

PARK SYSTEM MASTER PLAN RFP 23-42

# Ron Kagawa, ASLA, LEED AP

PRINCIPAL-IN-CHARGE; QC/QA MANAGER



Ron possesses more than 40 years of urban design, parks and recreation planning and design experience that relates to project implementation through design and operational sustainability. He is the author of more than 35 refereed publications and two nationally recognized books; Cobb's Island - The Last Sentinel and Time Space: Landscape Architecture in The Nation's Capital on landscape architecture, urban design, and cultural history. The focus of Ron's public facilities practice is on budgeting, planning, design, and implementation of open space, athletics and public park infrastructure. Ron's career dossier includes more than 25 design awards from organizations including the Urban Land Institute, American Institute of Architects, Virginia Recreation & Parks Society, US Conference of Mayors and is highlighted by a Centennial Medal from the American Society of Landscape Architects for the Virginia Eastern Shore Reserve as one of the 100 most influential landscape architecture projects of the 20th Century.

## RELEVANT EXPERIENCE

**City Park Masterplan, Portsmouth, VA** — Landscape Architect and Parks Specialist. Kimley-Horn is currently leading the City Park Masterplan. Kimley-Horn is examining the viability of the current amenities and facilities, envisioning future amenities and facilities, and examining accessibility and access, connectivity, transportation and parking, and stormwater management at the current site. *Ron oversees all landscape architecture and works directly with the team.*

**Park and Recreation System Master Plan, Norwalk, CT** — Landscape Architect. Kimley-Horn lead inventory, public outreach, analysis and recommendations related to Norwalk's Park system. The effort reviewed existing conditions, identified gaps, and prepared recommendations for addressing needed improvements over time. *Ron is the lead landscape architect for this project and coordinates with the interdisciplinary team.*

**Northern Virginia Community College, Landscape Master Plan; Northern Virginia** — QC/QA Reviewer. Kimley-Horn, as a subconsultant, prepared a landscape master plan for the five primary campuses that comprise Northern Virginia Community College (NVCC)—Loudoun, Annandale, Alexandria, Manassas, and Woodbridge. Kimley-Horn's landscape architects, planners, and arborists conducted site visits at each campus to observe the existing plant material and better understand the opportunities and constraints to be addressed in the plan. *Ron is the program and QC/QA manager for each of these projects. This work integrates existing landscape conditions, stormwater management, proposed changes and future grounds maintenance and operations.*

**Blackman Park Comprehensive Masterplan, Murfreesboro, TN** — Athletics Program Manager. Kimley-Horn created a comprehensive plan for a new, 120-acre regional park located on the west side of Murfreesboro. Through the identification, purchase, and development process, Kimley-Horn planned a state-of-the-art recreational facility, ultimately providing a strategic economic investment for the City of Murfreesboro. To aid the site selection, Kimley-Horn led a series of conceptual design efforts, with the intent of analyzing the most suitable sites for the park according to the City's needs. *Ron is the athletics program control manager for this park that includes 14 NFHS-level synthetic turf athletic fields.*

**City of Alexandria Park Facilities Standards, Alexandria, VA** — Project Manager. Kimley-Horn was selected by the City to review and provide new recommendations for their park facilities standards. *Ron led an interdisciplinary team dedicated to development of system-wide park facilities design and construction standards. The standards were developed to provide predictable and cost-effective effective procedures for improvements throughout the City.*

## EDUCATION

- Master of Science, Architecture, Virginia Polytechnic Institute and State University, 1996
- Bachelor of Science, Landscape Architecture, University of Texas-Arlington, 1985

## PROFESSIONAL CREDENTIALS

- US Green Building Council LEED Accredited Professional
- NIMS National Incident Management System - Incident Command System Certification
- OSHA Occupational Safety and Health Administration - General Assembly Certification
- FEMA Federal Emergency Management - Local Damage Assessment Certification

## PROFESSIONAL ORGANIZATIONS

- American Society of Landscape Architects
- National Trustee: 2-terms (2009-2012, 2015-2018)
- Potomac Chapter President: 2-terms (2000-2001, 2007-2008)

# Nick Kuhn, CPRP, PLA

PARK PLANNING; IMPLEMENTATION



Nick has 21 years of extensive experience in providing planning services to numerous public agencies. He specializes in the planning and design of livable and sustainable communities through the strategic planning and design of the public realm. Nick regularly lectures and writes on topics ranging from open space needs assessments to active recreation and sustainable park design. Nick has evaluated the performance of over 900 parks nationwide and designed over 6,500 acres of parkland ranging from large regional sports complexes to small urban pocket parks. As a project manager, Nick focuses on clear communication to provide tailored solutions, to deliver practical and achievable plans, and to meet budgets and schedules.

## RELEVANT EXPERIENCE

**City of Norwalk, Recreation and Parks Master Plan Update, CT** — Project Manager. The City of Norwalk Recreation and Parks Department hired Kimley-Horn to prepare a Recreation and Parks Master Plan. The City's last Recreation and Parks Master Plan was completed and adopted in 1995. In the 25+ years since, the city has experienced population growth and shifts in demographics. The update provides a 10-year outlook and vision for City of Norwalk parks, recreation facilities, programming, open space, and trails. *Nick serves as the project manager overseeing all park planning, implementation, and public engagement efforts.*

**Recreation and Cultural Resources System Plan, Raleigh, NC** — Project Manager. Kimley-Horn developed a new comprehensive Parks, Recreation and Cultural Resources System Plan that outlined the development and delivery of park and recreation services during the next 20 years. *Nick led the effective application of an array of public engagement techniques that included: community meetings in each quadrant of the city, 20+ focus groups, a week-long visioning workshop hosted at the Convention Center with 15 unique topic sessions, online engagement website, online survey, statistically valid survey, email blasts, over 10,000 project business cards, and social media outreach.*

**City of Greenville, Comprehensive Recreation and Parks Master Plan, NC** — Project Manager. The City of Greenville wanted to update their 2008 master plan and build off other recent plans to guide development and actions for the next five years. Kimley-Horn worked with the City to complete the master plan, which included extensive community input and analysis. The scope included robust public engagement that included focus groups, interviews, community surveys, public meetings, and joint meetings with fiscal bodies. We are also providing a parks, facilities, program, and operations assessment, evaluating park performance and level of service standards and reviewing operations, finance, and potential funding sources. *Nick serves as the project manager for this project, where he is responsible for all aspects of the master plan and maintaining communication between the City, subconsultants, and other stakeholders.*

**Fort Lauderdale Parks and Recreation System Masterplan, Fort Lauderdale, FL** — Project Manager. Kimley-Horn was selected to create a City-wide parks and recreation system master plan that reflects the City's heritage and creates a new vision for the City's future. Major components of the Plan include an analysis and assessment of previously developed studies and reports, a city-wide and neighborhood demographics analysis; existing system analysis; a needs and priorities assessment that included public workshops, interviews with elected officials and key stakeholders, focus group interviews, a mail/telephone survey, a Level of Service evaluation, completion of an ADA Transition Plan, development of a marketing and branding plan, development of a public arts masterplan, development of a new department mission, values and vision, a cost estimate, and implementation strategy. *Nick prepared the City-Wide Parks and Recreation System Masterplan and analyzed the existing parks system.*

## EDUCATION

- Master of Landscape Architecture, North Carolina State University, 2020
- Bachelor of Science, Landscape Architecture, Ohio State University, 2005

## PROFESSIONAL CREDENTIALS

- Professional Landscape Architect in NC, SC, and FL
- Certified Park and Recreational Planner

## PROFESSIONAL ORGANIZATIONS

- American Planning Association
- American Society of Landscape Architects
- National Parks and Recreation Association
- City Parks Alliance

# Erin Murphy, AICP

ACCESS AND CIRCULATION



Erin is a talented transportation planner with 17 years of experience in a wide variety of transportation planning and traffic operations projects. Her principal areas of practice include multimodal transportation planning, active transportation planning, small area planning, multimodal modeling and analysis. Through this work, Erin often integrates progressive planning efforts with programming and implementation strategies as well as performance management so as to create linkages between planning, project delivery, and measurement of success. Erin is frequently called to lead meaningful stakeholder and community engagement processes such as that for WMATA's ongoing Better Bus program which integrated agency partners, stakeholders, and community input. Erin is a resident of the Town of Vienna with two young children. As active users of Town parks and participants in Town events she brings forward a passion for serving her community from a direct user's point of view.

## RELEVANT EXPERIENCE

### **National Park Service (NPS), National Capital Region Comprehensive Long-Range Transportation Plan (LTRP), Washington, DC** — Project Manager. The project involved establishing a tool to guide

transportation system investments in the region to bring NPS into compliance with federal legislation (FAST Act) requiring that Federal Land Management Agencies (FLMA). The first National Capital LRTP sets a performance-based, 20-year vision for providing access to the nation's most special and iconic places, establishing goals, objectives and performance measures for moving toward the vision. The LRTP emphasizes maintaining transportation assets in good condition to support the highest-priority mission objectives in resource stewardship, visitor enjoyment, and safety. *Erin led the Kimley-Horn team that participated in stakeholder workshops, conducted analyses, and prepared the LRTP document working with the Region, NPS Denver Service Center, Washington Support Office, the Federal Highway Administration and the USDOT Volpe National Transportation Systems Center.*

**Town of Vienna, Maple Avenue Corridor Multimodal Transportation and Land Use Study, VA** — Quality Manager. Kimley-Horn developed a set recommendations along Maple Avenue for all modes of transportation in coordination with existing and future land uses along the corridor. The study process involved engaging the public; evaluating existing transportation conditions; developing future traffic volumes; evaluating future transportation conditions; identifying and evaluating near- and mid-term transportation recommendations; and preparing cost estimates and a prioritized implementation plan. *As quality manager, Erin participated in a range of activities from presenting to Town Council, to testing engagement materials, to developing recommendations.*

**Fairfax County Park Authority Parks, Recreation, Open Space, and Access (PROSA) Master Plan, Fairfax County, VA** — **Community Engagement Specialist.** Kimley-Horn is providing support for the PROSA Strategy. The PROSA Strategy provides a roadmap for improved park access and an appropriate balance of recreational experiences that meet the diverse needs of the community. In the initial phase of the work, the Kimley-Horn team assisted with public engagement, advisory support, mapping, and reporting effort for both the 14 Planning Districts and 9 Supervisor districts. Kimley-Horn will continue to support the Park Authority in the community feedback and revisions process. Multilingual materials are being developed and the technical work includes analysis and prioritization of recreation needs with an equity lens. *Erin helped develop the community engagement strategy for the master planning effort.*

**City of Alexandria, Alexandria Mobility Plan (AMP), VA** — Project Manager. Kimley-Horn assisted the City in updating the 2008 Transportation Master Plan. The AMP will serve as a policy-oriented, strategic update to the Transportation Master Plan. The Kimley-Horn team worked with the public to update the vision and goals, objectives, and priority strategies to help guide City staff and policy makers on important decisions related to transportation during the next 5 to 10 years. During the AMP process, the team pivoted to a digital engagement strategy, worked closely with the Transportation Commission who co-serve as the Plan's advisory committee, and integrated community champions to the outreach strategy. The ultimate plan response to current transportation needs as well as community priorities for safe, convenient and equitable travel choices through guiding principles, policies, strategies, and direct performance measurement. *Erin was responsible for overseeing all phases of the transportation master plan, stakeholder coordination, and all public engagement efforts.*

## EDUCATION

- Bachelor of Science, Civil and Environmental Engineering, Carnegie Mellon University
- Master of Science, Civil Engineering, Carnegie Mellon University

## PROFESSIONAL CREDENTIALS

- American Institute of Certified Planners

# Samantha Stratton, WPIT

ENVIRONMENTAL SERVICES



Samantha has 4 years of experience in wetland delineations and permitting, as well as performing reviews of threatened and endangered species and historical resources databases in the state of Virginia, coordinating with state and federal agencies, and desktop assessments of environmental features. Samantha provides GIS expertise in the form of mapping, data analysis, data collection, and geodatabase management. She is also experienced in the use of GPS devices and management of geospatial data. Samantha also has experience working on National Environmental Policy Act (NEPA) documentation, including both locally and state administered federally funded projects.

## RELEVANT EXPERIENCE

### Loudoun Soccer, Feasibility and Design Study for Multi-purpose Indoor Sports Facility, Leesburg, VA

— Project Analyst. Kimley-Horn is leading the design and development of a private club-level synthetic field athletic complex that features three outdoor fields and one indoor fieldhouse-based full NFHS level field each with specialized LED sports lighting. A major component of the project is coordinating the logistics of phased implementation on a constrained site while retaining ongoing operational capacity to serve home team practice and training as well as vi siting teams. The design and height considerations of sports-lighting was carefully studied to ensure coordination with the Federal Aviation Administration and local jurisdictions because the site resides within the aircraft glide-slope of a regional airport. *Samantha wrote an environmental features memorandum and completed GIS mapping and environmental database searches.*

**Town of Purcellville, Suzanne Kane Nature Preserve Trail, VA** — Environmental Scientist. Kimley-Horn is preparing a Categorical Exclusion document, developing final design documents, and will provide construction phase services to complete the Suzanne Kane Nature Trail project with Americans with Disabilities (ADA) accessible facilities. The trail will run along the South Fork Catoctin Creek, which is part of the Chesapeake Bay Watershed, and the area has two Town groundwater wells that provides about 15 percent of the Town's water supply. The design plans will include a pedestrian bridge crossing a creek, design of culverts, ditches, and channels, and erosion and sediment contract. A key goal of this trail is to preserve predevelopment water quantity and quality. Kimley-Horn also will develop a post development stormwater management plan, perform a delineation of wetlands and waters within the project area, and prepare a joint permit application for submittal to the U.S. Army Corps of Engineers. *Samantha performed the wetland delineation for this project and obtained the PJD from the USACE. She also performed all agency coordination and coordinated public involvement efforts for the CE.*

**City of Manassas, On-Call Transportation Engineering Services, VA** — Environmental Scientist. Kimley-Horn was selected by the City of Manassas to provide transportation engineering and related professional services on an on-call basis to support its capital improvement program and other projects related to expanding, improving, and maintaining the City's transportation infrastructure. Potential services to be provided under this contract include the preparation of CADD drawings and/or 3D renderings; comprehensive roadway design; utility relocation and design; geotechnical design and investigation; structural engineering; landscape architecture; pedestrian and bicycle facility design; project sequencing, scheduling, staging, and maintenance of traffic; cost estimation and value engineering; and construction phase services. *Samantha assisted in performing wetland delineations under this on-call and obtained PJDs from the USACE. She also obtained permits from the USACE and VDEQ for project impacts to wetlands and waters and ensured permit compliance through project construction by completing bi-annual Construction Status Update (CSU) forms and monthly Virginia Water Protection (VWP) inspections.*

**Town of Purcellville, Hatcher Avenue Sidewalk Improvements, VA** — Project Analyst. Kimley-Horn provided civil engineering services to complete a sidewalk connection along the east side of Hatcher Avenue across South Fork Catoctin Creek. This sidewalk connection provides a pedestrian linkage from Hirst Road to the Chapman Demary trail, the Suzanne Kane Nature Park Trail, the W&OD Trail, and to Main Street and other existing sidewalks in the Town. Kimley-Horn also provided State Environmental Review Process (SERP) as well as coordinated with the Virginia Department of Historic Resources (VDHR) regarding historic resources and Department of Game and Inland Fisheries (DGIF), Department of Conservation and Recreation (DCR), and US Fish and Wildlife Service (USFWS) regarding threatened and endangered (T&E) species for updated clearances. *Samantha assisted with the wetland delineation for this project and completed the Preliminary Jurisdictional Determination. She also performed all agency coordination and environmental database searches necessary for the State Environmental Review Process (SERP) and compiled the SERP package.*

## EDUCATION

- Bachelor of Arts, Biology, University of Virginia

## PROFESSIONAL CREDENTIALS

- Erosion Sediment Control Contract Certification
- Wetland Professional in Training

## Joe Arizzi, P.E.

ENVIRONMENTAL SERVICES



Joe is an experienced urban stormwater management designer in the State of Virginia. His skills include technical use of ArcGIS, PCSWMM, HEC-RAS, and various other hydrologic and hydraulic modeling softwares. He is experienced in urban drainage assessments including green infrastructure implementation, conveyance system modeling, and watershed master planning. Joe's design experience includes green infrastructure design, stream restoration, BMP retrofits, storm sewer conveyance system design, 2D storm sewer modeling and large-scale stormwater site design.

### RELEVANT EXPERIENCE

**Greening of Lincoln, Falls Church, VA** — Project Manager. Under our on-call contract with the City of Falls Church, Kimley-Horn is providing stormwater and roadway engineering services within the Coe Branch and Trammel Branch watersheds. This project resulted from residents' efforts along Lincoln Avenue to request drainage improvements and traffic calming features along this corridor. Phase 1 of this project included asset management and an existing conditions assessment to establish existing flood conditions. Phase 2 includes watershed planning and project prioritization for large-scale water quality and quantity projects, as well as preliminary modeling to demonstrate the potential flood reductions. *Joe is actively leading a PCSWMM analysis for a 250-acre watershed for the City.*

**Stormwater On-Call Services, Loudoun County Department of General Services, Loudoun, VA** — Project Manager. Kimley-Horn was contracted to provide engineering augmentation services for the County's stormwater management (SWM) Program. Under this contract, Kimley-Horn performed a wide variety of tasks in support of maintenance, inspection, retrofit and rehabilitation of the County's stormwater management BMPs, structures, and conveyance systems. In support of many of these projects, Kimley-Horn coordinated with County and VDOT, permitting agencies including US Army Corps of Engineers, Department of Environmental Quality (DEQ), and the Virginia Marine Resource Commission (VMRC). *Joe provides on-call support services to Loudoun County for their stormwater management needs and led projects that have involved stream and outfall restoration, stormwater pond retrofits, floodplain studies, urban drainage analyses and planning level studies. Joe acts as an extension of their staff and provides whatever support the County needs.*

**Stormwater On-Call Services, Herndon, VA** — Project Manager. Kimley-Horn was selected by the Town of Herndon to provide on-call support services for stormwater management. *Joe has managed tasks that have included BMP maintenance plans and retrofit assessments for aging facilities, urban drainage analyses to address resident complaints, and discussions and negotiations with Fairfax County with respect to funds authorized through the Vienna/Herndon/Fairfax tri-party agreement.*

**VSMP Plan Review Staff Augmentation, Richmond, VA** — Plan Reviewer. *Joe has provided VSMP plan review services for the City of Richmond as an extension of their staff. Joe has reviewed plans for compliance with all stormwater, E&S, and floodplain permit requirements on behalf of the City.*

**Confidential Client Floodplain Due Diligence, Various Municipalities, VA** — Project Manager. *Joe has led the due diligence efforts for identifying existing flood risks for existing and proposed infrastructure for 20+ industrial developments in Northern Virginia. Joe is experienced in reviewing FEMA documentation, identifying at risk properties, and establishing anticipated floodplain limits and recommendations for proposed developments.*

### EDUCATION

- Bachelor of Science, Environmental Engineering, Rensselaer Polytechnic Institute, 2014

### PROFESSIONAL CREDENTIALS

- Professional Engineer in VA
- Stormwater Management Inspector and Plan Reviewer, VDEQ
- Wildland Hydrology (Rosgen) Level I – III

### PROFESSIONAL ORGANIZATIONS

- American Society of Landscape Architects
- National Trustee: 2-terms (2009-2012, 2015-2018)
- Potomac Chapter President: 2-terms (2000-2001, 2007-2008)

# Kate Widness, AICP, CNU-A

## COMMUNITY ENGAGEMENT



Kate has 11 years of experience in environmental and transportation planning with a specialization in bicycle and pedestrian planning, public involvement, and community resiliency planning. Kate has worked with municipalities and state agencies on active transportation projects ranging from trail master plans, feasibility studies, level of traffic stress analyses, and equity analyses. Kate is well versed in public engagement and social media efforts that generate meaningful input for planning projects as they progress. In those 11 years, she has shared in the development of the planning of a collection of shared-use paths linking various regions, provided assistance on environmental and scenic highways projects, and assisted on various bicycle and pedestrian master plans.

### RELEVANT EXPERIENCE

**Town of Vienna, Annex Long-Term Use Study, Vienna, VA** — Project Planner. This project is evaluating the feasibility of recreational options for a recently purchased parcel by the Town of Vienna. The study is considering long-term and short-term options for the site and what recreational options would best serve the community. The outreach process has included an online survey that guided design options during a public charrette. The landscape architecture team assisted with the development of blocks for the public to interact with and place during the event to understand what could fit on the site. *Kate served as lead for the public engagement efforts on this project as well as participated in analyzing input received from elected officials for incorporation into the study.*

**Loudoun County, Sidewalk and Trails Program for Rural Area, VA** — Project Planner. Kimley-Horn is prioritizing missing sidewalk and trail segments along facilities designated in the Loudoun County Transportation Plan (CTP) within the rural area. Kimley-Horn's responsibilities include the development of criteria to prioritize missing segments by assessing the opportunity for network connectivity and access to activity generators, along with other rural-specific criteria. Stakeholder involvement has helped to direct the weighting of the developed criteria and lead the process along the way. The result of this effort will be a prioritized list of projects which will be integrated into the entire network's prioritized list for implementation. *Kate served this project through the analysis phase of the rural missing sidewalk and trails segments based on stakeholder feedback. Kate also prepared for and participated in various stakeholder meetings.*

**Loudoun County, Transit Strategic Plan (TSP), Loudoun, VA** — Project Planner. Loudoun County provides both a local fixed-route/fixed-schedule bus transit system and a paratransit bus service, operating as Loudoun County Transit. Kimley-Horn is assisting Loudoun County with updating the 10-year TSP, for which our team is assessing current operations, opportunities for growth, and the financial plan. Our team is supporting Department of Transportation and Capital Infrastructure (DTCI) staff in community involvement, including groups such as the Loudoun County Board of Supervisors, public and private stakeholders across the county and neighboring jurisdictions, and the public at-large. Kimley-Horn will then lead the writing of the TSP with review by DTCI staff. *Kate served as the lead for the public engagement that included a project survey, pop-up events, and public meetings.*

**Marion County Parks and Recreation Master Plan, Marion County, FL** — Project Planner. Kimley-Horn worked with the Marion County Parks and Recreation Department to create a master plan outlining strategies to enhance and expand upon their existing parks system. Kimley-Horn worked with the Marion County Parks and Recreation Department to create a master plan outlining strategies to enhance and expand upon their existing parks system. A projects list was created with enhancements and essential recommendations, cost, and timeframe for completion. *Kate created and implemented marketing, partnership, and program strategies outlined in the plan.*

### EDUCATION

- Bachelor of Science, Environmental Studies, Florida State University, 2010
- Master of Science, Urban and Regional Planning, Florida State University, 2012

### PROFESSIONAL ORGANIZATIONS

- American Institute of Certified Planners
- American Planning Association
- Congress for New Urbanism Accredited Member
- American Society of Adaptation Professionals

# Jason Kanak, PLA (RLA)

## ATHLETIC FACILITIES



Jason has 23 years of sports facility design and professional landscape architecture experience. His expertise includes the design and detailing of numerous professional playing fields, both natural and synthetic, as well as professional and collegiate sports facilities, urban design projects, and event centers. Jason's work in some of the most restrictive development climates across the country enables him to identify creative solutions to project challenges. His unwavering attention to detail, innovative problem-solving techniques, and determination ensure that each project phase is successful. Jason values the role of project manager and is committed to providing exceptional quality for every task, deliverable, and service

### RELEVANT EXPERIENCE

**Hagerstown Minor League Ballpark (MiLB), Hagerstown, MD** — Project Manager. Kimley-Horn provided landscape architecture and playing field design services for the Hagerstown MiLB ballpark. This project included defining the site softscape bordering the pedestrian walks, plazas, and entries for the perimeter of the ballpark. The design was made in accordance with planting and irrigation plans, as well as a cultural trail. The playing field portion of this project will include a synthetic turf field, bullpens, pitching mounds, and sub-drainage systems as appropriate. *Jason provided landscape architecture, hardscape, grading and playing field design services for a minor league ballpark. This project included defining the site softscape bordering the pedestrian walks, plazas and entries for the perimeter of the ballpark.*

**Under Armour Port Covington Track and Field, Baltimore, MD** — Deputy Project Manager. Kimley-Horn provided land planning, landscape architectural, sports consulting, site structural design, and civil engineering for Under Armour's brand-new Track and Field facility at the Port Covington campus headquarters. This project was part of a larger campus masterplan, and the Kimley-Horn team developed a phasing schedule to meet the client's needs while still advancing design and construction. The facility opened in spring 2023 to excellent reviews. *Jason provided project design and documentation for the competition track and the synthetic turf multipurpose playing field.*

**Ottawa High School Sports Fields Renovations, Ottawa, TN** — Ottawa High School had been considering converting their grass fields to turf for some time, but it wasn't until the funding became available that their dream for turf fields finally became a reality. For this project, Kimley-Horn provided professional design services to renovate the soccer field and the football field for Ottawa High School from natural grass to synthetic turf. The running track was also renovated and resurfaced as part of the overall project. *Jason provided professional design services to renovate the soccer field and the football fields.*

**Compass Minerals Sporting Fields, Kansas City, KS** — Senior Playing Field Designer. *Jason provided playing field design services for this 52-acre complex featuring 12 playing fields—four natural grass and eight with cutting-edge synthetic turf that provide a premier, soccer-specific playing surface for all levels of play.*

**AutoZone Park Renovation, Memphis, TN** — Field Designer. AutoZone Park required a new playing field surface to satisfy the PDL requirements set forth by Major League Baseball. Kimley-Horn provided a new playing field design to eliminate stormwater issues the Redbirds were seeing in previous years. A new irrigation system was utilized as well, complete with HDPE pipe and fittings, a booster pump, and a central control system, giving the groundskeeper full flexibility to monitor and control the system 24/7. A sand based rootzone growing medium was installed to house the Bermuda sod playing surface. *Jason provided a new playing field design to eliminate existing stormwater issues on a natural turf baseball field consistent with MiLB and PDL standards, as well as reviews and site visits during the construction phase.*

### EDUCATION

- Bachelor, Landscape Architecture, Kansas State University, 1997

### PROFESSIONAL CREDENTIALS

- Professional Landscape Architect in MO, KS, and CO
- Council of Landscape Architectural Registration Boards Certified

### PROFESSIONAL ORGANIZATIONS

- American Society of Landscape Architects

# Jessica Lawless

COMMUNITY ENGAGEMENT



Jessica understands that compelling graphics and media are an important part of a public planning project—they help convey key ideas, generate understanding, create excitement, and build consensus. She is experienced in communications and graphic design, using multimedia to make planning and engineering projects approachable to a wide audience. Jessica uses tools such as Adobe InDesign, Photoshop, and Illustrator to transform complex information and data into clear and concise internal and external messages. In addition to print and digital media, Jessica also specializes in video editing and compilation as well as 2D animation, combining imagery and sound to tell engaging project narratives. Jessica led the development of Kimley-Horn's Digital Public Involvement Toolbox, which offers a consolidated list of vetted and viable tools for executing public involvement during pandemic times. She also spearheads an interactive media taskforce within Kimley-Horn, which researches and tests new digital design platforms with an eye towards inexpensive yet powerful tools for presenting information in a public-friendly and ultimately engaging way.

## RELEVANT EXPERIENCE

**City of Portsmouth, City Park Master Plan, VA** — Public Outreach Specialist. Kimley-Horn was retained by the City to develop options based upon public input and sound analysis of the existing conditions, performance, and long-term needs of the park. Plans include replacing an executive 9-hole golf course with a driving range, an outdoor event space with performance stage, reorienting existing boat launches to address tidal and storm impacts, replacing several buildings, replacing a barrier-free playground, and developing a network of paved trails. *Jessica is leading the virtual engagement components of public involvement on this project. She guided the development of the project website and interactive input map. Jessica also prepared the run-of-show for the project's first virtual information meeting and provided in-meeting technical support to the panelists and attendees.*

**Washington Metropolitan Area Transit Authority (WMATA), Better Bus Network Redesign, Washington, DC** — Graphic Designer and Public Engagement Specialist. Kimley-Horn is developing a customer-focused, data-driven bus network redesign for the WMATA Transit Zone. The redesign includes the Metrobus network/service, along with Prince George's County's TheBus and the City of Fairfax's CUE systems. Deliverables include a marketing, advertising, and digital strategy; social media calendars and creative; website design and content; a monthly e-newsletter; short- and long-form videos; print collateral; and experiential designs. In the initial phase of outreach, the Better Bus team engaged over 10,000 customers in DC, Maryland, and Virginia. *Jessica is coordinating and directing a multidisciplinary team of copy writers, editors, graphic designers, and videographers to prepare a wide array of multimedia content to drive participation in the redesign process.*

**VDOT, Statewide Safety Rest Areas and Welcome Centers Plan and Pavement Management Program, VA** —Graphic Designer. Kimley-Horn prepared the first-ever master plan for Virginia Department of Transportation's (VDOT) existing system of 31 active safety rest areas and 11 active welcome center facilities. The primary goal of the plan was to improve interstate safety for all motorists through the reduction of accidents caused by fatigue or illegal shoulder stops. *Jessica designed the management plan document template and performed quality control of the final plan for formatting and visual consistency. She also designed figures for the plan document to clearly communicate plan processes.*

**City of Alexandria, Transit Vision Plan, VA** — Public Involvement Specialist. Kimley-Horn led a team tasked with developing a Transit Vision Plan for the City of Alexandria. The Transit Vision Plan represents an opportunity to fundamentally re-imagine the city's bus network from scratch—resulting in an unconstrained, data-driven future bus transit network that reflects the needs and priorities of city residents, workers, and visitors. *Jessica guided the visual direction of the Transit Vision Plan including document templates, online surveys, and informational display boards. She worked closely with the public involvement team to design in-person activities that helped the public to convey their preferences related to bus transit.*

## EDUCATION

- Bachelor, Landscape Architecture, Kansas State University, 1997

## PROFESSIONAL CREDENTIALS

- Professional Landscape Architect in MO, KS, and CO
- Council of Landscape Architectural Registration Boards Certified

## PROFESSIONAL ORGANIZATIONS

- American Society of Landscape Architects



# Rebecca Sulla

COMMUNITY ENGAGEMENT



Rebecca is a transportation analyst with experience in creating and distributing public engagement materials for transportation projects, designing activities for public workshops, and analyzing and summarizing public feedback. She has experience engaging with diverse stakeholder groups, coordinating stakeholder involvement, and facilitating meetings. She has experience with various public survey platforms, public involvement tools, AutoCAD, MicroStation, and GIS.

## EDUCATION

- Bachelor of Science, Civil and Environmental Engineering, Rutgers University, 2020

## RELEVANT EXPERIENCE

**Town of Vienna, Maple Avenue Corridor Multimodal Transportation and Land Use Study, Vienna, VA** — Project and Public Engagement Analyst. Kimley-Horn is developing a set of near- and mid-term recommendations along Maple Avenue for all modes of transportation in coordination with existing and future land uses along the corridor. The study process involves engaging the public; evaluating existing transportation conditions; developing future traffic volumes; evaluating future transportation conditions; identifying and evaluating near- and mid-term transportation recommendations; and preparing cost estimates and a prioritized implementation plan. *Rebecca was responsible for creating the preliminary design concept plans in AutoCAD, performing the cost estimate, and participating in community engagement for this project.*

**Virginia Passenger Rail Authority (VPR), Program Management, Project Management, and Engineering/Design Oversight Support for Transforming Rail in Virginia, statewide, VA** — Project Analyst. This project builds upon the program management support we provided to the VPR and Public Transportation (DRPT) under the Atlantic Gateway program. Kimley-Horn is partnering with DRPT, Norfolk Southern, Amtrak, and Virginia Railway Express (VRE) to deliver 14 capital improvements, including the critical Long Bridge project, through diligent and effective program and project management, engineering and design oversight support, financial planning/annual budget development, public engagement and communications, and more. *Rebecca was responsible for creating a stakeholder database, writing the public involvement plan, and helping create public involvement materials. She also helped create public meeting presentations and assisted in writing website content.*

**Town of Vienna, Vienna Annex Long-term Use Study, Vienna, VA** — Project and Public Engagement Analyst. As a subconsultant to Kimmel Bogrette, Kimley-Horn is evaluating the feasibility of recreational options for a recently purchased parcel by the Town of Vienna. The study is considering long-term and short-term options for the site and what recreational options would best serve the community. *Rebecca was responsible for creating public workshop activities, planning and leading public engagement workshops, building a public survey, analyzing and summarizing survey feedback from over 1,000 respondents, and developing preliminary land use recommendations for this project.*

**Queen Anne's County, Queen Anne's County Bicycle and Pedestrian Master Plan, Queen Anne's County, MD** — Project and Public Engagement Analyst. Kimley-Horn is developing a Bicycle and Pedestrian Master Plan to identify gaps in existing trails, shared-use paths, on-road bicycle routes, and sidewalks as well as developing plans for future facilities. The master plan process involves identifying and actively collaborating with key stakeholder groups; engaging the public; and evaluating existing conditions of the bicycle and pedestrian networks in the County; conducting stakeholder meetings; developing and conducting public engagement workshops; developing future network improvements; and completing prioritization process recommendations. *Rebecca is responsible for collaborating with various stakeholder groups, creating an interactive public survey, analyzing and summarizing results from the survey, planning and participating in community engagement events, and assisting in the network development and prioritization process.*

# Josie Nolan, EIT

PARK PLANNING



Josie is a land development and re-zoning analyst with experience in developing site civil design, intensive re-zoning applications, land use planning, and public engagement. Josie has worked on a range of land development projects, including the planning, design, approval, and construction of linear parks, multifamily, mixed-used, retail and data center projects. She has experience engaging with various public and private stakeholders focused specifically in Northern Virginia and Washington, DC. She has experience with various public engagement tools, Civil 3D, AutoCAD, and PondPack.

## RELEVANT EXPERIENCE

**Town of Vienna, Annex Long-Term Use Study, Vienna, VA** — Project Analyst. This project is evaluating the feasibility of recreational options for a recently purchased parcel by the Town of Vienna. The study is considering long-term and short-term options for the site and what recreational options would best serve the community. The outreach process has included an online survey that guided design options during a public charrette. The landscape architecture team assisted with the development of blocks for the public to interact with and place during the event to understand what could fit on the site. *Josie is responsible for planning community engagement, presenting findings throughout the study, and coordinating with multiple stakeholders.*

**City of Manassas, Jennie Dean Park, VA** — Project Analyst. Kimley-Horn is providing civil engineering and landscape architecture for a new 13.5-acre facility that shares use with Manassas Public Schools. The project includes NFHS level diamond and rectangular fields, basketball, futsal, tennis, and pickleball courts, parking, loop trail and passive ecological interpretive sites. The park improvements include a renovated skate park, two natural turf soccer fields, one synthetic turf baseball diamond with soccer field outfield, athletic courts, a walking trail, and educational signage. *Josie was responsible for site civil design, utility design and stakeholder coordination.*

**Comstock Companies, Commerce Metro Center, Reston, VA** — Project Analyst. Kimley-Horn was selected through a Landscape Architecture and Site Planning based design-competition for Commerce Metro Center by Comstock Companies. This interdisciplinary selection was led by landscape architecture and included civil engineering, planning, traffic and parking and master planning for approximately 1.5-million square feet that includes a trophy office building, hotel, class-A office, retail and multifamily residential development. The 13.35-acre project that connects directly to the Silver Line's Wiehle Avenue-Reston East Metro Station is specifically designated for the approval through Fairfax County's Concept Plan (FCP) and Development Plan (FDP) processes. *Josie was responsible for developing street network layouts, transforming streetscapes into linear parks, and intensive stormwater management analysis.*

**Grubb Properties, Argon Plaza, Reston, VA** — Kimley-Horn is providing civil engineering and landscape architecture services on this mixed-use project including assisting the project team on submitting/approving the CDPA/FDPA with Fairfax County. The 11.71-acre project will allow for a 400-unit market affordable multi-family residential development and connects the Fair Lakes Circle trail network. *Josie was responsible for the evaluation of the site alongside the Comprehensive plan. Additionally, Josie was responsible for site civil design, utility design, and stakeholder coordination.*

## EDUCATION

- Bachelor of Science, Civil Engineering, Virginia Polytechnic Institute and State University, 2021

## PROFESSIONAL CREDENTIALS

- Engineer-in-Training

## PROFESSIONAL ORGANIZATIONS

- American Society of Civil Engineers

# Beverly Barraza

LANDSCAPE ARCHITECTURE



Beverly brings more than 5 years of experience on a wide range of landscape architecture and land planning projects. She has experience with a variety of public and private sector clients in Virginia, Maryland, Florida, and Texas, including programmatic work and planning and design for parks, playgrounds, sports fields, athletic courts, and residential communities. Beverly is passionate about parks and residential land planning, facilitating developments where people want to live, work, and play. Her background reflects a variety of land development projects, and she is skilled in the use of AutoCAD, Adobe InDesign, Photoshop, Illustrator, SketchUp, and Lumion. Beverly has a proven track record of successful project and task management, helping clients bring sites to life that meet today's needs and tomorrow's potential.

## RELEVANT EXPERIENCE

**City of Manassas, Jennie Dean Park, VA** — Landscape Analyst. Kimley-Horn is providing civil engineering and landscape architecture for a new 13.5-acre facility that shares use with Manassas Public Schools. The project includes NFHS level diamond and rectangular fields, parking, loop trail and passive ecological interpretive sites. The team has developed construction documents for a multi-phased park master plan over the past two years. The park improvements include a renovated skate park, two natural turf soccer fields, one synthetic turf baseball diamond with soccer field outfield, athletic courts, a walking trail, and educational signage. The landscape architecture team has provided design services for the skate park, athletic fields, and landscape planting design throughout the park and within the bioretention areas. The team held a community engagement session with skate park users and identified several opportunities for expansion of the park. The educational signage proposed around the park discusses the benefits of reforestation, stormwater management, and how to create an environment for animals and insects to thrive. *Beverly was responsible for the site and subdrainage design for the Baseball field which encompasses a Softball field in the infield and a Soccer field in the outfield. Additionally, she had a hand in designing the athletic courts, which included, tennis, pickleball, basketball and futsal.*

**Alexandria City Public Schools, A/E Services for Alexandria City High School - Minnie Howard Campus, Alexandria, VA** — Landscape Analyst. Kimley-Horn, as a subconsultant, is redeveloping the TC Williams: Minnie Howard Campus. The redevelopment includes design of a complete net-zero energy facility that includes school building space as well as open space, fields, and site amenities. The existing facility currently services 850 students, with the new structure anticipated to serve at least 1,600 students and is expected to be approximately 312,000 gross square feet for educational, community, and associated programs. Kimley-Horn's services include site civil design, traffic engineering, landscape architecture, and parking services and is in the construction document design and permitting of the project. *Beverly had a hand in the landscape design throughout the site, the playground design, the athletic fields, and courts. These items required subdrainage design and hardscape detailing.*

**Millersville University, Master Plan, Millersville, PA** — Landscape Analyst. Kimley-Horn developed the campus master plan for this Pennsylvania State System of Higher Education (PASSHE) National Collegiate Athletic Association (NCAA) Division II school. With architectural partner, Kimmel Bogrette, Kimley-Horn provided landscape architecture, civil and traffic engineering, and facilities planning for the 250-acre campus. The project includes inventory; analysis/synthesis; and the development of recommendations related to the integration of campus open space, academic programs, student services, parking, transportation planning, and operational requirements that will guide campus development for the next 30 years. *Beverly was responsible for the collection of the inventory of information during site visits and leading conversations with the client on how the current site could be improved to meet student, parking or open space needs.*

**Hagerstown MiLB, Hagerstown, MD** — Landscape Analyst. Kimley-Horn provided landscape architecture and playing field design services for the Hagerstown MiLB ballpark. This project included defining the site softscape bordering the pedestrian walks, plazas, and entries for the perimeter of the ballpark. The design was made in accordance with planting and irrigation plans, as well as a cultural trail. The playing field portion of this project will include a synthetic turf field, bullpens, pitching mounds, and sub-drainage systems as appropriate. The Kimley-Horn team is coordinating with Maryland Stadium Authority to ensure that all reviews and protocols are followed. *Beverly is responsible for the site inventory and analysis that led to the reuse of materials on the new site and the selection of planting materials that connected the impacted cultural trail to the trail off the site.*

## EDUCATION

- Bachelor, Landscape Architecture, University of Maryland, 2017

# Martin Kimmel, AIA, NCARB

ARCHITECTURE AND SITE CONCEPTS



Martin is a principal and co-founder of Kimmel Bogrette. Martin has more than 30 years of architectural design, land planning, historic preservation/restoration and project management experience. Martin's work spans a variety of building types, including higher education, municipal, ecclesiastical, corporate, healthcare, geriatric care, retail, industrial and residential projects, ranging in scale up to \$250 million. His experience has been broadened by almost three years of training in a historic preservation and restoration firm in Philadelphia. Martin has a strong ability to take a project's design goals and interpret them into a sound architectural design concept. His no-nonsense approach ensures that all projects are given special attention and care throughout the project's life.

## RELEVANT EXPERIENCE

- Town of Vienna, Annex Building Feasibility Study, VA
- City of Chesapeake, North West River Park, VA
- Radnor Township, Parks Master Plan, VA
- Forks Township, Parks Master Plan, PA
- North Fayette Township Pool Feasibility Study, Oakdale, PA
- Montgomery Township New Community Recreation Center, Montgomeryville, PA

- Derry Township New Community Recreation Center, Hershey, PA
- New Visitor Center & Museum & John James Audubon Center, Audubon, PA
- Bethlehem Township Community Recreation Center, Bethlehem, PA

# Matt McQuaide, RA, NCARB

ARCHITECTURE AND SITE CONCEPTS



Matt is a licensed architect in Pennsylvania who has been a valued asset at Kimmel Bogrette for more than 17 years. He has managed a variety of jobs including athletics, dining, housing and student life projects for higher education clients, as well as municipal facilities including libraries, museums, police and administration buildings. He also has experience with a variety of nonprofit organizations, retail and religious facilities. Matt is managing projects currently in design and construction including a multi-community Master Plan of Amenities for the Pot-Nets Communities in Delaware, a new Community and Recreation center for South Fayette Township, PA, East Berlin Area Community Center, Municipal Complex Renovations for New Britain Township, PA, and major renovation/expansion of Montgomery County's Norristown Public Library, among others.

## RELEVANT EXPERIENCE

- North Fayette Township, Pool and Aquatics Feasibility Study, Oakdale, PA
- North West River Park Visitor Center, City of Chesapeake, Virginia
- Peter's Township Aquatic Center
- Gill Memorial Library Renovation & Addition, Paulsboro, NJ
- Montgomery County, John James Audubon Center at Mill Grove, Audubon, PA

- South Fayette Township, New Community Center
- Haverford Township, New Community Recreation Center, Havertown, PA
- Cape May Convention Hall, Cape May, NJ

## EDUCATION

- Bachelor of Architecture, Temple University

## PROFESSIONAL CREDENTIALS

- Registered Architect in VA, PA, DE, NJ, MD, FL, and SC
- Member of NCARB

## EDUCATION

- Bachelor of Architecture, Pennsylvania State University

## PROFESSIONAL CREDENTIALS

- Registered Architect, PA
- Member of NCARB

# Corey Dockman

ARCHITECTURE AND SITE CONCEPTS



Part of the Kimmel Bogrette team since 2015, Corey has been gaining a wide range of experience from working on a variety of project types and all project documents from design through construction. Currently working on and managing multiple projects for a variety of client types, Corey is experienced in all aspects of Client and Consultant coordinating.

Current local Virginia projects include multiple renovations and additions at North West River Park and a feasibility study for The Town of Vienna's Annex building. Other athletics projects include Montgomery County Community College's Health Science/Athletics Center and Penn State University's PAW Multi-Purpose building that recently finished construction earlier in the year.

## RELEVANT EXPERIENCE

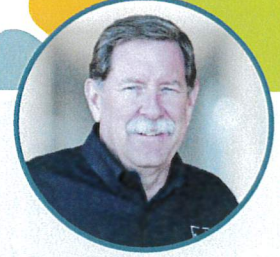
- Town of Vienna, Annex Building Feasibility Study, VA
- City of Chesapeake, North West River Park Visitor Center, VA
- Valley Township, Police & Administration Building, PA
- Ocean County, Park Renovation, NJ
- Montgomery County Community College, Health Sciences & Athletic Center, VA
- Penn State University, Dubois Campus, Multi-Purpose Building & Athletics Center, PA
- Penn State University, Shavers Creek Environmental Center, PA
- Penn State University, Raptor Center Renovation, PA
- Bethlehem Township Community Recreation Center, Bethlehem, PA

## EDUCATION

- Bachelor of Architecture, Drexel University

# Ken Ballard

RECREATIONAL AND ORGANIZATIONAL PLANNING



As a founding partner of Ballard\*King & Associates, Ken has over 35 years of experience in parks and recreation services. 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. In his years of work with B\*K, Ken has provided assessment and master planning consulting services to more than 50 communities across the country. Ken is well known for his vast knowledge of recreation programming, park development and operations, as well as organizational planning and parks maintenance. His expertise has been developed over the years from a wide breadth of experiences within the parks and recreation field.

Ken's comprehensive operational and programming background contributes to understanding the intricacies of varying agencies and organizations while meeting the needs of their constituents. From public recreation to the collegiate and university section to private recreation, Ken collaborates, listens and responds to staff, key stakeholders and decision makers. Ken routinely presents and speaks to local government agencies, boards and commissions. His ability to provide meaningful analysis and feedback allows each organization to make decisions that best meet their needs.

## RELEVANT EXPERIENCE

- Albemarle County, Community Recreational Needs Assessment Study, VA
- City of Ft. Lauderdale, Parks & Recreation Master Plan, FL
- City of Hibbing, Parks & Recreation Master Plan, MN
- Plymouth Township, Parks, Recreation, and Open Space Master Plan, PA
- City of Stockbridge, Stockbridge Parks and Recreation Master Plan, GA
- Washington D.C. Parks & Recreation Master Plan, Washington, DC
- City of Zebulon, Parks and Recreation Master Plan, NC

## EDUCATION

- Bachelor of Science, Recreation, University of Colorado
- Bachelor of Arts, History, University of Colorado

## PROFESSIONAL CREDENTIALS

- Certified Parks & Recreation Professional

## PROFESSIONAL ORGANIZATIONS

- Athletic Business Conference Advisory Board
- Colorado Parks & Recreation Association
- National Recreation & Park Association
- National Recreation & Park Association
- Metropolitan State College of Denver

# Darin Barr

RECREATIONAL AND ORGANIZATIONAL PLANNING



Darin joined Ballard\*King & Associates in 2007 after working with municipal, collegiate and private recreation agencies. During his time with B\*K, Darin has completed master plans, feasibility studies, and operational assessments and provided operational and management solutions to numerous clients nationwide. Darin's passion for the parks and recreation industry has allowed him to successfully serve agencies nationwide. Darin utilizes a multi-layer approach when working on projects and believes in the importance of listening to stakeholders, agency administration and staff members. A key part of his process is helping clients utilize statistical data and public input to understand the difference between needs and wants.

Prior to joining B\*K, Darin worked in the municipal, private, and university sectors, all within the parks and recreation industry. This broad background of practical, in-field and operational experience, combined with his experience as a consultant, helps shape the approach Darin brings to each project. He understands that each community and their goals are unique, as is the process by which they attain these goals. The end result is success and diversity in delivering parks and recreation services and programs, with solutions that are tailored to each community and agency.

## RELEVANT EXPERIENCE

- Parks & Recreation System Wide Plan, Greenville, NC
- Parks & Recreation System Plan, Orlando, FL
- Pelican Park Master Plan, Mandeville, LA
- Parks & Recreation Master Plan, Rocky Mount, NC
- Hammond Park Master Plan Study, Sandy Springs, GA

# Scott Caron

RECREATIONAL AND ORGANIZATIONAL PLANNING



Scott began working with Ballard\*King & Associates in 2017 and brings over 25 years of experience in parks and recreation. During his time with B\*K, Scott has utilized in-depth data and analysis to guide clients through the master plan process. His involvement with projects includes feasibility studies, master plans and operational assessments. Prior to joining B\*K, Scott held several positions while working within a wide variety of different governance, from recreation commissions, park districts, and municipalities. As a Parks and Recreation Director, Scott has led the approval, design, and construction of projects more than \$50 million and managed both indoor and outdoor facilities.

Scott has worked on numerous master plan projects. He understands the need to develop priorities and actionable items that have input and support from residents, staff and elected officials. Master plans need to reflect a community's character while at the same time being flexible. The final product must rely not only on data but public input and feedback to provide clear direction.

## RELEVANT EXPERIENCE

- Recreation Facilities Master Plan, Apple Valley, MN
- Recreation Master Plan, Le Sueur, MN,
- System Wide Master Plan, Greenville, NC
- Chaska Community Center, Chaska, MN, Renovation & Expansion
- Sprinker Recreation Center, Tacoma, WA, Renovation & Expansion

## EDUCATION

- Master of Arts, Public Administration, State University of New York - Brockport
- Bachelor of Science, Parks, Recreation, & Tourism, University of Missouri

## PROFESSIONAL ORGANIZATIONS

- National Intramural Recreational Sports Association
- New York State Parks & Recreation Society
- Missouri Park & Recreation Association

## EDUCATION

- Bachelor of Science, Parks, Recreation, and Tourism, University of Missouri

## PROFESSIONAL CREDENTIALS

- Certified Parks & Recreation Professional

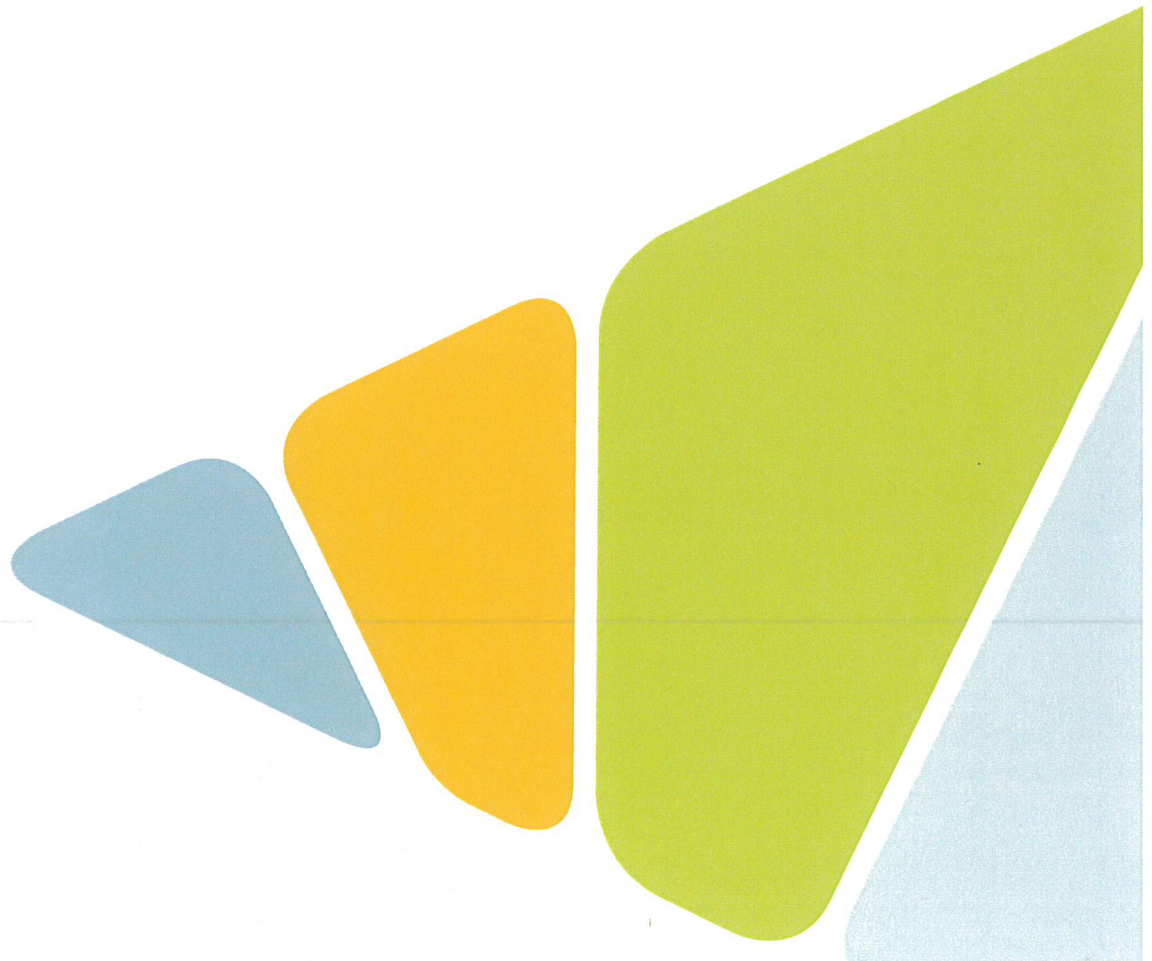
## PROFESSIONAL ORGANIZATIONS

- Missouri Parks & Recreation Association
- Texas Recreation & Parks Society
- National Recreation & Park Association
- Sports Events and Tourism Association

## Tab 4.

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METHODOLOGY AND PROCESS TO  
COMPLETE ALL PHASE OF PROJECT







## 4. Methodology and Process

### Vision, Strategic Overview, and Approach

The **Kimley-Horn** approach to recreation and parks master planning is based on a foundational principle that great parks, facilities, historic and cultural places, public spaces, greenways, trails, complete streets, and the collection of the communal realm are essential for establishing livable, inclusive, and environmentally responsible communities. We believe that collaboratively planned and designed park systems foster vibrant communities where people desire to live, work, and play. Our belief aligns with and reflects with the Town’s strategic goals, and we will work to create a Park System Master Plan that not just embodies the best parts of your strategic goals as they are today but allows you to imagine what the Vienna of tomorrow can be.

Vienna Strategic Goals	Kimley-Horn Park System Plan Vision
<b>Vienna as a fiscally responsible community</b>	The Plan will focus on implementable solutions that can be programmed into the Town’s long-term budgeting process. The Plan will develop planning-level cost associated with recommendation, staffing levels, and organizational improvements. The Plan will identify external funding sources and partnerships that can be leveraged to bridge funding gaps.
<b>Vienna as a safe community</b>	The Town of Vienna takes pride in keeping its parks, fields, and trails clean and safe for all to enjoy. The Plan will identify additional strategies (lighting, site design, landscaping, viewsheds, security infrastructure, and crime prevention through environmental design) to enhance facility safety.
<b>Vienna as an efficiently mobile community</b>	The Plan will create more ways for people to access parks and recreation facilities and emphasize seamless, connected, and complete travel for those who choose to walk, bike, roll, or take transit to Town facilities, while addressing existing parking challenge.
<b>Vienna as an influential and well-governed community</b>	The Plan will gather input and perspectives from Town Council and keep Council informed through 2on2’s, conference sessions, and council meetings. The Plan will include leadership summits to define the vision, goals, and aspirations.
<b>Vienna as an economically prosperous community</b>	The Plan will identify potential revenue streams related to new programs, facilities, and operational capacities. The plan will also propose revenue opportunities that are nimble and responsive to an ever-changing market and economic landscape.
<b>Vienna as an engaged community</b>	The Plan will curate positive public engagement through multiple in-person and digital events. The outreach plan will be focused on bold, collaborative decision-making and multigenerational engagement. The Plan will make every effort to make sure the community feels heard. The Plan will be transparent about how public feedback will be used.
<b>Vienna as an environmentally sustainable community</b>	The Plan will respect and revere the importance of open space in urban environments and fiercely protect (through design, evaluation, and programming) Vienna’s attractive and environmentally responsible community for generations to come.
<b>Vienna as a complete community</b>	The Plan will explore new ways for Parks and Recreation to create the type of active community experiences and community gathering opportunities that are <i>Uniquely Vienna</i> .



Our approach is grounded in national best practices as defined by the Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation requirements and informed by our decades of experience delivering plans of this nature in communities across the county. We envision a four phase Plan that allows our team and the Town to collaborate and develop the best solutions for Vienna:

Plan Phase	Phase Description	Phase Tasks and Techniques
<p><b>1. Listen and Learn</b></p>	<p>Kimley-Horn sets up the collaborative environment that will allow our team to work seamlessly with Town staff. We begin to understand your community's strengths, challenges, and needs through data review, field visits, and dialogue with staff. We also launch the project off with a kick-off meeting series, to ensure the entire community is educated on the process and informed of the opportunities to engage and participate in the Plan.</p>	<p><i>Project Coordination</i></p> <p><i>Technical Data and Document Review</i></p> <p><i>Field Visits and Observational Review</i></p>
<p><b>2. Explore and Evaluate</b></p>	<p>Kimley-Horn dives deeper into the priorities of the community through a needs assessment and gap analysis. Highly interactive, this phase will include outreach to Town officials, focus groups, broad public engagement, and technical analyses. Kimley-Horn develops site concepts and programming recommendations.</p>	<p><i>Leadership Summit</i></p> <p><i>Community Conversations</i></p> <p><i>Stakeholder Engagement</i></p> <p><i>Statistical Survey</i></p> <p><i>Peer Benchmarking</i></p> <p><i>Level of Service Analysis</i></p>
<p><b>3. Values and Vision</b></p>	<p>Kimley-Horn leads a public process to define the Vision Statement for the Plan, the guiding principles and goals, and the aspirational hopes for what the community wants out of Parks and Recreation now and in the long-term. Kimley-Horn additionally identifies the necessary partnerships with internal and external stakeholders.</p>	<p><i>Visioning Workshop</i></p>
<p><b>4. Implement and Celebrate</b></p>	<p>Kimley-Horn develops a strategic plan that aligns recommendations with observed community needs and gaps. We help the Town develop project prioritization and create avenues for Plan recommendations to be included in CIP and future budgeting processes. We also identify any necessary organization, staffing, or policy changes that need to be in place for Plan success. Last, we provide multiple presentations to the community, support Council adoption, and celebrate success with the Town.</p>	<p><i>Strategies Workshop</i></p> <p><i>Project Prioritization</i></p> <p><i>Planning Level Cost Development</i></p> <p><i>Implementation Action Plan</i></p> <p><i>Master Plan Documentation</i></p> <p><i>Plan Adoption Celebration</i></p>

Our approach provides an efficient, timely, and economical methodology based on a series of effort-intensive tasks and deliverables that can be run in parallel. This format is designed to encourage dedicated and focused efforts from our team and maximize opportunities for informal and formal public engagement opportunities.



## Team Qualifications to Achieve the Vision, Strategy, and Approach

Our Team is exceptionally qualified to deliver the vision, strategy, and approach needed to support the Town of Vienna in this critical effort.

**Kimley-Horn has been focused on being the best team to deliver the Vienna Park System Master Plan since 2021, and we have spent the past few years trying to better learn your community, your needs, and the Vienna Way of collaboration and project success.** We have provided informal strategic guidance and technical education to the Town and staff to help you envision what a successful parks master plan could be. Through our recent effort on the Vienna Annex Long-Term Use Study, we have established a trusted environment of bold, collaborative engagement with the community. Our history working in and talking to your community and our ability to be personable, friendly, and engaging in our dialogue with your staff and Council will allow us to hit the ground running and inspire a positive, collaborative, and fun environment for this project.

**Kimmel Bogrette is uniquely adept at challenging themselves with every project to maximize creativity while minimizing costs.** Their designs consistently reflect the dialogue that they have with you about your needs, aspirations, and the unique characteristics of your building, sites, and neighborhoods. They regularly design sites that employ creative, environmentally sound “best” planning practices (such as using building orientation for beneficial solar exposure and prevailing breezes or minimizing impervious coverage for ground water infiltration).

**Ballard\*King focuses its master planning efforts on recreation programs and services, organizational planning, and maintenance and has prepared hundreds of system level and individual site plans across the country.** Ballard\*King’s practical experience enables them to guide clients through the challenges of planning, constructing, and launching an operating facility. From pinpointing specifics to broad visions, Ballard\*King provides services to ensure long-term success. By bringing practical, proven experience to a project we can accurately represent the client’s best interests. Thanks to their extensive field experience, they provide assistance and guidance with practical tools, an uncommon ability to see the overlooked and view your project from a wealth of expertise and knowledge.

## Developing a Creative, Logical, and Engaging Plan

**Creative.** When we think about creative approaches, we think about how the Plan will be more than just a binder on the shelf. The plan will be built with a variety of interactive elements, tools, and templates that will assist staff in their implementation of the Plan over the long-term and in the day-to-day management and operation of your Park Systems. We envision developing maintenance checklists; asset management databases; design guidelines; and standard operating practices to define roles and responsibilities – all tools that can be easily adopted into day-to-day workflow and usable beyond the life of the planning process. The plan will be a living resource that helps staff complete their short-term tasks and long-term objectives. The plan will also identify creative reuse opportunities for parks and recreation equipment by considering opportunities for public art installation in coordination with local advocacy groups, the public arts commission, and K-12 schools. Any and all creative solutions will be founded upon ideas and principles rooted within the Town of Vienna community.

**Logical.** The Plan will be developed with a sensible sequence of activities. Our plans address four strategic questions: “Where are we?,” “Where do we want to be?,” “How do we get there?,” and “How do we pay for it?,” and form a flexible roadmap for the future. Our workflow will be as follows:

- We will launch the project with an open community dialogue that establishes hopes, aspirations, vision, and guiding principles for this effort
- We will learn the facts on the ground, conducting independent analysis based on national best practices and industry approved techniques and gaining insights from Council, staff, and the community
- We will summarize our findings on existing assets, identify community needs, and recognize gaps in service
- We then will engage with the community to confirm our understanding of the facts on the ground to ensure that we are all moving forward with a common baseline understanding of “where we are” before we move on to “where we are going to be”
- We will develop specific site, system, and policy recommendations and vet those with the community
- Once recommendations are developed and vetted, we will identify planning-level costs, funding opportunities, and develop a specific action plan to aid in plan implementation



**Engaging.** The Plan will not be named the Town of Vienna Park System Master Plan. To excite, inspire, and engage the community we will develop as specific marketing plan to develop a theme, tagline, logo, vision, core messaging for the Plan, and a name for the plan that can support an eventual rebrand and modernization of Parks and Recreation in Vienna.

The Plan will be founded on a multi-tiered engagement strategy that combines traditional and innovative outreach approaches, with in-person, hybrid, and digital formats. The project team innovated use of technology to deploy tools for data collection, engagement, and plan distribution (such as a dedicated plan website, online Storymaps, and online public feedback mapping tool). The Plan will also employ live and web-enabled presentations, surveys, and multilingual and ADA-compliant project material as well as innovative techniques such as GIS-based analysis of public participation to identify gaps in public awareness, and simple, easy to understand visualizations.

The team will also identify partnerships with schools and advocacy groups to broaden multigenerational participation and will work in non-traditional workshop settings (pop-ups, “walk”shops, Meet Me at the Park events, and activities during town events and cultural activities).

## Procedures and Methods to Complete the Scope of Work

In order to complete the scope of work Kimley-Horn will employ the following procedures and methods:

- Rigorous project management
- Formation of a dedicated, core team
- Close coordination and partnership with Town of Vienna staff
- Assignment of a dedicated marketing, communication, and graphic design team
- Alignment with Commission for Accreditation of Park and Recreation Agencies (CAPRA) accreditation requirements
- Formation of a parks and recreation specialist advisory panel that leverages the combined knowledge of Kimley-Horn senior partners
- Efficient management of and partnership with subconsultants

## Tasks, Timelines, and Anticipated Deliverables

A full project schedule is included in Section 6. A summarized list of tasks timelines and anticipated deliverables is provided below.

Task	Timeline	Key Deliverables
<b>Project Management and Coordination</b>	Ongoing	<ul style="list-style-type: none"> <li>• Kick-off Meeting</li> <li>• Biweekly Coordination</li> <li>• Monthly Progress Report and Invoicing</li> <li>• Meeting Preparation and Presentation</li> </ul>
<b>Existing Conditions Analysis</b>	Month 1 to 4	<ul style="list-style-type: none"> <li>• Background Document Summary</li> <li>• Project Basemapping</li> <li>• Field Investigations</li> <li>• Existing Conditions Analysis and Summary</li> </ul>
<b>Community Needs Assessment</b>	Month 3 to 10 (with ongoing engagement)	<ul style="list-style-type: none"> <li>• Public Engagement Plan</li> <li>• Leadership Summit</li> <li>• Community Workshops</li> <li>• Focus Group</li> <li>• Statistically Valid Survey</li> <li>• Project Website</li> <li>• Marketing/Branding</li> </ul>
<b>Long-Range Vision</b>	Month 10 to 13	<ul style="list-style-type: none"> <li>• Leadership Summit</li> <li>• Community Workshops</li> <li>• Robinson Property Conceptual Assessment and Site Plans</li> <li>• Park Typology Framework</li> <li>• Vision Statement, Guiding Principles, and Goals</li> </ul>
<b>Implementation Framework and Master Plan Report</b>	Month 13 to 16	<ul style="list-style-type: none"> <li>• Action Plan</li> <li>• Opinions of Probable Cost</li> <li>• Financial Forecast and Funding Strategies Report</li> <li>• Draft and Final Master Plan Document</li> <li>• Organization Assessment and Staffing Plan</li> <li>• Plan Presentations</li> </ul>



## Quality Assurance, Cost Compliance, and Schedule Adherence Techniques

Kimley-Horn will proactively manage quality, budgets, and schedule using established procedures that Kimley-Horn has developed and refined over decades of practice. At Kimley-Horn we know that schedule and quality control are equally important. A project that is behind schedule too often sacrifices good quality reviews. We insist that our project managers build into their schedules competent, independent reviews. We also expect that our plans and reports will be clean, sharp, and easy to implement.

### Quality Control Plan

Quality is an integral part of every project, but it must be planned. Our Quality Control (QC) Plan will be built into the work plan. This requires setting aside time and budget for the QC function.

#### Our QC Plan includes:

- What is to be reviewed
- Who will perform the reviews
- When the milestones requiring reviews or input will occur
- How many hours or dollars are budgeted for QC
- Adequate time for reviews and corresponding responses
- QC reviews can be a collaborative process between Town, production team, and reviewer

#### Core principles of our approach to quality reviews include:

- **Right the first time** – Kimley-Horn staff is empowered with tools, resources, and lessons learned to be the first line of quality, so the vast majority of issues are caught and resolved before any formal QC occurs.
- **Multidisciplinary coordination reviews** – Held before formal QC at each submittal step. This allows our team to be accountable to other teammates and ensure a deliverable has been questions from many angles.
- **Independent review** – At least one review is independent of the design team performing the work – a fresh set of eyes is required before completing the quality review process.
- **Design checklists** – Thorough documents are leveraged and completed as part of the QC review for each submittal.
- **Experienced reviewers** – The QC reviewer is experienced enough (a senior professional) to not only determine the accuracy of the deliverable and the appropriateness of its presentation, but also to identify missing elements and offer original ideas for any rewrites or corrections, followed by recommending immediate remedial actions.

- **Major project milestones** – Kimley-Horn uses major project milestones as an opportunity to reassess the quality of our deliverables and recalibrate the quality of our workplan to fulfill the rest of the project. When either of those two elements falls short of our or your expectations we develop and implement a quality improvement plan.
- **Advanced scheduling** – Reviews are scheduled ahead of the deliverable deadline to allow performance of a complete review and changes to be made prior to submittal.

### QC/QA Manual

In 2002, Kimley-Horn published a comprehensive QC/QA Manual that outlines the general firmwide requirements for implementing checks and reviews that are necessary for a project and is updated annually. We deliberately put QC first, because we believe that you cannot assure quality without controlling it. In 2003, this manual was posted on our company intranet and, today, the manual continues to be a reference for project quality control plans.

Kimley-Horn insists that each project has a carefully structured scope of services, a corresponding schedule, a project-specific quality control plan, and an accurately developed budget. We simply do not begin an assignment until these elements are in place and mutually agreed upon. Each project undertaken at Kimley-Horn has a quality review task built into it and all projects over a certain fee amount are assigned a quality control manager.

Regardless of project size, all deliverables are subject to an independent review before they are delivered to you. These measures are requirements at Kimley-Horn and are implemented at the project level for optimal results.

Listed below are pertinent sections of our QC/QA manual that describes the process we go through when preparing our deliverables:

- Review Process Tailored to Service Provided
- Checking Calculations and/or Analyses
- Review of Submittals
- Review of Report-Type Deliverables
- Checking Plans
- Peer Reviews
- Project Schedules
- Processes to Recognize, Track, and Analyze
- Minimization of Change Orders Due to Errors and Omissions
- Customer Satisfaction Data Process



QC/QA Manager, **Ron Kagawa, ASLA, LEED AP**, will be responsible for implementing our QC Plan to monitor performance, conduct audits, and make sure any discrepancies are noted and underlying causes are identified and corrected. The project manager for this project, **David Samba, P.E., PTOE, PTP, RSP1**, formerly served as the Quality Champion for all 15 offices in Kimley-Horn's Atlantic Region. In the role he developed quality routines, served as a liaison to make sure lessons learned in one office were applied region wide, and championed a "right the first time" mentality across multiple teams. David will apply this mentality and quality-focused management style to this project.

## Cost Compliance

Cost compliance at Kimley-Horn starts with making sure a project is appropriately scoped. Kimley-Horn uses a thorough and collaborative process to develop a comprehensive scope that provides all services needed to do the job well—with no excess fluff. Costs are then developed to align with the scope based on the actual time we believe it will take to achieve each request and the actual staff we believe will participate in the project. We then have independent internal teams review our scope and fee estimate to ensure they are reasonable, appropriate, and achievable within the project schedule. This rigorous and deliberate process will result in project costs being vetted and sharpened by a team of professionals who know what it takes to deliver projects well.

Every project at Kimley-Horn is tracked monthly for cost performance versus budget, from the inception phase through project closeout. Our project managers, QC/QA managers, task managers, and even project staff receive biweekly effort reports on labor and expenses, helping them to establish a clear picture of real-time project cost, cost control effectiveness, and schedule—all tools to keep projects moving forward on schedule and budget. This awareness of project status allows the team to be nimble and flexible, shifting resources, changing staff composition, or streamlining efforts to minimize budget overruns. We work hard to make sure that change orders and project amendments are a rare process. Our strong scoping and frequent monitoring of project budgets put the onus on us to recognize and adapt early to project cost overruns. In most cases, the Kimley-horn team can either maintain or direct projects back on course through the previously described internal processes.

If the Town requests new tasks outside the scope of work, we will work collaboratively with you to determine how those new tasks can be absorbed into the existing budget by trading out or streamlining other efforts. If this is not an option, we will quickly prepare scopes, budgets, and justifications for why an additional budget is needed and how it will create additional value in the project – while creating contingency plans for how to move the project forward without disruption if those additional funds are not approved.

## Schedule Adherence Techniques

Meeting schedules is a high priority for Kimley-Horn. Critical elements in maintaining schedules include a clear definition of the responsibilities of team members and frequent communication relative to achieve goals in the work effort. Thus, schedule control begins with the preparation of a detailed workplan that includes milestone completion dates for specific tasks and the overall project.

The workplan identifies task dependencies and relationships, which allows our project managers and clients to understand which tasks must be completed so that other tasks may be accomplished. We will develop for your project, as we do for every project, a work plan that allocates commitments by individuals for each task. Monthly, all teams fill out progress reports that are reviewed against the budget. This internal control allows us to make, on a timely basis, any adjustments that may be necessary to maintain the schedule and stay within the budget.

To meet schedule and minimize downtime monthly, as an entire firm, we project our workload, deadlines, and project needs one-, three-, and six months ahead. This proactive forecasting of staffing availability and project needs assures we have the resources to meet our client's needs and allows us to shift and share resources between teams to meet deadlines or significant workload pushes. In this fashion, we can assure the Town that Kimley-Horn will always have available staff centered around a core team to meet the Park System Master Plan schedule.



## Supporting Studies, Models, and Assumptions

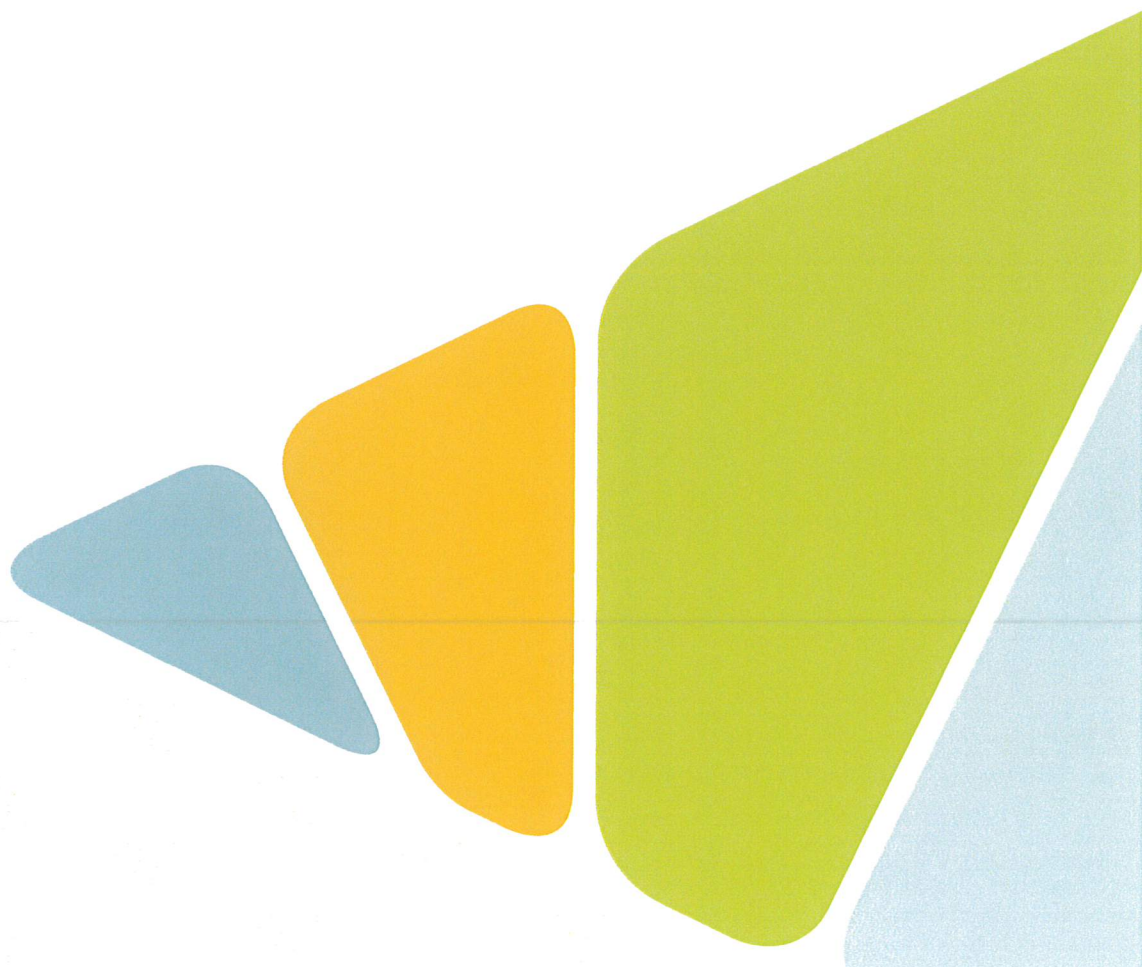
A high-level overview of supporting studies, models, and assumptions that will be developed or used in the preparation of the Parks System Master Plan is as follows:

- **Supporting Studies**
  - **Needs Assessment** – detailed report that documents community wants and needs
  - **Demographic Assessment, Community Profile, and Trends Analysis** – analysis of the community and regional character, current and future demographics, and national trends in parks and recreation services
  - **Organizational Evaluation** – analysis of the current organization structure and workflow process
  - **Design Guidelines and Standards** – analysis and development of guidelines and standards to support consistent development, modernization, and maintenance of parks and parks facilities
  - **Asset Management Plan** – development of tools and procedures to monitor the status of parks assets more consistently
- **Models**
  - **Park Typology** – Models that categorize park facilities based on a set of similar factors so that purchasing, design, and management technique can be more consistent
  - **Financial modeling** (Program operating and maintenance costs, and revenue streams)
  - **National Recreation and Parks Association (NRPA) Park Metrics** – leveraging national trend data to benchmark Vienna parks performance and services
  - **NRPA’s Commission for Accreditation of Park and Recreation Agencies (CAPRA)** – using the accreditation standards as a tool to identify future improvement areas
  - **Fairfax County Park Amenity Locator ([New Park Amenity Locator Makes Finding the Right Park Easy | Park Authority \(fairfaxcounty.gov\)](#))**
  - **Trust for Public Lands Park Score (<https://www.tpl.org/parkscore>)**
- **Assumptions**
  - That nothing is “off the table” and Vienna is looking for a bold plan for the future

## Tab 5.

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### REFERENCES







## 5. References

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**Kimley-Horn** is proud of the relationships we have developed with our clients, and much of our success during the last five decades is directly related to our efforts to provide high-quality, timely services for all our clients. A good demonstration of this success is that approximately 93 percent of the firm's services are for repeat clients. We invite you to contact our references; these individuals will tell you that we listened to their needs, met their schedules, accomplished their missions, and delivered results.

### Town of Vienna

**Andrew Jinks, P.E. | Transportation Engineer/Planner**

127 Center Street S.

Vienna, VA 22180

703.255.6381

[andrew.jinks@viennava.gov](mailto:andrew.jinks@viennava.gov)

**Project:** Maple Avenue Corridor Multimodal Transportation and Land Use Study

**Personnel:** David Samba (Project Manager), Erin Murphy (Project Planner), Becca Sulla (Public Engagement)

### City of Manassas

**Lance Kilby | Director of Engineering**

8500 Public Works Drive

Manassas, VA 20110

703.257.8200

[lkilby@ci.manassas.va.us](mailto:lkilby@ci.manassas.va.us)

**Project:** Jennie Dean Park

**Personnel:** Ron Kagawa (Athletics Facilities Manager), Jeff Holzer (Landscape Architect), Sam Stratton (Environmental Scientist), Jason Kanak (Athletic), Beverly Barraza (Landscape Analyst)

### City of Norwalk

**Robert Stowers | Director, Recreation and Parks Department**

125 East Avenue

Norwalk, CT 06856

206.953.9381

[rstowers@norwalkct.org](mailto:rstowers@norwalkct.org)

**Project:** Recreation and Parks Masterplan Update

**Personnel:** Nick Kuhn (Project Manager), Ron Kagawa (Park Planner)

### City of Portsmouth

**Mark Palamarchuk, CPRP | Director, Parks & Recreation**

801 Crawford Street

Portsmouth VA, 23704

757.393.8481

[palamarchuckm@portsmouthva.gov](mailto:palamarchuckm@portsmouthva.gov)

**Project:** City Park Master Plan

**Personnel:** Jeff Holzer (Landscape Architect), Ron Kagawa (Landscape Architect), Nick Kuhn (Landscape Architect), Jessica Lawless (Public Involvement)

Tab 6.

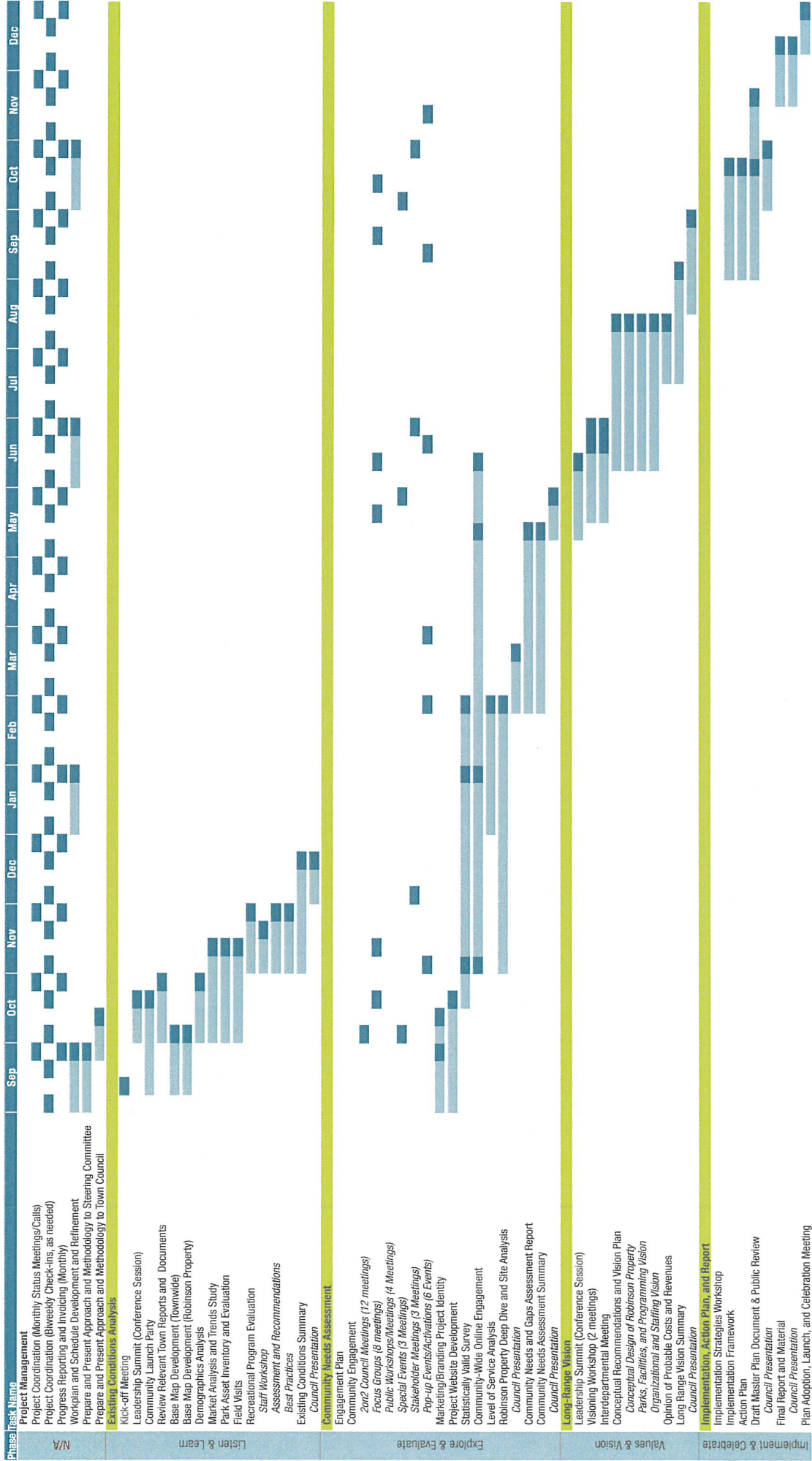
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SCHEDULE





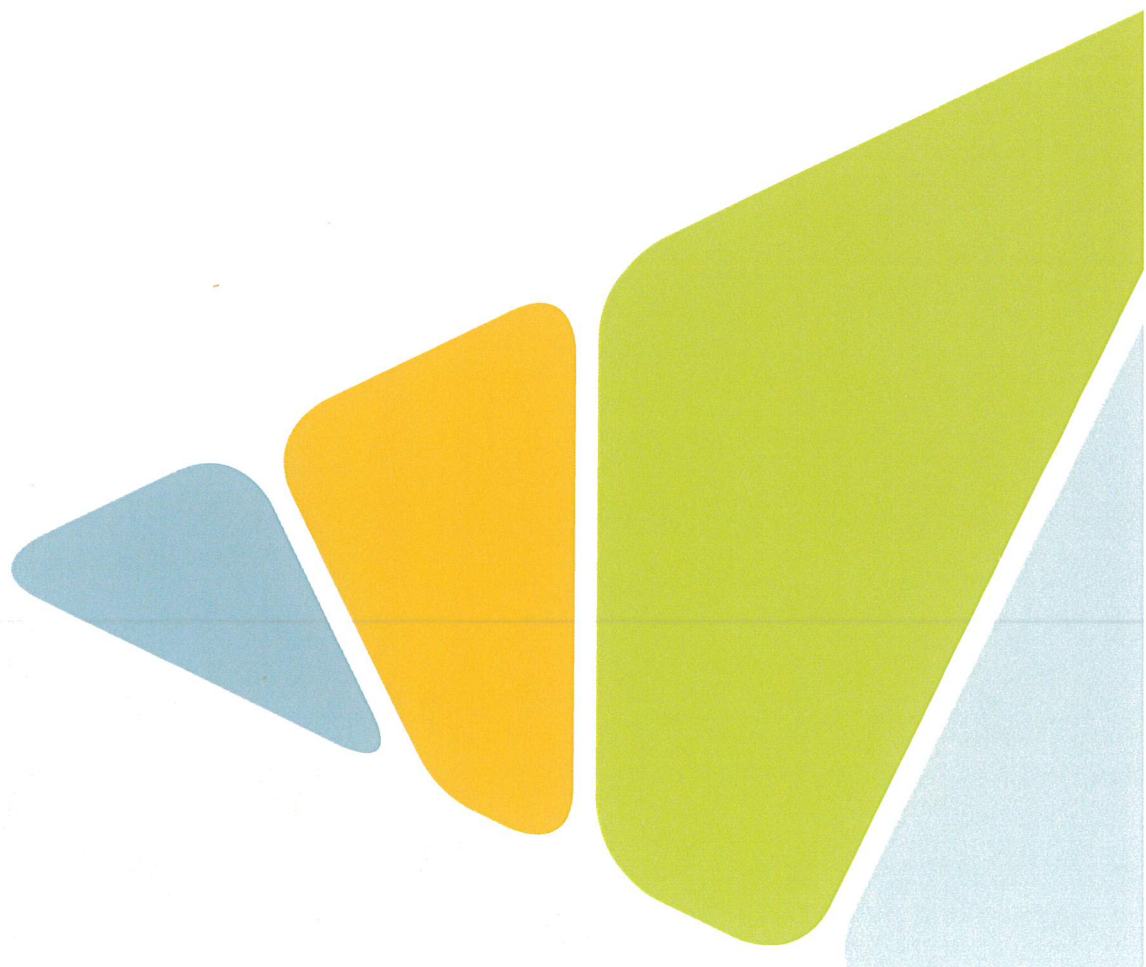
PARK SYSTEM MASTER PLAN RFP 23-42



Tab 7.

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FEE PROPOSAL



Tab 7. - FEE PROPOSAL

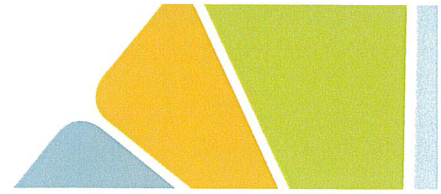
Task Objective	Project Manager		Sr. Landscape Architects		Landscape Architects		Senior Planners		Planners		Senior Engineers		Analysts		Marketing Specialist		Graphic Design / GIS		Kinley-Horn Total		Kimmel Boyette		Ballard King		Total Fee																										
	hrs	\$260	hrs	\$325	hrs	\$175	hrs	\$230	hrs	\$150	hrs	\$210	hrs	\$135	hrs	\$150	hrs	\$130	hrs	Fee	hrs	Fee	hrs	Fee	hrs	Fee																									
1 Project Management	26	\$6,760	0	\$0	30	\$5,250	0	\$0	0	\$0	0	\$0	22	\$2,970	0	\$0	16	\$2,080	94	\$17,060	94	\$17,060	94	\$17,060	94	\$17,060	\$22,060																								
2 Existing Conditions Analysis	14	\$3,640	4	\$1,300	72	\$12,600	8	\$1,840	8	\$1,200	4	\$840	133	\$17,955	0	\$0	0	\$0	243	\$39,375	243	\$39,375	243	\$39,375	243	\$39,375	\$61,375																								
3 Community Needs Assessment	38	\$9,880	8	\$2,600	16	\$2,800	42	\$9,660	4	\$600	8	\$1,680	150	\$20,250	20	\$3,800	40	\$5,200	326	\$56,470	326	\$56,470	326	\$56,470	326	\$56,470	\$71,470																								
4 Long-Range Vision	12	\$3,120	6	\$1,950	21	\$3,675	7	\$1,610	0	\$0	0	\$0	29	\$3,915	0	\$0	0	\$0	75	\$14,270	75	\$14,270	75	\$14,270	75	\$14,270	\$44,270																								
5 Implementation, Action Plan, and Report	23	\$5,980	4	\$1,300	26	\$4,550	5	\$1,150	0	\$0	0	\$0	53	\$7,155	6	\$1,140	6	\$780	123	\$22,055	123	\$22,055	123	\$22,055	123	\$22,055	\$25,055																								
<b>Total</b>	<b>113</b>	<b>\$29,380</b>	<b>22</b>	<b>\$7,150</b>	<b>165</b>	<b>\$28,875</b>	<b>62</b>	<b>\$14,260</b>	<b>12</b>	<b>\$1,800</b>	<b>12</b>	<b>\$2,520</b>	<b>387</b>	<b>\$52,245</b>	<b>26</b>	<b>\$4,940</b>	<b>62</b>	<b>\$8,060</b>	<b>861</b>	<b>\$149,230</b>	<b>861</b>	<b>\$149,230</b>	<b>861</b>	<b>\$149,230</b>	<b>861</b>	<b>\$149,230</b>	<b>\$224,230</b>																								
Direct Expenses																																																			
Net to Execut Total Fee																																																			

Kimley-Horn Parks System Master Plan Summary Fee Breakdown (9/14/2023)

Phase	Task Objective	Project Manager	Sr. Landscape Architects	Landscape Architects	Senior Planners	Planners	Senior Engineers	Analysts	Marketing Specialists	Graphic Design/ GIS	Kimley-Horn Total	Minimal Boprette Fee	Ballard King Fee	Total Fee	
		hrs \$260	hrs \$225	hrs \$175	hrs \$230	hrs \$150	hrs \$210	hrs \$135	hrs \$190	hrs \$130	hrs Fee	Fee	Fee	Fee	
N/A	1. Project Management	28 \$6,760	0 \$0	30 \$5,250	0 \$0	0 \$0	0 \$0	22 \$2,970	0 \$0	16 \$2,080	94 \$17,000	\$0	\$0	\$17,000	
	1.1 Project Coordination (Monthly Status Meetings/Calls)	10 \$2,600	0 \$0	12 \$2,100	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	16 \$2,080	42 \$7,320	\$0	\$0	\$7,320	
	1.2 Project Coordination (Biweekly Check-ins, as needed)	4 \$1,040	0 \$0	5 \$875	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	13 \$2,455	\$0	\$0	\$2,455	
	1.3 Progress Reporting and Invoicing (Monthly)	4 \$1,040	0 \$0	5 \$875	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	13 \$2,455	\$0	\$0	\$2,455	
	1.4 Workplan and Schedule Development and Refinement	2 \$520	0 \$0	2 \$350	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	8 \$1,410	\$0	\$0	\$1,410	
	1.5 Prepare and Present Approach and Methodology to Steering Committee	4 \$1,040	0 \$0	4 \$700	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	12 \$2,280	\$0	\$0	\$2,280	
	1.6 Prepare and Present Approach and Methodology to Town Council	2 \$520	0 \$0	2 \$350	0 \$0	0 \$0	0 \$0	2 \$270	0 \$0	0 \$0	6 \$1,140	\$0	\$0	\$1,140	
	2. Existing Conditions Analysis	14 \$3,640	4 \$1,100	72 \$12,600	8 \$1,940	8 \$1,940	4 \$840	133 \$17,985	0 \$0	0 \$0	0 \$0	243 \$39,375	\$7,500	\$16,500	\$62,375
	2.1 Kick-off Meeting	2 \$520	2 \$650	6 \$1,050	2 \$460	0 \$0	0 \$0	6 \$810	0 \$0	0 \$0	0 \$0	18 \$3,490	\$2,500	\$2,500	\$8,490
	2.4 Review Relevant Town Reports and Documents	2 \$520	0 \$0	6 \$1,050	0 \$0	0 \$0	0 \$0	18 \$2,330	0 \$0	0 \$0	26 \$4,000	\$0	\$0	\$4,000	
	2.5 Base Map Development (Townwide)	0 \$0	0 \$0	6 \$1,050	2 \$460	0 \$0	0 \$0	15 \$2,025	0 \$0	0 \$0	23 \$3,535	\$0	\$0	\$3,535	
	2.6 Base Map Development (Robinson Property)	0 \$0	0 \$0	6 \$1,050	0 \$0	0 \$0	0 \$0	2 \$270	0 \$0	0 \$0	8 \$1,320	\$5,000	\$0	\$5,000	
	2.7 Demographics Analysis	0 \$0	0 \$0	4 \$700	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	8 \$1,240	\$0	\$0	\$1,240	
	2.8 Market Analysis and Trends Study	0 \$0	0 \$0	4 \$700	0 \$0	0 \$0	0 \$0	2 \$270	0 \$0	0 \$0	6 \$970	\$0	\$0	\$970	
	2.9 Park Asset Inventory and Evaluation	2 \$520	0 \$0	10 \$1,750	0 \$0	0 \$0	4 \$840	24 \$3,240	0 \$0	0 \$0	52 \$7,670	\$0	\$0	\$7,670	
2.10 Field Visits	0 \$0	0 \$0	10 \$1,750	0 \$0	8 \$1,200	4 \$840	24 \$3,240	0 \$0	0 \$0	46 \$7,030	\$0	\$0	\$7,030		
2.11 Recreational Program Evaluation	0 \$0	0 \$0	10 \$1,750	0 \$0	0 \$0	0 \$0	2 \$270	0 \$0	0 \$0	12 \$2,020	\$0	\$0	\$2,020		
2.12 Existing Conditions Summary	8 \$2,080	2 \$650	10 \$1,750	4 \$920	0 \$0	0 \$0	20 \$2,700	0 \$0	0 \$0	44 \$8,100	\$0	\$17,000	\$19,000		
3. Community Needs Assessment	38 \$9,880	8 \$2,640	16 \$2,800	42 \$8,660	4 \$240	8 \$1,680	150 \$20,250	20 \$3,800	20 \$3,800	40 \$5,200	328 \$56,670	\$10,000	\$5,000	\$74,370	
3.1 Engagement Plan	6 \$1,560	0 \$0	0 \$0	8 \$1,840	0 \$0	0 \$0	8 \$1,080	0 \$0	0 \$0	0 \$0	22 \$4,480	\$0	\$0	\$4,480	
3.2 Community Engagement	6 \$1,560	0 \$0	0 \$0	20 \$4,600	0 \$0	0 \$0	60 \$8,100	0 \$0	0 \$0	0 \$0	86 \$14,260	\$0	\$0	\$14,260	
3.3 Marketing/branding Project Identity	4 \$1,040	0 \$0	0 \$0	2 \$460	0 \$0	0 \$0	4 \$540	12 \$1,280	0 \$0	20 \$2,600	42 \$6,920	\$0	\$0	\$6,920	
3.4 Project Website Development	4 \$1,040	0 \$0	0 \$0	3 \$690	0 \$0	0 \$0	4 \$540	8 \$1,520	0 \$0	20 \$2,600	39 \$6,990	\$0	\$0	\$6,990	
3.5 Statistically Valid Survey	4 \$1,040	2 \$650	0 \$0	3 \$690	0 \$0	0 \$0	16 \$2,160	0 \$0	0 \$0	0 \$0	25 \$4,540	\$0	\$0	\$4,540	
3.6 Community-Wide Online Engagement	4 \$1,040	0 \$0	0 \$0	3 \$690	0 \$0	0 \$0	8 \$1,080	0 \$0	0 \$0	15 \$2,810	\$0	\$0	\$2,810		
3.7 Level of Service Analysis	2 \$520	2 \$650	10 \$1,750	0 \$0	2 \$300	4 \$840	20 \$2,700	0 \$0	0 \$0	40 \$6,760	\$0	\$0	\$6,760		
3.8 Robinson Property Deep Dive and Site Analysis	2 \$520	2 \$650	2 \$350	0 \$0	2 \$300	4 \$840	6 \$810	0 \$0	0 \$0	18 \$3,470	\$0	\$0	\$3,470		
3.9 Community Needs and Gaps Assessment Report	2 \$520	2 \$650	2 \$350	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	10 \$2,050	\$0	\$5,000	\$7,050		
3.10 Community Needs Assessment Summary	4 \$1,040	0 \$0	2 \$350	3 \$690	0 \$0	0 \$0	20 \$2,700	0 \$0	0 \$0	29 \$4,780	\$0	\$0	\$4,780		
4. Long Range Vision	12 \$3,120	6 \$1,960	21 \$3,675	7 \$1,610	0 \$0	0 \$0	29 \$3,815	0 \$0	0 \$0	0 \$0	76 \$14,270	\$23,500	\$7,500	\$44,270	
4.2 Visioning Workshop (1 meetings)	3 \$780	2 \$650	3 \$525	3 \$690	0 \$0	0 \$0	3 \$405	0 \$0	0 \$0	14 \$3,050	\$2,500	\$2,500	\$8,050		
4.4 Conceptual Recommendations and Vision Plan	3 \$780	2 \$650	4 \$700	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	13 \$2,670	\$0	\$0	\$2,670		
4.5 Opinion of Probable Costs and Revenues	2 \$520	2 \$650	6 \$1,050	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	14 \$2,760	\$0	\$5,000	\$7,760		
4.6 Long Range Vision Summary	4 \$1,040	0 \$0	8 \$1,400	4 \$920	0 \$0	0 \$0	18 \$2,430	0 \$0	0 \$0	34 \$5,790	\$0	\$0	\$5,790		
5. Implementation, Action Plan, and Report	23 \$5,980	4 \$1,300	26 \$4,550	5 \$1,150	0 \$0	0 \$0	53 \$7,155	6 \$1,140	6 \$1,140	6 \$1,140	123 \$22,055	\$0	\$0	\$22,055	
5.2 Implementation Framework	4 \$1,040	0 \$0	4 \$700	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	12 \$2,280	\$0	\$0	\$2,280		
5.3 Action Plan	4 \$1,040	2 \$650	4 \$700	0 \$0	0 \$0	0 \$0	4 \$540	0 \$0	0 \$0	14 \$2,930	\$0	\$0	\$2,930		
5.4 Draft Master Plan Document & Public Review	8 \$2,080	0 \$0	10 \$1,750	0 \$0	0 \$0	0 \$0	30 \$4,050	3 \$570	3 \$570	54 \$8,840	\$0	\$0	\$8,840		
5.5 Final Report and Material	4 \$1,040	2 \$650	5 \$875	2 \$460	0 \$0	0 \$0	12 \$1,620	0 \$0	0 \$0	25 \$4,645	\$0	\$3,000	\$7,645		
5.6 Plan Adoption, Launch, and Celebration Meeting	3 \$780	0 \$0	3 \$525	3 \$690	0 \$0	0 \$0	3 \$405	3 \$570	3 \$570	18 \$3,360	\$0	\$3,000	\$6,360		
	Total	113 \$29,340	22 \$7,150	165 \$28,975	62 \$14,260	12 \$1,800	12 \$2,520	367 \$52,245	26 \$4,940	62 \$8,160	861 \$148,230	\$40,000	\$35,000	\$224,230	

Direct Expenses  
Not to Exceed Total Fee \$236,250

Kimley-Horn Parks System Master Plan Detailed Fee Breakdown (9/14/2023)



## Kimley-Horn and Associates, Inc. Hourly Labor Rate Schedule

<b>Classification</b>	<b>Rate</b>
Analyst I	\$130 - \$160
Analyst II	\$170 - \$200
Professional	\$195 - \$230
Senior Professional I	\$245 - \$315
Senior Professional II	\$340 - \$410
Senior Technical Support	\$115 - \$290
Technical Support	\$105 - \$165
Support Staff	\$85 - \$145

- Effective through June 30, 2024
- Subject to annual adjustment thereafter
- Internal reimbursable expenses will be charged at 5% labor billings
- Direct External Reimbursable Expense (such as express delivery services, fees, air travel, printing). All permitting, application, and similar project fees will be paid directly by the Clients will be charged at 15% mark-up, or per the Contract
- Subconsultants will be billed per the contract

Any services not specifically provided for in the above scope will be billed as additional services and performed at our then current hourly rates. Upon request for additional services Kimley-Horn will prepare scope of work for the services. Upon concurrence of the scope of work, Kimley-Horn will prepare a fee estimate for the services.



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

**Billing Rates  
2023**

**Hourly Billing Rate**

Principal	\$220 an hour
Senior Associate	\$195 an hour
Associate	\$165 an hour

**Daily Billing Rate**

Principal	\$1,750 a day
Senior Associate	\$1,550 a day
Associate	\$1,325 a day





**KIMMEL BOGRETTE ARCHITECTURE + SITE  
RATE SCHEDULE  
Effective January 1, 2023**

Principal Architect	\$270.00/Hr.
Associate / Sr. Project Manager	\$220.00/Hr.
Project Architect / Manager	\$190.00/Hr.
Project Architect / Designer III	\$175.00/Hr.
Project Architect / Designer II	\$160.00/Hr.
Project Architect / Designer I	\$125.00/Hr.
Interior Designer	\$180.00/Hr.
Administrative	\$ 90.00/Hr.
Expert Witness	\$395.00/Hr.
Intern	\$ 75.00/Hr.



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