC

In my proposal, I have tried to showcase my lifetime commitment to both the Park and Recreation Profession as a consultant and as a public servant by serving as a Director of Parks and Recreation in Missouri, Kansas and New Mexico.

My background positions me to have an in-depth understanding of city government and all matters pertaining to park and recreation planning, management and operations. This unique background has proven to pay dividends for my clients throughout the United States and I am confident that Marquette will be no different.

Your Friend in Parks and Recreation,



Dick Horton, AICP (American Planning Association)  
Fellow (American Academy of Park and Recreation Administration)



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**Name, Address and Phone Number**

Dick Horton Consulting  
507 Norris  
Pittsburg, Kansas 66762  
c) 816.210.3818

**Geographic Location of Company's Principal Office**

Just south of Kansas City in Pittsburg, Kansas  
The local office for the project will be at North of 45 LLC located near Marquette at Hancock, Michigan

**Number of Years in the Park and Recreation Profession and the Consulting Business**

24 years in the consulting business and entire career in the park and recreation profession

**The percentage of time spent on such studies/projects**

100% with my core service of park system master planning

**Size of Staff**

I am the only staff member of DHC; however, this works to the advantage of both myself and for my clients for this reason:

- Each project, just like Marquette, receives the benefit of DHC adding subject matter experts to his team who have the specific skills and values that are the best match for those of the City of Marquette.

**Timeline**

DHC guarantees completion of the project within the time frame that is detailed in the RFP.

**Project Fee**

The advertised fee of \$50,000 is acknowledged and DHC will provide all the services required, including all expenses, to develop a master plan that meets or exceeds the city's expectations.

**Table: Key Personnel**

Name	Firm	Project Role
Dick Horton, AICP	Dick Horton Consulting	Project Manager Author of the draft and final reports Recreation Program Analysis Develop the survey instrument Facilitate public meetings Demographics update Funding sources review and update Level of service review Future trends analysis Organizational assessment All tasks not otherwise mentioned
Pat Coleman, AICP	North of 45 LLC	Assist with meeting facilitation Assist with redundancies between the city and others Obtain maps, aerial photos, plans and surveys from others Review other city plans Analyze congruence between existing land use and city master plans
Sara Kirk, ASLA	SRP Design Studio LLC	Universal Accessibility Analysis Mapping

## Citizens of Marquette

Dick Horton Consulting

**Dick Horton, AICP**

Project Manager

SRP Design Studio LLC

**Sara Kirk, ASLA**

Universal Accessibility/Mapping

North of 45 LLC

**Pat Coleman,  
AICP**

Community Planner and Local Contact

Other subject matter experts and support staff needed are routinely employed or contracted by DHC as the need arises.

Dick Horton began his consulting career in 1999. It began following many years in the park and recreation profession where he served as a Director of Parks and Recreation in Missouri, Kansas, and New Mexico and as a Regional Director for an eleven state area for the National Recreation and Park Association.

Since 1999, his national consulting practice has resulted in completed projects in 30 states and an international project in Canada. His clients include cities, counties, not-for-profit organizations, and the U.S. Navy.



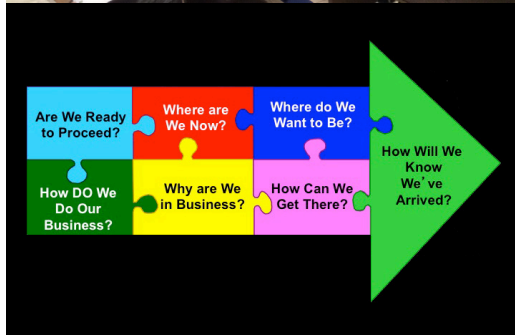
## PLANNING

- World Class Community Engagement
- Visioning
- Master, Strategic, and Tactical Planning
- Scenario Planning
- Level Of Service (LOS) and Maintenance Management Analysis
- Recreation Program Analysis
- Economic Impact Assessment of Special Events and Sports Tourism
- Pricing and Cost Recovery Analysis



## EDUCATION

- Citizen Involvement - Best Practices
- Economic Impact of Sports and Special Events
- Pricing And Cost Recovery Concepts
- How to Write a Cost Recovery Policy
- Success Principles The Use of Imagery to Reach Consensus
- Visioning - How to Create and Implement a Vision Statement
- Measurements to Succeed By



## CONSULTING

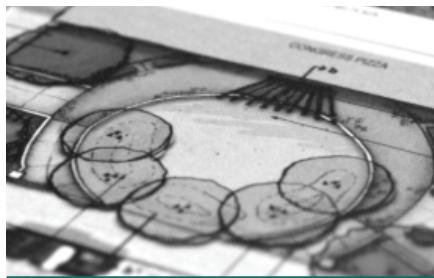
- Organizational Assessment
- Communication Audits
- Process Evaluation
- Partnership Analysis



## TRAINING

- Customer Service
- Process Management
- Planning - The Approach
- Communication Versus Connecting

## PROJECT EXPERIENCE



Sara Kirk, ASLA has over 15 years of experience in the field of landscape architecture and has worked on project locations ranging from Georgia to Alaska. The following is a list of selected previous project experience.

### **park and recreation**

- AuTrain Trailhead Development - AuTrain Township, MI
- Gladstone Sports Park Master Plan, Gladstone, MI
- **Richland Creek Greenway - Nashville, TN [2006 TN ASLA Merit Award]**
- White Bridge Renovation/Trail Connection - Nashville, TN
- Bellevue Greenway - Nashville, TN
- McCabe Community Center - Nashville, TN
- Adelia Park - Nashville, TN
- Gulch Greenway Master Plan - Nashville, TN
- Shelby Park Master Plan - Nashville, TN
- Richland Park Master Plan - Nashville, TN
- Raven's Glen and Ethel's Woods Master Plan - Grayslake, IL

### **planning**

- Odenaang Sustainable Development Code - Sault Ste. Marie, MI
- Odenaang Development Plan - Sault Ste. Marie, MI
- Forest County Potawatomi Land Use Plan - Crandon, WI
- Valdez Urban Beautification Plan, Valdez, AK
- Hematite Heights Recreation Area - Ishpeming, MI
- Burns Landing Master Plan Updates - Powell Township, MI
- Hendersonville Town Center Master Plan - Hendersonville, TN
- Mt. Juliet Town Center Master Plan - Mt. Juliet, TN
- Landscape Master Plan/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- Bedford Avenue Streetscape Master Plan - Nashville, TN

### **site planning & design**

- Interpretive Center Amphitheater, New Town, ND
- Gladstone Farmers Market Concept, Gladstone, MI
- Ishpeming Gateway Improvements - Ishpeming, MI
- Hill Center Belle Meade - Nashville, TN
- **Annandale - Nashville, TN [2009 TN ASLA Merit Award]**
- CONRAC (Rental Car Facility and Plaza)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- John C. Tune Airport Entry/MNAA - Nashville, TN
- **Schermerhorn Symphony Center - Nashville, TN [2007 TN ASLA Merit Award]**
- Various Private Residences - Tennessee and Michigan

### **transportation**

- Altran Bus Station - Munising, MI
- TARI (Terminal Access Road Improvements)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- State Route 840 Schematics and Landscape Restoration - Williamson County, TN
- Union City Corridor Plan - Union City, GA
- **Memphis MPO Bicycle & Pedestrian Plan - Memphis, TN [2005 TN ASLA Honor Award]**
- **MPO Bicycle & Pedestrian Plan - Nashville, TN [2010 Best Project Award, ITE]**
- Northeast Corridor Study - Nashville, TN

### **environmental graphics**

- **Loveless to Leiper's: Natchez Trace Corridor Initiative - Nashville, TN [2007 TN ASLA Merit Award]**
- Maryville Streetscape Wayfinding and Interpretive Signage - Maryville, TN
- Ensworth High School Sustainable Design Interpretive Signs - Nashville, TN
- Nashville Symphony Firefighter's Memorial - Nashville, TN
- **Deaderick Streetscape Signage - Nashville, TN [2010 TN ASLA Honor Award]**
- Brentwood Bikeways, Interpretive Signs - Brentwood, TN
- Maryville Civic Arts Center - Maryville, TN
- Mack Hatcher Parkway, Interpretive Signs, Franklin, TN
- Independence Grove Site Map, Libertyville, IL

### **health care & institutional**

- St. Ignace Elder Housing - St. Ignace, MI
- Allve Wellness Center, Hayes Green Beach Memorial Hospital - Charlotte, MI
- West Park Memorial Hospital - Cody, WY
- Bedford Medical Office Building - Nashville, TN
- Erlanger Wellness Center - Chattanooga, TN
- University School of Nashville - Nashville, TN
- Ensworth High School Campus (multiple projects) - Nashville, TN
- Ensworth Red Gables Campus (multiple projects) - Nashville, TN

# North of 45, LLC

## ...responsive urban and town planning

Patrick Coleman, AICP, is a highly versatile urban and town planner with more than 30 years of experience serving both urban and rural communities in the Upper Great Lakes Region and Alaska. His skills and experience encompass community master plans, land use and zoning, economic development, downtown revitalization, urban design and placemaking, recreation plans, trail development, and Tribal/Native community planning.

Listening, understanding the needs of clients, good communication and being responsive are key to Patrick's success as a planning consultant.

Patrick is a strong advocate for citizen involvement and public participation in the community planning process. He has organized and facilitated numerous public planning charrettes, workshops, and public hearings. His philosophy is to create the right environment to make people feel comfortable expressing their concerns and ideas. Listening and documenting community input, and shaping the resulting concepts and plans to reflect community consensus characterize the public processes he has facilitated.

Planning in northern communities or "winter cities" must address the unique needs and opportunities of the winter season. Patrick is internationally known for his work to help communities identify unique winter opportunities, design solutions and projects that enhance winter's positive attributes, pedestrian comfort, management and maintenance considerations. He leads the Winter Cities Institute, an online resource for northern communities found at [www.wintercities.com](http://www.wintercities.com).

Patrick works independently for clients and can assemble and serve on multi-disciplinary design teams to meet specific project needs.

### Planning and Development Services

- **Master/Comprehensive Plans**
- **Downtown Revitalization Studies and Strategies**
- **Public Planning Process Facilitation**
- **Community Recreation Plans**
- **Park Master Plans**
- **Grants and Funding Strategies**
- **Form Base Codes**
- **Sustainability Planning**
- **Zoning Ordinance Updates and Entitlement Permitting**
- **Urban Design and Placemaking Studies**
- **Pedestrian and Bicycle Enhancement Planning**
- **Highway Corridor Studies**
- **Facility Development Feasibility Studies**
- **Planning Commission Training**
- **Tribal and Native Community Planning**

#### Education:

M.A. Urban and Regional Studies, 1978

B.S. Urban and Regional Studies, 1977

Minnesota State University-Mankato

#### Professional Affiliations:

American Institute of Certified Planners (since 1986)

Michigan Chapter, American Planning Association

#### CEO:

Winter Cities Institute  
[www.wintercities.com](http://www.wintercities.com)

#### Contact:

Patrick J. Coleman, AICP  
48684 N Grosse Pointe Rd.  
Hancock, MI 49930  
906.370.9953 (cell)  
[pcoleman@northof45llc.com](mailto:pcoleman@northof45llc.com)





## DICK HORTON, AICP

### CAREER PARK AND RECREATION PROFESSIONAL

Given the seriousness of the current economic crisis and numerous other political and management issues, Mr. Horton understands that agencies are challenged in ways that may require a person with his background to provide professional assistance. To that end, Mr. Horton offers an in-depth understanding of national best practices, innovations, and solutions that clients throughout the United States and Canada have taken advantage of.

Mr. Horton's experience in the profession is on three levels:

- Director of Parks and Recreation in Missouri, Kansas, and New Mexico
- Regional Director for the National Recreation and Park Association for an 11 state area in the Midwest and Southwest
- National consultant for cities, counties, and the U.S. Navy in over 30 states

### CONTACT

- 816-210-3818
- RICHARDHORTON971@GMAIL.COM
- DICKHORTONCONSULTING.COM
- 507 NORRIS DRIVE  
PITTSBURG, KANSAS 66762

### EDUCATION

MASTER OF SCIENCE  
PHYSICAL EDUCATION  
PITTSBURG STATE UNIVERSITY

BACHELOR OF SCIENCE  
RECREATION ADMINISTRATION  
PITTSBURG STATE UNIVERSITY

### AFFILIATIONS

- APA | Certified Urban Planner
- NRPA | Certified Park & Recreation Planner
- AAPRA | Fellow in the American Academy of Park & Recreation Administration
- DTM | International Toastmasters

### PUBLICATIONS

- Co-author of a white paper on "Level of Service Analysis for Parks, Facilities, Recreation, and Quality of Life; 2010
- Co-author of an article on "Management of Community Centers" for the Missouri Park and Recreation's Magazine; 2009
- Author of a white paper on the "Pros and Cons of Park System Lighting" that was distributed through the National Recreation and Park Association's network; 2002
- Co-author of a Park Maintenance and Management Plan for Los Alamos, New Mexico. The Plan was recognized by the New Mexico Recreation and Park Association for excellence and an award was given; 1995

### AWARDS & CERTIFICATIONS

- Certified Planner (AICP) through the American Planning Association; 2000 – Certification #016292
- Service Award from Western Region Service Center of the National Recreation and Park Association
- Graduate of National Executive Development School of the National Recreation and Park Association
- "Outstanding Professional" in the State of New Mexico
- Graduate of Western Revenue Sources Management School of the National Recreation and Park Association
- Certified Parks and Recreation Professional (CPRP) by the National Recreation and Park Association; Certification #30018
- Recipient of a statewide award from the State of New Mexico for developing a Park Maintenance & Management Plan
- Fellow in the American Academy of Park and Recreation Administration (AAPRA)
- Distinguished Toastmaster (DTM), one of 3,500 in the world. 2020



## Resume

## Landscape Architect



Sara R. Kirk, ASLA, LEED AP, is a landscape architect and founder of SRP Design Studio. She is a member of the American Society of Landscape Architects and currently holds licenses in Tennessee, Michigan and Minnesota. Sara graduated with honors from Michigan State University in 2002 with a Bachelor of Landscape Architecture with a specialization in environmental studies. Her areas of focus include park and recreation, community planning, site design and streetscape projects. Sara has extensive experience with sustainable design, in both planning and implementation.

**LANDSCAPE ARCHITECT**

*SRP Design Studio, LLC, 2013 - Present*

**PROFESSIONAL REGISTRATIONS**

*State of Tennessee, registration no. 785*

*State of Michigan, registration no. 1541*

*State of Minnesota, registration no. 58230*

*USGBC LEED v2.2 Accredited Professional*

**SELECTED ORGANIZATIONS**

*American Society of Landscape Architects (ASLA), 2003 - Present*

*Village of Benzonia Planning Commission, 2019 - Present*

*Crystal Lake & Watershed Association: Land Use Committee, Advisory Role, 2019-Present*

*Iron Mountain Main Street Design Committee, 2010 - 2013*

*SIGMA Lambda Alpha, 2002*

**EDUCATION**

*Michigan State University, East Lansing, MI Bachelor of Landscape Architecture (BLA) with a Specialization in Environmental Studies, 2002*

**SELECTED PAST EXPERIENCE**

*Landscape Architect, UPEA, Inc., Marinette, WI, 2010 - 2013*

*Landscape Architect, Hawkins Partners, Inc., Nashville, TN, 2003-2010*

*Landscape Architect, Lake County Forest Preserve District, Grayslake, IL, 2002-2003*

**SELECTED RECENT PROJECT EXPERIENCE**

- *Sunset Station, Beach Restoration, Picnic & Play Area - Arcadia Township, MI*
- *Lakeshore Drive Corridor Rehabilitation - Houghton, MI*
- *Railroad Point/Outlet Carry-In Access Site Concept Plan - Benzie County, MI*
- *Peshigo Boat Launch (WI DNR) - Marinette, WI*
- *Henes Park Master Plan and Trail Concepts - Menominee, MI*
- *Elder Center and Trail Overlook - Granite Falls, MN*
- *Pere Marquette Park Improvements, Concept Plans - Muskegon, MI*
- *Rockport State Recreation Area Concepts - Rockport, MI*
- *Autrain Park and Kayak Launch - Autrain Township, MI\**
- *Schwemwood Park and Trailhead Concept Plan - Marquette Charter Township, MI\**
- *Richland Creek Greenway Concepts and Construction Documents - Nashville, TN\**
- *Shelby Bottoms Greenway Improvements and Signage - Nashville, TN\**

*\* denotes project completed during employments at a previous firm.*



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- University School of Nashville - Nashville, TN
- Ensworth High School Campus (multiple projects) - Nashville, TN
- Ensworth Red Gables Campus (multiple projects) - Nashville, TN



# Patrick J. Coleman, AICP

## Resume

### Education

Minnesota State University-Mankato  
M.A. Urban and Regional Studies, 1978  
B.S. Urban and Regional Studies, 1977

### Professional Affiliations

American Institute of Certified Planners (AICP) since 1986  
Michigan Chapter of the American Planning Association  
Winter Cities Institute ([www.wintercities.com](http://www.wintercities.com))

### Summary

Extensive experience in project management, community planning, urban design, economic development, financial packaging, architecture/engineering firm management, and leadership.

- Owner/Principal of North of 45 LLC, Responsive Urban and Town Planning since 2014.
- 27 years with U.P. Engineers & Architects. 9 years as Principal and 7 years as President.
- 3 years in Anchorage, Alaska (2008-10) as Senior Planner for USKH, Inc.
- Considerable experience with community planning, urban design, and placemaking.
- Leads the *Winter Cities Institute*, an organization promoting the livability and sustainability of northern communities. ([www.wintercities.com](http://www.wintercities.com))
- Presenter/Speaker at numerous regional, state and international conferences.

### Selected Related Project Experience

#### Michigan

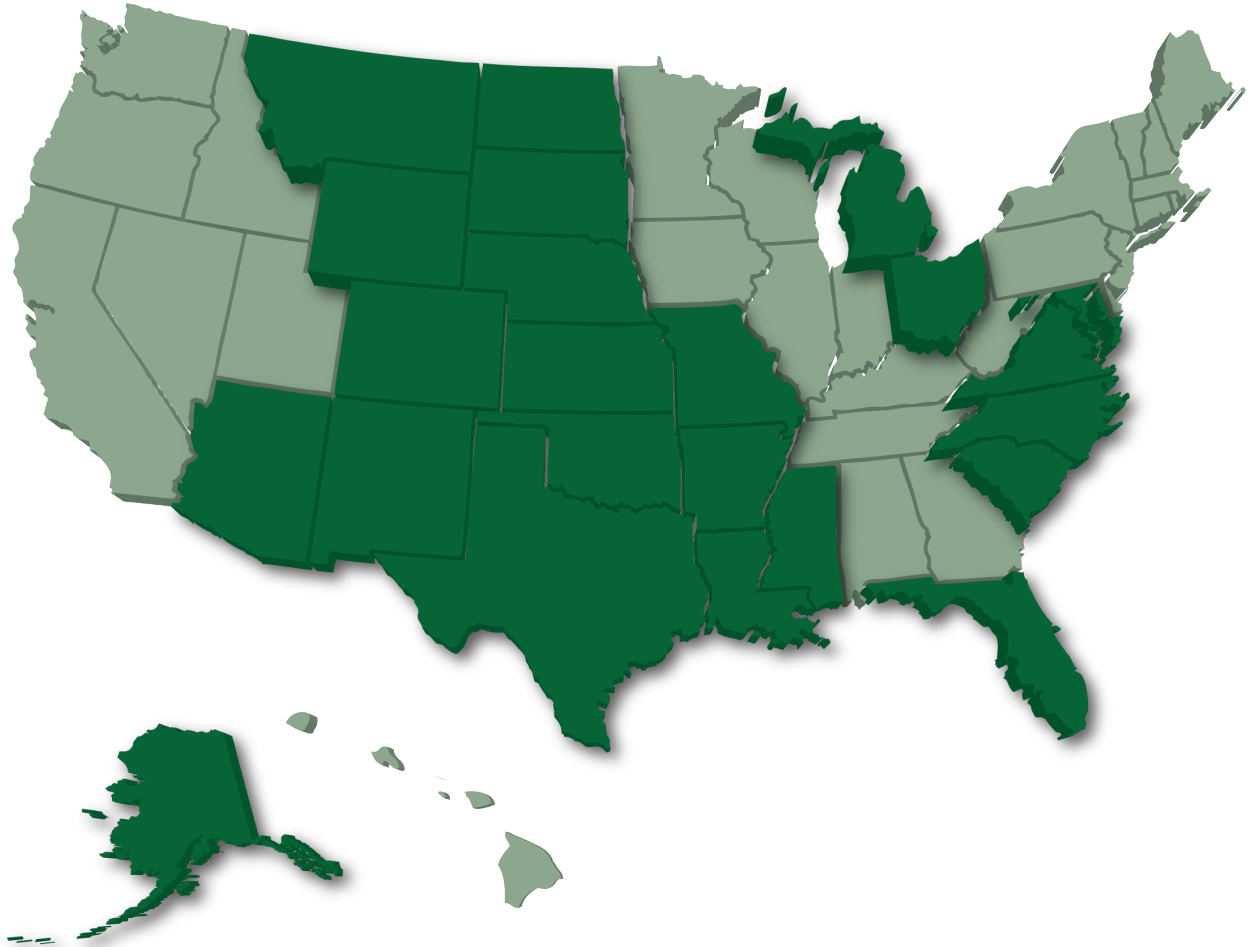
City of Marquette Master Plan with BRI (current project)  
MEDC Winter Strategies Guidebook  
Chassell Township Master Plan  
Village of Ontonagon Master Plan  
Community Engagement, City of Houghton  
City of Bessemer Master Plan  
Marquette, MI: Land Development Code  
Menominee, MI: Downtown Urban Design Plan  
Numerous other master plan, zoning ordinance, and urban design projects

#### Alaska

Valdez, Alaska: Urban Design Plan  
Homer, Alaska: Homer Spit Master Plan  
Wasilla, Alaska: Comprehensive Plan  
Anchorage, Alaska: West Anchorage Plan  
Whittier, Alaska: Shotgun Cove Plan

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Hancock, MI 49930  
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[pcoleman@northof45llc.com](mailto:pcoleman@northof45llc.com)  
[www.northof45llc.com](http://www.northof45llc.com)





Dick Horton Consulting is a national park and recreation planning practice with one international project in Canada. Selected projects completed by DHC are in the table.

State/Country	City/County	Project Type
Alaska	Fairbanks	Athletic Field Study
Arizona	Sahuarita	Park and Recreation Master Plan
Arkansas	Springdale, Cabot	Park and Recreation Master Plan
Canada	Lethbridge	Operations Analysis
Florida	Hillsborough County	Park and Recreation Master Plan
Kansas	Emporia, Newton, Spring Hill, De Soto and Chanute	Park and Recreation Master Plan
Louisiana	Baton Rouge New Orleans	Park and Recreation Master Plan Governance/Best Practice Study
Maryland	Solomons for the U.S. Navy	Youth Center Study
Michigan	Marquette	Park and Recreation Master Plan
Mississippi	Meridian for the U.S. Navy	Food Service Analysis
Missouri	Platte County, Clay County, Kansas City, Olivette, Clay County, Independence, Rolla, Joplin, Ozark, Mexico	Park and Recreation Master Plan
New Mexico	Los Alamos	Park and Recreation Master Plan
North Carolina	Wake County	Park and Recreation Master Plan
Ohio	Dublin	Recreation Program Analysis
Oklahoma	Edmond Shawnee Moore	Aquatic Study Park and Recreation Master Plan Park and Recreation Master Plan
South Carolina	Dorchester County	Park and Recreation Master Plan
Texas	Longview Sherman Lakeway Williamson County The Woodlands	Park and Recreation Master Plan Park and Recreation Master Plan Park and Recreation Master Plan Park and Recreation Master Plan Community Center Study
Virginia	Oceana Naval Station	Youth Center Study

# MARQUETTE, MI



## 2006, 2011, and 2018 Park and Recreation Master Plans

### Project Type:

Community Planning for Parks and Recreation

While working for another firm, BWR of Kansas City, Dick Horton was hired by the City of Marquette in 2006 to complete a Park and Recreation Master Plan. The purpose of the study was to inventory and analyze the condition of existing major parks and recreation facilities while providing a vision for new parks and facilities which would be supported by elected officials and taxpayers.

Key components of the study included a needs assessment survey to determine citizen preferences for programs and facilities, extensive public engagement opportunities, review of partnership opportunities, identification of potential capital and operations funding sources, reviews of existing conditions of facilities from a physical and programming perspective, a benchmarking study of other providers to see where the City of Marquette was with others on key issues.

Dick was hired in 2011, and again in 2018, as part of a team with Pat Coleman who is now the owner of North of 45 LLC to complete the five year update of the 2006 master plan.

# KANSAS CITY, MISSOURI



## Park System Master Plan

**Project Type:**

Parks & Landscape  
Architecture

**Client:**

Platte County, Missouri  
Parks and Recreation

**Contact:**

Mark McHenry  
Director of Parks and Recreation  
816.513.7504

Dick Horton, while working at another firm, co-created the first parks, recreation and boulevards master plan since 1963 for the Board of Parks and Recreation Commissioners. Development of the plan included the inventory of parks and facilities, community input and a citizen survey, a national benchmarking study plus demographic trends and financial systems analysis. A review was included of the existing developer's ordinances as well as a visioning process with senior staff and the Board of Parks and Recreation Commissioners.

The project outcomes from the final report included:

- The importance of customizing neighborhood parks to address surrounding demographics and needs.
- The value of modifying the existing financial accounting system to equip staff with data at a program and service level to make management decisions more efficient and effective.
- Recognition that park types have changed thus the need to re-evaluate its choices or land acquisition and park development with an eye on the development of more interconnected linear greenway parks.
- Development of parks and facilities, which address current trends for aquatic facilities, recreation center facilities, signature parks, and linear parks.
- Recognition that the department cannot be everything to everyone. The departments role must be evaluated in recognition of the fact that it serves local, regional, national and international publics.
- The high value placed by citizens on the parkway and boulevard system and the need to ensure that future policies and resource allocations are in alignment with the original design of the landscape architect, George Kessler.



# SAHUARITA, ARIZONA



## Park System Master Plan

**Project Type:**  
Parks & Landscape  
Architecture

**Client:**  
Parks, Recreation,  
Trails and Open Space

**Contact:**  
Debbie Summers  
Director  
520.625.2731

The town of Sahuarita is a small town that is experiencing rapid growth. As major roadways are being expanded, and new housing developments continue to be constructed, the Park and Recreation Department needs to determine the location of future parks as well as provide recreation services for the growing population. The town also needs to plan the connection of existing and proposed communities to parks by way of pedestrian/bicycle trails.

While working for another firm, Dick Horton provided the town of Sahuarita with a Parks, Recreation, Trails and Open Space Plan that will identify future park and recreation needs, recognize existing and proposed pedestrian/bicycle trail connections, and encourage greenway development along the Santa Cruz River that will connect to the new Town Center area. The plan featured maps that documented the threatened and endangered species and combined strategies of conservation and open space preservation to protect all species. A capitol improvements plan was created that calculated the cost of standard development costs for different park types and specific costs for proposed parks.



# SPRINGDALE, ARKANSAS



## Park System Master Plan

**Project Type:**  
Parks & Landscape  
Architecture

**Contact:**  
Don Bohannon, Director of Parks &  
Recreation  
479.750.8185

The city of *Springdale, Arkansas* hired Dick Horton while working for another firm as the project manager and senior planner to develop its Park System Master Plan. At the highest level, the goal was to determine if current park needs were being met and to also determine what the future needs in the park system should be.

Faced with a rapidly growing population that was more diverse, younger rather than old, and richer rather than poorer, the community was focused on how best to allocate its resources to meet the greatest need.

The community was engaged in the planning process by using a statistically valid citizen survey, key stakeholder interviews, focus groups, and numerous public meeting venues. We learned from citizens that their preferences included support for:

- increased funding for operations, maintenance and capital expenditures
- partnerships with the school district to acquire/develop park land near schools
- development of new athletic fields
- development of a feasibility study for a contemporary community center
- acquisition of land for parks in the southern and southeastern parts of the city
- development of Bayyari Park in the northeast and further development of Randall B. Tyson and J.B. Hunt Parks to provide equitable access throughout the community to quality parks
- development of a comprehensive trail plan and emphasis on looped trails around school facilities



# WAKE COUNTY, NORTH CAROLINA



## Park System Master Plan

**Project Type:**  
Parks & Landscape  
Architecture

**Client:**  
Wake County  
Park, Recreation and  
Open Space Department

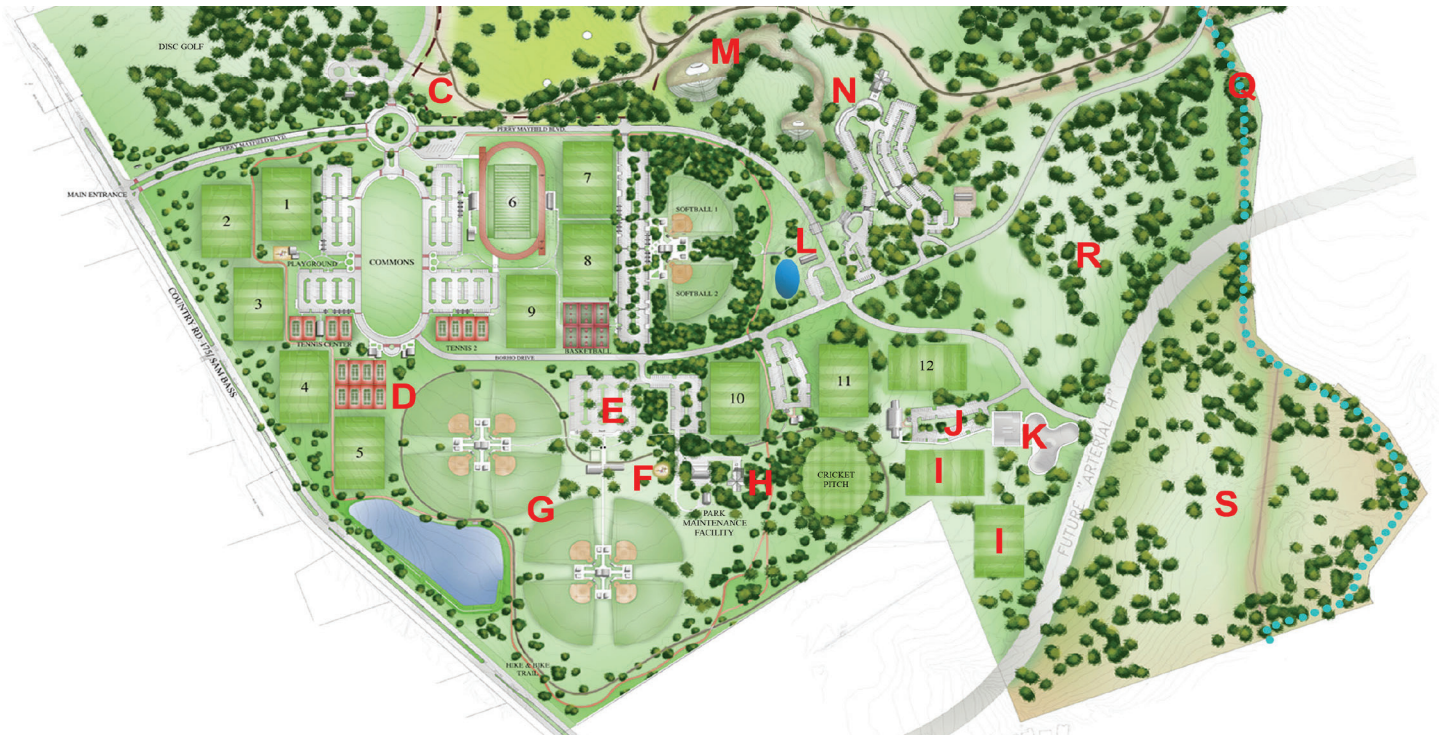
**Contact:**  
Timothy Maloney  
Project Manager  
919.856.6678

While working for another firm, Dick Horton was the Project Manager for the development of the *Wake County, N.C.* comprehensive park system master plan.

The Division of Parks and Recreation of Wake County identified a need to evaluate the County's existing facilities and determine needs and opportunities necessary to meet future demands in an increasingly suburban society. The Division needed to re-establish the County's role as a park and recreation provider in the area, as municipalities and other providers provided much of the existing park space. Major issues for Wake County were low levels of service in certain areas and poor connectivity between parks and facilities from all providers in the County. Existing park and recreation services were analyzed to determine strengths and weaknesses. Through input from several stakeholder interviews, public meetings and a citizen survey, recommendations were made for improving the existing system by acquiring land for new County parks, pursuing partnership agreements with other park and recreation providers, making the County more environmentally conscious, creating a County trail and greenway system, and improving marketing strategies to inform the public of the County's park and recreation services. The final plan specifically defined the County's role in parks and recreation and listed a number of goals that the County should strive for. Each goal was supplemented by recommended strategies to be implemented by the County to serve a larger portion of its population.



# WILLIAMSON COUNTY, TEXAS



## Park System Master Plan

**Project Type:**  
Parks & Landscape  
Architecture

**Client:**  
Williamson County, Texas

**Contact:**  
Jim Rodgers, Director  
Parks and Recreation Department  
350 Discovery Boulevard  
Cedar Park, TX 78613

While working for another firm, Dick Horton was the project manager for the development of the *Williamson County* comprehensive park system master plan. Two principal reasons that Dick was selected:

- The County had a relatively new Department of Parks and Recreation, thus many first-time decisions were being made that would affect the County forever. Because Dick had developed several master plans for cities/counties who were in the same position, Dick was the best choice
- One of the first-time decisions being made by the County related to the identification of the business that it should be in. In other words, should resources be allocated to active recreation facilities? Should resources be allocated to recreation programming? Again, Dick had unique experience in recreation program planning, recreation facility planning, and most importantly with organizational assessments which resulted in specific recommendations for the questions mentioned above

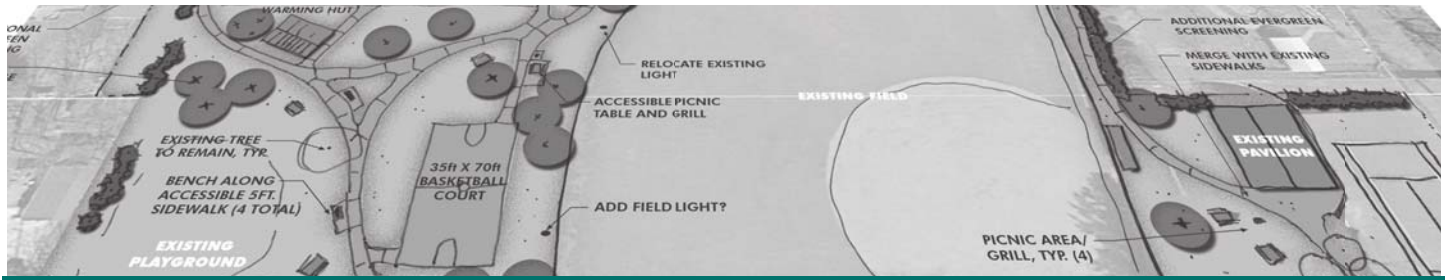


To develop the master plan, Dick provided the County with:

- An active public involvement process which included public meetings, key stakeholder interviews, focus groups with incorporated cities and special interest groups in the county, and numerous public presentations to the Commissioners Court
- A statistically valid citizen survey of 400 households from a distribution to 2,000 households. Survey results provided valuable insights relative to citizen preferences for park types, trails, recreation facilities, recreation programs, and park amenities such as athletic facilities, pavilions, etc.
- A conceptual plan of the major regional park which is called the Southwest Regional Park. The conceptual plan provided locations for trails, athletic facilities, pavilions, conservation areas, pavilions, restrooms, parking, etc.
- An evaluation of the park system and recreation facilities which resulted in the identification of the strengths, weaknesses, and opportunities at each sites
- A series of G.I.S. maps which identified significant recreation facilities provided by both the County and others; location of all county-owned parks, by type; location of all trails; location of streams; and, topography
- An analysis of other planning documents which may affect the parks and recreation master plan; for example, other CORPS planning documents, the Texas State Outdoor Recreation Plan (TORP), and incorporated cities and municipal utility districts (MUD's)

The final report included recommendations and deliverables such as:

- a series of G.I.S. Maps intended to graphically portray the location of all parks, trails, and facilities
- needed changes to the organizational structure necessary to implement the master plan
- policies that should be adopted to assist staff with management decisions relative to cost recovery for services provided, partnerships, etc.
- guidelines/standards to be used by the County relative to the acquisition of land and provision of recreation facilities
- level of maintenance that should be provided to meet citizen expectations
- partnerships that are necessary to leverage county resources as parks, trails, and facilities are developed
- the importance and specifics relative to where new greenways/trails should be developed



LIONS PARK MASTER PLAN - Marquette Township, MI.

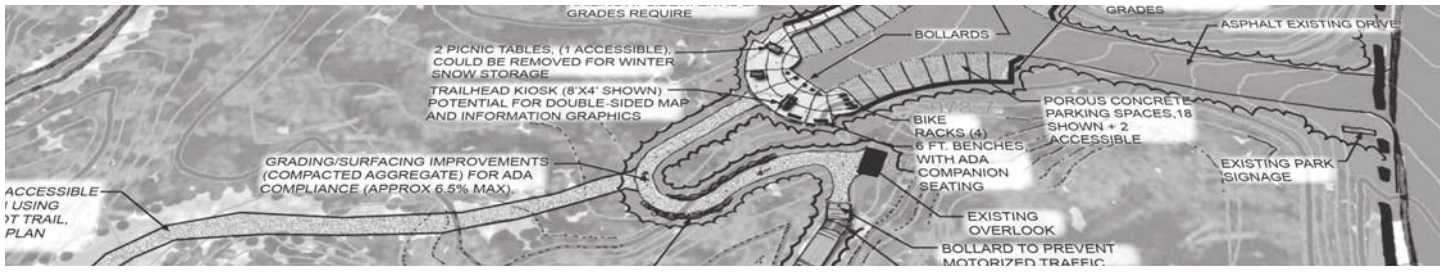
**Scope of Work.** Worked with Township Staff to visualize needed improvements for the small neighborhood park. The park was surrounded by a number of large old trees that required sensitive planning and design options to fit the needed parking and sidewalk additions.

**Role.** Worked with the Township Park and Recreation Committee to develop the master plan. Met with the Committee and provided conceptual plan options, opinion of costs and then a final master plan to be used to secure grant funding.

**Date Complete.** Spring 2013

\* completed while employed at UPEA, Inc.





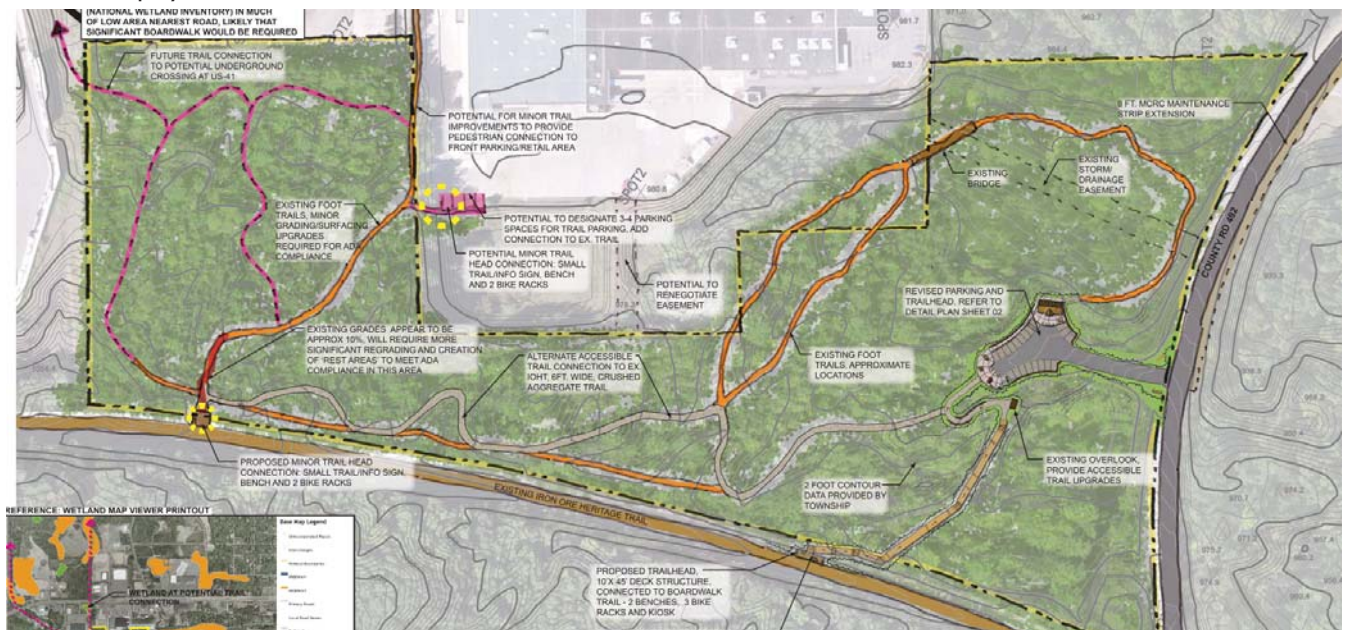
**SCHWEMWOOD PARK MASTER PLAN - Marquette Township, MI.**

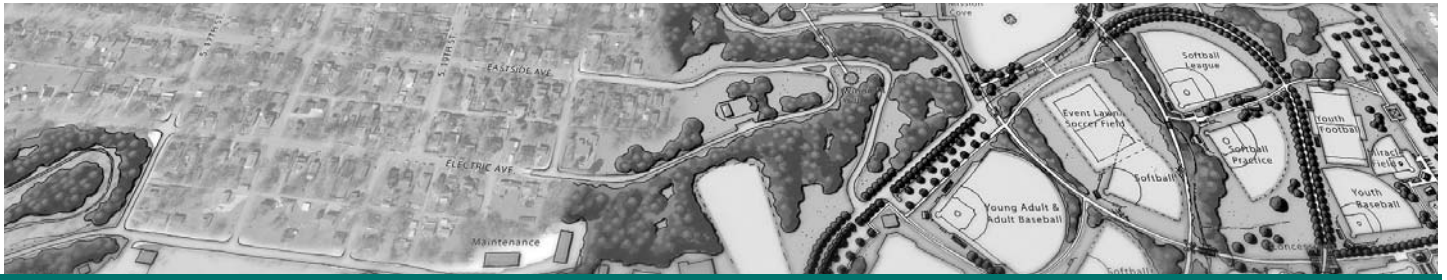
**Scope of Work.** This master plan was developed to improve the existing primitive trails that were in place at this park located just outside of Marquette Michigan. The planned improvements included a parking lot, seating areas, small pavilion and also located routes for additional trails to connect to nearby retail areas and the adjacent Iron Ore Heritage Trail.

**Role.** Worked with the Township Park and Recreation Committee to develop a plan of action and route the future trails. Provided conceptual plan options and a final master plan and opinion of costs to be used to secure grant funding.

**Date Complete.** Spring 2013

\* completed while employed at UPEA, Inc.





SHELBY PARK MASTER PLAN - Nashville, TN.

**Scope of Work.** A master plan and design guidelines for one of Nashville’s largest and oldest regional parks. Public participation was major component in the master plan to redesign the sports fields layout, and recommend improvements for both pedestrian and vehicular circulation.

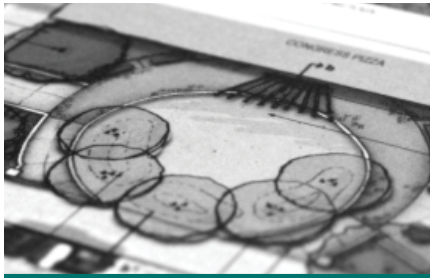
**Role.** Participated on the design team in various charrettes and public meetings. Completed natural resources and circulation inventory and created all of the mapping for the final report, using GIS and Adobe programs. Completed the final master plan renderings and also participated in writing portions of the design guidelines.

**Date Complete.** Spring 2010

\* completed while employed at Hawkins Partners, Inc.



**PROJECT EXPERIENCE**



Sara Kirk, ASLA has over 15 years of experience in the field of landscape architecture and has worked on project locations ranging from Georgia to Alaska. The following is a list of selected previous project experience.

**park and recreation**

- AuTrain Trailhead Development - AuTrain Township, MI
- Gladstone Sports Park Master Plan, Gladstone, MI
- **Richland Creek Greenway - Nashville, TN [2006 TN ASLA Merit Award]**
- White Bridge Renovation/Trail Connection - Nashville, TN
- Bellevue Greenway - Nashville, TN
- McCabe Community Center - Nashville, TN
- Adelia Park - Nashville, TN
- Gulch Greenway Master Plan - Nashville, TN
- Shelby Park Master Plan - Nashville, TN
- Richland Park Master Plan - Nashville, TN
- Raven's Glen and Ethel's Woods Master Plan - Grayslake, IL

**planning**

- Odenaang Sustainable Development Code - Sault Ste. Marie, MI
- Odenaang Development Plan - Sault Ste. Marie, MI
- Forest County Potawatomi Land Use Plan - Crandon, WI
- Valdez Urban Beautification Plan, Valdez, AK
- Hematite Heights Recreation Area - Ishpeming, MI
- Burns Landing Master Plan Updates - Powell Township, MI
- Hendersonville Town Center Master Plan - Hendersonville, TN
- Mt. Juliet Town Center Master Plan - Mt. Juliet, TN
- Landscape Master Plan/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- Bedford Avenue Streetscape Master Plan - Nashville, TN

**site planning & design**

- Interpretive Center Amphitheater, New Town, ND
- Gladstone Farmers Market Concept, Gladstone, MI
- Ishpeming Gateway Improvements - Ishpeming, MI
- Hill Center Belle Meade - Nashville, TN
- **Annandale - Nashville, TN [2009 TN ASLA Merit Award]**
- CONRAC (Rental Car Facility and Plaza)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- John C. Tune Airport Entry/MNAA - Nashville, TN
- **Schermerhorn Symphony Center - Nashville, TN [2007 TN ASLA Merit Award]**
- Various Private Residences - Tennessee and Michigan

**transportation**

- Altran Bus Station - Munising, MI
- TARI (Terminal Access Road Improvements)/MNAA (Metropolitan Nashville Airport Authority) - Nashville, TN
- State Route 840 Schematics and Landscape Restoration - Williamson County, TN
- Union City Corridor Plan - Union City, GA
- **Memphis MPO Bicycle & Pedestrian Plan - Memphis, TN [2005 TN ASLA Honor Award]**
- **MPO Bicycle & Pedestrian Plan - Nashville, TN [2010 Best Project Award, ITE]**
- Northeast Corridor Study - Nashville, TN

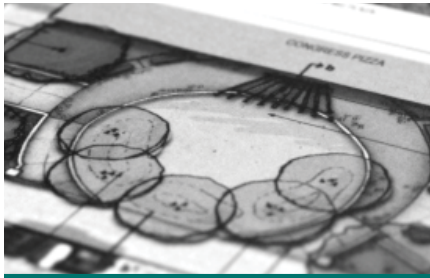
**environmental graphics**

- **Loveless to Leiper's: Natchez Trace Corridor Initiative - Nashville, TN [2007 TN ASLA Merit Award]**
- Maryville Streetscape Wayfinding and Interpretive Signage - Maryville, TN
- Ensworth High School Sustainable Design Interpretive Signs - Nashville, TN
- Nashville Symphony Firefighter's Memorial - Nashville, TN
- **Deaderick Streetscape Signage - Nashville, TN [2010 TN ASLA Honor Award]**
- Brentwood Bikeways, Interpretive Signs - Brentwood, TN
- Maryville Civic Arts Center - Maryville, TN
- Mack Hatcher Parkway, Interpretive Signs, Franklin, TN
- Independence Grove Site Map, Libertyville, IL

**health care & institutional**

- St. Ignace Elder Housing - St. Ignace, MI
- Alive Wellness Center, Hayes Green Beach Memorial Hospital - Charlotte, MI
- West Park Memorial Hospital - Cody, WY
- Bedford Medical Office Building - Nashville, TN
- Erlanger Wellness Center - Chattanooga, TN
- University School of Nashville - Nashville, TN
- Ensworth High School Campus (multiple projects) - Nashville, TN
- Ensworth Red Gables Campus (multiple projects) - Nashville, TN

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Name & Title	Contact Information
<b>Jeff Hammond, Director</b> <i>Park &amp; Recreation Department</i> <i>Salina, Kansas</i>	300 W. Ash Street Salina, Kansas 67401 p) 785-309-5765
<b>Chris Cotten, Director</b> <i>Park and Recreation Department</i> <i>Kansas City, Missouri</i>	4600 East 63rd Street Kansas City, MO 64130 p) 816-513-7504
<b>John Powers, Assistant General Manager</b> <i>The Woodlands, Texas</i>	8203 Millennium Forest Drive The Woodlands, TX 77381 p) 936-672-2204
<b>Samantha Payne, Director</b> <i>Park and Recreation Department</i> <i>Ozark, Missouri</i>	1530 West Jackson Street Ozark, Missouri 65721 p) 417.581.7002

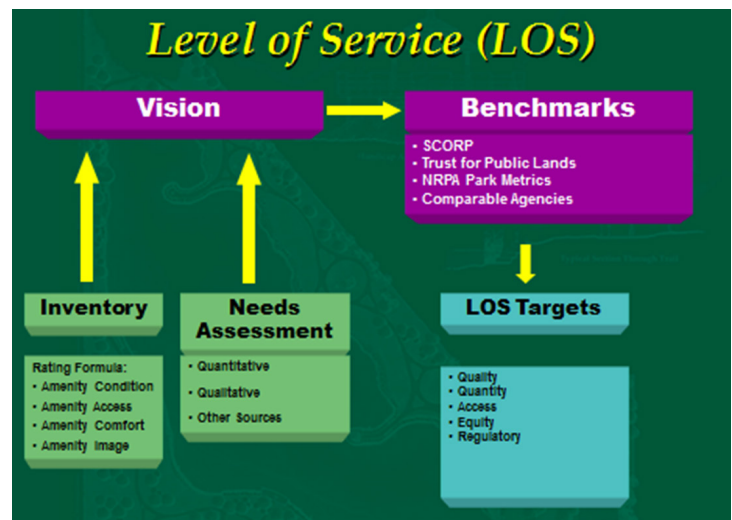
## Introduction

Clients need and benefit from “cutting edge innovations” that result in outcomes that help them make informed decisions about how best to allocate their resources. Innovative tools that DHC utilizes in his practice include these categories:

- data development and interpretation
- consensus-building
- resource allocation prioritization
- management best practices
- recreation program analysis
- program and service pricing
- organizational assessment
- maintenance management

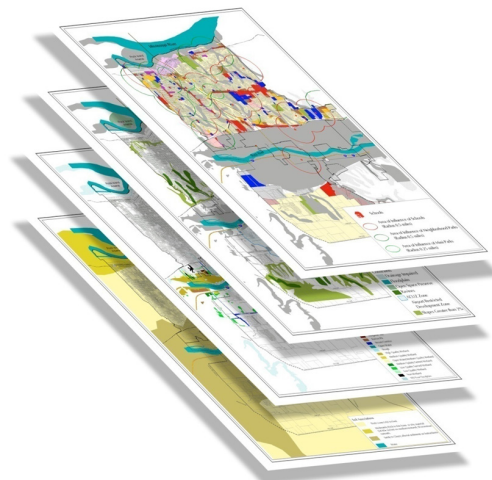
## Level of Service Process

1. Inventory and assign a rating
2. Data collection in quantitative, qualitative and other available sources
3. Create a Vision
4. Utilize benchmarks for additional data
5. Develop LOS targets



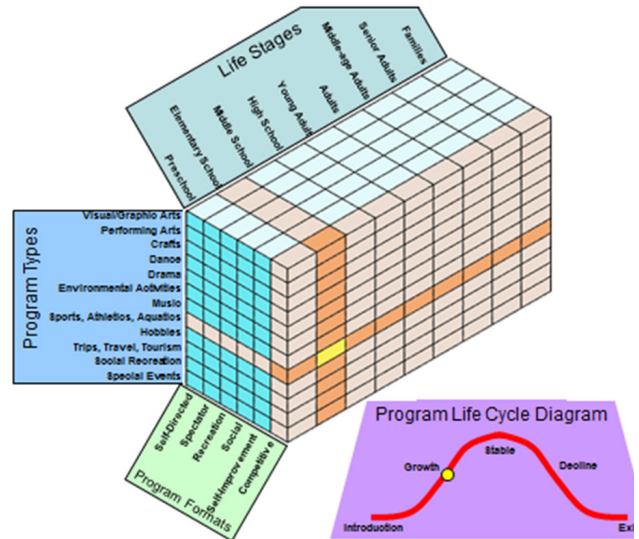
## Park System Assessment using G.I.S. Technology

- Needs Assessment Data
  - Quantitative
  - Qualitative
  - Other Sources
- Park Assessment Ratings
- Access to Quality Facilities
- Access to Quality Programs
- Cultural Resources
- Environmental Issues
- Demographics – Existing



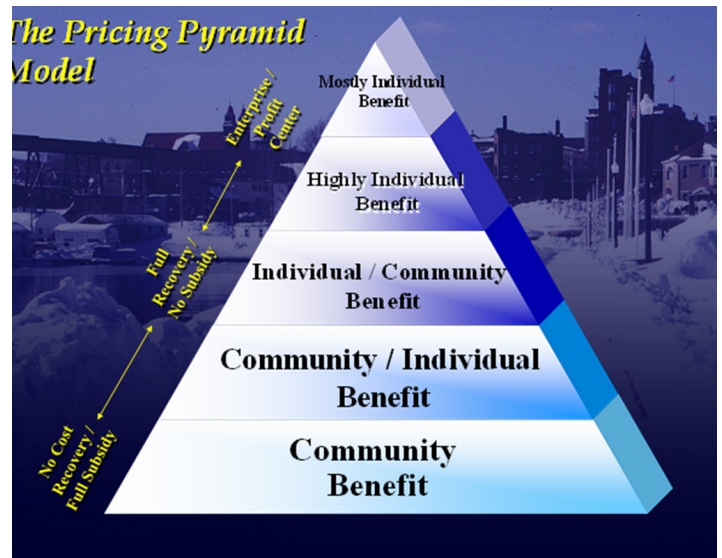
## Recreation Program Analysis

- Demographics - Projected
- Evaluate the implications of the Mission Statement
- Evaluate programs by type, format, and life stages
- Evaluate the life cycle of each program
- Analyze national, regional, and local trends
- Review sociographic and demographic data by neighborhood
- Identify other providers by type
- Determine core services
- Determine the provider role the agency should embrace; direct provider, partnerships
- Understand the best use of social media and main stream media to promote programs



## Pricing Methodology

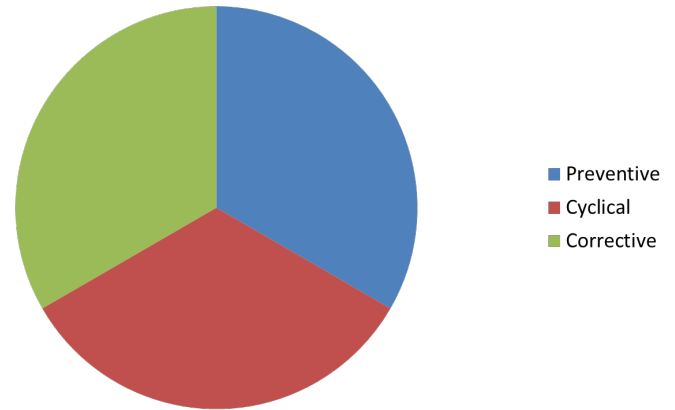
1. Evaluate the agency's Mission to understand its pricing objectives
2. Determine who benefits from each program offered
3. Quantify all costs for each program offered
4. Develop the percentage of costs that will be recovered from each of the participant categories shown in the Pricing Pyramid
5. Factor in differential pricing; e.g.
  - Participant categories
  - Product
  - Place
  - Time
  - Quantity of use
  - Incentives



## Maintenance Assessment Methodology

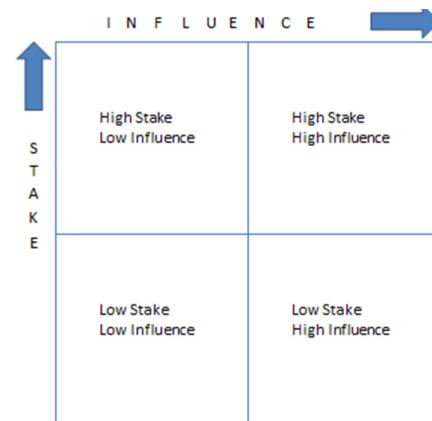
Components:

1. Park Inventory
2. Asset Inventory
3. Maintenance Activities Defined
4. Service Levels
5. Workload Quantification
6. Work Standards
7. Resources Defined
8. Work Plan and Schedule
9. Maintenance Standards
10. Data Capture and Reporting



## Prioritization Tool

A useful tool when determining how best to differentiate among options for pursuit of competing projects. It is important to seek input from knowledgeable staff and/or strategic partners to seek an honest assessment of the agency's stake and influence. Another acceptable category option would include: control/mission



## Consensus-Building Tools

An effective tool when working with citizens to determine the best allocation of resources for planned improvements. The most effective/quantifiable tool to determine community-at-large priorities is to utilize a statistically valid citizen survey.

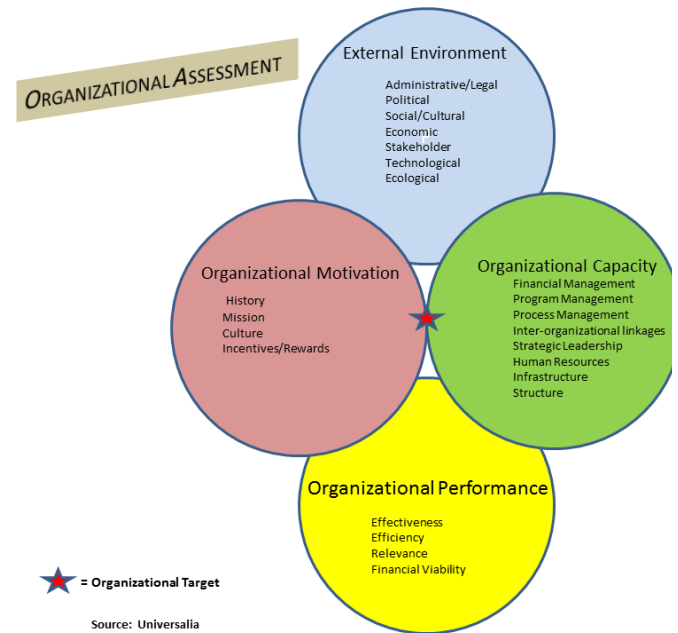
## Capital Improvement Priorities

Questions	Average of All Respondents	City Council	Park & Recreation Board	Service Area Residents	Community-at-Large
A pavilion is important	8.8	9.1	8.3	8.3	9.5
A playground is important	7.6	8.1	8.8	7	8.5
Parking in the park is important	7.4	8.4	6.4	6.8	8
A sprayground is important	6.7	7.3	6	7	6.5
Horticulture/landscape quality is important	7.7	7.6	7.7	7	8.5
A trail is important	7	7.8	8.5	7.5	4
Benches are important	4.7	2.9	5.5	5.8	4.5
Drinking fountains are important	4.8	3.9	4.7	6	4.5

NOTE: 0 indicates that there is no support - 10 indicates total support

## Organizational Assessment

Each organization evolves over time and occasionally loses its focus, and/or, is impacted by the political process in a way that affects negatively its effectiveness and efficiency. The process used by DHC surfaces issues that should be corrected if the agency chooses to position itself to reach its goals.



## Time Management

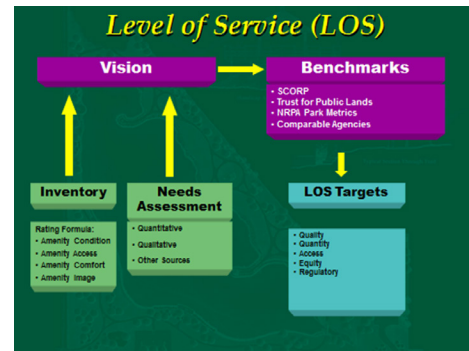
Is time occupied in categories #2, #3, and #4 for work that is both not important and not urgent?

Or, is time spent in category #1 where work is not urgent but extremely important.

	URGENT	NOT URGENT
IMPORTANT	<p><b>2</b></p> <ul style="list-style-type: none"> <li>crises</li> <li>pressing problems</li> <li>last-minute meetings</li> <li>cramming on projects</li> <li>rushing to meet deadlines</li> </ul>	<p><b>1</b></p> <ul style="list-style-type: none"> <li>planning</li> <li>crisis prevention</li> <li>relationship building</li> <li>needed relaxation</li> <li>getting the job done within reasonable time limits</li> </ul>
NOT IMPORTANT	<p><b>3</b></p> <ul style="list-style-type: none"> <li>needless interruptions</li> <li>unimportant phone calls</li> <li>unnecessary reports</li> <li>unimportant meetings</li> </ul>	<p><b>4</b></p> <ul style="list-style-type: none"> <li>busywork</li> <li>junk mail</li> <li>excessive relaxation</li> <li>idle chit-chat</li> <li>time wasters</li> </ul>

## Introduction

The consultant will meet or exceed each of the tasks as outlined in the Scope of Services. Our intention is to apply sufficient energy, citizen interaction, and team knowledge to a “transformational mindset” that we will surely identify things that may have been unexpected when the process began. Each of the tasks listed in the Project Scope will fit into the LOS Graphic shown below.



## Public Engagement Process

The public input process will be very well organized and in an order that must be followed to maximize results. Of extreme importance is the timing of the citizen survey and the use of its results to precede all public meetings. Here is the process as it works best:

1. **Key stakeholder interviews** to identify key issues facing the community. The identification of key issues lends itself to the development of the survey instrument with the ETC Institute. As listed in the RFP, the consultant will meet with the Lake Superior Community Partnership, Travel Marquette, the Marquette Chamber of Commerce and other partners who are identified during the planning process.
2. Facilitation of **focus groups**/community conversations to probe more deeply into the results of the citizen survey. As listed in the RFP, the consultant will meet with six standing committees for their input. Those committees are: Arts and Culture Committee, the Parks and Recreation Advisory Board, the Harbor Advisory Committee, the Planning Commission, City Commission, and the Presque Isle Park Advisory Committee.
3. Facilitation of a minimum of three **community meetings** in locations to be determined by the city.
4. Presentation to the city commission to present the **final report**.

## Maintenance Assessment

To assess maintenance of the park system to determine if it is positioned to provide the level of service that is aligned with citizen preferences, city commission and administration directives.

The consultant will evaluate the three types of maintenance (preventive, cyclical, and corrective) and the service level of which there are four. The assessment outcome will quantify the gap, if there is one, between resources and responsibilities.

## **Park System Assessment**

All parks within the system will be evaluated. Some of the evaluation criteria is shown below:

- e. General state and condition
- f. Compatibility with surrounding neighborhoods
- g. Compatibility with surrounding communities
- h. Compatibility with amenities offered by and through the District
- i. Aesthetics/design
- j. Safety/security
- k. ADA compliance
- l. Public access and connectivity with neighborhoods
- m. Program capacity and compatibility with users
- n. Partnership and sponsorship opportunities
- o. Revenue generating opportunities

## **Demographics**

The consultant will utilize census data to analyze households by type, income, educational level, ethnicity, density, and gender.

Additionally, data will be selected to show overall population density, growth projections by age group, and locations where families live according to: aspiring young families, moderate income households, prosperous empty-nesters, and family foundations. All of this data will be used to create a series of G.I.S. Maps to portray the data and to assist with making informed decisions about where best to provide programs, services, parks, facilities, and trails.

## **Park and Program Distribution**

As needed, the consultant will develop a series of maps that are overlaid with data from program analysis, demographics, facility analysis, existing city standards and citizen preferences from the citizen survey and public input process. This analytical process will determine if there are gaps between the demands that citizens have and the supply that is currently provided by the city.

## **Facility Assessment/Universal Accessibility**

Recreation Facilities - All recreation facilities will be analyzed by the consultant to determine their physical, functional and universal accessibility rating.

- From a physical perspective, an inventory form will be developed which includes a general assessment of the physical conditions of recreation facilities to determine if its condition is supportive of the program that it is scheduled for.
- From a functional perspective, an inventory form will be developed which includes criteria needed to assess the functional condition of the facilities which is needed to evaluate their ability to meet, and/or, adapt to programming needs. For example, the size of an active recreation facility such as a recreation center is very important. The larger the size, the more amenities can be made available to offer more services.
- From a universal accessibility perspective, the consultant will evaluate parks and facilities to ensure they meet the Architectural Barriers Act (ABA). This Act addresses accessibility standards for facility and site designs and addresses equal opportunity for all program areas. Activities within buildings, interpretation, hiking, walking, picnicking, swimming, and camping are examples of program areas and must provide equal opportunity per Section 504 of the Rehabilitation Act.

## Benchmarking with National Standards

The consultant will utilize the park system assessment, facility assessment, public engagement process, and other anecdotal data to determine the level of service (LOS) that is best suited for the Marquette Park System. This LOS will be used to benchmark with:

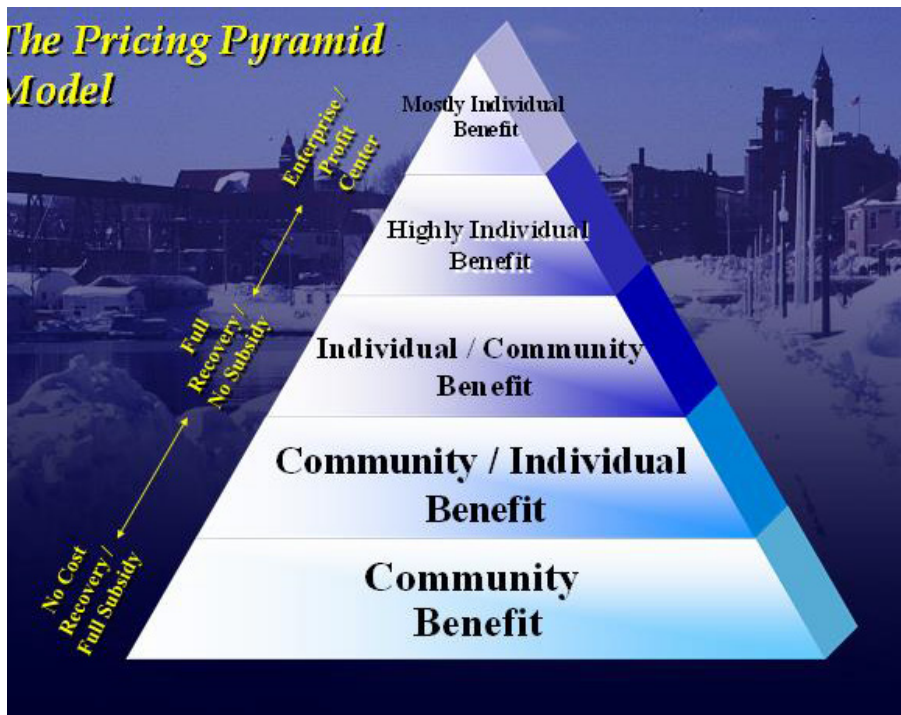
- NRPA Park Metrics (formerly PRORAGIS)
- Trust for Public Lands (TPL) research
- The State of Michigan SCORP Plan, and
- Other national Best Practices

Ultimately, this process will allow the consultant to recommend a set of unique Marquette targets (standards) that it should adopt for future resource allocation.

## Fee Structure Analysis

The consultant will utilize the Pricing Pyramid as shown below as the core of the discussion surrounding the fee structure analysis process. Although the process is complex, it is simplified in the following steps:

- Quantify all costs associated with a program/facility
- Determine who benefits from the program/facility
- Determine the proportion of costs which the price should recover
- Determine the going rate
- Examine the appropriateness based on participant category, product, place, time, quantity of use and incentives
- Consider psychological dimensions

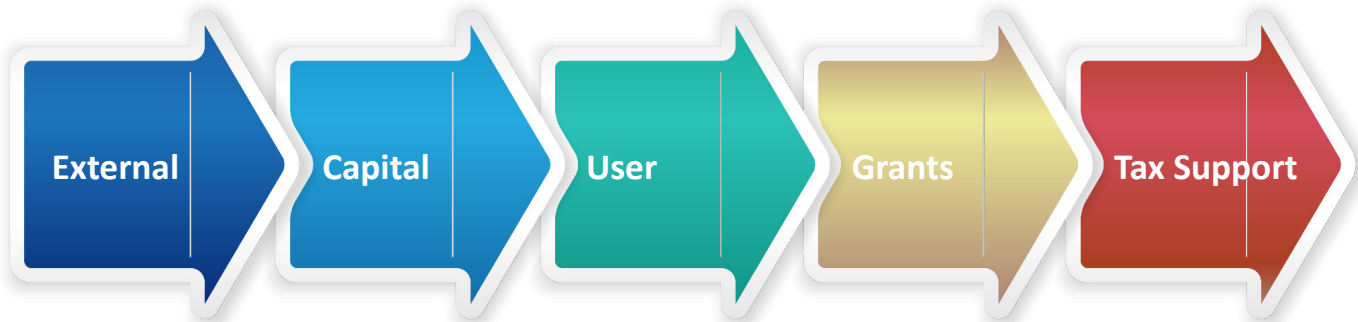


## Budget Analysis

Components of the DHC budget analysis approach will be as follows:

- Review all existing capital budget commitments for accuracy
- Determine if and how much the existing capital budget commitments will change when the 2018 Master Plan is completed
- Analyze the Department's historical capacity for maintaining what it has at an acceptable level as determined by citizens in the statistically valid survey and other anecdotal sources
- If there is a gap between the resources that will be required to meet future demands and currently available resources, the consultant will identify the magnitude of the gap

## Future Revenue Sources



Agencies throughout the United States are utilizing in excess of 100 different approaches to funding. Those approaches are generally included in the five categories shown above in the graphic. The DHC Team will determine which approaches are the best fit for the city of Marquette.

## Future Park Land Acquisition If Needed

If needed, the consultant will evaluate growth patterns in the city, results of the consultant's levels of service analysis to determine if acquisition is needed at this time.

## Recommendations

In addition to the RFP requirements for how recommendations will be developed, the consultant will provide “evaluation filters” against which all recommendations will be made. Those filters may be similar to the following depending on unique circumstances in Marquette:

1. Citizen preferences - As expressed and supported in the statistically valid survey.
2. Park System Needs – Does the project take care of what we have, enhance what we have, or add a new high level destination to the system? When asked, citizens prefer to take care of what they have before applying resources to the other two options.
3. Life cycle of the program – Evaluation of the popularity of the program to determine if it is growing, stable/mature, or declining. To overstate the obvious, it is not a good idea to invest in facilities that accommodate declining programs.
4. Demographics – Assessment of demographic characteristics that will affect the success of the project, including age, household income, ethnicity, education, and gender.
5. Quality of life – Consideration for equitable citizen access to quality parks and facilities.
6. Revenue Producing – Revenue producing capability of the project.
7. Facilities provided by others – Availability of facilities provided by others
8. Best practices in the park and recreation profession – Consideration of the successes of others who are highly regarded in the profession throughout the United States.
9. Geographic considerations – Relationship between the project and the location where the majority of users live.

In order for public engagement strategies to be successful, they have to be tailored individually to each of the distinct communities where DHC works.

Even within one community there are different neighborhoods or different areas each of which will likely have different needs. For that reason, DHC does not approach public engagement as a cookie-cutter plan at all. The emphasis is on designing a customized plan and a customized communications strategy.

### **Communication Emphasis**

Traditionally emphasis has been placed on in-person public meetings which does not always work well with everyone due to busy schedules and other opportunities which conflict with scheduled meetings. The DHC goal is to have a wide variety of very diverse engagement opportunities such as in person or online to ensure that people have a variety of opportunities to provide input.

Ultimately, the goal is for citizens to feel that their voice is heard and that they had a say in the planning outcome. In those instances when citizens feel that their voice has been heard, they will feel ownership and pride in the outcome because they had input in it.

### **Public Engagement Process – In the order it has to be**

The public input process must be very well organized and in an order that must be followed to maximize results. Of extreme importance is the timing of the citizen survey and the use of its results to precede public meetings, focus groups, and organized meetings with special interest groups. Here is the process as it works best:

#### Step 1: Initiation meeting with key planning committee

The consultant will meet with the planning committee to discuss the project.

#### Step 2: Meetings/Interview with key stakeholders

Following the project initiation meeting, the consultant will interview key stakeholders. The logic for meeting early with this group is to make sure that the Team is aware of their key issues which need to be addressed in the master plan and to make sure that the Team is aware of any projects/recommendations that they are not supportive of. The idea is to consider all information from this group as early in the process as possible to ensure that their advice is not overlooked at the end of the process when it may be too late to make adjustments.

#### Step 3: Focus Group Meetings & Special Interest Group Representatives

When survey results are available, the consultant will facilitate a series of focus groups with key stakeholders and special interest group representatives. The focus groups will be used to discuss survey results and to seek a deeper understanding from those in attendance about their understanding of what the results mean to them. Focus group meetings will be held with all those mentioned in the RFP.

#### Step 4: Public Workshops

The consultant will facilitate an appropriate number of public meetings to solicit citizen input regarding their concerns about existing facilities and programs and their desires for future facilities and programs. These meetings will also be used to share the data from the citizen survey.

**Wake County, N.C. by Tim Maloney, Director of Planning and Development**

I had the opportunity and pleasure of working with Dick Horton on the preparation of the Wake County Comprehensive Parks and Recreation Master Plan. Dick demonstrated a high level of professional and technical expertise that resulted in a very sound and logical parks and recreation plan for Wake County. His leadership was instrumental in guiding the project through a series of focus groups with local leaders and various stakeholders. I compliment Dick for his work and effort with the County and look forward to the time when we can work together again.

**Independence, MO by Eric Urfer, Director of Parks and Recreation**

“When asked about PBA’s recent performance regarding the 2010 Independence Parks and Recreation Master Plan in terms of budget and time management, Eric Urfer, Director for the Independence Parks and Recreation Department said, “With a tight budget and even tighter time line, Dick Horton, Steve Rhoades, and the Team from PBA delivered the 2010 Master Plan on time and on budget.”

He added “What was originally bid as a six to eight month project, suddenly became compressed into a mere two months. PBA graciously accepted the challenge and did so knowing that the budget would remain the same. The pace was fast and furious from the word GO, but the tone and demeanor displayed by PBA was always calm, professional and focused.”

Using a very organized approach and thanks in large part to a team of very dedicated professionals, Dick’s team completed the 2010 Independence Parks and Recreation Master Plan without the need to increase the project budget. In addition, the project was delivered on time allowing the City to utilize the key findings contained within the plan when developing the 2010 Parks and Recreation Sales Tax Renewal Program. The sales tax renewal initiative will be placed on the August 2010 ballot

**Joplin, MO by Chris Cotton, Director of Parks and Recreation**

I have had the pleasure of working with Richard Horton on three separate occasions: as a community center director for the KCMO Department of Parks and Recreation, as the Director of Parks and Recreation at Harrisonville for the development of a park system master plan, and again in Harrisonville to complete a community center study. In each instance, Richard was professional, thorough, and specific in regards to the information he was searching for. He did an outstanding job with all of his studies and even though we had a small budget to work with, he left no stone unturned.

**Dr. Rick McWhorter - Director of Parks and Recreation at Springdale, AR**

Wow!! What a pleasant surprise to see you at the ARPA conference. I felt like I had gone back in a reverse time warp. I am so happy to have spent a few minutes with you and that alone has energized me. Again, thanks for stepping up to the plate to make your presentation. You did a tremendous job with the presentation.

**Connie Edmonston - Director of Parks and Recreation at Fayetteville, AR**

Thanks so much for sharing your expertise and giving your time to help us here in Arkansas. I enjoyed your session so much. You had a lot of very valuable information for us.

**John Powers – Assistant General Manager at The Woodlands, TX**

It is not often that one has the opportunity to work for or with people that are truly outstanding performers – people of character, integrity, dedication and commitment. During my 30 plus year career in public service, I have been fortunate to have worked with a handful of such quality, unique people. Dick Horton is one of these special people.





