



**MEMORANDUM**

**TO:** Andrew Fulghum, County Administrator  
**FROM:** Danny Lucas, Director, Development Services Division  
**DATE:** March 12, 2024  
**RE:** Parks & Recreation Master Plan RFP

A handwritten signature in black ink, appearing to be "DL" or similar initials, is written to the right of the "FROM:" line.

Attached are the final staff rankings for the Master Plan RFP consultant recommendations to County Council.

As you may recall, staff reviewed the 5 submittals and entertained in-person presentations from the 5 prospective consultants. After careful consideration, staff recommends Bolton & Menk to provide consultation and product delivery of a Parks & Recreation Master Plan.

To my knowledge, there has never been a county-wide parks & recreation master planning effort. Some years ago, a master planning effort was conducted for Sgt. Jasper Park.

We came to the conclusion that Bolton & Menk provides the best product for this critical point in Jasper County history for the following reasons:

- Related experience
- Former Parks & Rec. director on consulting team
- Proposes walking/cycling tour of parks system
- Traditional and Non-traditional civic engagement
- GIS base mapping and park inventories
- Social, racial equity

Attachment: Final Staff Ranking



**Jasper County Government**

**Development Services Division**

**Parks & Master Plan Request for Proposals (RFP)**

**February 1, 2024**

**Final Staff Ranking**

1	Bolton & Menk	Myrtle Beach, South Carolina
2	Stantec	North Charleston, South Carolina
3	Alliance Consulting Engineers	Bluffton, South Carolina
4	DesignWorkshop	Raleigh, North Carolina
5	Wood + Partners	Hilton Head Island, South Carolina

Selection Committee Members:

Andrew Fulghum County Administrator

Kimberly Burgess Director, Administrative Services Division

Wendy Marlow Interim Director, Parks & Recreation

Danny Lucas Director, Development Services Division

*Consultant selection by Jasper County Council scheduled February 5, 2024.*

# Statement of Qualifications Parks and Recreation Master Plan

Jasper County, South Carolina  
RFQ No. 2024-8



STUDIOMAIN

**ALLIANCE**  
CONSULTING ENGINEERS



January 3, 2024

Mr. Danny Lucas, Director  
Development Services Division  
Jasper County Government  
Post Office Box 1149  
Ridgeland, South Carolina 29936

RE: Professional Services for Jasper County  
Parks and Recreation Master Plan for  
Parks, Open Spaces, Trails, Recreation  
Facilities, Boat Landings and Amenities  
Proposal No.: P23162-C, F

Dear Mr. Lucas,

Alliance Consulting Engineers, Inc. is pleased to have the opportunity to provide this proposal for Parks and Recreation Master Planning Services for Jasper County. Alliance Consulting Engineers, Inc. understands the importance of this project and the positive impact that this project can have on the communities that make up Jasper County.

Alliance Consulting Engineers, Inc. will be teaming with Studio Main LLC for this project. Studio Main LLC is a premier Landscape Architecture Planning and Design Firm with over 15 years of experience in county, municipal, campus, park, and recreation design. Studio Main LLC is exclusive to the Alliance Consulting Engineers, Inc. team.

Alliance Consulting Engineers, Inc. has recently completed a very similar County-Wide Recreational Master Plan for Hampton County that culminated in a report that will guide Hampton County in future development of its parks and recreational facilities taking into account the demographics of the County and the usage of the existing facilities. Alliance Consulting Engineers, Inc. also recently updated Kershaw County-Wide Recreation Master Plan with updates of current inventory and five (5) and ten (10) year goals which are already being utilized. Alliance Consulting Engineers, Inc. is also pleased to have provided Professional Engineering Services for the Recreational Master Planning and Site Design throughout South Carolina to include the Timken Sports Complex in Union County which accommodates seven (7) baseball fields, two (2) concessions/scoring towers, playgrounds, batting cages, a one (1) mile walking track, state of the art irrigation system and picnic shelters. Alliance Consulting Engineers, Inc. has also provided Professional Engineering Services for the Design and Permitting of two (2) 27,000-SF Recreational Facilities and Swimming Pools in Richland County; the ± 14-Acre Recreational Wakeboarding Park in Berkeley County; Engineering Design of the ± 200-Acre City

© 2024 by Alliance Consulting Engineers, Inc. All information contained in this document is the property of Alliance Consulting Engineers, Inc. All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, or otherwise, without prior explicit written permission of Alliance Consulting Engineers, Inc.

**Alliance Consulting Engineers, Inc.**

**23 Plantation Park Drive, Suite 204 Bluffton, SC 29910-6072 Phone 843 757-5959 Fax 843 757-6659 [www.allianceCE.com](http://www.allianceCE.com)**

**Bluffton, SC | Charleston, SC | Charlotte, NC | Columbia, SC | Greenville, SC**

of Newberry Recreational Complex that includes six (6) baseball fields, four (4) soccer fields, walking trails, picnic shelters, park benches, playgrounds, a splash-pad and parking; the Design of a walking trail, fitness station, and green space for the Town of Silverstreet; and the Engineering and Design for the Improvement Plans for the Existing ± 24-Acre Site of the Civic and Recreational Complex near the Town of Prosperity that includes three (3) baseball fields, two (2) multipurpose fields, playground, concessions and storage building, walking trails, a picnic shelter, park benches, lighting and parking areas in Newberry County. Additionally, Alliance Consulting Engineers, Inc. provided Anderson County with Site Design Services for the ± 47-Acre Dolly Cooper Recreation Complex, Conceptual Design of an Educational and Recreational Park below the Murray Street Bridge in Historic Downtown Anderson, and Design Improvements to the ± 25-Acre Warner Road Sports Complex. The experience in providing Recreational Master Planning and Site Design for many State-Wide Recreational Facilities, Alliance Consulting Engineers, Inc. has second to none knowledge of the challenges and coordination required to complete the Parks and Recreation Master Plan for Jasper County. The enclosed Recreational Land Planning and Site Development pages illustrate a few of recreational projects completed by Alliance Consulting Engineers, Inc. and Studio Main LLC.

Outlined below is an overview of the Project Approach, Content, and Timeline for this project and a detailed Scope of Services that includes the following:

- Inventory and Analysis of Parks, Recreation Areas, Programming, Open Space, Trails, Facilities, Boat Landings and Amenities
- Public Engagement
- Maintenance and Operations
- Land Acquisition and Park Development
- Budget Analysis
- Benchmark and Compare Parks and Recreation Services
- Strategic Action Plan

Each of the aforementioned tasks are outlined in the following Scope of Services for the County-Wide Recreational Master Planning Services for Jasper County.

## **I. Project Approach, Content, and Timeline (Scope of Services)**

### **1. Inventory and Analysis of Parks, Recreation Areas, Programming, Open Space, Trails, Facilities, Boat Landings and Amenities**

Alliance Consulting Engineers, Inc. with assistance from Jasper County Parks and Recreation Department and Geographic Information System (GIS) Mapping Staff, as well as Jasper County School District Staff, will obtain an initial inventory of each recreational facility throughout Jasper County. This will include compiling an inventory of existing parks, recreation areas, programming, open spaces, trails, facilities, boat landings, and amenities. Alliance Consulting Engineers, Inc. will perform an assessment of existing parks, recreation areas, programming, open space, trails, facilities, boat landing and amenities owned, leased, operated or maintained by Jasper County. The assessment will include a comparative analysis to communities of similar size, density, rural /suburban / urban mix and use nationally accepted benchmarks. The analysis will document the

functionality, accessibility, capacity, and physical conditions of each of the amenities. Alliance Consulting Engineers, Inc. will compute and compile an inventory of the Parks and Recreation Department's current level of Recreation Programs, Services, and Staffing. We will perform an assessment of current recreation programs, services, and staffing that will include a comparative analysis and consider demographics, past present, and future. This assessment will provide recommendations for minimizing duplication and enhancing opportunities for collaborative partnerships within Jasper County. Alliance Consulting Engineers, Inc. will ensure this includes inventory of existing parks, recreation areas, open space, trails, recreation facilities, and programming in Jasper County owned, leased, operated and or maintained by other governmental entities, parochial entities who might be willing to allow public use of their facilities for the provision of recreational and social needs of the community.

**2. Public Engagment**

Alliance Consulting Engineers, Inc. will identify, describe, and implement a comprehensive strategy and methodology for resident involvement in the Master Plan development process by using Recreation Public Forum Questionnaires. Alliance Consulting Engineers, Inc. will conduct a minimum of seven (7) focus group meetings and a minimum of fifteen (15) stakeholder interviews. Alliance Consulting Engineers, Inc. will facilitate the gathering of specific information about services, use, preferences and departmental strengths, weaknesses, opportunities, and threats (SWOT). We will provide surveys and meeting formats to ensure positive, open, and proactive public participation. This will include written records and executive summaries for all public processes and communication strategies. Alliance Consulting Engineers, Inc. will provide public participation data analysis and provide information for informed decision making for the Parks and Recreation Department and the Jasper County Council.

**3. Maintenance and Operations**

Alliance Consulting Engineers, Inc. will perform an analysis of the Parks and Recreation Departments infrastructure, deferred maintenance, and capital needs for the next ten (10) years. The analysis will include parks, facilities, open spaces, owned, leased, operated and or maintained by Jasper County. This will provide the Parks and Recreation Department staff information to develop a Maintenance Management Plan upon adoption of the Parks and Recreation Master Plan. Alliance Consulting Engineers Inc. will develop and prioritize recommendations for maintenance and renovation of the park facilities for Jasper County as part of the Parks and Recreation Master Plan.

**4. Land Acquisition and Park Development**

Alliance Consulting Engineers, Inc. will develop and prioritize recommendations for acquisition of land for Park Development, Open Spaces, Trails, and Facilities. This will consider current and projected future demographics, public input data, equitable distribution of assets within the county, and nationally accepted benchmarks. Alliance Consulting Engineers, Inc. will identify opportunities for available funding and acquisition alternatives, such as FEMA, Forfeited Land Trust, and Municipal and County Surplus Land.

**5. Budget Analysis and Assessment**

Alliance Consulting Engineers, Inc. will perform an analysis of the Parks and Recreation Department’s operating budget with emphasis on efficiency, cost, cost recovery, and proprietary service. This assessment will identify opportunities to increase revenue generation within the department. Alliance Consulting Engineers, Inc. identify opportunities for alternative funding through partnerships, Parks and Recreation Development Fund (PARD), South Carolina Parks, Recreation, Tourism (SCPRT), foundations and other external sources. This assessment will develop recommendations for operations, staffing, maintenance, programming, and funding needs.

**6. Benchmark and Compare Parks and Recreation Services**

Alliance Consulting Engineers, Inc. will use established benchmarks and compare Parks and Recreation Services of similar counties in the state and region relating to their offerings with parks, recreation facilities, programming, open spaces, trails, boat landings, budget, and staffing levels.

**7. Strategic Action Plan**

Alliance Consulting Engineers, Inc. will collect and analyze demographic information for the communities within Jasper County, collect and analyze information in participation, needs, desires, operations, programming, and land use trends, make level of service recommendations as it pertains to Jasper County. Alliance Consulting Engineers, Inc. will provide definitions and recommendations for designed park and open spaces with acreages and parameters defined as appropriate and develop recommendations for Operations, Staffing, Maintenance, Programming, and Funding needs for Jasper County Parks and Recreation Master Plan. Alliance Consulting Engineers, Inc. will provide a clear, defensible plan for development of programming direction based on standards and demand analysis, develop priorities for development of existing park land, facilities, open space, trails, and maintenance of facilities. This will include a maintenance and operations analysis and identify opportunities for available funding and acquisition alternatives.

**II. Compensation**

The following section outlines the compensation for the tasks based on our understanding of the project: These tasks include Inventory and Analysis of Parks, Recreation Areas, Programming, Open Space, Trails, Facilities, Boat Landings and Amenities. Public Engagement Meetings and Forum Questionnaires, Alliance Consulting Engineers, Inc. conduct analysis of Maintenance and Operations, Review Land Acquisition and Park Development in order to align with the objectives of Jasper County Comprehensive Land Use Plan and meet requirements for grant funding through the Parks and Recreation Development Fund (PARD) and South Carolina Parks, Recreation & Tourism (SCPRT). This also encompasses Budget Analysis and Assessment, Benchmark Comparison of Jasper County with similar counties in the state, and a Strategic Action Plan for Jasper County. Final compensation amount includes Progress meetings with County Administrators, Parks and Recreation Department Directors, and others as needed each month to give updates.

Parks and Recreation Master Plan ..... \$ 125,000

Mr. Danny Lucas, Director  
Development Services Division, Jasper County  
January 3, 2024 – Page 5 of 5

**III. Schedule of Proposed Services**

It is Alliance Consulting Engineers, Inc.'s understanding that Jasper County wishes to begin the Parks and Recreation Master Plan in earnest to have the study completed quickly and efficiently. Recognizing this, Alliance Consulting Engineers, Inc. can begin the Proposed Services within two (2) weeks of receiving an executed Notice to Proceed. Normally, a study such as this will take five (5) to six (6) months to complete. Alliance Consulting Engineers, Inc. will complete this study within this time frame provided Jasper County provides the inventory of financial information and facilitates obtaining the inventory of School Recreational Facilities prior to Commencement of Services. This schedule is dependent on obtaining the appropriate project submission items in a timely fashion for each item in the Scope of Services.

The following sections reference the Past Project Experience, Client References and Identification of Key Staff Members who will serve on this project. Due to page limitations additional information has been limited.

Alliance Consulting Engineers, Inc. appreciates Jasper County giving Alliance Consulting Engineers, Inc. the opportunity to provide this proposal for Parks and Recreation Master Planning and looks forward to assisting Jasper County on this project. Should you have any questions or comments, please do not hesitate to contact us at (843) 757-5959.

Very truly yours,

ALLIANCE CONSULTING ENGINEERS, INC.



Deepal S. Eliatamby, P.E., SCCED  
President

Enclosure

cc: Mr. Frank Turano, Alliance Consulting Engineers, Inc.





### Qualifications Demonstrated by Past Projects

Alliance Consulting Engineers, Inc.'s Team has experience in preparing Parks and Recreation Master Plans and Designing, multi-use trails, public parks and recreational centers, as well as large public and private sport venues that provide a space or place that offer opportunities for activities, exercise, and social gathering. Every bit as essential to a community's quality of life as its businesses, outdoor recreational areas foster personal connections, encourage environmental stewardship and enhance general wellbeing. Below, are a few examples of projects Alliance Consulting Engineers, Inc. has successfully delivered to numerous counties and municipalities that demonstrate our ability to provide Jasper County with parks and recreation facilities that are safe, cost-efficient, and a great asset to Jasper County.

#### County-Wide Recreational Master Plan Hampton County

Alliance Consulting Engineers, Inc. was retained by Hampton County to develop a County-Wide Recreational Master Plan. The Scope of Services consisted of a report outlining an inventory of existing Hampton County, City and Public / Private School Recreational Facilities, an assessment of each of those facilities and recommendations regarding the conditions of the facilities. This report was prepared as a guide to assist Hampton County for new recreational complex to house sporting events based on the input of the Hampton County citizens taking into account the demographics of the County and the usage of the existing facilities.



#### Nature Trail Evaluation and Americans with Disabilities Act (ADA) Study of the Department of Parks, Recreation and Tourism Facilities

##### Town of Estill, Hampton County



Alliance Consulting Engineers, Inc. was retained by the Town of Estill to provide the Professional Services for a Nature Trail Evaluation and Americans with Disabilities Act (ADA) Study of the Department of Parks, Recreation and Tourism Facilities located at First Street in the Town of Estill in Hampton County. The Evaluation includes the gravel trail as well as exercise stations, benches and picnic facilities along the trail for renovation and ADA Accessibility and Compliance. The Evaluation will also include a Preliminary Cost Opinion for providing Trail and Amenities that are ADA Compliant and a Landscaping Master Plan for the location.



#### City of Newberry Recreational Complex, Newberry County



Alliance Consulting Engineers, Inc. was retained by Newberry County to develop the City of Newberry Recreational Complex along SC Highway 34. The Recreational Complex includes three (3) baseball fields, two (2) soccer fields, walking trails, picnic areas, park benches, a playground, a splash-pad, and the associated parking and access. Alliance Consulting Engineers, Inc. provided the Coordination of Topographic Survey and Geotechnical Exploration, Preparation of Construction Documents, Bidding and Award Services, Construction



Administration and Construction Observation Services and Construction Materials Testing. Alliance Consulting Engineers, Inc. coordinated with Newberry County Staff and the City of Newberry to develop the Site Layout that will accommodate the existing site conditions.





**Timken Sports Complex  
Union County**



Alliance Consulting Engineers, Inc. was retained by Union County to develop a ± 25.76-Acre County Recreational Complex (Timken Park Sports Complex). The site is located at the Intersection of the Rice Avenue Extension and Industrial Park Road in Union County. The Sports Complex accommodates



baseball and softball leagues in Union County and throughout South Carolina. The Sports Complex included seven (7) baseball fields, two (2) concessions/scoring towers, playgrounds, batting cages, a one (1) mile walking track, irrigation system with booster pump, and picnic shelters. Specialized imported materials were installed for the infield and warning track to assist in drainage of the field. The services provided included Construction Plans, Specifications, Storm Drainage, and Utility Plans to service to the complex.

**1,000 LF of Walking Trail on (± 3 acres)  
Town of Brunson, Hampton County**



Alliance Consulting Engineers, Inc. was retained by the Town of Brunson to develop improvements plan for the existing Allen Elementary School Site northeast of the Town of Brunson along North Broad Street. The project included a walking trail, a restroom facility, four (4) park benches, ± 1,025-LF of Fence, and **ADA Parking Area** for the Recreational Facility. The services Alliance Consulting Engineers, Inc. provided included the Preparation of Construction Documents, Bidding and Award of the Project and limited Construction Administration. Alliance Consulting Engineers, Inc. coordinated the

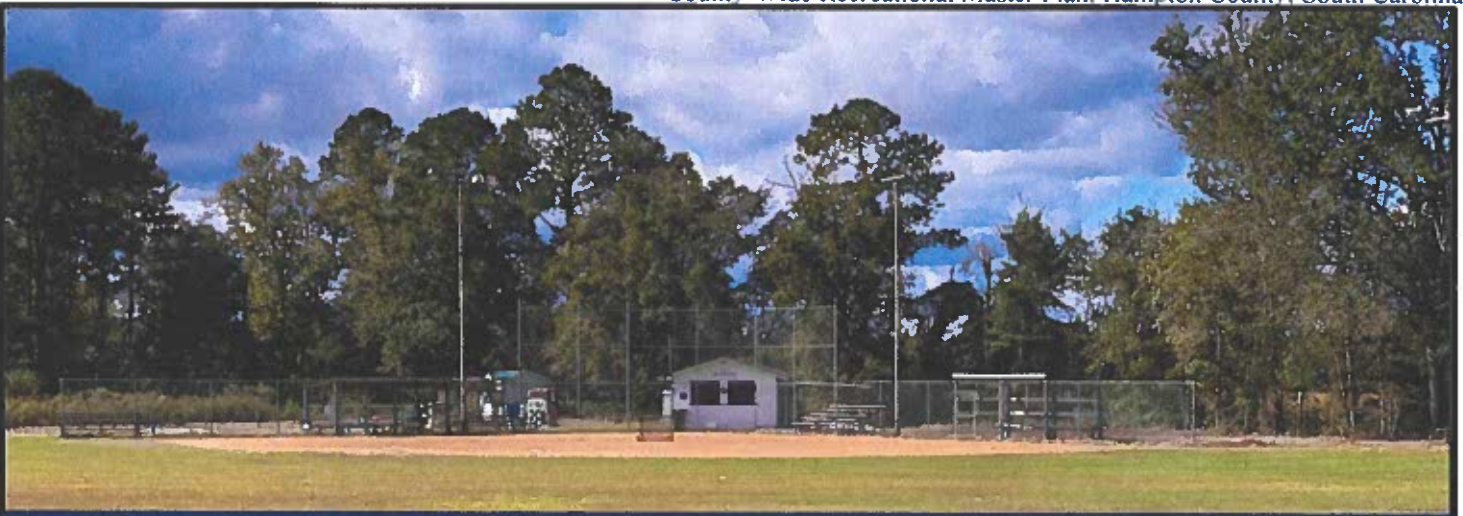
development through the South Carolina Department of Parks, Recreation, and Tourism Trail Grant to enhance the community.

**Green Street Recreational Complex Expansion  
City of Marion, Marion County**



Alliance Consulting Engineers, Inc. was retained by the City of Marion for the Due Diligence and the Engineering Design and Permitting of a Recreational Complex Expansion on ± 14.4-Acres located at the corner South Main Street and Green Street in the City of Marion. Alliance Consulting Engineers, Inc. coordinated the completion of the Due Diligence Services for the Facility which included the completion of a Topographic Survey, Geotechnical Subsurface

Exploration, and a Wetlands Delineation and United States Army Corps of Engineers (USACE) Jurisdictional Verification. Engineering Design, Specifications and Permitting Services for the Recreational Complex provided by Alliance Consulting Engineers, Inc. included Existing Conditions Plan, Clearing and Grubbing Plan, Site Plan, Grading and Storm Drainage Plan and Profiles, Utility Plan and Profiles, Landscape and Irrigation Plan, and Erosion and Sediment Control Plan and Associated Details.



## County-Wide Recreational Master Plan Hampton County, South Carolina

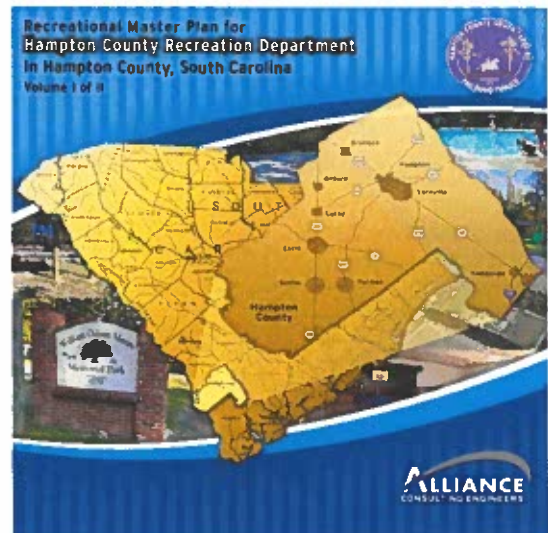
Alliance Consulting Engineers, Inc. was retained by the Hampton County to provide Professional Engineering Services to develop a County-Wide Recreational Master Plan. The Scope of Services consisted of a report outlining an inventory of existing Hampton County, City and School Recreational Facilities, an assessment of each of those facilities and recommendations regarding the upfit or replacement of the facilities. This report was prepared as a guide to assist Hampton County for future development of its parks and recreational facilities taking into account the demographics of the County and the usage of the existing facilities. Alliance Consulting Engineers, Inc. provided an inventory and map of the existing public parks and facilities, as well as develop an Implementation Plan for improvements.



**Client:** Hampton County  
**Location:** Hampton County  
**Completion Date:** 2022

### Highlights:

- Recreational Master Plan
- Existing Recreational Facilities Inventory
- Community Outreach Meetings
- Publication and Presentation of Master Plan





## *County-Wide Recreational Master Plan Update Kershaw County, South Carolina*

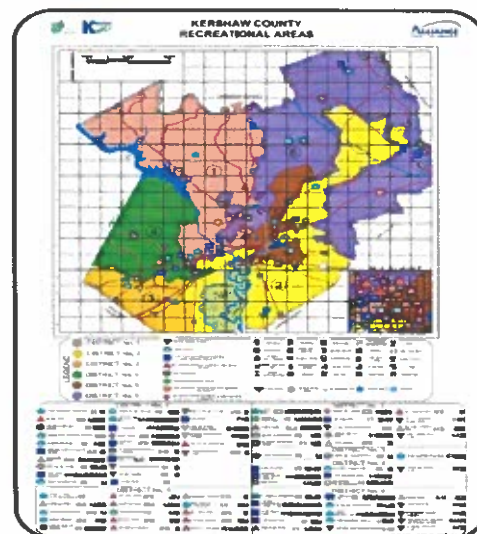
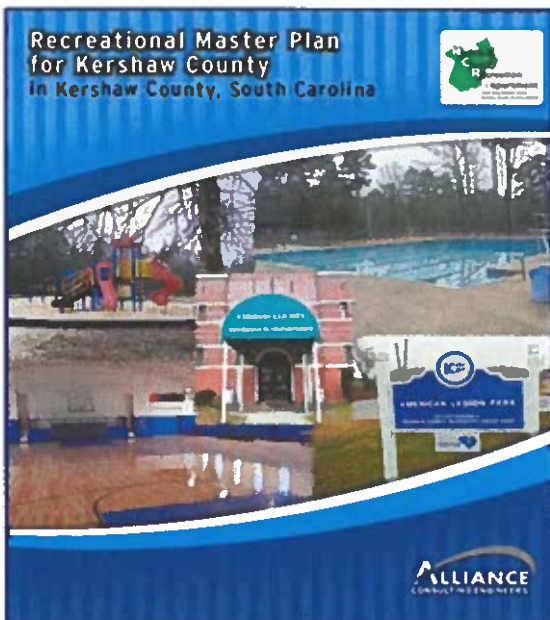
Alliance Consulting Engineers, Inc. was retained by Kershaw County to provide Professional Engineering Services for a complete Update of the County-Wide Recreational Master Plan for Kershaw County prepared by Alliance Consulting Engineers, Inc in 2012 the County-Wide Recreational Master Plan was completed in four (4) parts that included Existing Facilities Inventory and Community Outreach Meetings, Project Planning and Implementation of Support Materials, Presentation of County-Wide Recreational Master Plan to Kershaw County, and Publication and Presentation of the County-Wide Recreational Master Plan.



**Client:** Kershaw County  
**Location:** Kershaw County  
**Completion Date:** 2022

**Highlights:**

- Existing Facilities Inventory and Community Outreach Meetings
- Project Planning and Implementation Support Materials
- Presentation of County-Wide Recreational Master Plan to Kershaw County
- Publication of the Master Plan





## GOOSE CREEK SAINT JAMES TRAIL

### Hike-Bike Connectivity Master Plan Update City of Goose Creek, South Carolina

The City of Goose Creek is a City on the move. Recent and current projects like the Eubanks Park Master Plan, the 2021 Comprehensive Plan, and the roadway improvements along Montague Plantation Road, demonstrate the City's commitment to creating an active and attractive environment for residents, employees and visitors. Through these efforts, the importance of bicycling and walking has emerged as a high priority for the community, both as an amenity that adds to the quality of life for Goose Creek residents, and as an asset to attract tourism and stimulate economic development.

The City of Goose Creek Connectivity Master Plan creates a vision and blueprint for integrating walking and bicycling into the fabric of the community. The Plan is built on a thorough, in-depth analysis of existing conditions and priority routing to provide immediate connectivity. Through its "Six E's" framework, the Plan presents recommendations in the areas of engineering, education, encouragement, enforcement, evaluation/planning, and equity, all of which are designed to make bicycling and walking fun, daily, and normal transportation and recreation choices. By prioritizing recommended walkway and bikeway projects and including cost estimates, design guidelines, and funding opportunities, the Master Plan will guide investments in active transportation and recreation.



Client  
City of Goose Creek  
South Carolina

Contact  
Natalie Ziegler – City Administrator  
E: [nzeigler@cityofgoosecreek.com](mailto:nzeigler@cityofgoosecreek.com)  
P: 843.797.6220

Sector  
Strategic Master Planning,  
Trails and Greenways, Schematic  
Design



## Anderson County Parks and Recreation Master Plan Anderson County, South Carolina

Studio Main was selected by Anderson County in 2021 to provide comprehensive and strategic master plans for all seven (7) county council districts. Anderson County, with explosive growth in residential, commercial, and industrial sectors has not completed a master since 2009 and further did not use that time as an opportunity to solicit public feedback, nor explore additional park facilities and expansions.

As part of the master planning process, Studio Main is leading two public meetings and workshops in each council district (average council district size is 30,000 people). At each of these meetings, the drop-ins are organized for quick feedback at each park level as well as addressing the overarching mission, vision, values, and goals of the department.

The heart of the final master plan included an analysis of the existing condition and uses of each park. All parks and facilities received a detailed illustrative master plan, photosimulations (before/after), cost estimates, and a project workbook with a phased approach to implementation, potential funding sources, and project partners.



**Client**  
Anderson County, SC

**Contact**  
Rusty Burns - County Administrator  
E: [rburns@andersoncountysc.org](mailto:rburns@andersoncountysc.org)  
P: 864.260.4000

**Sector**  
Master Planning, Public Input,  
Construction Documentation



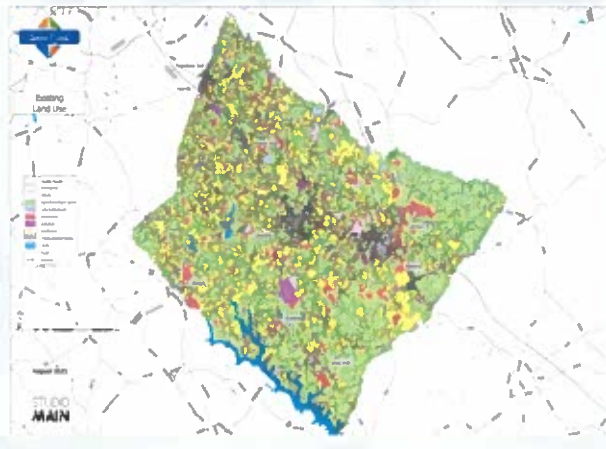
## Laurens County & City of Laurens Comprehensive Master Plan

Laurens County, South Carolina

Studio Main was selected by the City of Laurens and Laurens County in 2022 to provide a comprehensive master plan to address explosive growth in residential, commercial, and industrial sectors.

As part of the master planning process, Studio Main is leading ten public meetings and workshops in each council district. At each of these meetings, the drop-ins are organized for quick feedback at with parcel level data as well as addressing the overarching mission, vision, values, and goals of the City and County.

The heart of the final master plan will include land use analysis for developable properties in a smart growth pattern, taking into account infrastructure needs, environmental analysis, and market research. Both the City of Laurens Comprehensive Plan the Laurens County Comprehensive Plan will be completed in Summer 2023.



**Client**  
Laurens County, SC

**Contact**  
Thomas Higgs - County Administrator  
E: [thomashiggs@co.laurens.sc.us](mailto:thomashiggs@co.laurens.sc.us)  
P: 864.766.9049

**Sector**  
Master Planning, Public Input,  
Land Use Planning



## Saluda River Blue Trail

### City of Belton, South Carolina

The Saluda River Blue Trail traverses from Saluda Lake in Pickens County, South Carolina to Lake Greenwood in Greenwood County, South Carolina. Covering over 60 miles, the Saluda River passes through historic textile communities, once providing valuable energy to power manufacturing mills.

Studio Main has been involved in the master planning of the Saluda River Blue Trail since 2010, planning portage points of the eight hydrodams, marketing and branding, and designing ADA accessible access points. In 2017, Studio Main master planned a new access point along Highway 247 in the City of Belton and was a successful recipient of the Duke Energy Water Resources Grant for \$100,000.

Construction Documents were prepared for all site amenities including site vehicular access, ADA parking (car and truck/trailer), pedestrian connections to the Saluda River, and an ADA kayak launch. Phase Two includes a boat launch, expanding parking for boat/trailers, picnic pavilion, and natural surface trails. Studio Main provided permitting with Anderson County Land Development, SCDOT, SCDHEC, and USACE.

“It is hard to overstate the importance of the Belton Landing project to our community. The facility will not only serve to improve river access and provide economic stimulus to the Belton area, but will also raise awareness to the fundamental importance of preserving our pristine natural resources.”— Representative Jay West, South Carolina House District Seven



**Client**  
City of Belton, SC

**Contact**  
Alan Sims – City Administrator  
E: [alansims@cityofbeltonsc.com](mailto:alansims@cityofbeltonsc.com)  
P. 864.338.7773

**Sector**  
Master Planning, Construction  
Documentation, Construction  
Administration





**TRUST FOR  
PUBLIC  
LAND**

## Greenbelt Preservation Master Plan

Berkeley County, South Carolina

In 2024, Studio Main, as part of collaboration with Project Partners (Trust for Public Land, Lord Berkeley Conservation Trust, Lowcountry Land Trust, and Vance Consulting) will initiate all aspects of conservation and provision of public greenspaces from planning, designing, funding, purchasing and acquiring conservation land to the management and programming of conservation and recreation properties.

Berkeley County is anticipating \$58.7 million in local sales tax revenue for greenbelt capital expenditures. The Greenbelt Preservation Master Plan will facilitate and encourage matching local funds with substantial levels of private, state and federal resources.

The Master Planning process includes analysis of existing conditions, stakeholder and public input, development of goals and guidelines for property acquisition, prioritization, and development of a final master plan report and GIS data.



**Client**  
Trust for Public Land

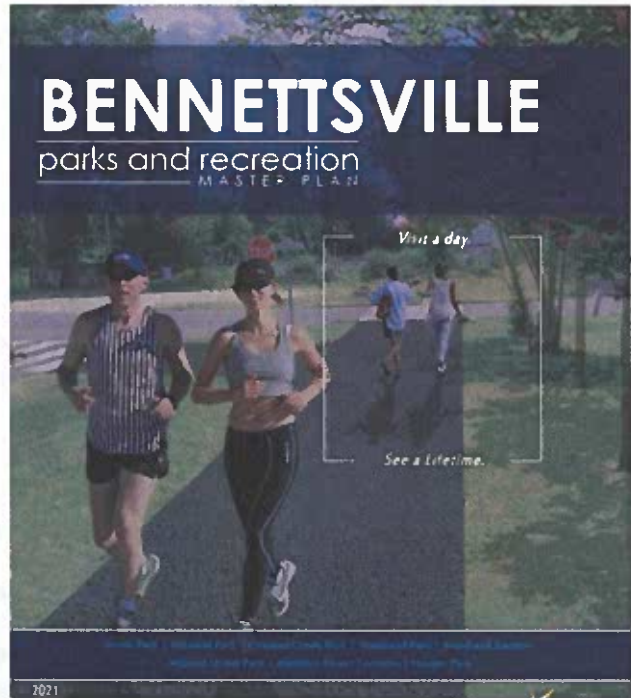
**Contact**  
Pegeen Hanrahan  
E: [Pegeen.Hanrahan@tpl.org](mailto:Pegeen.Hanrahan@tpl.org)  
P: 1.800.714.5263

**Sector**  
Master Planning, Public Input

## City of Bennettsville Parks & Recreation Master Plan Bennettsville, South Carolina

Studio Main led the City of Bennettsville through a comprehensive Strategic Parks and Recreation Master Plan funded by the National Parks and Recreation Association. As part of the grant, Studio Main led Mayor, Council, Advisory Committee Members, stakeholders, property owners, business owners, and members of the public through a six-month planning process that developed strategic implementation goals for short and long-term goals for priority projects while conducting a comprehensive analysis of each park site and facility.

The final master plan included an analysis of the existing condition and uses of each park, coupled with the needs during the public input. All parks and facilities received a detailed illustrative master plan, photosimulations (before/after), cost estimates, and a project workbook with a phased approach to implementation, potential funding sources, and project partners. Studio Main is working with the City of Bennettsville to solicit federal, state, and local funds for Phase One implementation.



**Client**  
City of Bennettsville, SC

**Contact**  
Elisabeth McNeil - Director of Parks,  
Recreation and Tourism  
E: [elisabeth.mcniel@bennettsvillesc.com](mailto:elisabeth.mcniel@bennettsvillesc.com)  
P: 843.479.9001

**Sector**  
Master Planning, Public Input



STUDIOMAIN

**Studio Main, LLC**



Studio Main, LLC is a Landscape Architecture Planning and Design Firm that has become one of South Carolina’s leading small-business firms specializing in planning, design, and implementation of strategic master plans, corridors, greenways, parks, and trail systems. Founded in 2016 after leading thousands of miles of multi-modal planning and hundreds of miles of implementation for national design firms, Studio Main engages in a focused design approach that leads with a commitment to transforming communities through community-oriented design. Studio Main has experience working in all size communities, campuses, and townships, from a few hundred to thousands, from rural to mountain and coastal to suburban and urbanized areas. Studio Main strives to tailor each project to the community’s unique setting, history, and culture through an active and engaging participation and facilitation process. Studio Main is at the forefront of the sustainable transportation movement. Studio Main is active in Ten at the Top Mobility Alliance, the Complete Streets Coalition, and has given national and regional presentations on pedestrian and bicycle corridor and network design and implementation. Studio Main, LLC is exclusive to the Alliance Consulting Engineers, Inc. Project Team.

**Blake Sanders, P.L.A., ASLA**  
*President*



Mr. Blake Sanders has over sixteen (16) years of practical, professional experience as a Project Manager and Senior Landscape Architect for regional and international design firms. Mr. Sanders has taken streetscapes, trails, and parks from concept to construction and is known for his innovative design and construction strategies. His experience includes community-oriented planning and design through charettes, streetscape improvement planning, corridor studies, bicycle and greenway planning, as well as county, municipal, campus, park, and recreation design. Mr. Sanders routinely provides project management and design from conceptual planning through bidding and construction administration. Mr. Sanders walks communities through the charette and design process, engaging them in a series of stakeholder meetings and open studio sessions that culminate with community driven design solution.



STUDIOMAIN





**BENJAMIN S. WHALEY, P.E., LEED**  
Senior Project Manager

#### **REGISTERED PROFESSIONAL ENGINEER**

South Carolina Registration No. 26589  
North Carolina Registration No. 22937  
North Carolina Engineer In Training, June 1995  
LEED Green Associate, Spring 2014

#### **EDUCATION**

Bachelor of Science in Engineering,  
Technology, 1986  
University of North Carolina  
Charlotte, North Carolina

Associates of Science in Architectural  
Drafting  
Pitt Community College  
Greenville, North Carolina

#### **EXPERIENCE**



#### **ALLIANCE CONSULTING ENGINEERS, INC.**

April 2013 - Present

Serves as Project Manager for municipal, industrial and commercial projects. Works directly with Senior Project Managers responsible for projects in all phases of development including project management, planning report preparation, design, calculations, bidding and award, permitting, and construction administration.

#### **BALBO CONSTRUCTION CORPORATION**

November 2010 - March 2013

Served as Project Engineer for municipal, industrial and commercial projects. Responsible for projects in all phases of development including planning, design, permitting, and construction management.

#### **RELEVANT EXPERIENCE**

**Kershaw County Parks and Recreation 10-Year Master Plan**  
Kershaw County, South Carolina

**Hampton County Parks and Recreation 10-Year Master Plan**  
Hampton County, South Carolina

**City of Newberry Recreational Complex**  
Newberry County, South Carolina

**New Walking Trail Park for Town of Silverstreet**  
Newberry County, South Carolina

**Recreational Complex for the Town of Prosperity**  
Newberry County, South Carolina

**Mass Grading, Design & Permitting for Project Sunshine 2020 Facility to include Private Park and Walking Trails for Employees at the Pineview Industrial Park**  
Richland County, South Carolina

**Site Design for 1,000 LF Walking Trail for the Town of Brunson**  
Hampton County, South Carolina



## Blake Sanders, PLA, ASLA

Studio Main LLC  
1 Hindman Street | Pelzer, SC 29669  
P. 864.617.0347 | E. blake@studiomainllc.com

Blake has over fifteen years of practical, professional experience as a Project Manager and Senior Landscape Architect for regional and international design firms. Blake has taken streetscapes, trails and parks from concept to construction and is known for his innovative design and construction strategies. His experience includes community-oriented planning and design through charrettes, streetscape improvement planning, corridor

studies, bicycle and greenway planning, as well as municipal, campus, park, and recreation design. Blake routinely provides project management and design from conceptual planning through bidding and construction administration. Blake walks communities through the charrette and design process, engaging them in a series of stakeholder meetings and open studio sessions that culminate with community driven design solution.

### REGISTRATIONS & AFFILIATIONS:

American Society of Landscape Architects  
Association of Pedestrian and Bicycle Professionals  
Palmetto Cycling Coalition  
Complete the Streets Anderson Advisory Board (2007-2012)  
Town of West Pelzer Mayor (2015-current)  
Anderson County Municipal Association President (2014)  
Palmetto Business Association President (2017)  
Palmetto Cycling Coalition - Communities for Cycling (2012-current)  
Professional Landscape Architect (SC #1244)

### EDUCATION:

Clemson University (2006)  
Bachelor of Landscape Architecture

### PRESENTATIONS & WORKSHOPS:

2017 TN, GA, FL Bicycle Tourism Presentation  
2017 National Bicycle Tourism Summit Presentation and Panel  
2017 SE Greenways Bicycle Summit Presentation  
2017 ASLA Tri-State Presentation and Panel  
2017 SC Bicycle Summit Presentation  
2017 SCDHEC Active Lifestyles Presentation Keynote  
2018 Washington State Bicycle Summit Keynote  
2018 SE Bicycle Symposium Keynote  
2018 Municipal Association of South Carolina Annual Conference  
2018 Inaugural Mayor Joe Riley Design Institute Class of 2019  
2019 Piedmont Legacy Trails Summit – Keynote  
2019 International Insurance Professionals - Keynote  
2021 MASC Economic Development Association - Keynote

### MUNICIPAL & STRATEGIC MASTER PLANS:

City of Walhalla, South Carolina	City of Lyman, South Carolina
Town of Jonesville, South Carolina	City of Gaffney, South Carolina
City of Summteron, South Carolina	City of Denton, Maryland
City of Santee, South Carolina	City of Landrum, South Carolina
City of Dillon, South Carolina	City of Florence, South Carolina
City of Orangeburg, South Carolina	City of Marion, South Carolina
City of Travelers Rest, South Carolina	City of Hardeville, South Carolina
Town of Williamston, South Carolina	Town of Pendleton, South Carolina
City of Laurens, South Carolina	City of North Augusta, South Carolina



### References

Kershaw County  
 Mr. Danny Templar  
 County Administrator  
 515 Walnut Street  
 Camden, South Carolina 29020  
 Phone: (803) 425-1501  
 Mobile: (803) 572-2644  
[Danny.Templar@kershaw.sc.gov](mailto:Danny.Templar@kershaw.sc.gov)



Town of Estill  
 Ms. Tiffany Cooks, Ph. D.  
 Town Administrator  
 Post Office Box 415  
 Estill, South Carolina 29918  
 Phone: (803) 625-3051  
 Mobile: (803) 346-9347  
[TCooks@townofestill.sc.gov](mailto:TCooks@townofestill.sc.gov)



Southern Carolina Regional Development  
 Mr. John W. Fleming, P.E.  
 201 Lee Avenue  
 Hampton, South Carolina 29924  
 Phone: (803) 541-0023  
 Mobile: (843) 607-9729  
[jfleming@southerncarolina.org](mailto:jfleming@southerncarolina.org)



Hampton County  
 Ms. Rose Dobson – Elliott  
 200 Jackson Avenue East  
 Hampton County, South Carolina 29924  
 Phone: (803) 914-2100  
 Mobile: (803) 943-8051  
[rdelliot@jaspercountysc.com](mailto:rdelliot@jaspercountysc.com)



City of Goose Creek  
 Ms. Natalie Ziegler  
 City Administrator  
 519 North Goose Creek Boulevard  
 Goose Creek, South Carolina 29445  
 Phone: (843) 797-6220  
[nzeigler@cityofgoosecreek.com](mailto:nzeigler@cityofgoosecreek.com)



Proposal for  
**PARKS & RECREATION  
MASTER PLAN**

Jasper County, SC | January 3, 2024

**Contact**

Chris Chockley, PLA, AICP  
843-653-4199  
Chris.Chockley@bolton-menk.com

1298 Professional Drive  
Myrtle Beach, SC 29577  
843-692-3200 | Bolton-Menk.com

**Contents**

Project Approach, Content, and Timeline.....	2
Past Project Experience and Client References.....	9
Qualifications and Demonstrated Competencies.....	12
Staffing Capacity and Availability.....	19
Project Fee Structure and Cost Estimate.....	20



Real People. Real Solutions.

In Partnership with:



January 3, 2024

Kimberly Burgess, Director, Administrative Services Division  
Jasper County Government  
PO Box 1149  
358 3<sup>rd</sup> Avenue  
Ridgeland, SC 29936



**BOLTON  
& MENK**  
Real People. Real Solutions.

1298 Professional Drive  
Myrtle Beach, SC 29577  
843-692-3200 | Bolton-Menk.com

RE: Proposal for Parks & Recreation Master Plan (RFP #2024-8)

Dear Kimberly:

Jasper County takes great pride in its park system and programming. This is evident in recognizing the need to periodically plan for the future through the creation of a 10-year Parks & Recreation Master Plan. This plan will review existing programs, systems, and the natural environment and propose solutions to protect and enhance these resources moving forward. Like you, Bolton & Menk, Inc. and its affiliates take great pride in planning for and designing parks systems that are safe, sustainable, and beautiful. Through our vast experience with similar communities and master planning projects, we understand the elements essential to developing a successful and implementable Parks & Recreation Master Plan.

**MULTIDISCIPLINARY FIRM** – The Bolton & Menk team offers robust park and recreation planning and design capabilities. Our in-house team includes landscape architecture, planning, public engagement and communication, natural resource planning, funding, engineering, and GIS, allowing us to streamline many processes without the need for external coordination. With more than 900 employees, we offer the expertise of a national firm, but our project leadership is local. In addition to our in-house expertise, we have teamed with **McMillan Pazdan Smith Architecture** to assist with building and facility analysis and data analysis. Their current work with Jasper County will prove to be invaluable for this project as they fully understand the communities in the county. Our team also includes **Tom O'Rourke Parks and Recreation, LLC**, who will provide valuable expertise when reviewing park budgets, analyzing the parks maintenance and operation cost and projections, and identifying funding mechanisms that will lead to successful implementation of identified strategies. Our depth of staff and diverse capabilities will enable us to better allocate resources, keep fees in check, and spend more time developing a master plan customized to your needs.

**INCLUSIVE, EXCITING ENGAGEMENT** – The success of this plan will be supported by our in-depth public participation process that engages Jasper County residents. Our approach is to provide an open, cooperative, and collaborative process to collect input from a range of stakeholders. Working with you, we will design creative and exciting strategies and materials to hear from as many residents as possible to find out what their needs and goals are for the county parks, while considering feasibility and financial considerations. We approach community engagement with the understanding that we need to meet people where they are comfortable, not the other way around.

**ROADMAP TO IMPLEMENTATION** – We deliver implementable plans and projects. With Bolton & Menk, you can be certain we will provide feasible solutions and creative thinking to bridge the gap between vision and construction. We understand the county has many ideas and welcomes assistance in prioritizing park improvements to develop a roadmap to best implement these projects. We are committed to developing a master plan that helps Jasper County best leverage resources to realize its vision for a stronger parks system.

**ENTERPRISE DEVELOPMENT** – It will be essential for the future financial sustainability of the Jasper County Parks and Recreation department to create ideas concerning innovative park facilities and programs. We believe that with any Parks & Recreation Master Plan, there need to be revenue streams that come from outside the tax payer base of Jasper County. Our team is uniquely qualified in this area, with the addition of Tom O'Rourke, the longtime executive director of the Charleston County Park and Recreation Commission. While at Charleston County, Tom was responsible for creating revenue sources for well over 70 percent of the operating budget. Tom also brings financial experience as a recent council member for the Town of Mount Pleasant. During his term, Tom served as chair of the finance committee, enabling our team to have first-hand local experience with the financial challenges of county and municipal governments.

In service to Jasper County, we are excited at the opportunity to complete the Parks & Recreation Master Plan project. I will serve as your lead client contact and project manager. Please contact me at 843-653-4199 or [Chris.Chockley@bolton-menk.com](mailto:Chris.Chockley@bolton-menk.com) if you have any questions regarding our proposal.

Respectfully submitted,  
**Bolton & Menk, Inc.**

Chris Chockley, PLA, AICP, Project Manager





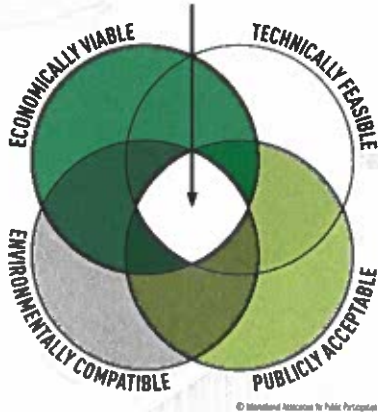
# PROJECT APPROACH, CONTENT, AND TIMELINE

## PROJECT UNDERSTANDING

To create a Parks & Recreation Master Plan for Jasper County, it will be important to understand the community's current desires and goals. In addition, a changing demographic, increasing population density, and shifting recreational trends ultimately demand a forward-thinking plan that can identify valuable community opportunities while providing a tool to prioritize how and when these opportunities are implemented.

The Bolton & Menk team understands this vision to create a long-term plan outlining the necessary steps to achieve sustainable parks, open spaces, and trails. To us, sustainability and resilience are not just **green** solutions, but rather a strategy ensuring environmental, cultural, economic, social, and political vitality. Each of these elements is critical to parks and recreation planning on a county-wide scale.

### Sustainable Solution



As described in our work plan, our approach outlines the steps we believe are necessary to execute this project. We will work with the county to tailor this process to best fulfill Jasper County's needs. From our extensive parks and recreations experience, we know and understand how unique the county is and expect to learn a great deal more from county staff and the public. For this reason, we recommend a diverse outreach process with multiple avenues to collect focused and critical feedback and engage your community.

Our goal with this project is simple: help you realize your vision with the completion of a comprehensive, usable Parks & Recreation Master Plan that helps the county make informed, long-term decisions.

We understand the following to be key components of future parks and recreation planning:

- Broadening the diversity of park users, regardless of age, ethnicity, social class, and/or ability (equitable park system)
- Promoting inclusive play and improved accessibility
- Protecting and enhancing the community's natural and ecological resources
- Responding to changing demographics and recreational trends
- Planning flexible park and recreation programming needs
- Understanding the county-adjacent amenities and their use by Jasper County residents
- Considering maintenance and staffing needs

The following work plan defines the scope of services we have crafted for this project. **We will gladly refine this based on your review to ensure the county's needs and wants are addressed.** The following includes a summary of deliverables anticipated from this process:

- Regular communication and effective project management
- Graphic and content support for promotional materials and public engagement needs
- Innovative, effective, and inclusive public engagement
- A summary of key findings resulting from data collection, surveys, and public outreach
- Capital improvement planning and operational improvement strategies
- Strategic action plan
- Draft and final Parks & Recreation Master Plan documents

Our team understands this will be a collaborative process involving county staff, stakeholders, and as many community members as we can engage. We anticipate county staff assistance with providing previously collected data that may prove useful to the project, procuring additional park inventory data, identifying potential stakeholders, promoting and advertising public engagement opportunities, and attending project coordination meetings.



## COMMUNITY ENGAGEMENT

Our approach to community engagement will ensure consistent, dependable, and responsive communication throughout the project. Our top priority is to develop a plan that not only ensures project success but establishes trust and credibility with the county and its stakeholders.

We know from considering the best available data that Jasper County's average age is greater than neighboring counties and the state average. This information is important as we create ways to reach the public with accessible engagement strategies. Our engagement approach is rooted in giving the community a voice through both traditional and nontraditional (grassroots and artist-driven) engagement. Previous experience shows that these strategies are some of the most effective in achieving the goals of community engagement—not just going through the motions.

We take this seriously because it works.



We have outlined our commitment to engagement to meet the requirements of the RFP. We have also included considerations over and above these base efforts to maximize the effectiveness of this process:

- **Community Liaisons.** Our budget includes partnering with locally-respected associates with existing relationships in the community—especially with historically underrepresented or culturally unique populations—to assist in communication with these groups and to serve as advocates for this master planning process.
- **Visual Messaging.** In a diverse, multilingual community, visual messages can span language, culture, and ability barriers. Meeting materials developed throughout the project will rely heavily on visuals and will limit text to the extent possible to help people connect with and understand the project, regardless of language barriers.
- **Translation to Multiple Languages.** Where text on engagement materials is necessary, we can provide (if requested) translated versions according to the community's needs. Our intent is to provide Spanish translations at the minimum. We are open to additional translations (up to two total), for an additional fee. Fees for this service have not been included in our estimated fees within this proposal.
- **Investing in the Community.** Our team is committed to partnering with people, places, and resources that are local to the Jasper County community whenever possible. Whether it be hiring a local videographer to film pop-ups, or hosting a meeting at a community restaurant, we have ideas and connections to make this happen.
- **Making Input Matter.** To build trust and buy-in for the project, engagement attempts must be sincere. Input needs to shape outcomes, not just be the show while the "real" technical work goes on behind the scenes. We are committed to bringing meaningful questions to the public where their input can shape results—and reporting back to them to show how it did just that.

## APPROACH AND METHODOLOGY

Our approach to the scope of work is based on our current project understanding, the mission of Jasper County, and experience working on master planning projects in communities around the country, including South Carolina. Our goal is to create an actionable and aspirational plan built around extensive public engagement and focused on achieving multiple goals, including enhanced recreation, connected conservation strategies, and supporting strong and vibrant communities. Outlined below is our approach to achieving this vision. We welcome a conversation with Jasper County to refine this scope and fee to ensure we meet project goals and deliverables within budget and schedule.

### TASK A: INVENTORY AND ANALYSIS OF PARKS, RECREATION AREAS, PROGRAMMING, OPEN SPACE, TRAILS, FACILITIES, BOAT LANDINGS, AND AMENITIES

ESTIMATED FEE: \$17,500

#### TASK A.1: STRATEGIC KICKOFF MEETING

We will host an in-person strategic kickoff meeting with the project management team (PMT), comprised of county staff and key stakeholders, to lay the foundation for a successful project. We will use this time to discuss overall scope and project approach, discuss goals, confirm a timeline, and review other critical items. Our team will provide an agenda, any required handouts, and will prepare meeting minutes after the discussion.



### TASK A.2: REVIEW OF COUNTY-PROVIDED DATA

We will work with the county to acquire and review previously gathered data and prepared studies relevant for development of a comprehensive understanding of the parks and open space system. As we review this data, we will coordinate with the county on any discrepancies or missing data we encounter.

### TASK A.3: PREPARATION OF BASE MAPPING

Our GIS team will work with county staff to collect any existing GIS data sets and plans to create critical mapping and park base plans that will be utilized throughout the master planning process.

### TASK A.4: PARK AND FACILITY INVENTORY AND ANALYSIS

Our team will conduct a thorough inventory and conditions assessment for all Jasper County parks, trails, greenways, and facilities. Specific information to be collected may include the following:

- Use existing inventory provided by the county to assist with a thorough on-site park and facility inventory analysis; the existing parks inventory will use GIS data sets
- General feature condition and life cycle forecasting of elements showing wear and liability
- Identified high-maintenance items or sites, etc.
- Documented accessibility issues or constraints

Our in-house GIS specialist will become familiar with completed GIS mapping of the county and identify additional mapping needs that may prove valuable. The physical inventory and feedback from the community will be evaluated together as we begin to assess existing amenities and resources.

Our architectural team members are also available to provide a more comprehensive review of county parks buildings and structures.

### TASK B: PUBLIC ENGAGEMENT

**ESTIMATED FEE: \$35,000-\$50,000**

A successful Parks & Recreation Master Plan must reflect the needs and desires of the stakeholders that will fund, use, and maintain these facilities. As such, public involvement and engagement is one of the most critical components of the planning process. We are committed to providing a robust engagement process that goes beyond traditional open houses and cookie-cutter surveys. A more comprehensive description of our public involvement plan can be found in the Community Engagement section of the project approach.

We believe in the engagement process identified in this proposal, yet we anticipate there may be requests to refine this to ensure it aligns with the needs of the Jasper County community. We look forward to an open dialogue with county staff to review desired efforts and finalize a plan to engage with the public during this process. Our desire is to capture as many voices as possible and to develop a plan the community can be proud of.

Youth are often some of the heaviest users of a community's park system; capturing their voices is critical to successful master plan development. We suggest coordinating with local schools to distribute a survey tailored to this demographic.

### SOCIAL MEDIA COORDINATION

Our team will coordinate with county communication staff to promote master plan efforts throughout this process, including leveraging existing social media platforms or creating project-specific accounts to inform the public of input opportunities throughout the process. We will develop these materials and provide them directly for posting by county staff and partners.

### LOCAL LIAISON PARTNERING

We recommend partnering with locally respected associates that have relationships with historically underrepresented or culturally unique populations, to assist in communication with these groups and serve as advocates for this master planning process.

### TASK B.1: PUBLIC AND STAKEHOLDER MEETINGS

Our team of experienced professionals will ensure that the public engagement process reaches out to as many residents, park users, and stakeholders as possible using in-person public meetings and workshops, and online meetings. It is anticipated that up to seven public engagement meetings that may include stakeholder, focus group, and key personnel interviews, will be required for this project. We will work with the county to determine the optimal locations for these meetings to be sure that public outreach and engagement is achieved.





### POP-UP ENGAGEMENT

Our team will facilitate two pop-up meetings to solicit feedback from the public. Our intention is to coordinate these efforts with the county and our local liaisons to determine a venue and existing community event that would engage with culturally unique populations in the community while still being available for all residents to participate. Possibilities include sporting events, a neighborhood night out, or a culturally significant celebration.

### PROJECT OPEN HOUSE

To ensure the community remains engaged in the master planning process, we propose an open house after a full draft has been provided (and reviewed) by the county and prior to development of a final master plan document. This will provide an opportunity for residents to review recommendations and provide feedback to affect changes in the final master plan. This is a key step in seeking consensus from the community while validating that this plan was developed in part from the feedback they provided throughout the process.

### TASK B.2: COMMUNITY SURVEY

Working in conjunction with county staff, we will develop a survey to solicit input from the broader community. We envision this to be available through an online platform, as well as paper copies to ensure we reach out to the entire community. The Bolton & Menk team will provide the county with

a link to the survey for use on its public-facing website and social media platforms. Upon completion of the survey timeframe, we will provide a summary of the results. This information will inform recommendations and priorities in the master plan.

### COUNTY PARK STATIONS TOUR (OPTIONAL)

The following optional task could occur after we complete the inventory of park and recreational amenities. The project timeframe should allow this to occur as weather warms up and provides residents with opportunities to learn about the project and share input with staff at stations in the county's parks. This could be a cycling/walking tour of the parks system to explore and discuss the project and initial findings with residents. Not only would this educate the community on the master planning process—it would provide the design team with firsthand knowledge of issues and constraints in the current system. Community buy-in is extremely important to the adoption of the final parks and recreation master plan. A cycling/ walking tour may provide a great opportunity for people to see and experience items described in the final document, such as failing or unsafe park features, multimodal connection challenges, or opportunities for water access/ recreation. This event will be open to the public and serve as a great way to promote the Jasper County Parks and Recreation Department. This can be a great opportunity to partner and learn from Bike Walk Hilton Head Island, which began as a grass roots effort and has led Hilton Head to becoming a Gold-designated Bicycle Friendly Community.

### TASK C: MAINTENANCE AND OPERATIONS ESTIMATED FEE: \$8,850

#### TASK C.1: REVIEW AND IDENTIFY OPPORTUNITIES

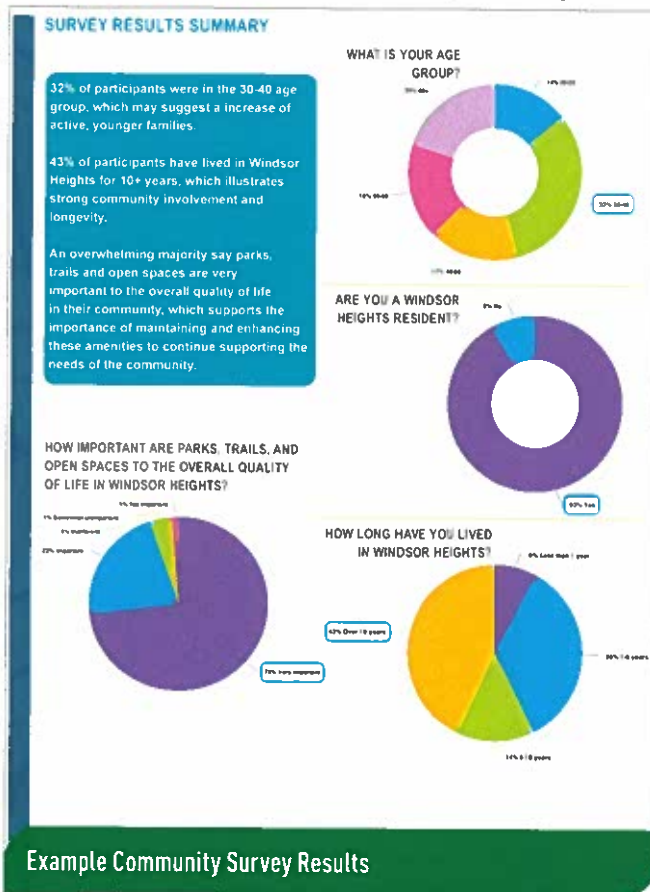
Our team will work with county staff to review the existing organization structure, staffing, and funding allocations to assess how Jasper County compares to national averages and communities with similar parks systems. By reviewing this data, we will identify opportunities for adjustments the county can consider to improve function and level of service (LOS). This effort will include a review of funding strategies and the comparative expectations resulting from adjustments to these resource investment strategies.

#### TASK C.2: BUDGET AND STAFFING ANALYSIS

Based on the comparison of budget and staffing relative to national averages and comparable communities, we will provide an analysis to establish needs to maintain and build upon the current LOS. Depending on our findings, our team will establish resource needs that will allow the county to provide adequate and desired LOS.

#### TASK C.3: DEFERRED MAINTENANCE REVIEW

Our team will work with county staff to review existing information on known deferred maintenance related to the Parks and Recreation Departments





operations and maintenance. A summary will be provided to determine the need for additional budgets, staffing, and needs for alternative funding opportunities.

**TASK C.4: DEVELOP FUNDING STRATEGIES**

Our team will review prepared funding strategies for staffing and operational needs based on identified needs in each of the previous sub-tasks in Task C. This effort will include identification of potential funding sources or program partners that may be viable in assisting with projects identified in Task D efforts.

**✔ TASK D: LAND ACQUISITION AND PARK DEVELOPMENT**

**ESTIMATED FEE: \$9,750**

**TASK D.1: IDENTIFY SIGNIFICANT RECREATION OPPORTUNITIES**

Bolton & Menk’s team will identify significant recreation opportunities for Jasper County after reviewing existing park and recreational facility information, as well as input from community engagement and topics of study included in this task. This effort will be a brainstorming session; the results will be refined in Task D and finalized in the final Parks & Recreation Master Plan.

**TASK D.2: CAPITAL IMPROVEMENT PROJECTS (CIP)**

Using the effort from previous sub-tasks, we will facilitate a discussion with county staff to review the list of recommendations and corresponding costs to prepare an updated list of CIPs for consideration in upcoming funding cycles. This effort will include identification of potential land acquisition efforts and alternative funding sources to better understand the impact these may have on overall park system improvements.

**✔ TASK E: BUDGET ANALYSIS AND ASSESSMENT**

**ESTIMATED FEE: \$11,500**

Our team will work with county staff to review the existing and future department budget in terms of operations and maintenance to determine efficiencies, enhancements to the department cost recovery efforts, and to identify needs for additional funds, staffing, and improvements.

**Bolton & Menk has secured more than \$1 billion in funding for our clients from a variety of sources in the past 25 years.** We work diligently to identify and secure outside grants and low interest loans from a variety of federal, state, and local agencies. Our funding team will review opportunities for traditional and alternative funding sources including but not limited to the Parks and Recreation Development (PARD) Fund and South Carolina Department of Parks, Recreation, and Tourism (SCPRT).

We will collaborate with staff to identify additional opportunities to increase funding. Evaluate and continue to improve fee structure and cost recovery efforts.

**✔ TASK F: BENCHMARK AND COMPARE PARKS AND RECREATION SERVICES**

**ESTIMATED FEE: \$10,325**

**TASK F.1: EVALUATE COMMUNITY NEEDS**

After we document and review existing conditions of the current parks and recreation system and compare findings against national averages, we will evaluate needs to determine gaps in current offerings. This process will consider immediate- (0-3 years), mid- (3-7 years), and long-term (7+ years) needs to begin mapping the path for fulfilling these items.

Evaluating this information with respect to national trends and benchmarks—along with the operational needs and goals of the Parks and Recreation Department—will be included in this task. Results from the community survey, along with the pop-up meetings facilitated by our local liaisons, will provide foresight into identified recreational gaps.

We will coordinate with the county to poll residents on system needs to better understand how the community uses the existing system while gaining insight into desired features. The results of this task will inform gaps that can be filled through additional features to key parks, or adjustments in programming to better meet these needs.

**TASK F.2: COMPARISON TO NATIONAL AVERAGES**

To obtain a better understanding of resource needs currently applied to the county’s park and recreation system, our team will work with county staff to obtain data on the existing organizational structure, staffing, and funding strategy. We will review this information against national averages as well as comparative communities to determine potential opportunities that could help the county adjust resource allocation and improve LOS.

**✔ TASK G: STRATEGIC ACTION PLAN**

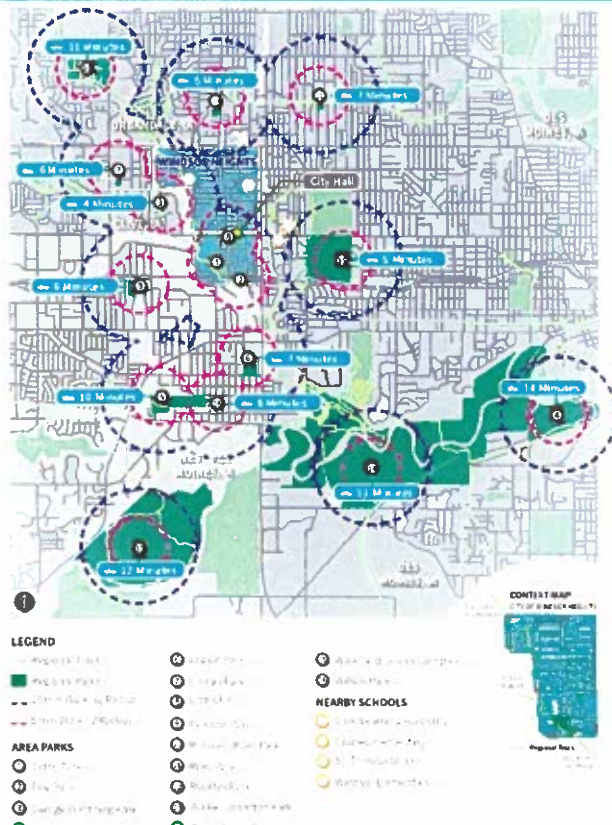
**ESTIMATED FEE: \$25,150**

**TASK G.1: RECREATIONAL PARTICIPATION REVIEW**

We will collaborate with the county to obtain and review participation data with the county’s parks and recreational facilities. This review will include the identification of existing programs, agency partners, fee structures, and activities used to promote greater access to the county’s parks and recreational facilities. This task will also include identification of recreational trends and opportunities for future resource allocation aimed at participation in the community’s recreational offerings.



FIGURE 3. LOCAL PARK PROXIMITY



Example LOS map, City of Windsor Heights, IA

### TASK G.2: LEVEL OF SERVICE ANALYSIS

Our team will use information collected during the inventory task to compare Jasper County's park system to counties of comparable size according to National Recreation and Park Administration (NRPA) standards. This will provide insight into where the county's system may be over- or under-performing and will aid in prioritizing improvements.

The planning team will develop a series of LOS maps that examine the distribution of parks and specific park amenities within the county to look for gaps in overall service. Jasper County residents may use additional amenities to fulfill their needs in adjacent communities. We will consider these adjacent community facilities as we analyze park system service coverage to provide a more comprehensive picture.

### TASK G.3: STRATEGIC ACTION PLAN DEVELOPMENT

Building on previous tasks, our team will develop, alongside county staff, a strategic action plan that addresses proposed improvements to existing parks and facilities, land acquisitions for new parks, the department operational and maintenance needs, and enhancements to program offerings to that will help enhance the county's overall LOS. We will coordinate with the county to prioritize these recommendations based on needs as

determined by the existing conditions review, gap analysis, and expressed community desires.

We strongly believe in providing our clients with an actionable and realistic work plan that identifies goals that the Parks and Recreation Department can focus on over the next ten years and that provides specific action strategies to help accomplish these goals.

### ✓ TASK H: PROGRESS REPORTING

ESTIMATED FEE: \$5,950

#### EFFECTIVE COMMUNICATION

The Bolton & Menk team believes that effective communication will help to foster a good working relationship and ensure that you achieve your goals. We take pride in our ability to rapidly respond to any challenges that might arise on a project and to provide solutions promptly to avoid any delays in your project timeline. These lines of communication begin at the onset of every project and will continue throughout the planning process.

#### PROGRESS UPDATE MEETINGS

To maintain fast-paced and aggressive schedules it is vital that the Bolton & Menk team and Jasper County are on the same page throughout the entire project. This can be accomplished by conducting a series of progress meetings to inform county staff and stakeholders of developments and milestones regarding this project. We will provide written progress reports that cover recent progress, outstanding issues or information needed, and upcoming meetings and agendas.

### ✓ TASK I: DELIVERABLES/PREPARE FINAL DOCUMENT

ESTIMATED FEE: \$43,595

#### TASK I.1: DRAFT MASTER PLAN DEVELOPMENT

We will begin assembling a draft master plan as we complete each of the previous tasks, with the intention of providing this document to the county for review prior to consideration by the public in an open house. The feedback from these efforts will allow us to finalize the master plan and provide copies to the county for consideration by the park board and county council.

#### TASK I.2: DRAFT PLAN FOR COUNTY REVIEW

We will provide a working draft of the master plan (80%) to the county for review to ensure that layout and formatting, as well as the information prepared to date, aligns with the county's vision for this document.

#### TASK I.3: FINAL PLAN FOR COUNTY REVIEW

By considering feedback on the draft plan, as well as public input acquired during the open house, we will enact changes to finalize the master plan



document for a final review by the county. Any changes will be addressed prior to presentation to the Jasper County Parks and Recreation Department, County Administrator, Development Services Division, and County Council.

### TASK I.4: COUNTY COUNCIL APPROVAL

Upon acceptance by the advisory committee, our team will present the master plan to the county council for consideration of adoption.

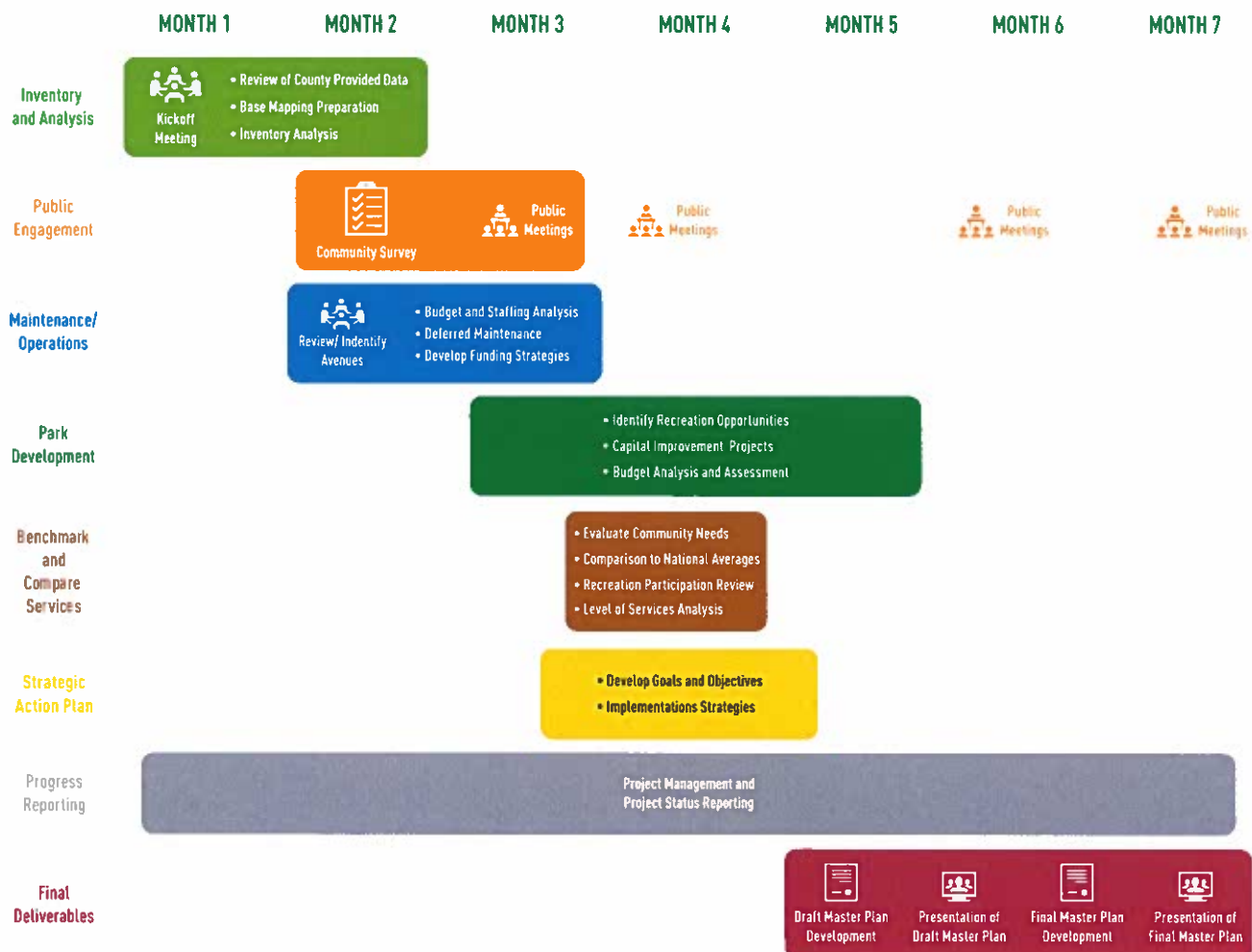
### TASK I.5: GIS MAPPING TOOL (OPTIONAL)

If desired, Bolton & Menk can assist the county in developing a GIS database and interactive interface to help county staff track master plan progress and plan for upcoming improvement needs, whether as the result of new improvements, repairs, or replacement of infrastructure at the end of life.

To develop this tool most effectively, we ask that the county alert us of their desire to pursue this path as part of contract negotiations, so we can develop the infrastructure for this system alongside progress on the master plan report.

## TIMELINE

We have developed a schedule detailing the anticipated work tasks, task relationships, and critical path timeline. This schedule is based on our review of the project background, description, knowledge on project timing to maintain focused engagement, and scope of services included in the Request for Proposals. Upon selection, Bolton & Menk will work with county staff and other project partners to revise and update this schedule as needed to ensure successful delivery of this project.



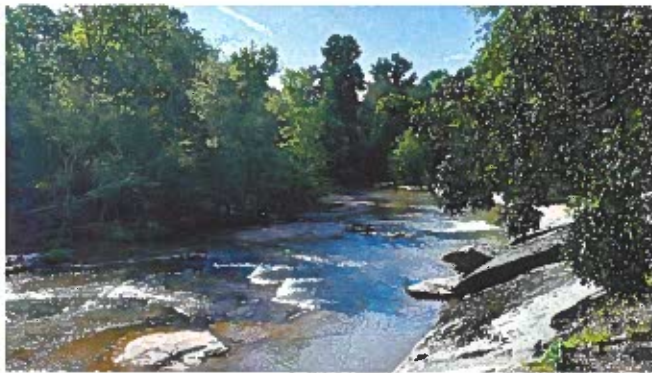


# PAST PROJECT EXPERIENCE AND CLIENT REFERENCES

Bolton & Menk has assembled an experienced team of professionals with a proven track record of delivering similar projects. We have highlighted several projects our team has delivered using a similar approach and/or with similar elements. We will draw upon this experience to benefit the Parks & Recreation Master Plan project. Additional project experience and references are available upon request.

## TYGER RIVER RECREATION REGION MASTER PLAN UPSTATE FOREVER, SPARTANBURG COUNTY, SOUTH CAROLINA

The southwest region of Spartanburg County is experiencing rapid growth and within the area are the North and South Tyger Rivers which come to a confluence east of Woodruff, South Carolina. The Tyger River Foundation in partnership with Upstate Forever is looking for a master plan for an approximately 20-mile stretch of the riparian corridor to consider recreation, education, ecotourism, stewardship, and conservation.



Through virtual and in-person public engagement and stakeholder feedback, Bolton & Menk is developing a master plan that will act as a road map for prioritizing funding and implementation of projects within this region. We also identified several funding opportunities to help make this plan a reality. This project will be completed in February 2024.

### REFERENCE

Erika Hollis, Clean Water Director | 864-250-0500 ext. 117 | ehollis@upstateforever.org

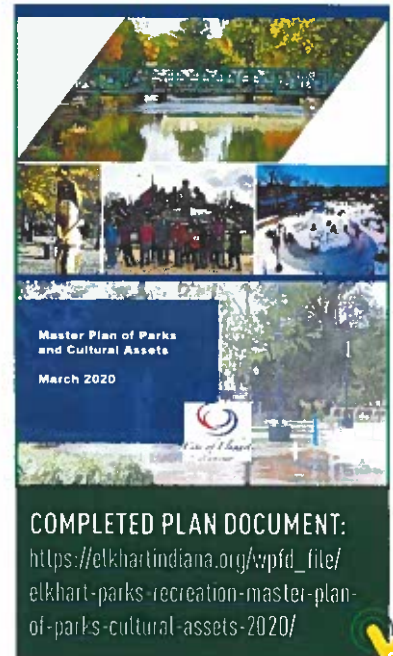
- Bolton & Menk
- Tom O'Rourke Parks and Recreation
- McMillan Pazdan Smith

## FIVE-YEAR PARK MASTER PLAN CITY OF ELKHART, INDIANA

### COMPLETED BY CHRIS CHOCKLEY AT A PREVIOUS FIRM

The City of Elkhart Master Plan of Parks and Cultural Assets represents the culmination of a six-month planning process. The document was based on a city-wide assessment of facilities owned and operated by the city, which included city parks, trails and greenways, water recreation access, a historic theater and community centers, a thorough community needs assessment and community engagement process, and a prioritized action and implementation plan to guide the city's work in improving recreational assets, understanding budgetary needs, and services over the next five to ten years.

This plan took a deeper dive into the city's Parks and Recreation Department to study how it operates and to establish the framework for parks and recreation improvements within the city. This adopted master plan offers the city a strategic plan in moving the department forward through identified community and collaborative efforts.



COMPLETED PLAN DOCUMENT:  
[https://elkhartindiana.org/wpfd\\_file/elkhart-parks-recreation-master-plan-of-parks-cultural-assets-2020/](https://elkhartindiana.org/wpfd_file/elkhart-parks-recreation-master-plan-of-parks-cultural-assets-2020/)



### REFERENCE

Jamison Czarnecki, CPRP, Superintendent | 574-304-2180 | Jamison.Czarnecki@coei.org





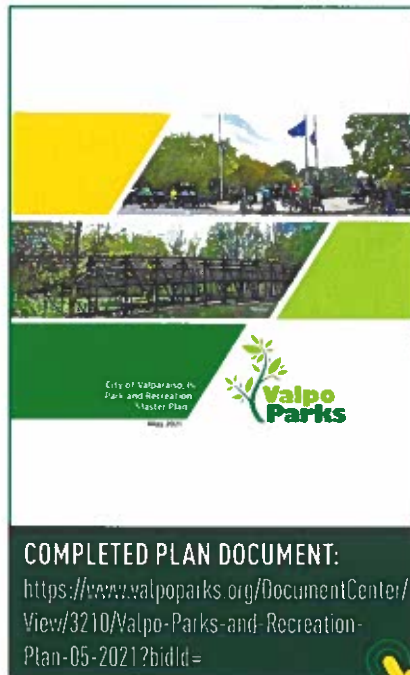
## FIVE-YEAR PARK MASTER PLAN CITY OF VALPARAISO, INDIANA

COMPLETED BY CHRIS CHOCKLEY AT A PREVIOUS FIRM

The purpose of the Valparaiso Parks and Recreation Master Plan was to prepare an update to the previous 2017 Comprehensive Park and Recreation Master Plan, assess the progress of the previous plan’s goals and recommendations, and establish goals for the next five to ten years. The plan provides guidance and direction for future design, development, and resident needs, as well as updating 11 Legacy Park Planning and Design concepts.

The success of this plan was accomplished through a comprehensive process that was developed during the initial strategic kickoff meeting. A project team comprised of city staff members and the consultant team identified several success factors to guide and lead the effective development of the plan and for the City of Valparaiso to move forward. The team developed a planning effort that includes robust participation from the public including a series of workshops throughout the city to accurately assess their needs for the parks and recreation system. An additional portion of the plan included Legacy Park Planning and Design concepts that were developed, evaluated, and integrated to develop a capital campaign that prioritizes improvements and identified potential public and private collaborative opportunities.

**REFERENCE**  
Kevin Nuppau, Director  
219-462-0098  
knuppau@valpo.us



COMPLETED PLAN DOCUMENT:  
<https://www.valpoparks.org/DocumentCenter/View/3210/Valpo-Parks-and-Recreation-Plan-05-2021?bidId=>



## DOWNTOWN PARK AND STREETScape CITY OF SIMPSONVILLE, SOUTH CAROLINA

Bolton & Menk is leading the revitalization of a 26-acre city park in Simpsonville, aligning with the downtown master plan’s guiding principles. The project includes constructing three new municipal buildings and enhancing the park with various amenities, green infrastructure, and improved programming to serve the community better. Additionally, the city secured a C-Fund grant for streetscape work, and collaboration with CoTransCo and SCDOT is underway to redesign nine city corridors for increased connectivity and a safer, more walkable environment. We have completed the design development, construction documents, permitting, and are currently providing construction administration for this project.



**REFERENCE**  
Dianna Gracely, City Administrator | 864-967-9526 |  
Dianna@Simpsonville.com

- Bolton & Menk
- Tom O'Rourke Parks and Recreation
- McMillan Pazdan Smith



## LOWCOUNTRY CELEBRATION PARK TOWN OF HILTON HEAD ISLAND, SOUTH CAROLINA

Located less than a block from the beach, Lowcountry Celebration Park is a 22-acre site and the largest vertical project ever undertaken by the Town of Hilton Head Island. The centerpiece of the park, the performance pavilion, is designed as a multi-use structure that can accommodate multiple types of performances. Additional improvements include streetscaping, and pedestrian improvements, a destination playground, and multiple new structures in addition to the performance pavilion including a children’s museum, a pond pavilion, and two restroom structures.



### REFERENCE

Bryan McIlwee, Director of Public Projects and Facilities | 843-341-3724 | BryanM@hiltonheadislandsc.gov

## OPERATIONAL PLAN TOWN OF AWENDAW, SOUTH CAROLINA

### REFERENCE

Gregory Saxton, Town Administrator | 6971 Doer Road, Awendaw SC 29429 | 843-928-3100

## GREENBELT SPENDING PLAN BERKELEY COUNTY, SOUTH CAROLINA

### REFERENCE

Johnny Cribb, Supervisor | 1003 Highway 52, Moncks Corner, SC 29461 | 843-719-4094

● Bolton & Menk

● Tom O’Rourke Parks and Recreation

● McMillan Pazdan Smith

## ADDITIONAL PROJECT EXPERIENCE COMPREHENSIVE AND DOWNTOWN MASTER PLANS, TOWN OF MATTHEWS, NORTH CAROLINA

The Town of Matthews wanted to create a new comprehensive plan along with a new downtown master plan. These plans identify and document specific policies and investments that inform investment decisions throughout the town, as well as provide specified guidance on the forming and growth of the downtown area.



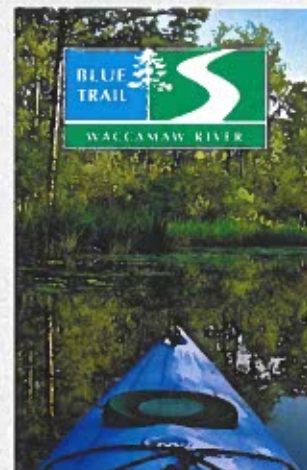
Bolton & Menk developed both plans with a community-led approach, incorporating substantial public engagement throughout all plan phases. Our local team of planners and designers assembled plan documents to help the community achieve their vision while understanding the realities of existing infrastructure, all while giving the Town of Matthews the needed policy tools to guide both private and public investment in the area.

## WATER TRAIL AND CONSERVATION PLAN/CORRIDOR PLAN, WACCAMAW, SOUTH CAROLINA COMPLETED BY STACI WILLIAMS AT A PREVIOUS FIRM

This regional initiative sought to connect communities in North and South Carolina to the Waccamaw River and established nearly 150 miles of water trail along the river’s entirety from Lake Waccamaw to Winyah Bay.

Overarching project goals included protection of key riparian lands through acquisitions, easements, and code and ordinance updates; improved land and water recreational access; connecting to cultural and historic resources; and furthering economic development and ecotourism

opportunities. To make this project happen, there was significant public engagement as well as convening of state and federal agencies, nonprofit organizations, decision makers, municipal and county staff, and others to move project goals forward. As a result, the project was designated as one of the first National Water Trails in the nation and millions of dollars secured for land protection and recreation.





# QUALIFICATIONS AND DEMONSTRATED COMPETENCIES



At **Bolton & Menk**, we believe all people should live in safe, sustainable, and beautiful communities. We take pride in our ability to make that happen and it's why we get out of bed every morning.

The Bolton & Menk parks and recreation planning staff help clients plan and design their future. Rooted in skilled technical analysis, visionary yet practical insights, and intentionally inclusive public engagement, our team facilitates community-centered consensus for buildable, sustainable solutions. Bolton & Menk helps solve multifaceted problems with technical, regulatory, funding, and community expertise. We deliver plans and designs for projects that transcend expectations.

Our planning, placemaking, and policy practice area focuses on delivering innovative solutions for master plans, small areas, districts, transit-oriented development, corridors, private development feasibility, parks, trails, and placemaking. Alongside our expertise in transportation, water resources, funding, project communication, and related services, we offer a comprehensive approach for communities looking to make their vision a reality to help create and maintain great places. Today, Bolton & Menk has more than 900 employees (more than 150 of which are located in the Carolinas), including a professional staff of more than 300 engineers, planners, landscape architects, and surveyors.

We promise every client two things: we'll work hard for you, and we'll do a good job. At the end of the day, we're **Real People** offering **Real Solutions**.

## SOLUTIONS PROVIDED:

- Parks and Recreation Planning & Design
- Planning & Urban Design
- Geographic Information Systems
- Project Funding Support
- Project Communication
- Civil/Municipal Planning & Engineering
- Water & Wastewater Engineering
- Transportation Planning & Engineering
- Structural Services
- Aviation Services
- Water Resources Engineering
- Environmental Planning & Permitting
- Construction Administration & Inspection
- Land Surveying
- Creative Studio Services



Proper assessments and planning will enable Jasper County to evaluate findings and make decisions that will provide long-term value and meet your budgetary goals. **McMillan Pazdan Smith Architecture** has an established reputation for working collaboratively and serving as an advocate for their clients. The firm understands the complexities of planning, forecasting, and designing community buildings and will work with Jasper County every step of the way to maximize your budget.

McMillan Pazdan Smith developed multiple proprietary software tools that can be accessed securely from any location to provide geolocated notes within each building, in each space, and the recommended actions to improve the facility overall. Their software tools are live and active at all times. In addition to understanding the physical condition of an existing facility, their process takes a deeper dive into space analytics within a facility. They analyze space utilization, internal circulation, adjacency, and occupancy to understand how a space is used currently and where efficiency can be gained in the long term. Their analysis results in a variety of options for long term improvements, budgeting scenarios, and operational analysis.



**Tom O'Rourke Parks and Recreation, LLC**, is led by Tom O'Rourke, a parks and recreation consultant and educator who has been in the parks, recreation, and sports field nearly his entire life. He grew up accompanying his father to state Recreation and Parks Society conferences and started his career as a high school athletic director and coach. Today, he has been in the field for more than 40 years and currently teaches other professionals and students at Clemson University as a professor of practice in the Parks Recreation and Tourism Management (PRTM) department. Tom is passionate about teaching, writing, and inspiring others to preserve the parks and recreation profession for future generations.



## MASTER PLANNING EXPERIENCE

At Bolton & Menk, we treat each client as if the community they represent is our own, and oftentimes, it is. We work to generate public support through the development of project and outreach graphics, facilitation of public meetings, and pursuit of funding and grant assistance.

Our team has completed many park and trail system master plans for communities in the southeast and midwest (with Bolton & Menk and previous firms), most notably

- Parks, Trails, and Open Space Master Plan, City of Forest Lake, MN
- Five-Year Park Master Plan, City of South Bend, IN
- Five-Year Park Master Plan, City of Valparaiso, IN
- Five-Year Park Master Plan, City of Elkhart, IN
- Five-Year Park Master Plan, City of Decatur, IN
- Five-Year Park Master Plan, City of Kendallville, IN

Currently, we also have similar projects underway in

- Tyger River Recreation Region Master Plan, Spartanburg County, SC
- Comprehensive Department Master Plan, Cabarrus County NC
- Comprehensive Land Use Plan, Town of Matthews, NC
- Economic and Downtown Master Plan, City of Loris, SC
- Comprehensive Land Use Plan Rewrite, Becker County, MN
- Land Use Plan Update, City of Forest Lake, MN
- Land Use Plan, City of St. James, MN
- Land Use Plan Update, Town of Boiling Springs, NC

Completing these planning studies is rewarding for our team, as in most cases we continue these plans through implementation. We have a robust team of planners, landscape architects, and engineers with the proven ability to execute complex parks master plans and provide the tools for efficient—often seamless—implementation. We love to see plans become built projects and our team can be trusted to provide that complete service. Although not mentioned in the deliverables within the RFP, we noticed the comment about updating sections within the comprehensive master plan. Our firm has completed more than 60 comprehensive master plans and is poised to assist in creating continuity with that critical county planning document.



## ENGAGEMENT EXPERIENCE

Public engagement and effective communication are essential for successful partnerships with multiple stakeholder groups and the local community. Our full project team has a proven history of success with the local community and key stakeholders from visioning to implementation for many notable and award-winning projects in similar communities. We are adept at revealing common goals between municipal, neighborhood, and political interests through public engagement. Our skill set includes participatory design workshops and charrettes, digital media surveys, public meeting facilitation, community surveys, and positive engagement with neighborhood organizations, stakeholders, and political bodies, as outlined in our project approach.



It's clear Jasper County places a high value on effective community engagement—especially regarding placemaking. We value the public participation process as a means of building an invested user group that remains engaged with the project and supports the decisions already agreed upon toward successful implementation.



## PROJECT TEAM

The Bolton & Menk team serves as an extension of county staff, maintaining close coordination between the county and project team. The proposed team provides the optimum combination of accessibility, community knowledge, and specialized expertise. Our project manager, Chris Chockley, will be supported by key individuals and support staff. Bolton & Menk can draw upon more than 900 other team members throughout our firm, as needed, to meet your needs. Project team member bios are included on the following pages. Full résumés are available upon request.

- Bolton & Menk
- Tom O'Rourke Parks and Recreation
- McMillan Pazdan Smith



AND STAKEHOLDERS



### CHRIS CHOCKLEY, PLA, AICP Project Manager

Chris will serve as the project manager for this project. He will be responsible for the day-to-day contact with the county and will manage the team to ensure the project remains on schedule and within budget.

As a senior landscape architect and planner, Chris brings over two decades of experience in landscape architecture and planning including park and recreation and development of environmentally sensitive site designs customized to meet every client's programming needs and budget. Chris is dedicated to envisioning, creating, and improving places that connect people to their natural and cultural environments. From urban parks and playgrounds to regional parks and public destinations, Chris works with team members, clients, and communities to explore possibilities, visualize desired outcomes, and transform great ideas into realities. From big-picture brainstorming to technical construction detailing, he has a track record of successful projects spanning the United States for a diverse range of public and private-sector clients. Chris is committed to environmentally sensitive and community-based land planning, urban design, and landscape architectural services.

### RELATED EXPERIENCE

- Cabarrus County Comprehensive Department Master Plan, Cabarrus County, NC
- Five-Year Park Master Plan, City of South Bend, IN
- Five-Year Park Master Plan, City of Valparaiso, IN
- Five-Year Park Master Plan, City of Elkhart, IN
- Five-Year Park Master Plan, City of Decatur, IN
- Five-Year Park Master Plan, City of Kendallville, IN
- Warbird Park WWII Memorial, City of Myrtle Beach, SC
- Arts and Innovation District Redevelopment, City of Myrtle Beach, SC
- River District Revitalization Plan, City of Elkhart, IN



**KATHERINE AMIDON, AICP**  
**Public Engagement Lead and Environmental Planner**

As an environmental planner, Katherine will lead the in-person public engagement workshops and work closely with the communication team to develop equitable and accessible engagement tools for this master plan. She is also adept at considering environmental protection and preservation

policies and opportunities within every project she works on. Her prior experience in growing rural areas assessing growth will be an asset to Jasper County. Katherine's career is focused on planning, land use/water quality, stakeholder engagement, park development, and infill redevelopment. An AICP-certified planner, Katherine holds a master's degree in city and regional planning with an emphasis on environmental planning and projects of public interest. She is an enthusiastic and engaging public speaker and enjoys coordinating with stakeholders and helping build consensus for complex projects. She is most passionate about projects that involve water, and she takes a sustainable approach to project research, innovation, and implementation. Her mom and stepdad live just around the corner from Sergeant Jasper Park and she would be thrilled to be a part of this project.



**STACI WILLIAMS**  
**Strategic Development Director**

Staci will provide experience with regional large-scale recreation initiatives to assist with the long-term visioning for Jasper County.

Staci is a strategic development director who started her career in 2002. She brings a large skillset to projects, including conservation, restoration, recreation, and community development.

She also works on engagement, fundraising, planning, and implementation of projects. Her main objective is to build consensus around complex projects and raise the funding necessary to implement them. By working closely with community leaders, decision makers, and diverse stakeholders, she has spent her career reconnecting communities to rivers through enhanced recreation, to support community revitalization and resiliency.



**JIM MERTZ, GISP**  
**GIS/Data Collection**



Jim will provide GIS mapping and park inventory services to assist in the development of the necessary park base plans.

Jim is an associate GIS project manager who began his career in 2011 and has served in a variety of project roles, including project management, GIS project development, UAV services, multimodal transportation planning, public engagement, and park inventory collection. He believes that the power of technology can help create more sustainable communities. A problem-solver at heart, Jim is passionate about providing creative solutions using a broad array of technological resources.

**RELATED EXPERIENCE – KATHERINE WAS THE PROJECT MANAGER FOR THE FOLLOWING:**

- Tyger River Recreation Region Master Plan, Spartanburg County, SC
- Downtown Revitalization, City of Simpsonville, SC
- Downtown Master Plan, City of Westminster, SC
- Zoning and Master Plan, Town of West Pelzer, SC
- Oconee Joint Regional Sewer Authority Basin Study (Land use planning analysis, growth projections, and stakeholder and community engagement), Oconee County, SC
- Brownfield Assessment Stakeholder Engagement (Public Charette), Town of Lyman, SC

**RELATED EXPERIENCE**

- Topeka Riverfront Activation Plan, Greater Topeka Partnership
- Central Park Master Plan, Jones County Conservation, IA
- Tyger River Recreation Region Master Plan, Spartanburg County, SC
- ICON Water Trails, Des Moines, IA
- Waccamaw River Blue Trail, Coastal NC and SC
- Parks, Facilities, and Recreation Master Plan, Webster County Conservation Downtown Master Plan, City of Storm Lake, IA
- Indian Creek Master Plan, City of Marion, IA

**RELATED EXPERIENCE**

- Cabarrus County Comprehensive Department Master Plan, Cabarrus County, NC
- Rudy Johnson Park Master Plan, City of Anoka, MN
- Northern Cass Pass Rails to Trails, Cities of Hunter and Arthur, ND
- Simpsonville City Park and Municipal Complex Redevelopment, City of Simpsonville, SC
- Arts and Innovation District Redevelopment, City of Myrtle Beach, SC
- Comprehensive and Downtown Master Plans, Town of Matthews, NC
- Gull Lake Trail, Fairview Township, MN
- Fargo-Moorhead Metro Bikeways Gap Analysis, Fargo-Moorhead Metro COG



### MARY BETH WORTHAM

#### Landscape Designer

Mary Beth will work collaboratively with the design team to assist with park inventory, level of services analysis and identifying implementation strategies.

As a landscape designer with a background in horticulture, Mary Beth has a passion for design and planting design. She began her career in 2017 and has worked on a wide variety of projects, including educational, recreational, civic, commercial, and residential. She has produced design drawings from conceptual design to final construction documents. Mary Beth has extensive hand and computer graphic skills including the use of AutoCAD, Adobe Creative Suite, and 3D modeling programs.



### DRAYTON ARNOLD

#### Funding Specialist

A dedicated funding specialist, Drayton will provide resources to identify and implement funding opportunities for proposed park improvements.

Drayton is a funding specialist that focuses on state-level funding from organizations including the South Carolina Department of Parks, Recreation, and Sports Tourism, South Carolina Rural Infrastructure Authority, South Carolina Department of Health and Environmental Control, South Carolina Emergency Management Division, and other organizations. Drayton began his career in 2022 and holds a master's degree in public administration. His experience in the public sector includes assisting local governments in receiving federal, state, and local funding for projects related to community development, water/wastewater, water resources, economic development, transportation, and parks.



### NICOLE KRAUSE

#### Communication Specialist

Nicole will lead the communication and public outreach aspects. She will assist with producing and disseminating project information and updates to community members and stakeholders. She will also take an active lead in coordinating with the selected local liaisons to plan and assist with identified outreach efforts.

Nicole is an associate senior project communication specialist for Bolton & Menk who began her career in 2017. She has a passion for making communities better through inclusive and creative public engagement. Her strategic engagement planning paired with innovative digital and in-person tools help create spaces that reflect each unique community. A project communication practice area leader, Nicole provides engagement expertise on a variety of projects from project conceptualization through construction.

#### RELATED EXPERIENCE

- Master Plan, Town of Boiling Springs, NC
- Land Use Plan, Town of Boiling Springs, NC
- Landscape Master Plan, Gaston College
- Landscape Master Plan, Charlotte Latin School
- Bearden Promenade-3 Street Linear Park, City of Charlotte, NC
- Clarks Creek Community Park, City of Charlotte, NC
- Hartsell Park, City of Concord, NC
- Simpsonville City Park, City of Simpsonville, SC
- Duke Endowment Park Study, City of Charlotte, NC
- Colonel Francis Beatty Park, City of Charlotte, NC
- Bailey Road Park, Town of Cornelius, NC

#### RELATED EXPERIENCE

- South Carolina Infrastructure and Investment Grant Program, City of Myrtle Beach, SC: \$10,000,000 awarded
- South Carolina Emergency Management Division State Homeland Security Grant Program, City of Myrtle Beach, SC: \$258,000 awarded
- South Carolina Park and Redevelopment Fund, City of Myrtle Beach, SC: \$25,000 awarded
- South Carolina Department of Public Safety Project Safe Neighborhoods, City of Myrtle Beach, SC: \$163,890 awarded
- South Carolina Recreation Trails Grant Program, City of Myrtle Beach, SC: \$125,000 awarded
- South Carolina Hazard Mitigation Grant Program, City of Myrtle Beach, SC: \$239,000 awarded
- South Carolina Sports Tourism and Advertising Recruitment Grant, City of Myrtle Beach, SC: \$7,500 awarded

#### RELATED EXPERIENCE

- Tyger River Recreation Region Master Plan, Spartanburg County, SC
- Oconee Joint Regional Sewer Authority Basin Study (Community engagement), Oconee County, SC
- 2040 Comprehensive Plan Update, City of Hopkins, MN
- Comprehensive Plan Update, City of Becker, MN
- Comprehensive Plan and Zoning Ordinance Update, City of Goodview, MN
- Trail and Sidewalk Master Plan, City of Watertown, MN



**HEATHER HAYES (MCMILLAN PAZDAN SMITH ARCHITECTURE)**

**Architectural Project Manager/  
Firm Senior Advisor**

Heather will assist with strategic planning and existing facility condition and space needs assessment

Heather brings 20 years of experience in strategic planning, analytics, project management, facilities planning and development, operational integration and standardization, process improvement, and change management. Heather spent the first 15 years of her career in progressive strategic and operational roles at Wake Forest Baptist Health and Prisma Health. Some of her notable contributions include creating Wake Forest's service line structure, building and opening Wake Forest's newest health campus, and leading the merger and operational integration of the 18 hospitals that formed Prisma Health.

**KEY WAYS HEATHER WILL SUPPORT JASPER COUNTY**

- Conducting a market assessment to glean the unique characteristics, strengths, challenges, and opportunities within a community
- Utilizing a service gap analysis based on the growing and changing demographics to determine what service offerings are currently missing or undersized in the community
- Developing strategic growth initiatives to address unmet community need
- Creating easily digestible reports and dashboards that synthesize pertinent information and explain the methodology and rationale behind our recommendations
- Assessing the financial feasibility of a project(s) to help clients understand how they will pay for the project, if the project is sustainable, and when the project will be profitable



**ALEC STOVER (MCMILLAN PAZDAN SMITH ARCHITECTURE)**

**Data Analyst**

Alec will be responsible for assisting the team with data and GIS analysis and park system utilization studies

As a data and GIS Analyst, Alec assists clients in visualizing the contextual relationships between the people, resources, and surrounding community. Space distribution and utilization studies offer a better idea of how an area is being occupied, and the potential for more effective use of the area down the road. Traditional "spreadsheet" data can be transformed into a clear and visually appealing way of communicating the message about a given space's scheduling, demographics, psychographics, socioeconomics and more. For Alec, being able to see the positive effects that maps and visuals have on real-world decision making is extremely rewarding as spatial data analysis transcends all disciplines and industries, and the opportunities are limitless.

**RELATED EXPERIENCE**

- Government Departments Facility Condition Assessment + Space Needs Assessment, City of Hardeeville, SC
- Campus-Wide Comprehensive Master Plan, Newberry College, SC
- Campus-Wide Space Utilization Study, Columbia College, SC
- Campus-Wide Master Plan Update, York Technical College, SC
- District-Wide Demographic Assessment, Spartanburg School District 5, SC
- Athens Eastside Public Library Pre-Design Site Study, Athens-Clarke County, GA
- Engineering & Industrial Technology Programs Master Plan Study, Tri-County Technical College, SC



**JARRET HUDSON, AIA, NCARB (MCMILLAN PAZDAN SMITH ARCHITECTURE)**

**Facility Assessor/Project Architect**

Jarret will assist the team in conducting a facility conditions and space needs assessments.

Jarret has 14 years of architectural and construction administration experience across a diverse range of project types including the design and construction of educational, medical, corporate, hospitality, and civic facilities including both new construction and the renovation of existing buildings. As an architect, he is responsible for the ongoing development of a project from the preliminary programming phase through construction administration.

**RELATED EXPERIENCE**

- County-Wide Facility Condition Assessment + Space Needs Assessment Project Team Member, Jasper County
- District-Wide Window Replacement Project Architect, Jasper County School District
- Building Demolition Project Architect, Alternative Program Campus
- Government Departments Facility + Space Needs Assessment Facility Assessor, City of Hardeeville, SC
- Indefinite Delivery Contract, Dept of Juvenile Justice Relocation Design Team Member, County Office Building Renovation Project Architect, EMS Renovation Design Team Member, Charleston County, SC
- County-Wide Facilities Assessment Study Facility Assessor, Town of Mount Pleasant, SC
- James Island Early Learning Facility New Facility, Project Architect, Charleston County School District, SC





**TOM O'ROURKE, CPRP**  
**(TOM O'ROURKE PARKS AND RECREATION LLC)**  
**Strategic Planning Advisor**

Tom will assist in the development of the master plan, identify park department needs and will analyze the park's operations and maintenance costs.

Tom is a parks and recreation consultant, an educator, an executive director of a nonprofit organization for parks and recreation, a high school track and field coach, and a national speaker. Tom's previous experience includes 18 years as a park district executive director, nine years as a municipal recreation director, and a city council member and finance committee chair of a city with a population of 100,000.

Tom is in his eighth year as a professor of practice in the PRTM Department at Clemson University. His responsibilities include teaching at the graduate and undergraduate levels and working with other faculty to assist communities, agencies, and practitioners in a variety of capacities. Tom's focus at Clemson is in creating innovative and entrepreneurial models and solutions to issues facing the parks and recreation field.

Tom previously served as the executive director of the Charleston County Park and Recreation Commission (CCPRC) from 2001 to 2019, leading the agency through the largest capital project, budget, and attendance growth in its history. The CCPRC has been nationally recognized for operating an ever-expanding park system with little reliance on tax subsidies for growth.

**RELATED MASTER PLAN  
PROJECT EXPERIENCE**

- City of Charleston, SC – Project Manager
- City of Roswell, GA
- Northern Virginia Regional Park Authority, (NOVA)
- Georgetown/Scott County, Lexington, KY
- City of Garland, TX
- City of Covington, KY





# STAFFING CAPACITY AND AVAILABILITY

Bolton & Menk will maintain the availability of the project team throughout contract duration to ensure quality project deliverables and satisfy the prescribed schedule. Staff members will be available to continuously serve the needs of this project. Should additional staff be required, we will use the capabilities of other professional and technical staff at the approval of Jasper County.

STAFF NAME AND TITLE	WEEKLY AVAILABILITY	TOTAL # OF AVAILABLE HOURS
<b>CHRIS CHOCKLEY, PLA, AICP</b> Project Manager	<b>55%</b>	<b>254</b>
<b>KATHERINE AMIDON, AICP</b> Public Engagement Lead and Environmental Planner	<b>45%</b>	<b>160</b>
<b>STACI WILLIAMS</b> Strategic Development Director	<b>30%</b>	<b>34</b>
<b>JIM MERTZ, GISP</b> GIS/Data Collection	<b>35%</b>	<b>66</b>
<b>MARY BETH WORTHAM</b> Landscape Designer	<b>75%</b>	<b>40</b>
<b>DRAYTON ARNOLD</b> Funding Specialist	<b>35%</b>	<b>46</b>
<b>NICOLE KRAUSE</b> Communication Specialist	<b>25%</b>	<b>66</b>
<b>HEATHER HAYES</b> (McMillan Pazdan Smith Architecture) Architectural Project Manager/ Firm Senior Advisor	<b>70%</b>	<b>120</b>
<b>ALEC STOVER</b> (McMillan Pazdan Smith Architecture) Data Analyst	<b>45%</b>	<b>65</b>
<b>JARRET HUDSON, AIA, NCARB</b> (McMillan Pazdan Smith Architecture) Facility Assessor/Project Architect	<b>25%</b>	<b>55</b>
<b>TOM O'ROURKE, CPRP</b> (Tom O'Rourke Parks and Recreation LLC) Strategic Planning Advisor	<b>30%</b>	<b>96</b>

We are proposing several staff to illustrate our depth of experience. Although we are proposing the project staff detailed in this proposal, we will draw upon Bolton & Menk's professional and technical staff of more than 900 members as needed. This additional resource brings substantial design engineering, administration, surveying, and project management skills. Based on these assignments, resources, and strategies, we are confident you will be fully satisfied with our project staffing and availability.



# PROJECT FEE STRUCTURE AND COST ESTIMATE

The following table summarizes the hours and cost breakdown for each major work task item. The estimated fee includes labor, general business, and other normal and customary expenses associated with operating a professional business. **The fees include vehicle and personal expenses, mileage, telephone, survey stakes, and routine expendable supplies; no separate charges will be made for these activities and materials.** Expenses beyond the agreed scope of services and non-routine expenses, such as extra report copies, out-sourced graphics and photographic reproductions, document recording fees, outside professional and technical assistance, and other items of this general nature will be invoiced separately.

Task	Task Name	Cost
A	Inventory and Analysis of Parks, Recreation Areas Programming, Open Space, Trails, Facilities, Boat Landings, and Amenities	\$17,500
B	Public Engagement	\$35,000-\$50,000
C	Maintenance and Operations	\$8,850
D	Land Acquisition and Park Development	\$9,750
E	Budget Analysis and Assessment	\$11,500
F	Benchmark and Compare Parks and Recreation Services	\$10,325
G	Strategic Action Plan	\$25,150
H	Progress Reporting	\$5,950
I	Deliverables/Prepare Final Document	\$43,595
<b>TOTAL PROJECT COST</b>		<b>\$167,620-\$185,620</b>





# PARKS & RECREATION MASTER PLAN

PROPOSAL PREPARED FOR JASPER COUNTY

RFP #2024-8

JANUARY 3, 2024

**DESIGNWORKSHOP**

Design Workshop, Inc.  
Landscape Architecture  
Planning  
Urban Design  
Strategic Services  
Environmental Graphic  
Design

January 3, 2024  
Kimberly Burgess  
Director, Administrative Services Division  
Jasper County Government  
P.O. Box 1149 | 358 3rd Avenue  
Ridgeland, SC 29936

621 Hillsborough St.  
Suite 202  
Raleigh, NC 27603  
919.973.6254

[designworkshop.com](http://designworkshop.com)

Re: RFP #2024-8 Parks and Recreation Master Plan

Dear Kimberly Burgess and members of the selection committee,

Jasper County, nestled in the Lowcountry region of South Carolina, is not only steeped in historical significance but also a paradise for nature enthusiasts. Offering diverse outdoor activities such as birdwatching, boating, and kayaking, the county's scenic landscapes define its unique charm. With plans for an exceptional park and recreation system on the East Coast the Design Workshop Team, experienced in master planning, is passionate about enhancing park services. Our expertise extends to addressing racial equity, climate resilience, and connectivity, exemplified by our award-winning plans for New Orleans, LA, Chattanooga, TN, Beaufort County, SC, and currently in Mobile County, AL. We are delighted to present our qualifications for consideration in the development of the Jasper County Parks and Recreation Master Plan. Additionally, as a resident of Okatie, this project holds special meaning for me, given its direct impact on the community I call home.

As certified planners, we bring a broader perspective to our work. Our comprehensive approach considers long-term environmental health, accessibility, and open space preservation. Focused on transparent engagement, we seek input from various stakeholders, ensuring a comprehensive understanding of Jasper County's needs. On our team we have included Symbioscity, to enhance our community engagement efforts, and Ballard\*King's expertise in financial sustainability and efficient park operations.

Beyond planning, we are dedicated park designers, emphasizing a three-dimensional vision for Jasper County's future parks. Partnering with the county, we aim to create an equitable and resilient park system, addressing population growth and service gaps. The work plan and fees outlined in our submittal stem from our national experience and expertise. We are dedicated to working with you to refine, adjust, and modify the scope of work and fees to align with your budget and project needs.

Should you have any questions about our proposal or would like to speak further, please feel free to contact me at 970.948.5557 or [kculbertson@designworkshop.com](mailto:kculbertson@designworkshop.com). We appreciate your consideration and look forward to the opportunity to contribute to Jasper County's vibrant future parks and recreation system.

Respectfully,



Kurt Culbertson, Ph.D, FALSA, LEED® AP  
Principal-in-Charge

**DESIGNWORKSHOP**

## Project Approach

The creation of the Parks and Recreation Master Plan should address a number of themes. Design Workshop's (DW) approach is comprehensive and looks beyond the simple provision of parklands or park facilities and programs. We will consider the following:

### A Citizen Driven Process

We are fierce believers in a citizen-driven process. Our intent is to make all aspects of the process as accessible as possible—to bring outreach to all of Jasper County.

The success of this project ultimately relies on the success of our engagement with Jasper County residents and key stakeholders. Complementing the workshops are a series of focus groups and stakeholder interviews, as well as more focused area workshops and pop-up surveys to reach underserved populations and a more representative cross-section of the population. Through these individualized workshops we will discover the similarities and differences between each area to create a rich tapestry of parks and open space that fulfills the needs of multiple user groups and residents. Our work during this task will rely on a major public outreach campaign, comprehensive data collection, the creation of clear and compelling graphics, and the use of interactive methods to ensure broad community participation.

### Drawing Guidance From Other Plans and Fostering Interdepartmental Coordination

As in the case of the Beaufort County Open Lands Plan, we often prepare plans such as the Jasper County Parks and

Recreation Master Plan in parallel with comprehensive plans. With the ongoing comprehensive plan update, the potential exists for such a coordinated effort in Jasper County.

### A Venue for Active and Passive Recreation

Parks can also provide venues for active recreation in the county through playgrounds, sports fields and courts, aquatic facilities, recreation centers, and fitness programming. Through the community engagement process, we will help to define that balance and ensure that a wide range of park and recreational spaces for a wide range of uses are provided for Jasper County residents. The county's role in providing inclusive recreation for all people to thrive will be explored in relationship to the many other private and public recreation providers to define partnerships and focus.

### Environmental, Climate, and Social Resilience

Jasper County and its parks are subject to the impacts of hurricanes, flooding, extreme heat, and other environmental disturbances. It is our intent to understand how the county's public parks can withstand flooding and contribute to a larger stormwater strategy and overall environmental resilience. Areas subject to flooding can be criteria in defining equity investment zones. The identification of stormwater parks will be a component of the master plan.

For park and recreation departments to act and prioritize environmental resilience as part of their mission, they must identify creative funding approaches to

maintenance operations and programming, and county leaders must include parks in resilience conversations. We also know that parks can address social resilience by creating neighborhood gathering places and opportunities for community members to interact and build cohesion, prior to and after a disaster. The enjoyment of birds and other wildlife is an important part of life in this sportsman paradise and an important consideration of environmental resiliency. With this in mind, we will consider how the park system can contribute to wildlife habitat, corridors, linkages, and the overall urban forest while forging connections between Jasper County residents and their natural environment.

### Racial and Spatial Equity

In our experience, county parks and recreation offerings are typically not equitable. By equitable, we do not mean equally distributed, but rather fairly distributed and designed throughout the county.

Inequity can exist both quantitatively and qualitatively. Historic patterns of inequity—often at the expense of low-income communities and communities of color that were excluded from public and private investment—are perpetuated when existing or signature parks and parkways receive the lion's share of maintenance dollars. Pricing of programs and facilities can be barriers to access, along with a host of design, service and facility decisions that can make some people feel unwelcome or out of place in our public spaces. A sense of welcome is another dimension of equity. Not every resident feels welcomed in every park. This extends not just to racial equity but gender equity as well. Using

the engagement process, Equity Investment Zones are defined. Prioritization of park improvements is established through the community engagement process considering equity investment zones, park conditions, growth patterns and density, and opportunity sites. We hope to do the same for this plan, while facilitating a community dialogue about what equity means to Jasper County.

### **Grounded in Financial Reality**

A key part of our study and analysis will be to understand the various methods by which park operations, capital improvements, deferred maintenance, and land acquisition may be funded including general fund revenue, earned income, charitable contributions, and real estate activities. We will express the economic and other benefits that make parks a worthy investment. We will also examine the organization strategy and staffing levels, as well as examine additional ways to improve the working relationship between Jasper County Parks and Recreation and other park providers. The potential for a Park and Recreation District that also serves Ridgeland and Hardeeville will also be considered. The unincorporated towns in Jasper County include Tillman, Pineland, Coosawhatchie, Gillsonville, Grahamville, Limehouse, Old House, Point South, Robertville, Switzerland and Tarboro. The provision of park and recreation facilities must be balanced with a clear understanding of the financial requirements to operate the current system, or the expanded system, in addition to constructing new park improvements, addressing deferred maintenance, operating the overall system, and acquiring new parkland in response to population growth.

### **Parks as an Integral Part of the Mobility System**

Parks play an integral role in the county's mobility system by providing bike paths, trails, boat landings and blueways. In turn, understanding how parks can be reached via greenway and blueways, transit stops, bike paths, and boats is a critical measure of the system's spatial equity and accessibility. Our analysis will consider travel time via walking (safe routes to parks), bike, and transit, and boats in accessing public spaces and will examine how parks and recreation can contribute to the county's mobility strategy. Its not a matter of simply defining the walking distance and identifying gaps. Our most recent park planning also considers equestrian trail networks and blueway systems.

### **Connectivity as a Critical Placemaking Tool**

Parks are a place of play, public celebrations, gatherings, and even debate. They also serve as places of refuge from our hectic world. As such, we will assess the ability for Jasper County parks to meet this critical role and to ensure that these opportunities are equitably shared across the county. The park system planning process should embrace the county's planning efforts to ensure the park and recreation plan supports the comprehensive plan, neighborhood plans, and other specialized efforts.

### **Cultural and Historical Landscapes**

Jasper County has long honored its architectural heritage. We believe it is important that the plan acknowledges and engages the county's important cultural and

historical landscapes, many of which are contained within public parks, boat landings, streetscapes, to ensure their preservation and enhancement. Our intent is to synthesize all of these elements into a comprehensive parks and recreation plan.

### **A Balance Between Resident and Visitor Needs**

The parks of Jasper County serve not only local residents, but also the county's considerable visitor population. Conversations will be held with tourism planners and interests in the county to ensure that the needs of visitors are met, but also to understand how the considerable use of county parks and recreation offerings by visitors impacts the ongoing condition, experience and maintenance.

### **An Economic Development Tool**

In our experience, the creation of parks and recreation services can have significant impact on the value of adjacent real estate. Consideration should be given in the parks and recreation master plan to the use of public space as an economic development strategy. How can it uplift impoverished areas, and in turn, how can we develop strategies to address gentrification, displacement and other potential negative impacts of park improvement? We will also consider if the park system can capture some of the value created for real estate as part of the funding strategy of the system.

## Work Plan

### PHASE I: ESTABLISH A FOUNDATION OF UNDERSTANDING

#### Task 1.1 Project Startup

Design Workshop utilizes a Strategic Kickoff (SKO) workshop to effectively launch projects and organize the team of key staff members and consultants. The purpose of the meeting will be:

- Define roles, responsibilities and communications procedures.
- Confirm a detailed project schedule and document review process. This schedule will reflect major events such as elections, and other holidays and celebrations.
- Identify County resources that may be useful to the plan creation process. This will include a meeting with relevant County staff to discuss how information might be posted to the County website and other communication channels, and how GIS files and other dynamic plan products can best be handed over to the County and partners upon completion.
- Pinpoint topics for additional research and evaluation. This will include an understanding of the County's vacant land policy, equity initiatives, budgets, organization charts, and staffing levels. Any mission, vision, values and goals of these organizations would also be useful, along with any existing park classifications, level of service definitions or metrics, and park inventories.
- Discuss and evaluate the work already conducted by the County and its partners.

- Understand critical success factors of this project: what are the things that must be accomplished for the project to be a success?
- Outline the Stakeholder Engagement Strategy that will provide a framework for the public engagement process.
- Establish a set of performance metrics, to ensure recommendations and strategies are crafted for action and accountability, and to guide ongoing evaluation of the plan's success.

#### Draft Table of Contents and Graphic Format

We believe in the principle of "begin with the end in mind." Therefore, at this initial meeting we will workshop a draft table of contents of the finished master plan. This will be a living document that will be refined and improved over the course of the planning process, but our desire is to make the finished product visible from the outset and solicit input continually in order to avoid rework and stay on schedule and budget.

#### The following products will be delivered:

1. *Meeting agenda and meeting notes.*
2. *One-day facilitated workshop by Design Workshop leadership team members.*
3. *Project Work Plan, including a detailed project schedule and timeline, deliverable deadlines, roles and responsibilities, meeting schedule, and internal communication plans.*
4. *Critical success factors and project goals documentation.*
5. *Performance Metrics.*

6. *Stakeholder Engagement Strategy.*
7. *Draft Mission, Value Statements and Organizational Values.*
8. *Draft Table of Contents.*
9. *Draft Graphic Design.*

#### Task 1.2 Data Collection, Inventory and Analysis of Parks, Recreation, and Open Space Resources

We have found that beginning the planning process with comprehensive data collection and mapping is essential for understanding the lay of the land, including the interrelated social, economic, environmental and built systems that help to define local issues of equity and environmental resilience. These maps help to unearth gaps and opportunities, establish a foundation of understanding, and start conversations with the community and stakeholders.

The team will work with staff to identify missing pieces in the County's GIS mapped inventory of parks, park structures and amenities, sidewalks, trails, blueways, transit, and open space and to determine a course of action for completing the database.

We will also draw on GIS data from the State of South Carolina and our prior work in Beaufort County, FEMA and other federal organizations, and other sources. Our compiled GIS database, which we will share back with the County, will include demographic, economic, environmental and recreational data, along with mobility and park visitor data from sources such as Near. We will also gather data and relevant plans from other local recreation providers and



nearby public trails, along with open space properties that are managed by other agencies or private entities, in order to gather an understanding of the relationships and potential opportunities that may exist. This will include the locations where recreation (sports, arts, culture, youth, seniors, environmental education) is offered and ideally the location of program participants. This provides some measure of recreational demand.

The team will study the spatial distribution and service areas based on travel routes and travel barriers. This analysis will be used to identify spatial gaps and areas of underinvestment and inequity in existing and planned parks, facilities and trails.

**The following products will be delivered:**

1. *Inventory, analysis and narrative summary of parks, recreation areas, greenways, open space, trails, community centers, amenities and programming organized by property (pdf format document).*
2. *Geographically referenced existing and proposed parks, trails, and natural areas inventory base mapping (GIS files).*
3. *Geographically referenced inventory of recreation offerings and location of program registrations.*
4. *Geographically referenced database of relevant economic, demographic and environmental data (GIS files).*
5. *Geographically referenced database and visualizations of park visitation/mobility data.*

6. *Spatial distribution and service areas mapping of coverage and gaps.*

**Task 1.3 Plan Review, Standards, and Policy Analysis**

The DW team will review relevant past plans and studies identified by County staff, including current plans, ones currently in-progress, and park and recreation standards from Trust for Public Land and National Recreation and Parks Association, Sports and Fitness Industry Association, and County Park Alliance. Existing policies, fee structure, funding sources, budget, capital improvement plans and organizational structure information will be collected and summarized in a technical memo. We will conduct a meeting with the Community Advisory Group to learn the implementation successes and shortfalls of past plans and efforts, to better understand the feasibility of future recommendations.

**The following products will be delivered:**

1. *Relevant past plans summary.*
2. *Standards, policies and finances technical memo and governance structure technical memo.*

**Task 1.4 Demographic Analysis and Recreation Trends Research**

The DW team will review all demographic analyses already conducted by County staff and others and augment the analyses as needed to best understand and document the unincorporated communities served (and not served) by parks and recreation.

For sports and recreation trends, we leverage industry knowledge from our experience working nationally in many comparable markets to participation trends from the applicable professional associations such as NRPA and Trust for Public Land, information from benchmark communities, and additional research. This analysis will ensure that master plan recommendations are grounded in current and emerging recreational needs and preferences of residents, and it will inform the collection of additional data through survey questions and engagement exercises.

**The following products will be delivered:**

1. *Community profile summary and charts.*
2. *Park-by-park and systemwide visitation data and trends summary for Parks and Recreation and other local and regional parks and facilities.*
3. *Regional and national park and recreation trends summary.*

**Task 1.5 Park Classifications, Level of Service Analysis, and Total Asset Management**

Design Workshop is a major proponent of the application of Total Asset Management strategies to parks, recreation, trails and open space systems and has conducted such work in multiple venues. We propose a condition assessment and inventory process that can be aligned with existing County asset management workflows.

Our team will work with County staff to review and confirm, modify or add to existing facility and park classifications, or typologies, and

preferred level-of-service standards for all park sites, trails, open space amenities and indoor and outdoor facilities. These classifications will consider park and facility size, context, population served, and nature of amenity types and services. Facility standards include level of service standards and the population served per recreational facility and park amenity. Any new or modified classification or standard will be approved as required. These are based on regional, statewide or nationally accepted parks and recreation standards and are adapted based on the needs and expectations of the community as expressed during our public process.

Recreation services and programs will also undergo level-of-service scrutiny to understand current capacity of the community as a whole. We recommend during the community engagement process that focus group meetings be held to identify partnership opportunities, gaps in programs and overlaps in services. This analysis will be supplemented by Near mobility data used to assess level of visitation and source of visitors.

We propose an approach that we call 'Total Asset Management 1.0,' whereby we work with park and recreation agencies to compile an asset inventory and management plan that considers the number, quality, useful life and replacement cost of existing park assets and needed investments. Our process:

1. Collect any existing County and partner inventory data of amenities such as playgrounds, ball fields, courts, trails, pavilions, natural areas and special facilities. Assess the current capacity of the system and how it compares to national and benchmark community metrics, based both on 's current and future projected population.
  2. Ground-truth the inventory and assign facility conditions in 20% tranches using ArcGIS Field Maps on-site at County park and recreation facilities. With minimal training, this exercise is a great way to engage staff, partners and volunteers. Confirm the assessment through County of review and public input.
  3. Apply to each asset assumed values for useful life and replacement costs, resulting in a comprehensive asset inventory that captures the location, condition and lifecycle cost analysis of all County park and recreation facilities.
- This information would improve the master plan's recommendations for infrastructure renewal and capital expenditures and, along with community input, inform its prioritization and funding strategies. It can shine a spotlight on where the County and its partners can address existing inequities in the park and recreation system.
- The following products will be delivered:**
1. *GIS inventory of 's park and recreation assets and condition.*
  2. *Park classification memo and methodology.*
  3. *County park and recreation amenities service level and needs assessment memo.*
  4. *Recreation services and programs evaluation memo.*
  5. *Matrix of assumed values for useful life and replacement costs for park and greenway facilities by type.*
  6. *Addition of condition and lifecycle costs of County park and recreation amenities to the comprehensive and geolocated inventory of park and recreation assets.*
  7. *Asset inventory and management memo.*
  8. *Summary analysis and calculations of systemwide deferred maintenance and ongoing replacement costs.*
  9. *Defined level of service objectives for major park improvements by ratio to population and distance to facilities, and mapped distribution of facilities to understand service gaps.*
  10. *Based upon an assessment of the surplus or shortage of facilities needed to achieve level of service objectives, development of a high-level capital budget for new facilities.*

---

#### **Task 1.6** Natural Areas, Green Infrastructure and Environmental Resilience Assessment

We know that parks, parkways and open spaces are vital to the County's existing and future environmental resilience. We will study the County's existing parks, trails and recreation facilities within the larger County and regional framework of conserved natural areas, hydrological systems and green stormwater infrastructure. Considerations will be given to the County's larger tree canopy, urban heat island and green infrastructure strategies and the ability to store stormwater in parks and open spaces without compromising park use. A set of overlay maps will be created to identify lands that have the potential to be conserved

as parkland or open space and create a resilient green network for the County. Existing County or state owned vacant lands which might be utilized for open space purposed will be identified. Original environmental research is not anticipated as part of this effort, but rather the compilation of available data from existing sources, including currently protected lands, accessibility and distribution, growth pressures natural areas, cultural resources and opportunity sites. These mapping resources will be used to create a series of analysis maps that will inform the decision-making and identification of high priority land parcels for preservation and environmental resilience measures. Such analysis will include potential linkages and connections to existing open space and trails, ability of land to meet goals identified in previous resilience planning efforts, size of potential preservation parcels and land ownership, wildlife resources, natural areas, and critical habitat, visual quality of lands for scenic and iconic landscape features, protection of cultural landscapes, growth trends, community separators, and high-priority areas based on factors such as existing and zoned density and the location of public housing projects, and public access lands.

**The following products will be delivered:**

1. *Natural areas, green infrastructure and environmental resilience map atlas in PDF print-ready format.*

2. *Opportunity land analysis and inventory of specific properties for potential park, trail, open space and resilience acquisition or new development dedication.*
3. *Environmental resilience memorandum.*

---

**Task 1.7 Park, Recreation, and Open Space Equity Assessment**

The DW team will work with County staff, stakeholders and the general public to answer the question: "What does an equitable park and recreation system look like for?" Criteria can include built environment data such as tree canopy and impervious cover; neighborhood redlining status based on historical Homeowners' Loan Corporation maps; information on current park use (or lack of use) based on mobility data from Near; and community demographic information such as household median income, renter versus home ownership status, percentage of households eligible for SNAP benefits, percentage of households with seniors or children, and percentage of households without vehicle access.

The team will use weighted overlay analysis to weight the selected criteria according to stakeholder and public input to identify the County's Equity Investment Zones. Master plan projects will be prioritized in these zones to ensure equitable park and recreation distribution and quality and that the system meets the stated needs and desires of local residents. In other communities where we have worked, Equity Investment Zones created during park and trail planning processes have been used by counties and municipalities

to inform other public investment and planning; we will provide the data and weighted overlay rasters and script used to the County for ongoing use. Using data and analysis compiled in previous tasks, we will particularly evaluate the number, distribution and quality of current park and recreation facilities and programming by Recreation Service District and generate 'report cards' to identify gaps, opportunities and areas of potential inequity.

**The following products will be delivered:**

1. *Equity Investment Zone map atlas in PDF print-ready format.*
2. *Equity Investment Zone weighted overlay GIS data for ongoing County/partner use.*
3. *Park and recreation equity assessment memorandum.*
4. *Recreation Service District report cards.*

---

**Task 1.8 Comparative Analysis and Peer Cities Research**

The DW team will work with the County to identify up to four peer cities of comparable size, demographics and context for comparison of Parks and Recreation services, amenities, staffing and operations. We recommend at least two of the peer counties have park and recreation systems with industry recognition such as previous receipt of NRPA Gold Medal awards or CAPRA certification. This comparable analysis will be conducted for 'apples-to-apples' comparison wherever possible, and will make note of situations in which direct comparisons are difficult due to

differences in structure or reporting, to give confidence in the overall findings and implications.

This process will inform internal discussions about possible innovations and efficiencies in program delivery, operations, staffing, budgets and funding. It can also help lay the groundwork for future public discussions about park and conservation finance.

**The following products will be delivered:**

1. *Peer cities comparable analysis memo with tables and graphics.*

---

**Task 1.9 Progress Reporting and Advisory Group Meetings**

We anticipate the consultant team will participate in meetings with advisory groups at key project milestones via Zoom or in person in association with public engagement meetings. We also anticipate quarterly updates to the Parks and Recreation Advisory Board and check-ins as needed with County Council and other departments.

**The following products will be delivered:**

1. *One copy of all completed or partially completed work, two days prior to progress meetings.*
2. *Monthly percentage complete project report by task.*
3. *Up to twenty (20) Client meetings over the course of the project, generally a standing call every two weeks over the course of the project.*
4. *Up to five (5) meetings with the Community Advisory Group via Zoom or in person over the course of the project.*

**PHASE II: CREATING A SHARED VISION**

---

**Task 2.1 Public Engagement and Communication Plan and Hiring of Park Ambassadors**

The DW team will develop a public engagement plan including the preparation of a stakeholder analysis matrix. As part of this, we will categorize the groups that will be engaged as stakeholders in the project process. We will work with stakeholders to develop a public engagement plan that details the project's engagement goals, how public input will drive the master plan process and recommendations, and the variety of strategic outreach methods that will be used throughout the process to gain public input and buy-in, including a detailed outreach timeline. Outreach methods will include in-person public meetings, recorded and livestreamed where possible as detailed below, in addition to online engagement through interactive media and communication and engagement through social media, email listservs and other web-based channels.

We recommend development of project branding to make the planning process as visible, coherent, welcoming and fun as possible. This includes support from our graphic design team as an additional service in developing branding concepts for review and iteration with County staff and stakeholders.

We also recommend that the County hire Park Ambassador Volunteers to develop and implement creative forms of outreach tailored to their specific communities. We've found that

this approach of compensating community leaders and integrating them into the planning team leads to more robust engagement processes, greater transparency and public trust, and plan participation that is more representative of the community. We have experience overseeing this hiring and training process or working with community members already in a similar role with their local governments, and we would like to explore this option in conversation with the County.

**The following products will be delivered:**

1. *Stakeholder analysis matrix and Stakeholder communication plan.*
2. *Public engagement plan.*
3. *Branding strategy, style guide and templates.*

---

**Task 2.2 Focus Groups and Stakeholder Interviews**

We anticipate conversations with stakeholders to gain a detailed understanding of the Parks and Recreation system history, current conditions, and future plans and vision. It is currently anticipated that special interest groups will be organized into focus groups around topics such as recreation, spatial equity, ecological resiliency, mobility, placemaking/ placekeeping, economic development, youth, seniors, and people with disabilities.

**The following products will be delivered:**

1. *Focus group meeting agendas and meeting notes (up to 12 interviews) and two (2) days of facilitated meetings.*

### Task 2.3 Countywide Surveys

To be successful the Parks and Recreation Master Plan must reflect the community's vision, values and needs. To meet this goal, we must engage a broad and representative cross-section of the community, particularly those who don't typically participate in planning processes or who don't currently use Parks and Recreation facilities. We use ESRI analysis and mobility data to identify those geographic areas and demographic groups with relatively low use of the County's park and recreation facilities, and we will work with the County, stakeholders and partners to target outreach to those groups through online, printed and intercept surveys. We also analyze response data as it is received to ensure the representation of demographics and home ZIP codes of respondents and to tweak or focus outreach as needed. We propose offering two Countywide surveys: one to capture the community's current use and vision for parks and recreation, and one to solicit feedback on draft plan recommendations for priority investments.

#### **The following products will be delivered:**

1. *Survey distribution plan.*
2. *Draft survey questions and revisions based on County staff review for two (2) Countywide surveys.*
3. *Data analysis and tables documenting responses for two (2) Countywide surveys.*
4. *Electronic dataset of results for two (2) Countywide surveys.*

### Task 2.4 Community Workshop #1: Visioning and Establishing a Common Language

Our team of experienced facilitators will lead in-depth discussions and facilitated community listening sessions to ensure interactions lead to clear community direction and understanding. We will design engagement materials and processes that educate the general public about the importance of parks and recreation, establish a common language around issues of equity and environmental resilience, and ultimately convince of the vital importance of their Parks and Recreation master planning process. The community engagement process should not only share information and collect input; it should build broad public support to ensure that the final plan is approved by Council and that funding is secured to get the plan built. Preliminary findings from the first Countywide Survey will be presented at these meetings to provide insight into overall community needs and priorities and build upon initial responses. We will utilize instant feedback polling to identify ideas and concepts that receive the most support and to engage more people than just the loudest voices in the room. Following a presentation and polling, the meeting will break into small groups to review base maps and use interactive exercises to pinpoint locations of desired amenities, trails and programs. Facilitated discussions will highlight goals, existing barriers to use, and the community's big aspirations for public parks and recreation.

### Task 2.5 Community Workshop #2: Draft Plan Review and Priorities

The second community workshop series will invite the public to review draft plan recommendations and provide feedback to be incorporated in the final draft plan. Input will be sought on the proposed physical plan and on plan goals and principles that were derived based on conversations held during the first community workshop series and based on the first Countywide survey. The planning team will also use the budget game to invite residents to put their dollars toward the plan elements they think are most important, providing us with valuable quantitative information about how to prioritize system improvements and investments.

#### **The following products will be delivered for both workshops:**

1. *Four (4) public meetings, one held in each Council District.*
1. *Meeting invitation lists, announcement materials and advertisement plan and meeting agendas.*
2. *Base maps, exhibits, and materials needed to provide and collect information at the workshop.*
3. *Formatted meeting materials provided for addition on the project website.*
4. *Documentation of the meeting conclusions and outcomes.*

## PHASE III: EVALUATION OF CONCEPTS AND DEVELOPMENT OF STRATEGIC PLAN RECOMMENDATIONS

### Task 3.1 Park, Trails, Community Facilities and Open Space Strategies Development

In this task the team will work with the County to develop the 'physical plan,' translating its analysis of gaps and opportunities into a series of mapped alternatives for system-wide improvements and new capital projects. The physical plan recommendations will include existing facilities in need of reinvestment; communities where new facilities are needed to fill spatial and programming gaps; and opportunities for new park connectivity and natural resource protection through expanded greenway and blueway corridors.

Once evaluated through the stakeholder and public engagement process and with staff and advisory group input, the recommendations and infrastructure renewal with associated capital expenditures will be organized in a prioritization matrix based on community needs and priorities.

#### The following products will be delivered:

1. *Draft strategies narrative memo.*
2. *Plan concepts and alternatives map exhibits.*

### Task 3.2 Policy and Standards Recommendations

The evaluation of County policies, standards and the completed gap analysis will be utilized to prepare a set of draft recommendations. A wide-range listing of potential

approaches will be provided to vet the feasibility based on the associated cost, political support, and community needs.

#### The following products will be delivered:

1. *Draft policies and standards recommendations and Plan concepts and alternatives map exhibits.*

### Task 3.3 Operations, Maintenance, and Staffing Plan

Our team member, Ballard\*King, will update and/or establish operational and staffing standards for the full operation of the system. This includes maintenance standards, staffing levels needed for programs, technology requirements, customer service requirements and administration based on established and agreed-upon outcomes. The team will evaluate governance of parks and functions in the overall structure with recommendations on how to operate in the most effective functional and efficient manner. Ballard\*King Associates will conduct a work session with key management staff on what they consider to be core essential services, important services, and value-added services based on observations, peer County analysis, individual interviews, focus group interviews and operating practices.

#### The following products will be delivered:

1. *Draft operations, maintenance and staffing recommendations memorandum to include review of maintenance standards, Equipment and facility recommendations, Staff analysis, Service delivery analysis: in-house, contracted.*

### Task 3.4 Functional Organizational Structure

Using a business-oriented approach with integration of industry best management practices, our team partner, Ballard\*King, will assess the organization needed to support an expanded park system. An assessment will also consider staffing levels and any existing job descriptions.

#### The following products will be delivered:

1. *Draft organizational structure recommendations memorandum.*

### Task 3.5 Program Services Inventory and Assessment

This assessment will review how well the department aligns itself with community needs. The goal of this process is to provide recreation and cultural program enhancements that result in successful, innovative, and mission-oriented recreation program offerings that align with needs and wants expressed during the public engagement process. The process includes analysis of the following programming aspects: age segment distribution, lifecycle analysis, core program analysis and development, facility gaps, similar provider analysis/duplication of services, review of program development process, service systems and agency support needed to deliver excellent service.

Data provided by the County will be used to analyze current use of parkland, recreation facilities, recreation programs, and other services. Prior year data may be used to uncover trends in use and participation, and when

synthesized with demographic and recreation trend findings, can inform future projections for specific aspects of programming and site utilization. This analysis will include the type of program, user group, and ages of persons served, and analyze attendance levels, markets served, and locations of program offerings. As part of this analysis, the team will identify peers in recreation service delivery in the area to assess potential partners. Recommendations will be developed to suggest partnerships and program alterations, or additions backed by demand analysis, community needs assessment, public input, focus groups and interview conclusions.

**The following products will be delivered:**

1. *Program Assessment Memorandum.*

---

**Task 3.6 Financial Review/Fees and Charges Study**

Our team will perform analysis to document the financial situation of the service area and/or business centers therein will be benchmarked against counties with comparable populations and park systems as described in Task 1.8. Comparative metrics will examine such factors as park expenditure per population, per park acre, and per park as well as staffing levels. A comparison will also be made of sources and distribution of park funds. The financial analysis will look at the budget, pricing policy, user fees, current and other revenue-generating opportunities, grant opportunities, and the revenue forecast.

This analysis will identify the financial situation of the service area with primary goals to:

- Understand the financial dynamics to further advance the understanding of operations gained through the work described above.
- Review funding and accounting practices with an objective of accurate financial fund tracking and the ability of County staff to have more useful financial information for strategic decision-making.
- Seek opportunities to improve the financial sustainability of Parks and Recreation for the future including evaluating expenditures and increasing current and new sources of revenue.
- Review current financial policies. This review will include comparison of current policies with national standards of best practice agencies. The consulting team will recommend cost recovery goals, policies and adjustments to current policies where enhancements may be needed or gaps are identified.
- Understand limitations on financing and determine alternative sources of capital improvement funding.

**The following products will be delivered:**

1. *Finance Review Summary Document.*

---

**Task 3.7 Funding Strategies/Partnerships Study**

Additional funding recommendations will be developed based in part on our

review and analysis of the County and Departments, as well as the national experience brought by the consulting team. Our team has identified a variety of methods on past work that can potentially be applied. These strategies include fees and charges, endowments/non-profit agencies, grants from national agencies and private sources, sponsorships, partnerships, dedicated sales or property tax, dedicated funding sources, real estate-related funding sources.

**The following products will be delivered:**

1. *Funding Strategies Draft Recommendations Memorandum.*

---

**Task 3.8 Delivery Evaluation and Recommendations**

Ballard\*King will analyze the operations and methods used to deliver existing services. This process would involve staff interviews, observations of procedures, user interviews, and a review of promotional materials and methods. The analysis would include an evaluation of the customer interface aspect of service delivery, identifying the elements that are critical to success and barriers to customer participation and satisfaction.

**The following products will be delivered:**

1. *Delivery Evaluation Memorandum.*

## PHASE IV: PLAN DOCUMENTATION AND ADOPTION

### Task 4.1 Develop Vision, Mission and Goals/Objectives

The supporting vision and mission statements will be affirmed or developed with the County and advisory groups in a work session. Following this effort, goals/objectives and policies will be established and prioritized. A Strategy Matrix will serve as the detailed action plan and implementation tool with goals, objectives, strategies, actions, priorities/timelines, and teams. A review of the vision, mission and goals/objectives of Parks and Recreation will provide a starting point for this discussion. In anticipation of plan adoption, we anticipate one-on-one meetings/briefings. Visitor demand for activities and services puts an enormous burden on existing management resources as well as the landscape itself. Park maintenance creates a dynamic tension: Can we have lush landscape areas, diverse plantings, healthy lawns, while serving the anticipated numbers of visitors? New plantings, trees, lawns and water features alone will not guarantee success. New programs, quality maintenance, security, and professional management must likewise be addressed to ensure success and ensure parks thrive to not only meet the design/programmatic goals but also visitor needs for history, cultural values, recreation and tourism. Management—the day-to-day deployment of staff, materials and equipment—will, ultimately, determine the success. To maintain

the complex sets of systems and processes will require creative, adequate and flexible management.

#### The following products will be delivered:

1. *Strategy Matrix.*
2. *Draft Statement Summary and Presentation and Final Vision and Mission Statements.*

### Task 4.2 Prioritized Facility and Program Priority Rankings

Our team will synthesize the findings from community input, survey results, standards review, demographics and trends analysis, park and facility assessment, recreation services assessment, service area mapping, and asset inventory and condition rating process into a quantified facility and program priority ranking. This priority list will be compared against gaps or surplus in recreation services, parks, facilities and amenities, as well as the County's existing Capital Improvement plan for basic replacement and minor new facilities. This will list and prioritize facility, infrastructure, amenities, and program needs for the parks and recreation system and provide guidance for the Capital Improvement Plan. The analysis will include probable future parks, recreation facilities, community centers, open spaces and trail needs based on community input, as well as state and national user figures and trends. Also, a set of prioritized recommendations for maintenance and renovation of parks, trails and recreation facilities will be developed. It is likely that achieving the desired level of service, quality and access objectives will take some time. Our

recent plans have been 100-year plans with improvements prioritized as 0-10 years, 11-25 years, and 26-100 years. Prioritization will be based on staff and public input and consider park condition, equity, level of service, service gaps, mobility, and environmental objectives.

#### The following products will be delivered:

1. *Draft near-term, mid-term, and long-term investment prioritization list.*
2. *Implementation Strategies and Responsibilities Matrix.*

### Task 4.3 Final Document Creation and Adoption

Comments received from the County Council, the advisory groups and other review agencies will be evaluated with County staff to determine the alterations needed to finalize the draft plan. The final plan will be produced with comments incorporated and will be a highly customized and calibrated final report. One final presentation will be given to the County Council for adoption.

#### The following products will be delivered:

1. *Comprehensive Parks and Recreation Master Plan document, Executive Summary, one electronic copy in a format compatible with the County's software, including the items listed below.*
2. *Mission and Goals, Demographic Analysis and Recreation Trends Analysis and Level of Service Standards.*
3. *Park Classification System Recommendations, Needs Assessment and Analysis on*



- Recreational Facilities, and Needs Assessment and Analysis on Parks and Trails.
- 4. Organizational and Financial Strategies and Park, Recreation and Open Space Equity Recommendations.
- 5. Environmental Resilience and Green Infrastructure Recommendations and Prioritization Matrix and Phasing Plan.
- 6. Parks and Recreation Update to the Natural Resources Element and Transportation Element of Jasper County Comprehensive Land Use Plan.
- 7. Ten Year Plan for Growth and Improvements, Ten Year Plan for Open Park Land Acquisition and Ten Year Plan for Budgeting and Funding Priorities.
- 8. Final Plan Map files in GIS format.
- 9. Facilitated review of the final draft plan with Urban Design Committee, County Planning Commission and County Council and One (1) adoption hearing presentation with County Council.

**Proposed Timeline**

The following schedule below is estimated based on the scope of work outlined in the RFP and described in the overview above. We estimate the process will take around 11 months. We will work with Jasper County to adjust the schedule based on the project needs and budget. It is assumed that we will have bi-weekly check in calls and engagement sessions throughout the planning process.

**Schedule**

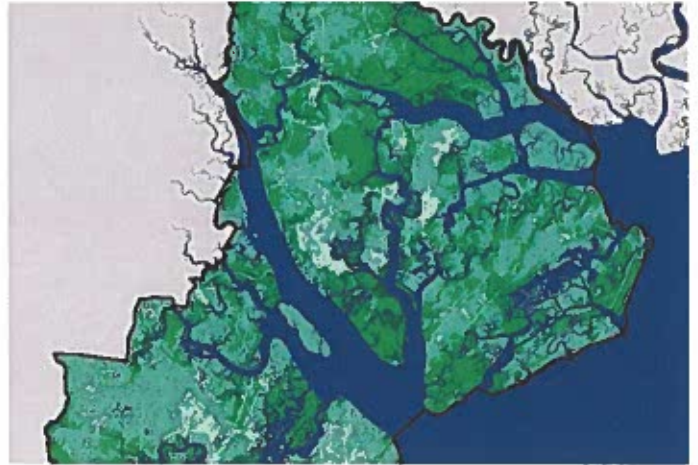
	JAN 2024	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV
<b>Phase 1: Establish a Foundation of Understanding</b>											
	○										
<b>Phase 2: Creating a Shared Vision</b>											
			○	○			○	○			
<b>Phase 3: Evaluation of Concepts and Development of Strategic Plan Recommendations</b>											
					○						
<b>Phase 4: Plan Documentation and Adoption</b>											

- Advisory Committee Meetings
- Public Workshop Series
- County Council

## Beaufort County Greenprint Plan and 2040 Comprehensive Plan

Beaufort County, South Carolina | **Design Workshop**

Rising sea levels and population growth threaten Beaufort County's cultural and agricultural areas. Design Workshop collaborated with the county and communities to create the 2020 Beaufort County Greenprint Plan and the 2040 Comprehensive Plan. Through community engagement and research, the team identified conservation priorities, utilizing tools like land acquisition and development restrictions. These plans integrate climate change, growth modeling, and conservation strategies, addressing placemaking, affordable housing, and enhancing trails and walkability.



### Client Reference

Kate Schaefer, Director of Land Protection  
Beaufort County Open Lands Trust  
843.521.2175 | [katepschaefer@gmail.com](mailto:katepschaefer@gmail.com)

### Services Provided

Comprehensive Planning, Open Space Planning, Land Use Planning, Resiliency Planning

## Mobile County Parks System Master Plan

Mobile, Alabama | **Design Workshop**

Over ten years have passed since Mobile County's first parks master plan, and in that time, the county has seen many changes, including acquiring new property, initiating new recreation programming and waterfront park master planning efforts. The County selected Design Workshop to update the master plan to accommodate growth and plan for future parks and recreation needs. The goal of the new plan is not only to identify and plan for future growth, but also to celebrate and bolster connectivity between the county's existing natural and cultural assets. The plan will also focus on the design and improvement of three major parks—Chickasabogue Park, Escatawpa Hollow Park and Campground, and Cedar Point Fishing Pier. Vital to the team's success will be engaging with the community in order to understand and bolster the area's outdoor recreation opportunities.



### Client Reference

Tina Sanchez, Director of  
Environmental Services  
Mobile County Commission  
251.574.3229 | [tina.sanchez@mobilecountyal.gov](mailto:tina.sanchez@mobilecountyal.gov)

### Services Provided

Master Planning, Park System Planning and Design, Engagement

## Linear Parks and Trails Master Plan

Loudoun County, Virginia | **Design Workshop**

Loudoun County, Virginia responded to the post-Covid-19 demand for open space by commissioning a linear parks and trails vision plan. Design Workshop developed the plan to cater to the diverse population, connecting rural areas in the west with rapidly growing communities in the east. Using a "mapping blitz," the team overlaid natural and cultural resources in the 500-square mile area and engaged the community to map trails and gather data. The final plan, shaped by community input, establishes shared goals and principles, guiding resource allocation for future phases. It presents an opportunity to integrate modern, sustainable practices across environmental, economic, and social dimensions..

### LINEAR PARK AND TRAIL FRAMEWORK PLAN



#### Client Reference

Mark Novak, Chief Park Planner  
Department of Parks, Recreation & Community Services, Loudoun County  
703.737.8992 | mark.novak@loudoun.gov

#### Services Provided

Master Planning, Conceptual Design

*ASLA COLORADO  
MERIT AWARD FOR ANALYSIS & PLANNING*

## Chattanooga Parks and Outdoors Plan

Chattanooga, Tennessee | **Design Workshop**

Chattanooga is known for its breathtaking natural scenery and world-class downtown parks. Design Workshop was hired to create a strategic vision to unify and guide the growth and development of the park, trail, and greenway system. The parks and outdoors plan (POP) offers a community-driven vision for high-quality parks and greenways that serve all residents equitably, promote health and wellness, protect natural resources, and connect people to each other and their natural and cultural landscapes. The team worked with local and regional stakeholders and residents to capture the community's biggest and boldest ambitions for their park and trail system. In addition, the team guided the City through a Total Asset Management process to create an inventory of recreational assets and ultimately support the development of data-driven staffing and budgeting plans.



#### Client

Scott Martin, Administrator  
Department of Parks and Outdoors  
423-643-6881 | sdmartin@chattanooga.gov

#### Services Provided

Master Planning, Park Planning, Engagement

*ASLA COLORADO  
HONOR AWARD FOR ANALYSIS AND PLANNING*

## Meet Our Project Team

---

### Design Workshop

Master Planning, Park  
Planning, and Landscape  
Architecture

**Our team is prepared to provide a comprehensive view of park, recreation and open space planning including consideration of parks, recreation, civic engagement, finance, resiliency, habitat, hydrology, mobility, place-making and spacial equity. We have designed, built and operated numerous award winning parks. We bring an understanding not only of park systems and management, but of how parks are best created and utilized.**

Our parks and open space projects enhance the everyday lives of people. We work to protect and restore ecosystems and bring spatial equity to the underserved because we know how crucial well-designed and well-maintained open space is. Our parks provide an essential recreational resource, from active sports to creative play to quiet, reflective spaces, in a way that harnesses parkland for stormwater management, urban agriculture, and habitat enhancement. We connect communities physically and spiritually to the natural environment.

---

### Symbioscity

Public Engagement and  
Stakeholder Facilitation

*Denise  
Grabowski*

Symbioscity, a certified Georgia Disadvantaged Business Enterprise (DBE) and a Women Business Enterprise (WBE), focuses on working with communities to plan for and implement a more sustainable future. Each community is different and they do not believe in a one size fits all approach. Their team maintains maximum flexibility to work with project teams based on the unique needs of each client. Symbioscity offers services in urban planning and design, community involvement, consensus development and more. They work primarily with public sector clients, such as local, regional, and state governments, and non-profit organizations.

---

### Ballard\*King & Associates

Park Operations,  
Maintenance and  
Management

Ballard\*King & Associates (B\*K) has over 30 years of success and have completed over 800 recreation facility projects in 50 states. B\*K has direct experience in the delivery of diverse recreation programs and services. They have a keen awareness of the impact a park, sports, or recreational facility has on a community and subsequently the entity that operates it.



**Kurt Culbertson**  
FASLA, Ph.D,  
LEED® AP  
Principal-in-Charge

**Design Workshop**

#### **Education**

PhD, Edinburgh College of Art

Master of Business Administration  
in Real Estate, Southern Methodist  
University

Bachelor of Landscape Architecture,  
Louisiana State University

#### **Licensure and Certifications**

Professional Landscape Architect:  
South Carolina

American Institute of Certified  
Planners (ACIP)

CDT Certification

LEED® Accredited Professional

A resident of South Carolina, Kurt is a recognized leader in the field of evidence-based design and the application of metrics and performance measures to planning and design projects. Kurt was co-founder of the Environmental Justice Professional Practice Network of ASLA and has pioneered planning for spatial equity nationwide. He is currently leading the master plans for the Beaufort County Greenprint Plan as well as Chattanooga, New Orleans, and Mobile Park Systems. Kurt served 12 years as co-chair of the Cultural Landscape Foundation and has devoted countless volunteer hours to the preservation of historic landscapes.

#### **Select Project Experience**

Comprehensive and Greenprint Plans – Beaufort County, SC

Mobile County Parks System Master Plan – Mobile, AL

Asheville Parks and Recreation Master Plan – Asheville, NC

Chattanooga Parks and Greenways Master Plan – Chattanooga, TN

Citywide Parks and Recreation Master Plan – New Orleans, LA



**Corey Dodd**  
Project Manager

**Design Workshop**

#### **Education**

Master of Landscape Architecture,  
North Carolina State University

Bachelor of Interior Design,  
Appalachian State University

#### **Professional Affiliations**

Board Member and Secretary,  
Partners for Environmental Justice  
Raleigh, NC

Corey is motivated by the opportunity to serve as a place-keeper for communities that have been historically burdened by an inequitable distribution of resources and calculated geographic placement. He strives to uphold the power of landscape experience to combat such injustices and promote cognitive health and wellbeing. Corey's experience includes multi-scale analysis and planning, natural resource protection, and working with multidisciplinary teams to facilitate community-led projects highlighting site-specific cultural, ecological and agricultural heritages. Corey is currently working on and managing several equitable engagement focused plans including Benjamin Franklin Parkway, 3 Mecklenburg County Equity Park Plans, and Bailey Drive.

#### **Select Project Experience**

Asheville Parks and Recreation Master Plan – Asheville, NC

Loudoun County Linear Parks and Trails Plan – Loudoun County, VA

Bailey Drive Gateway at Walnut Creek Wetland Park – Raleigh, NC

South Park Heritage Walk – Raleigh, NC



**Denise Grabowski**  
AICP, LEED® AP

Engagement  
Specialist

**Symbioscity**

#### Education

Master of City Planning, Georgia  
Institute of Technology

Bachelor of Environmental Science,  
Furman University

#### Licensure and Certifications

American Institute of Certified  
Planners (AICP)

LEED Accredited Professional

Georgia Trends "40 Under 40" Best  
& Brightest List

Denise is the founder of Symbioscity, an urban planning firm dedicated to fostering mutually beneficial relationships between people, place, and planet. She works with a variety of clients on projects such as community master plans, mixed use developments, redevelopment plans, local government consultation, and public participation. As a former senior-level planning staff member for both county and city governments, she has in-depth knowledge of land use, regulatory, and legal issues and is accustomed to working with diverse constituents and elected officials. She is also sensitive to local government issues, such as public perception and budgetary constraints. In addition, she has presented at national and regional conferences on quality growth and sustainable development.

#### Select Project Experience

Jasper County Comprehensive Plan – Jasper County, SC  
Town of Port Royal Comprehensive Plan – Port Royal, SC  
City of Springfield Master Plan – Springfield, GA  
Canal District Wetlands Park and Trail System – Savannah, GA  
Coastal Georgia Comprehensive Plan – Various areas, GA



**Darin Barr**  
Operations and  
Maintenance Lead

**Ballard\*King**

#### Education

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

Darin's passion for the parks and recreation industry has allowed him to successfully serve agencies nationwide. He utilizes a multi-layer approach when working on projects and believes in the importance of listening to stakeholders, agency administration and staff members. Prior to joining B\*K, Darin worked in the municipal, private, and university sectors, all within the parks and recreation industry. 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.

#### Select Project Experience

Greenville Parks and Recreation Master Plan – Greenville, NC  
Richmond Parks and Recreation Master Plan – Richmond, VA  
Vienna Parks and Recreation Master Plan – Vienna, VA  
Basin Recreation District Park and Recreation Master Plan – Park City, UT  
Kansas City Parks and Recreation Master Plan, Kansas – City, MO

## Staffing Capacity & Availability

### Design Workshop

Kurt Culbertson, Principal-in-Charge

- Current Projects: Hendersonville Parks and Greenspace Master Plan, Benjamin Franklin Parkway Public Realm, Richmond PRCF Master Plan
- Est. Availability Per Week for Jasper County: 15%

Corey Dodd, Project Manager

- Current Projects: Asheville Parks and Recreation Master Plan, City of Raleigh South Park Heritage Walk, Benjamin Franklin Parkway Public Realm
- Est. Availability Per Week for Jasper County: 25%

### Ballard\*King

Darin Barr, Operations and Maintenance Lead

- Current Projects: Richmond PRCF Master Plan, Vienna Parks and Recreation Master Plan
- Est. Availability Per Week for Jasper County: 15%

### Symbioscity

Denise Grabowski, Engagement Specialist

- Current Projects: Canal District Wetlands Park, Tide to Town, Jasper County Comprehensive Plan /Development Updates
- Est. Availability Per Week for Jasper County: 10-15%

## Fee Structure & Cost Estimate

<b>Phase 1</b>	<b>Establishing a Foundation of Understanding</b>	
	Subtotal Phase 1	\$50,000
<b>Phase 2</b>	<b>Engaging the Community</b>	
	Subtotal Phase 2	\$40,000
<b>Phase 3</b>	<b>Evaluation of Concepts and Development of Strategic Plan Recommendations</b>	
	Subtotal Phase 3	\$50,000
<b>Phase 4</b>	<b>Plan Documentation and Adoption</b>	
	Subtotal Phase 4	\$50,000
	<b>Total Fees</b>	<b>\$190,000</b>
	Estimated Reimbursable Expenses	\$7,000
	<b>Total Cost</b>	<b>\$197,000</b>



# Jasper County Parks & Recreation Master Plan

RFP #2024-8

Prepared by  
Stantec Consulting Services Inc.

January 3, 2024



**\* Confidential Information Inside**

# PROJECT FEE STRUCTURE AND COST ESTIMATE



# TABLE OF CONTENTS

Cover Letter	01
A. Project Approach, Content, and Timeline	02
B. Past Project Experience and Client References	07
C. Qualifications and Demonstrated Competencies	08
D. Staffing Capacity and Availability	18
E. Project Fee Structure and Cost Estimate	*

**\*CONFIDENTIAL, PROVIDED IN A SEPARATE DOCUMENT**



Stantec Consulting Services Inc.  
4969 Centre Point Drive, Suite 200  
North Charleston, SC 29418

December 28, 2023

Jasper County Government  
Kimberly Burgess  
Director, Administrative Services Division  
P.O. Box 1149  
358 3rd Avenue  
Ridgeland, SC 29936

**RE: Request for Qualifications #2024-8 for Jasper County Parks & Recreation Master Plan**

Dear Mrs. Burgess and Members of the Selection Committee:

Parks are our backyard, our living room, a place where our community comes together to celebrate. During recent times of heightened stress and anxiety, stay-at-home orders, and social distancing, the respite provided by simple things like a walk or run in the park has proved to be more important than ever. Stantec is pleased to provide the following response to RFQ #2024-8 for the Jasper County Parks and Recreation Master Plan. Based in our North Charleston office, Stantec brings local landscape architecture, planning, and public engagement capabilities, coupled with our premier national resources in design, giving the County an unparalleled combination of national expertise with local project delivery.

Stantec's focus is to design with community in mind, and that makes us a perfect match to be your partner in this process. Our leadership for this project is comprised of local employees who live, work, and play in the same places that you do and who will be responsive when called upon. You will find that our team is composed of dynamic, flexible, professionals eager to begin working with you on this comprehensive master plan update.

- Stantec will focus on landscape architecture and provide project management and oversight, community engagement, and inventory process, as well as capital site assessments, conceptual costing, and development of the final report in partnership with PROS Consulting.
- PROS Consulting will lead the visioning process and development of recommendations.
- Weston & Sampson will provide land acquisition and environmental services.

We understand that parks, open spaces, and recreational opportunities are essential, not only to enhance the quality of life and neighborhood vitality, but also to preserve natural resources and provide multi-modal links between neighborhoods, business districts and other destinations in the community. We are not just design professionals but are avid park users and provide stewardship for the future well-being of park systems in our own communities.

We aim to create plans and solutions that deliver a range of benefits, from lower environmental impacts to higher economic performance to a stronger sense of community; we do this by connecting parks, people and nature. Our approach will be grounded in the local context. We believe our strong record of planning and design consulting services, our local team and the breadth of national resources serve as the perfect fit for Jasper County and its steering committee.

We look forward to working with Jasper County to best manage your existing assets, helping your community grow in a healthy, sustainable manner, and explore innovative and exciting solutions. You have our personal commitment that this project will receive the energy and attention it deserves coming from a seasoned and experienced team and delivered at the highest level possible. We look forward to an opportunity to discuss your project in person and have you meet our team.

Regards,

**Jenny Horne PLA, ASLA**  
Senior Associate/Project Manager  
Stantec Consulting Services Inc.  
843.740.6344 | jenny.horne@stantec.com

# A. PROJECT APPROACH, CONTENT, AND TIMELINE

## STANTEC CONSULTING SERVICES (STANTEC)

Stantec is a consulting firm for the built environment. We design the communities in which we live and work.

Communities are fundamental. Whether around the corner or across the globe, they provide a foundation, a sense of place, and of belonging. That's why at Stantec, we always design with community in mind.

We care about the communities we serve – because they're our communities too. We're planners, designers, engineers, scientists, and project managers innovating together at the intersection of community, creativity, and client relationships.

The Stantec community unites more than 28,000 employees working in over 400 locations across 6 continents. Our work—professional consulting in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics—begins at the intersection of community, creativity, and client relationships.

With a long-term commitment to the people and places we serve, Stantec has the ability to connect to projects on a personal level and advance the quality of life in communities across the globe.

### FROM GLOBAL EXPERIENCE TO LOCAL EXPERTISE

We've been in the Lowcountry for more than 25 years, designing the communities in which we live. We understand the importance of working closely with residents, businesses, organizations, governments, and utilities to support the evolution of the region in its most natural state.

Stantec's North Charleston office, with 52 full-time staff, will lead this project as the prime consultant. Locally, we specialize in landscape architecture, civil engineering, drainage analysis and design, transportation engineering, and environmental permitting. We also offer traffic analysis, structural engineering, and project management services.

### UNIQUE EXPERIENCE

Our team features unique experience that can serve Jasper County, including recent completion of numerous municipal parks and recreation planning projects for large County systems.

Since 2012, PROS Consulting has completed planning projects for 55% of the Gold Medal winning agencies from the National Recreation and Park Association. They have worked with nearly 40% of all CAPRA Accredited Agencies.

The matrix below illustrates why our team is the most qualified in relation to the qualifications requested by the Jasper County Parks and Recreation Department.

QUALIFICATIONS	STANTEC / PROS CONSULTING TEAM
Experience with parks, recreational facilities, programs, and service management	100+ years combined experience as practitioners in the parks and recreation industry and as planners
Understanding of Parks & Rec agencies	1,000+ planning projects successfully completed in all public sector levels
Experience developing strategic plans	200+ strategic plans successfully completed for public agencies
Familiarity with public sector cost accounting and budgeting	150+ cost of service, financial management, or revenue enhancement plans successfully completed for public clients
Knowledge of existing park-centric partnerships throughout the country	70+ public clients directly assisted with identifying, establishing, and maintaining innovative partnerships
Experience developing fiscal or financial plans at facility level or system level	300+ business plans successfully completed for individual parks and park systems
Public facilitation experience	4,000+ public meetings and focus groups facilitated throughout the US
Familiarity with and experience doing business in South Carolina	Completed parks and recreation planning projects in York County, City of Columbia, Richland County, and throughout the Lowcountry
Experience in CAPRA Accreditation and NRPA Gold Medal Agencies	2 CAPRA Visitors on staff and have assisted numerous agencies with CAPRA Accreditation through master plans throughout the last 26 years, including: Prince William County, VA; Loudoun County, VA; Carlsbad, CA; Kansas City, MO; Carmel, IN; Westerville, OH; Roanoke, VA; Toledo, OH MetroParks; Prince George's County, MD; Mecklenburg County, NC

# PROJECT APPROACH

To best serve Jasper County needs, we have provided our recommendation for steps to success below. We have outlined ways we will deliver the requirements set forth within the RFP, as well as areas for potential expansion to deliver a well-rounded comprehensive master plan which will serve as the guiding planning document for your Jasper County Parks & Recreation Master Plan.

## KEY STEPS IN THE PROCESS

The Parks and Recreation Master Plan will create a clear set of objectives that will provide direction to the Jasper County Parks and Recreation Department for a short-term, mid-term and long-term range. There are numerous steps in the project, with the following key areas of focus being foundational components.



Before any project begins, it is imperative to discuss the Jasper County Park and Recreation Department's aspirations. This will focus on the key issues, as well as the outcomes desired. We will properly staff, scope, and schedule the project to meet expectations.

## PHASE 1 – PROJECT COORDINATION, INTERNAL REVIEW, AND GUIDING PRINCIPLES

**Project Management and Coordination:** Stantec will coordinate closely with Jasper County and designated stakeholders throughout the course of the project. Project manager Jenny Horne will oversee the daily coordination of the project and will be responsible for creating and distributing meeting notes and ensuring that decisions made throughout the planning process is being conveyed to the Client and team members.

**Kick-Off Meeting:** Stantec will schedule a kick-off meeting with the Jasper County project management team to discuss goals and objectives for the Parks and Recreation Master Plan. The kick-off meeting will include all team members and representatives from Jasper County so all project details can be discussed prior to starting work on the project.

**Developing Principles and Goals:** Our team will work with Jasper County to identify principles and goals necessary to guide and implement the park and recreation master plan. This is part of all of our strategies with park and recreation master planning. Discussing these goals and guiding principles will assist in setting the tone and direction for how the final recommendations will be presented.

The guiding principles and goals will be evaluated throughout the process with staff, then refined into a final document to guide the master planning process and communicate anticipated outcomes within the stakeholder and focus group meetings and public engagement meetings.

## PHASE 2 – NEEDS ANALYSIS: PROGRAM AND FACILITY NEEDS

**Community Input Analysis:** We will utilize a robust public input process to solicit community input on how the Jasper County parks system meets the needs of residents into the future. This task is an integral part of the planning process. A wide range of community/participation methods may be utilized with traditional public meetings.

We will prepare a community outreach agenda to include the number and types of meetings which will be held within each planning area. Specific tasks include:

**Public Engagement Plan:** Public engagement is vital to a successful plan. Public engagement serves two purposes:

1. Identify emerging issues and challenges that Jasper County needs to address
2. Align the community and the County to achieve the greatest ability for plan

**Stakeholder Interviews and Focus Group Meetings:** Our team will conduct a series of individual and/or small group meetings (up to 15 different sessions) with identified members of the community to gain a greater understanding of opportunities and challenges of park and recreational needs in the County. We would like to meet with key property owners, residents, private developers, first responders, county representatives, school district, seniors, youth, philanthropic organizations, and other identified key stakeholders as coordinated with our Client.

**Youth Engagement:** We will engage youth through the stakeholder interviews and focus group meetings. These surveys will provide the County's youth a medium to solicit their input relating to recreation program and facility needs. How we engage this group of participants will be coordinated with the Client in review of the PEP.



**Public Meetings:** Public forums will serve to present information and gather feedback from citizens at large. The meetings will be interactive for the public through the means of interactive polling, maps, as well as other innovative engagement methods. It is important to have initial meetings early in the process and follow-up meetings during the final plan development process.

The purpose for these meetings will be to ensure opportunities for the public to discuss their priorities and perceptions surrounding the parks and recreation system. The forums will also afford the opportunity to subtly educate the public on the opportunities, benefits, and constraints of Jasper County's parks and recreation system.

**Public Meetings #1, 2, and 3** – A general overview of the recreation planning project and process will be presented and our team will gather information and distribute surveys. Each meeting will be at different location within the County to reach as many residents and stakeholders as possible.

It is our team's intent to conduct the stakeholder/focus group meetings the same day as the public meetings.

**Public Meeting #4, 5, and 6** – Present key technical findings and recommendations. Again, these meetings would be coordinated with the Client to be held at different locations within the County to reach as many residents and stakeholders as possible.

**Public Meeting #7** – Present final recommendations and implementation plan. It is assumed that this meeting will be presented to the Council with County staff and be open to the public.

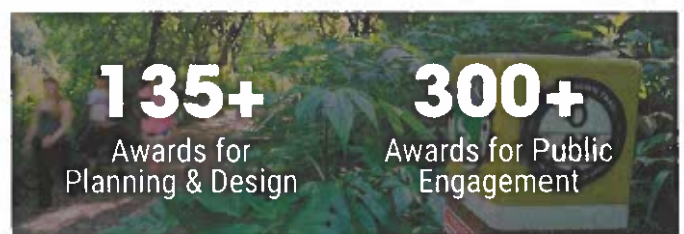


**Statistically Valid Needs Analysis Survey (OPTIONAL):** Our team understands that a statistically valid needs survey is not required for this master plan. However, should the County want to include one, Stantec and PROS Consulting would engage ETC Institute (ETC) to perform this effort. ETC Institute has the capabilities of administering the survey by a combination of mail, phone, text, and internet.

Given the negative impact Caller ID has had on phone survey response rates in recent years, and the need to ensure diverse populations are well represented, ETC offers the combination mail/internet/phone method to maximize the overall level of response. Even if people do not respond by mail or online, people who receive the mailed version of the survey are significantly more likely to respond to the survey by phone because they know the survey is legitimate. As needed, multiple contact attempts at various times during the week, including weekends will be made to contact adult residents. All attempts to contact respondents will be tracked to accurately calculate the number and rates for refusals, ineligible contact information, eligible contact information, and completed interviews. These rates can also be reported in the final report.

During the past decade, ETC has been very successful at getting participation from residents who do not speak English. ETC Institute has the ability to translate surveys into more than 20 languages, including Russian, Cantonese, Mandarin, and Spanish. ETC routinely conducts surveys in communities that have a high percentage of non-English speaking residents, such as Arlington County (VA) where 36% of the population is foreign-born, Miami-Dade County (FL), where more than 60% of the population is Hispanic and 10% is Creole, and Long Beach (CA), where approximately one-fifth of the population speak Khmer (Cambodian).

**Confirm/Develop Vision, Mission and Goals/Objectives:** The supporting vision and mission statements will be affirmed or developed with identified key staff with Jasper County. Following this effort, goals/objectives and policies will be established and prioritized. A status briefing will be presented to gain input and consensus on direction.





**PHASE 2.2 – GEOSPATIAL (“GEO-EQUITY”) ANALYSIS**

Our team will begin collecting data after our virtual kick-off meeting. Some data may be available through Jasper County and other public available information. Data may include census data, population projections, county boundaries, municipality boundaries, and existing or planned trails/ shared-use paths. Our analysis will include:

- Park/Facility Level of Service
- Connectivity
- Programming Level of Service
- Resiliency
- Access to Parks
- Open Space Priorities

**Demographic & Recreation Trends Analysis:** We will utilize Jasper County’s projections, if available, and supplement with census tract demographic data obtained from the U.S. Census Bureau and the Environmental Systems Research Institute, Inc. (ESRI), which is the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends.

We will complete a demographic and recreation trends analysis of the Jasper County. This analysis will provide an understanding of the demographic environment for the following reasons:

- To understand the market areas served by the park and recreation system and distinguish customer groups
- To determine changes occurring in Jasper County and the region, and assist in making proactive decisions to accommodate those shifts
- To provide the basis for equity mapping and service area analysis

The County’s demographic analysis will be based on US Census information 2010, or 2020 data if available, 2023 updated projections, and five (2026) and ten (2031) year projections. The following demographic characteristics will be included:

- Population density
- Gender
- Age Distribution
- Ethnicity
- Households
- Household Income

From the demographic base data, we will apply sports, recreation, and outdoor trends to the local populace to assist in determining the potential participation base within the community. We will also provide additional emerging parks and recreation trends as it relates to development, innovation opportunities, and current state and national standards that will have influence on the master plan.

For the sports and recreation trends, we utilize the Sports & Fitness Industry Association’s (SFIA) 2021 Study of Sports, Fitness and Leisure Participation, ESRI local market potential, as well as participation trends from the Outdoor Foundation on outdoor recreation trends.

**Benchmark Analysis:** A benchmark analysis will be completed to compare Jasper County to five (5) other relevant peer agencies. We will work with Jasper County to identify the 15 key metrics to be surveyed and analyzed, as well as the benchmarked communities.

**Recreation Program and Services Assessment:** Recreation programs and special events are the backbone of park and recreation agencies. This assessment will review how well Jasper County aligns itself with community needs. The goal of this process is to provide recreation program enhancements that result in successful and innovative recreation program offerings, as well as recommendations for minimizing duplications and collaborate partnerships where appropriate. We will provide insight into recreation program trends from agencies all around the country

We will determine, rank, and map where Jasper County is lacking programs to prioritize response efforts. The process includes analysis of:

- Age Segment Distribution
- Lifecycle Analysis
- Core Program Analysis and Development
- Similar Provider Analysis/Duplication of Service
- Market Position and Marketing Analysis
- Review of Program Development Process
- Backstage Support, Service Systems, and Agency Support Needed

Ultimately, the outcome of the process will be the creation of a dynamic recreation program plan that results in increased registration, drives customer retention and loyalty, improves customer satisfaction, and increases revenues. Additionally, it will help focus staff efforts in core program areas and create excellence in those programs deemed most important by program participants.

Year Type	2023 Primary Demand Forecasts				2026 Primary Forecasts				2031 Primary Forecasts			
	Population	Households	Age 18-24	Age 65+	Population	Households	Age 18-24	Age 65+	Population	Households	Age 18-24	Age 65+
2023	1,234,567	456,789	123,456	156,789	1,345,678	489,012	134,567	167,890	1,456,789	512,345	145,678	189,012
2026	1,345,678	489,012	134,567	167,890	1,567,890	523,456	145,678	178,901	1,678,901	545,678	156,789	201,234
2031	1,456,789	512,345	145,678	178,901	1,789,012	567,890	156,789	189,012	1,890,123	578,901	167,890	212,345

### PHASE 3 – MASTER PLAN DEVELOPMENT

Upon consensus of all technical work, the remaining action plan will be completed with supporting strategies, actions, responsibilities, priorities/timelines, and cost estimates. These strategies will be classified as short-term, mid-term, or long-term strategies and priorities. This will be reviewed with Jasper County staff in a half-day workshop. We propose a prioritization schedule and methodology used on successful master plans across the United States from previous work.

Action plans will be established in the following key areas:

#### **Park and Facility Development and Improvements:**

Recommendations that provide for short- and long-term enhancement of land acquisition. This will include usable and workable definitions and recommendations for designated park and facilities with acreages and parameters defined as appropriate.

**Park and Facility Management:** Recommendations that provide for short- and long-term enhancement of park and facility management practices.

**Programs and Services:** Recommendations that provide for short- and long-term development and maintenance of programs and services provided by Jasper County Parks and Recreation Department, including opportunities to improve meeting user needs.

**Financial and Budgetary Capacity Development:** Recommendations that provide for short- and long-term enhancement of the financial and budgetary capacity of Jasper County related to parks and lands.

**Land Acquisition and Funding:** Based on the findings of the inventory and analysis, benchmarking, and public input, the team will develop a series of recommendations for land acquisition and park development. The recommendations will target closing gaps in geographic distribution, improving equitable access to quality experiences, and updating and expanding existing facilities to meet current and future demand and trends. These recommendations will address your agency's greatest challenges by leveraging parks to improve equity and inclusivity, enhance resiliency, encourage health and wellness and bolster economic development.

Each recommendation will be accompanied by an action and implementation plan that will identify short-, mid- and long-term actionable strategies with the responsible party to celebrate success and promote accountability. Each recommendation will identify an implementation vehicle, such as policy guidance, capital improvements and funding sources, or strategic hires.

Our team will explore a variety of funding sources and acquisition alternatives from local, state, and federal grants to revenue bond funding and line-item appropriations. Because parks exhibit a variety of features—natural resources, recreation amenities, green infrastructure and stormwater solutions, environmental education, cultural and arts exhibits and venues, and multimodal transportation networks to name a few—our in-house grant writers can

procure funding from a combination of sources to maximize the monies available to park expansion and improvements. We will develop a list of funding options for priority projects.

<b>150+</b> Funding Specialists Across North America	<b>100+</b> Funding Programs Leveraged to Advance Critical Community Projects
---	--

**Policies and Practices:** Specific policies and practices to support the desired outcomes of the master plan.

**Resiliency:** Given its coastal location, Jasper County has been shaped by water. However, a warming climate necessitates evaluation of water's threat. With an unpredictable climate future, Jasper County must proactively adapt its infrastructure to prepare for, withstand, and recover from extreme heat, increased frequency, and intensity storm events, and flooding. Parks and green spaces uniquely offer a first line of defense from these threats.

During the inventory and assessment process, our team will identify potential vulnerabilities within the park system and prioritize adaption strategies to protect the County's assets and improve overall resilience to sea level rise and riverine and stormwater flooding.

### EXECUTIVE SUMMARY AND FINAL PRESENTATION

**Draft and Final Master Plan:** The Parks and Recreation Master Plan will document the process, data, and input received during the entire master planning process. The report will focus on stepping readers through where we are, what we want, and how to get there, without bogging down in detail and data, which will be contained in a comprehensive report appendix.

The master plan will contain all the elements requested in the RFP, including an executive summary and a highly graphic format. The summary will summarize the planning process and its findings from the beginning of the project (kick off meeting to final implementation plan) to the conclusion. The chapters will be formatted to allow the flexibility to be removed and function as a stand-alone document. We will work with staff to customize final deliverables into formats most suitable for Jasper County's needs.

Stantec and PROS Consulting will produce a draft final master plan for Jasper County. We anticipate minor edits/ revisions to the plan before finalizing and presenting to Jasper County.

**Please refer to the Project Fee Structure and Cost Estimate document provided separately for our deliverables.**

# PROPOSED TIMELINE

## SCHEDULING AND COST CONTROL

Our team has the experience and reputation of meeting time schedules and budgets on past projects. It is important to have close and constant contact with the project manager throughout the planning process. We have used the following method for past projects:

- Organize and maintain a detailed project schedule with key milestone dates
- Hold a kick-off meeting to review and discuss the project schedule, deliverables, and expectations
- Submit draft documents for review and comment
- Conduct frequent review meetings and conference calls to review and discuss submittals, project issues, and concerns
- Maintain detailed meeting minutes regarding project discussions and decisions
- Prepare monthly status reports outlining the status of each project task, outstanding issues, etc.
- Submit final documents for review and approval, and revise as necessary

- Hold a scope meeting with the project manager and staff to discuss project objectives including scope, schedule, deliverables, fees, and desired outcomes
- Prepare a draft scope of work for review prior to developing a fee proposal
- Prepare a fee budget for review and discussion with the project manager
- Prepare a contract for the project manager's review and approval

	1	2	3	4	5	6	7	8	9	10
<b>MONTHS</b>										
Proposal Due/Negotiations										
Team Selection/Contract NTP										
Kickoff Meeting										
Meet With Jasper County Project Management Team										
Internal Review										
<b>Phase 2 – Analyze Program &amp; Facility Needs</b>										
Focus Group Meetings										
Stakeholder Interviews										
Public Workshops										
<b>Phase 2 – Geospatial Analysis</b>										
Inventory										
Level of Service analysis										
Demographics Analysis										
Trends Analysis/Financial Analysis										
Connectivity/Gaps/Priorities/Accessibility										
<b>Phase 3 – Implementation Plan</b>										
Draft Plan										
Revisions/Edits to Finalize Plan										
Executive Summary										
Final Presentation to Jasper County										



# B. PAST PROJECT EXPERIENCE AND CLIENT REFERENCES

Transforming land into a public space with parks and trails requires a mix of technical skill and creative vision, as well as insight into development. We merge this expertise to create value for Jasper County, its community, and visitors.

Our clients rely on us to optimize the potential of their land, engage stakeholders, and build consensus and design facilities that attract and engage the public. Our landscape architects, engineers, and park experts meet these needs

and lay the groundwork for infrastructure so a community can run smoothly. We create designs using sound planning and knowledge of local regulations to navigate approvals.

On the following pages, please find our similar project experience and respective client references demonstrating our team's expertise and commitment to delivering successful, on-schedule, and on-budget professional services to parks and recreation projects.

## PRINCE WILLIAM PARKS, RECREATION AND OPEN SPACE MASTER PLAN UPDATE



Stantec, in partnership with PROS Consulting, prepared a Parks, Recreation and Open Space Master Plan Update to provide a vision for Prince William County (PWC) in Virginia. The outcome of the plan was a 10-year vision for parks, recreation, open space, and trails.

This plan was based upon the community profile and needs assessment. Components of this assessment included demographic and recreation trends analysis, benchmark analysis, leadership and focus group interviews, and a public forum. Our plan was developed based upon the parks, facilities, and recreation programs assessment.

Our staff toured a selection of parks with PWC staff to review typical conditions, uses, locations, and needs. We used this information along with our review of PWC's internal inventory and assessment ratings to evaluate park classifications and level of service standards/assignments.

We conducted a park-by-park workshop with PWC staff to identify deficiencies or key needs at each location, tied to the demographic trends, in order to customize and prioritize replacement, improvement, and/or enhancement opportunities in the Capital Improvement Plan.

Our team included a Commission for Accreditation of Park and Recreation Agencies (CAPRA) Visitor. With this expertise, our team worked with PWC to review their CAPRA deliverables and prepare for the official CAPRA review for formal accreditation. Our team also provided a review of operations, financials, and funding and revenue strategies, including seeking creative grant opportunities to support endeavors.

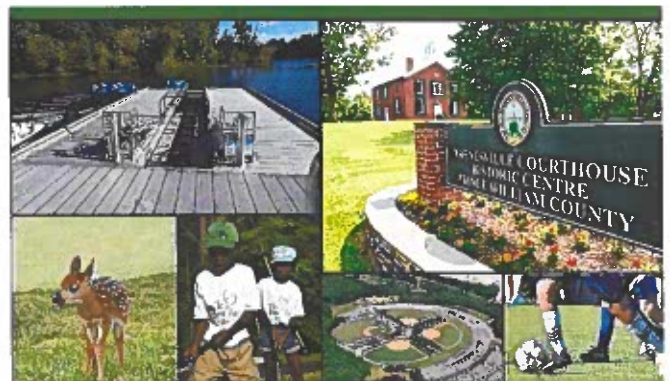
The plan aligned new investments with a strong community-driven mission and vision that integrated the County's strong pursuit of parks and recreation. Ultimately, the goal was to seek approval from the PWC Board of Supervisors and the adoption to guide the program moving forward.

The Prince William County Parks, Recreation and Open Space Master Plan Update was approved and adopted by the Board of Supervisors in July 2020.

**Client:** Prince William County Department of Parks, Recreation, and Tourism

**Location:** Prince William County, Virginia

**Reference:** Patti Pakkala, Planning Manager  
571.719.0352 | ppakkala@pwcgov.org



# MOUNT PLEASANT WAY FEASIBILITY MASTER PLAN



The Stantec team worked with the Town of Mount Pleasant, stakeholders, and community to determine the best route/alignment and design for the Mount Pleasant Way (MPW). The goal was to provide safe, viable, and functional connections to parks, schools, and other cultural and community destinations.

The MPW will be a recreational resource for people of all ages and abilities with connections to existing parks, trails, and the area's scenic natural surroundings. It will also be a transportation corridor that bicyclists and pedestrians will use to connect to town centers, places of employment, and local schools.

Additionally, the MPW will provide segments to a larger East Coast Greenway trail system which links coastal cities from Maine to Florida, The East Cooper Trail initiative by the East Cooper Land trust to connect pedestrians from the Cooper River in Charleston to the Santee River, and Battery2Beach, which could overlap segments of the MPW.

Once the master plan for MPW was completed, we were asked to design an extension of the multi-use path along Rifle Range Road. The Rifle Range Multi-Use Path is a 2,400 LF 10' multi-use path that will connect the Six Mile Community to the Future Rifle Range County Park

and complete trail connections to the community, commercial and retail areas within Mount Pleasant.

This master planning process began right at the beginning of the Covid-19 Pandemic. This required our team and client to re-evaluate how we would obtain community feedback and provide design services collaboratively while working remotely. Through web based programs such as Storyboard/Mural/Teams Meeting and Zoom, our team was able to develop a plan and provide planning services without interruption.

**Client:** Town of Mount Pleasant

**Location:** Mount Pleasant, South Carolina

**Reference:** James Aton, Operations Divisions Chief  
843.849.5360 | jaton@tompsc.com



# OLD TOWNE CREEK COUNTY PARK



Old Towne Creek County Park is a 67-acre park located in West Ashley just off Old Towne Road and adjacent to the Charles Towne Landing State Historic Site. The park is north of the residential neighborhood of Wespanee Plantation and is separated from the site by Old Towne Creek.

With views of the creek, the history of the property is rooted in farming and equestrian practices of the Farrow/Ravenel families. Charleston's most well-known preservationist, Mrs. Emily R. Farrow ensured her family's farmland and its cherished buildings would be protected by placing a conservation easement on them by way of the Historic Charleston Foundation.

Stantec led the master planning for the park and worked with the owner and key stakeholders to guide the development of the protected and non-protected parcels of the property. Public meetings were held to allow the community to share information, receive input, and address concerns about development.

As we moved through the master planning process, program elements were studied to include a new events facility to accommodate wedding parties or corporate gatherings, protection of the historic alley to a pedestrian trail, interior renovations of the existing buildings for staff services or visitor check-in, trails, overlooks, sensory and demonstration gardens, interpretation opportunities, and pedestrian connectivity to Charles Towne Landing.

The master plan process is complete. Construction is currently ongoing, with the park scheduled to open in mid 2025.

**Client:** Charleston County Parks & Recreation Commission (CCPRC)

**Location:** Charleston, South Carolina

**Reference:** Patty Newshutz, Director of Planning & Development | 843.762.2172 | patty.newshutz@ccprc.com



## STONO RIVER COUNTY PARK Stantec

Stono River County Park encompasses 88.5 acres of highland and marsh, as well as an island that adjoins the Stono River. This beautiful Lowcountry landscape offers visitors scenic river views with opportunities for kayaking, bird watching, and other passive recreational activities.

While master planning, our design team paid careful attention to the natural and cultural resources as it pertained to access and development of the property. We collaborated with the steering committee to guide the development of the land use plan and master plan, and to identify project goals and specific objectives. Public workshops allowed the community to share information, and our team to receive input and address concerns about the project.

As part of our master planning efforts, we developed a land use plan to guide park site evaluation. This plan indicated correct stewardship zones that designated how the site should be treated and developed. These designations helped identify appropriate levels of public access, development, maintenance, and ongoing land management practices.

The park has potential access to the Stono River observation platforms and boardwalks, pedestrian and bicycle connections to the West Ashley Greenway and to the Southeast Coast Saltwater Paddling Trail. Highlighting the park as a “break along the trail” offers users additional

passive activities such as camping, picnicking, exploring and interpretive signage, all of which were evaluated and discussed through the master plan process.

Our project team also developed construction documents for phases I and II, which consisted of a trail head, trail, a boardwalk to the island, and island paths. Construction was completed in March 2020.

**Client:** CCPRC

**Location:** Charleston, South Carolina

**Reference:** Patty Newshutz, Director of Planning & Development | 843.762.2172 | patty.newshutz@ccprc.com

**Award:** 2015 South Carolina Chapter of the American Society of Landscape Architects, Merit Award, Analysis and Planning



## LOUDOUN COUNTY, VA PARKS, RECREATION AND COMMUNITY SERVICES MASTER PLAN (2021)

Loudoun County, population 415,000, is committed to delivering quality, accessible, and amenity-rich park and recreation spaces to serve county residents. This commitment helped drive the decision to contract with PROS Consulting for a strategic master planning process, and to continue that process even from the challenges from the COVID-19 pandemic.

A renewed focus on the type of parks, centers, recreational amenities, and supportive services that the community needs has resulted in a blueprint for meeting the expectations of residents for years to come. The master plan will serve as a resource for future development and redevelopment of our facilities, amenities and programs.

The plan was based on recognized park planning principles and standards, and reflects input from residents and stakeholders in Loudoun County, county staff, advisory boards, and commissions and the county board of supervisors. The following themes were identified by the community during the master plan process:

- Economic Development through Park Development
- Investing in the Parks System
- Natural Area Parks and Open Space
- Trails and Connectivity
- Funding

The data generated from these critical community interactions helped to define the true unmet recreation needs of the community, as well as address key operational issues, provide recommendations for business-related changes, and strategize on how to best position the County and Parks, Recreation and Community Services Department to move forward for optimum results.

**Client:** Loudoun County Parks & Recreation Department

**Location:** Loudoun County, Virginia

**Reference:** Jeremy Payne, Deputy Director  
571.233.3653 | jeremy.payne@loudoun.gov



# CITY OF VIRGINIA BEACH, VA PARKS AND RECREATION DEPARTMENT STRATEGIC PLAN (2018) AND NEEDS BROWARD COUNTY PARKS AND RECREATION SYSTEM MASTER PLAN (2022)



In Broward County ("County"), "SUNsational Service" is as plentiful as sunshine. The Parks and Recreation Division ("Division") embodies the County's world-class customer service philosophy and for good reasons. The Division is responsible for preserving one of the most diverse ecosystems, parks system, and world-class facilities while balancing the use by residents and international visitors. Residents and visitors are fortunate to have access to a recreational smorgasbord of programs, athletics, and nature education experiences across the County.

In 2022, PROS Consulting completed the Parks and Recreation System Master Plan ("Master Plan"). The following Big Moves were the key outcomes to help shape the legacy of the Master Plan as one looks back 10 years from now:

1. Create a world class and truly inclusive guest experience
2. Develop specialty parks and signature elements unique to Broward County

3. Ensure long-term financial sustainability with dedicated funding
4. Incorporate green initiatives, resilience, and environmental sustainability in all aspects of operations, especially return on investments
5. Pursue National (re)Accreditation and second Gold Medal Award.

**Client:** Broward County Parks & Recreation Division

**Location:** Broward County, Florida

**Reference:** Dan West, Parks & Recreation Director  
954.357.8106 | danwest@broward.org



# CITY OF VIRGINIA BEACH, VA PARKS AND RECREATION DEPARTMENT STRATEGIC PLAN (2018) AND NEEDS ASSESSMENT (ONGOING)



In 2017, PROS Consulting was selected to work with the City of Virginia Beach on the development of a Parks and Recreation Department Strategic Plan and again in 2021 for the creation of a Needs Assessment. Virginia Beach Parks & Recreation manages 293 city park sites, more than 7,000 acres of parks and natural areas, seven community recreation centers, a municipal marina, and an athletic complex. The Department offers year-round recreational opportunities that include aquatic, fitness and outdoor programs, therapeutic recreation programs, inclusion services, community events, and adult sports leagues. The Department is the largest childcare provider in the city, operating before and after school programs, early childhood programs, and day camps when school is out of session.

As a CAPRA Accredited agency, it was important for the Department to build upon the Strategic Plan, the Department worked with PROS Consulting to create a Needs Assessment that:

- Maximized community engagement to ensure the current and future needs of the diverse community and stakeholders forms the future of programs, services, and facilities.

- Identified opportunities to create equitable access for residents to an array of diverse programs, services, and facilities.
- Incorporated best practice community wellness and health Initiatives as foundational tenets for programs and services.
- Created financially sustainable strategies to not only meet the needs of the community, but also to support the economic development of the community.

**Client:** Virginia Beach Parks & Recreation Department

**Location:** Virginia Beach, Virginia

**Reference:** Michael Kirschman, Parks & Recreation Director  
757.385.1122 | mkirschman@vbgov.com



## DORCHESTER GREENBELT MASTER PLAN (ONGOING)



Weston & Sampson and teaming partner Audubon South Carolina are working together to create the first ever Greenbelt Master Plan for Dorchester County, South Carolina. The plan will be released in the spring of 2024 with the goal of protecting, purchasing, and/or improving greenspace and recreational sites in Dorchester County.

The Greenbelt Master Plan will incorporate the County Comprehensive Plan, guidelines from the South Carolina Conservation Bank, as well as findings from other local and statewide planning efforts. Funding for the Greenbelt Master Plan is derived from the 2022 Dorchester County One Cent Sales and Use Tax Referendum.

The process to develop the Greenbelt Master Plan includes a review of related land-use plans in the area, GIS analysis, level of service analysis, and iterative public engagement opportunities. The communities of Dorchester County inform the plan by providing information on use of current greenspace as well as need for future greenspace. The GIS analysis will result in a prioritization matrix to be used when making decisions about land conservation.

Data sources that informed the prioritization matrix include local, state, and federal data sources; providing information to analyze existing greenspace and to determine the best locations of future greenspace based on a variety of factors including priority habitat, cultural/historical value, floodplain management, recreational opportunities, equitable access and more.

The resulting Greenbelt Master Plan will guide land conservation in Dorchester County for the next 20 years. The plan provides a Conservation Toolbox with a diverse array of approaches for land conservation. The toolbox will include information on potential funding sources, zoning and code ordinance recommendations, a selection criteria matrix, and suggestions for stakeholder involvement.

**Client:** Dorchester County

**Location:** Dorchester County, South Carolina

**Reference:** Keira Reinertsen, Director of Planning & Zoning  
843.832.0020 | kreinertsen@dorchestercountysc.gov



## CITY OF COLUMBIA PARKS AND RECREATION MASTER PLAN (ONGOING)



With over 60 city parks and green spaces, 55 tennis courts, 9 city-maintained foundations, and 16 city pool, spray pads, and ponds, the City of Columbia's Parks and Recreation Department operates and maintains 600+ acres of park land.

Realizing the importance of parks and recreation as a catalyst for health and quality of life, the city commissioned Weston & Sampson to develop a strategic 10-year parks and recreation master plan. The plan will build from the city's vision that their park spaces will continue to transcend and surpass their current level of service and be a recreation hub where technology, diversity, health and wellness, mental wellbeing, inclusiveness, and environmental sustainability come together.

Weston & Sampson is providing an inventory and analysis of the current parks and recreation assets, comprehensive community engagement and analysis, a level of service assessment and program assessment to identify public needs along with strengths and gaps within the current system. The resulting plan will build on the agency's strengths and close gaps in programming, facility needs,

amenities, land ownership, and access to meet department goals for a 10-year planning horizon.

Weston & Sampson will prepare a capital improvement plan with actionable goals that forecasts costs, funding sources, and the timeline for completion.

**Client:** City of Columbia

**Location:** Columbia, South Carolina

**Reference:** Kenya Bryant, MPA, CPRP, Deputy Director for Operations | 803.545.3097 | kenya.bryant@columbiasc.gov



# C. QUALIFICATIONS AND DEMONSTRATED COMPETENCIES

We collaborate across disciplines and industries to bring park master planning projects to life. Our team of proposed specialists will work as an integrated team to overcome design challenges with creative problem solving. We are looking forward to building a relationship that can span multiple projects and last a lifetime.

As the project manager, Jenny Horne will be your primary contact and client liaison. She will execute contracts on behalf of Stantec and commit the resources necessary to see that our team efforts meet the Jasper County community's needs and requirements.

Please refer to our organizational chart below and resumes starting on the following page.



## STANTEC

**JENNY HORNE, PLA, ASLA**  
Project Manager | Client Point of Contact

**JAMIE HAIRFIELD, PLA, ASLA**  
Landscape Architect | Arborist

**KRISTINA GRANLUND, PLA**  
Landscape Architect

**KRISTINA HARVEY, PLA**  
Landscape Architect

### RESPONSIBILITIES

- Park Master Planning
- Project management and oversight
- In-person and digital community and stakeholder engagement
- GIS Analysis
- Capital site assessments
- Conceptual costing
- Successful development of final report

## PROS CONSULTING

**LEON YOUNGER, CPRP**  
Principal

**MICHAEL SVETZ**  
Principal

### RESPONSIBILITIES

- Visioning and development of recommendations
- In-person and digital community and stakeholder engagement
- Programming, operations, and maintenance inventory and level of service analysis
- Successful development of final report

## WESTON & SAMPSON

**RACHEL COTTER, PLA**  
Director of Design

**JEANNIE LEWIS**  
Senior Project Manager

### RESPONSIBILITIES

- Land acquisition
- Environmental services



**JENNY HORNE, PLA,**  
ASLA

**CREDENTIALS:**  
Registered Landscape Architect  
#986, State of South Carolina  
(also registered in LA)

**EDUCATION:**  
Bachelor of Landscape  
Architecture, University of  
Georgia

Jenny is land planner and landscape architect with over 26 years of experience. She has extensive project management experience with the National Park Service in addition to state and local park and recreation departments, K-12, and higher education clients, as well as commercial and private developers. Jenny is accustomed to working with diverse groups in the planning stages of design as well as with governmental agencies regarding procurement policies, regulatory issues such as rezoning, variance requests and approvals, planning commission, and site permitting.

**RELEVANT EXPERIENCE:**

- Prince William County Parks and Recreation Master Plan, Prince William County, Virginia
- Mount Pleasant Way Feasibility Master Plan, Mount Pleasant, South Carolina
- Brownsfield Area-Wide Planning Initiative, Rivers Avenue Connectivity Study, Charleston County, South Carolina
- Old Towne Creek County Park Master Plan, Charleston, South Carolina
- Stono River County Park Master Plan, Charleston, South Carolina
- Finlay Park Master Plan, Columbia, South Carolina
- Hutchinson Square Park Revitalization, Summerville, South Carolina
- The Park at Rivers Edge Development, North Charleston, South Carolina
- Bender Street Park, Charleston, South Carolina
- Chalmette Battlefield Gates, Jean Lafitte National Historical Park and Preserve, Marrero, Louisiana
- Charleston Firefighter Memorial Park, Charleston, South Carolina
- The Citadel Boat Center Master Plan, Charleston, South Carolina
- USFW – Three Sister Springs Master Plan at Crystal River National Wildlife Refuge, Crystal River, Florida
- The Governor Thomas Bennett House Garden Renovations, Charleston, South Carolina



**JAMIE HAIRFIELD, PLA,**  
ASLA

**CREDENTIALS:**  
Registered Landscape Architect  
#1213, State of South Carolina  
(also registered in NC)

ISA Certified Arborist #SO-5719A

**EDUCATION:**  
Bachelor of Landscape  
Architecture, Clemson University

Jamie is a Landscape Architect and ISA Certified Arborist with over 19 years of experience in both private and public sector work. She has extensive experience in the design and implementation of municipal parks and open spaces, streetscape design, commercial and residential design, as well as trail design.

As a registered landscape architect, Jamie’s project responsibilities include site and landscape design. Jamie is also a certified arborist whose skills are used for tree mitigation, tree protection and field verification. Her certification also qualifies her to perform tree consultations and write reports.

**RELEVANT EXPERIENCE:**

- Old Towne Creek County Park Master Plan, Charleston, South Carolina
- Stono River County Park Master Plan, Charleston, South Carolina
- National Park Service (NPS) Outer Banks Group Campground Study, Outer Banks, North Carolina
- Northbridge Feasibility Study, Charleston, South Carolina
- Haut Gap Community Recreation Area, Charleston, South Carolina
- Wescott Park, North Charleston, South Carolina
- Hutchinson Square Park Revitalization, Summerville, South Carolina
- Finlay Park Master Plan and Implementation, Columbia, South Carolina
- Edisto Lakes Master Plan, Wagener, South Carolina
- East Coast Greenway, Myrtle Beach, South Carolina
- City of Hanahan Downtown Revitalization, Hanahan, South Carolina
- Apex Downtown Master Plan and Parking Study, Apex, North Carolina





**KRISTINA GRANLUND, PLA**

**CREDENTIALS:**  
Registered Landscape Architect  
1560, State of South Carolina

**EDUCATION:**  
Master of Landscape  
Architecture, The Ohio State  
University

Bachelor of Science, Zoology and  
Environmental Science, Miami  
University

MBA, Baldwin Wallace University

Kristina has more than 12 years of experience ranging from conceptual planning to construction documentation and administration. She also has several years of experience as a regulatory investigator for a regional sewer district where she conducted industrial wastewater compliance inspections, emergency response investigations, and environmental monitoring, and has been involved with agricultural soil science and aquatic ecology research. Kristina leverages her design and scientific background to promote sustainability and resiliency for her project clients.

**RELEVANT EXPERIENCE:**

- Mount Pleasant Way Feasibility Master Plan, Mount Pleasant, South Carolina
- Finlay Park Master Plan, Columbia, South Carolina
- Lake City Park Amphitheater, Lake City, South Carolina
- Six Mile Heritage Trail/Sidewalk, Mount Pleasant, South Carolina
- Scanlonville Multi-Use Path Extension, Mount Pleasant, South Carolina
- Oceanside Collegiate Academy Phase 2, Mount Pleasant, South Carolina
- Williamson Road Realignment, Clemson, South Carolina
- Unity Park, Greenville, South Carolina\*
- CUP-4003316 Traffic Consulting, Clemson, South Carolina
- Peace Center Campus Theater District, Greenville, South Carolina\*
- Alpha Loop Trail System Feasibility Study, Alpharetta, Georgia\*
- Suwanee Pedestrian and Bicycle Loop Study, Suwanee, Georgia\*
- Nexus Park, Columbus, Indiana\*
- Denison University Monomoy Gardens, Granville, Ohio\*
- Youngstown Amphitheater, Youngstown, Ohio\*
- Ridge Creek Park, Shakopee, Minnesota\*

(\* ) Project experience prior to joining Stantec.



**KRISTINA HARVEY, PLA**

**CREDENTIALS:**  
Registered Landscape Architect  
#1071, State of South Carolina

**EDUCATION:**  
Master of Landscape  
Architecture, Virginia Polytechnic  
Institute and State University

Bachelor of Science in Biology,  
Emory University

Kristina is a Landscape Architect with over 18 years of experience in both private and public sector work. She has extensive experience in the design and implementation of civic, hospitality facilities and open spaces, streetscape design, commercial and residential design. She has experience in concept design and making of presentation/construction drawings and site implementation.

Kristina holds LEED AP and Sustainable SITES AP credentials and experience with Green Globes track projects. She is a member of the U.S. Green Building Council Lowcountry Branch and currently serves as immediate past President of the South Carolina Chapter of the American Society of Landscape Architects.

**RELEVANT EXPERIENCE:**

- Dock Street Park Conceptual Improvements, Charleston, South Carolina
- French Quarter Creek Amenity Centers Phases 1 & 2, Sumter, South Carolina
- Bees Ferry West Ashley Library, Charleston, South Carolina\*
- James Island Town Hall, Charleston, South Carolina\*
- Volvo Office Campus North America, Ridgeville, South Carolina\*
- University of South Carolina Beaufort Hilton Head Island Hospitality Management Facility, Hilton Head Island, South Carolina\*

(\* ) Project experience prior to joining Stantec.







### LEON YOUNGER, CPRP

**YEARS OF EXPERIENCE:**  
40

**CREDENTIALS:**  
Certified Park and Recreation Professional

**EDUCATION:**  
MPA, University of Kansas  
BS, Kansas State University

Leon is the founder and President of PROS Consulting. He has more than 40 years in parks, recreation, and leisure services. Leon is a recognized leader in applying innovative approaches to managing parks and recreation organizations. He has held positions as Director of Parks and Recreation in Indianapolis, IN; Executive Director of Lake Metroparks in Lake County, OH (Cleveland area); and Director of Parks and Recreation in Jackson County, MO (Kansas City).

Leon is routinely invited to present his management and development philosophies at conferences, workshops, and training across the United States, as well as internationally. He is co-creator of the Community Values Model, a business model that synthesizes community & stakeholder input into a strategic plan. He regularly addresses sessions at the National Recreation and Park Association Conferences. Currently, Leon is serving on the Board of Directors for the City Parks Alliance, the only independent, nationwide membership organization solely dedicated to urban parks.

#### RELEVANT EXPERIENCE:

- Prince George’s County, MD Functional Master Plan for Parks, Recreation and Open Space
- Montgomery County, MD Parks and Recreation Needs Assessment and Field Master Plan
- Fairfax County, VA Park Authority Needs Assessment
- Roanoke County, VA Parks and Recreation Master Plan
- Virginia Beach, VA Parks and Recreation Strategic Plan
- Richmond, VA Parks and Recreation Master Plan
- Dallas, TX Recreation Master Plan
- Memphis, TN Parks and Recreation Master Plan
- Cleveland Metroparks, OH Strategic, Financial and Operational Master Plan
- City of Toledo, OH Parks Vision Plan



### MICHAEL [MIKE] SVETZ

**YEARS OF EXPERIENCE:**  
29

**EDUCATION:**  
MS, Miami University  
BS, Miami University

Mike has nearly 30 years in the field of parks and recreation for local governments, the last 15 of which were at the executive management level. He has held Director-level positions in Strongsville, Ohio (Cleveland vicinity); Charlottesville, Virginia; and most recently for the City of Goodyear, Arizona. He has vast experience in developing and applying cutting edge business processes to create self-sustaining operations of multimillion dollar community centers, golf courses, and a Major League Baseball Player Development and Spring Training complex.

Throughout his career, Mike has successfully developed and implemented strategic master plans for the parks and recreation departments that he led and the city and state associations that he served. As a dedicated public servant, Mike developed a deep knowledge of, and sincere appreciation for, organizational development, citizen engagement, board involvement, and political acumen, all of which are critical elements in the successful creation and implementation of any parks and recreation plan.

Since joining PROS Consulting, he has participated in numerous projects in master planning, business planning, maintenance, and strategic implementation. His project management and organizational skills and have assisted in the creation of innovative and fiscally sustainable projects across the United States.

#### RELEVANT EXPERIENCE:

- Charlottesville, VA Parks and Recreation Master Plan
- Loudoun County, VA Parks and Recreation Master Plan
- Prince William County, VA Parks and Recreation Master Plan
- Sedona, AZ Parks and Recreation Master Plan
- Fairfax County, VA Park Authority Comprehensive Needs Assessment
- Powhattan County, VA Parks and Recreation Master Plan
- Albemarle County, VA Parks and Recreation Master Plan
- Scottsdale, AZ Community Services Department Master Plan Update





**RACHEL COTTER, RLA, PLA**

**YEARS OF EXPERIENCE:**  
19

**CREDENTIALS:**  
Registered Landscape Architect  
#1690, State of North Carolina

**EDUCATION:**  
Master of Landscape  
Architecture, North Carolina  
State University

Bachelor of Science, Biology,  
James Madison University

Rachel is a licensed landscape architect with more than 19 years of experience approaching projects with an eagerness to effect positive community change through the design and construction of civic spaces. Her ambition extends beyond design to enhancing the everyday experiences of her clients and the communities in which she works.

Rachel operates under the premise that public open spaces should be designed to dissolve barriers intrinsically and offer opportunities for users of all ages, ability levels, and backgrounds to experience them.

**RELEVANT EXPERIENCE:**

- Harnett County Comprehensive Parks and Recreation Master Plan, Harnett County, North Carolina
- Greenbelt Master Plan, Dorchester County, South Carolina
- Comprehensive Parks and Recreation Master Plan, Fayetteville and Cumberland County, North Carolina
- Comprehensive Parks and Recreation Master Plan, Wilmington, North Carolina
- Comprehensive Master Plan, Raleigh, North Carolina
- Comprehensive Parks and Recreation Master Plan, Durham, North Carolina
- Recreation and Parks Master Plan Update, Avon, Connecticut



**JEANNIE LEWIS**

**YEARS OF EXPERIENCE:**  
30

**EDUCATION:**  
Graduate Studies, Environmental  
Science, Coastal Geomorphology

Bachelor of Arts, University of  
Virginia

Jeannie is a coastal resources expert and innovator with more than 30 years of government experience in the Southeast and Mid-Atlantic. She has in-depth knowledge of and practice in regulatory permitting and compliance, sustainable and resilient design, environmental policy, community development, green infrastructure, wildlife and water quality protection strategies, stormwater management, habitat restoration, estuarine and freshwater wetlands, cultural and historic resources, and associated legal and regulatory frameworks.

Jeannie is known for her collaborative team-building, multidisciplinary approaches and as a catalyzing problem solver and communicator. She is a seasoned and effective leader and also has extensive experience with public outreach, community engagement, grant writing and management, and working with diverse stakeholders.

**RELEVANT EXPERIENCE:**

- Highway 17 to Rifle Range Road Connector, Mount Pleasant, South Carolina
- Palmetto Commerce Interchange, North Charleston, South Carolina
- Quail Creek HUD NEPA Environmental Review, Richland County, South Carolina
- Glenn McConnell Parkway Widening and Shared Use Path, Charleston, South Carolina
- Coastal Zone Consistency Project Manager, SC Department of Health and Environmental Control – Ocean and Coastal Resource Management, Charleston, South Carolina
- Natural and Coastal Resources Consultant, Brunswick, Georgia

## D. STAFFING CAPACITY AND AVAILABILITY

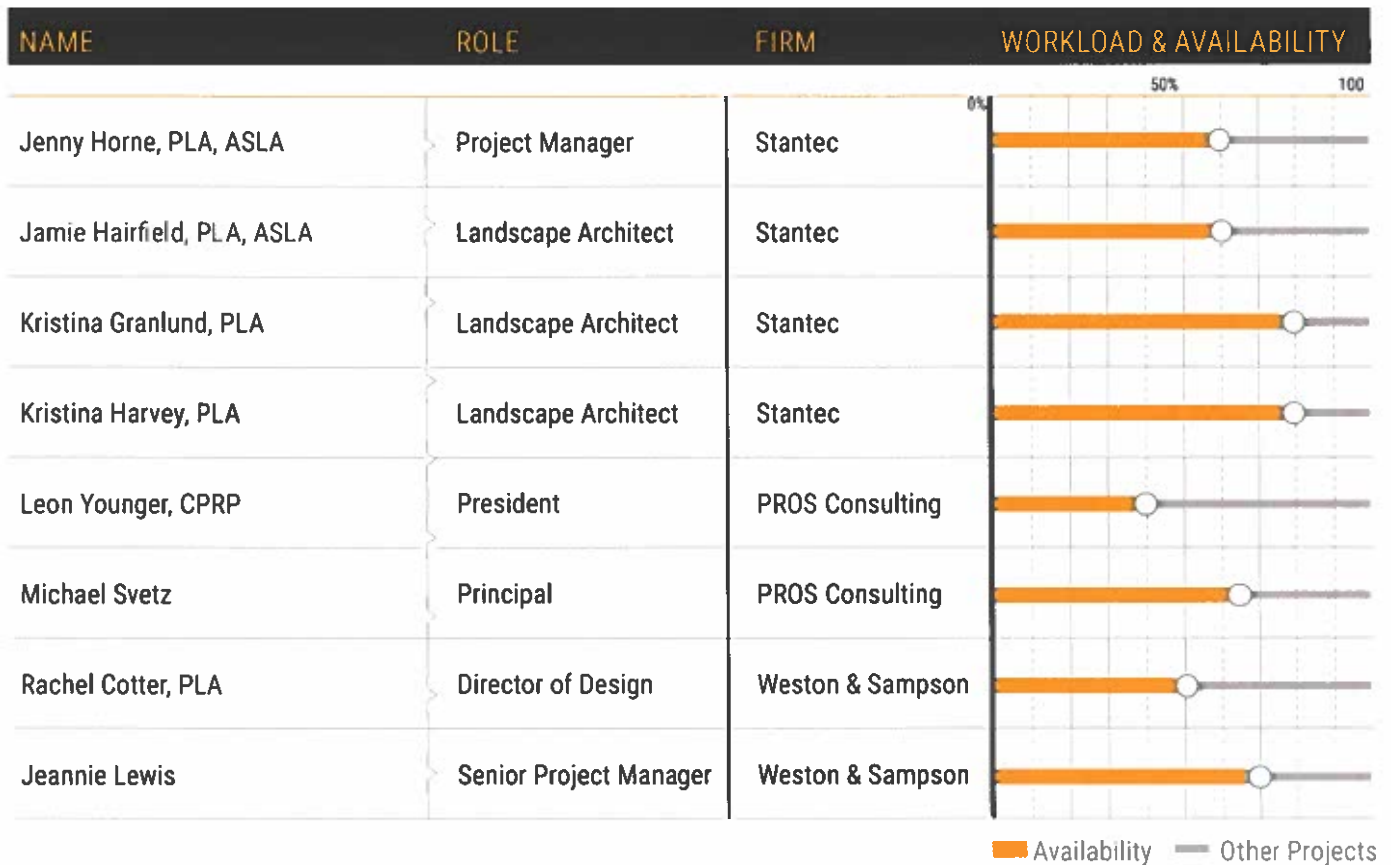
When we decide to pursue a project, we evaluate the effort and man-power required and we commit our staff, with the appropriate experience expertise required, to complete a successful project on-time and within budget. We will commit the necessary resources to ensure that your project is and will remain our priority.

Please find a summary of our Team's time commitment and current workload below.

Stantec's North Charleston, South Carolina office is comprised of more than 50 professionals, representing

professional planners, landscape architects, civil engineers, environmental scientists, structural engineers, and transportation engineers. This multi-discipline team works together and offers cross-discipline resources on a variety of projects daily.

Additionally, this local team is supported by 28,000 Stantec professionals, representing a variety of professional services within the planning, architecture, and engineering disciplines. Having a large, diverse team of technical professional allows us a broad project perspective and allows for redundancy of technical ability and manpower, should it be needed.



## E. PROJECT FEE STRUCTURE AND COST ESTIMATE

Due to the confidential nature of our project fee and cost estimate, we have provided this section in a separate document for your review and consideration



December 28, 2023

Jasper County Government  
 Kimberly Burgess  
 Director, Administrative Services Division  
 P.O. Box 1149  
 358 3rd Avenue  
 Ridgeland, SC 29936

**RE: Cost Proposal – Consulting Services for Parks and Recreation Master Plan– RFP #2024-8**

Dear Members of the Selection Committee,

Stantec Consulting Services Inc. (Stantec) is pleased to submit this professional design fee to Jasper County Parks and Recreation Department (Client) for the 10-Year Parks and Recreation Master Plan. The scope of services has been outlined in the RFP response and the cost and hourly rates below reflect that effort.

**BASIC SERVICES FEE PROPOSAL**

This is a Lump Sum contract except for items noted otherwise.

<b>2023: JASPER COUNTY PARKS AND RECREATION MASTER PLAN</b>	
Phase 1: Project Coordination, Kickoff Meeting, Guiding Principles	\$5,000.00
Phase 2: Needs Analysis: Program and Facility Needs	
PEP and Public Engagement/Steering Committee Meetings	\$40,000.00
Geospatial (GIS) Analysis	\$45,000.00
Task 3: Implementation Plan	\$30,000.00
Task 4: Executive Summary & Final Presentation	\$12,000.00
<b>MASTER PLANNING DESIGN FEE:</b>	<b>\$132,000.00</b>
*Expenses/Reimbursables	
Reimbursable	\$20,000.00
<b>TOTAL LUMP SUM DESIGN FEE:</b>	<b>\$152,000.00</b>
<b>TOTAL LUMP SUM FOR PARKS AND RECREATION MASTER PLAN:</b>	<b>\$152,000.00</b>
Statistically Valid Survey (Optional)	\$21,000.00

**Disclaimer:** Depending on level of detail and scope, our estimate can be reduced to match your needs. Services that are not specifically described in this proposal may be provided and can be negotiated with the Client and shall be considered Additional Services to the Basic Service Fee.

## DELIVERABLES

### PHASE 1 – PROJECT COORDINATION, INTERNAL REVIEW, AND GUIDING PRINCIPLES

- Attendance at Kickoff Meeting
- Meeting Meetings/Tentative Planning Schedule
- Draft Principle and Goals

### PHASE 2 – NEEDS ANALYSIS: PROGRAM AND FACILITY NEEDS

- Draft and Finalized Public Engagement Plan
- Stakeholder/Focus Group Meetings and Compilation of Information Gathered
- Public Meetings
  - Includes Any Prepared Boards/Presentation Materials
  - Surveys and Data Gathered at Public Meetings
- Final Vision/Principle and Goals

### PHASE 2.2 – GEOSPATIAL (“GEO-EQUITY”) ANALYSIS

- Meeting Minutes (Steering Committee Meetings and Client Meetings)
- Statistically-Valid Survey (OPTIONAL)
- Focus Group Questionnaire(s)
- PowerPoint Presentations
- Geospatial Mapping (GIS Files)
- All Survey Results
- Draft Program and Facility Needs Analysis to Present to Steering Committee and staff

### PHASE 3 – MASTER PLAN DEVELOPMENT

- Meeting Minutes (Steering Committee and Staff)
- Draft Plans (Playbook, CIP, Programming, Draft Plan)
- PowerPoint Presentations/Slides
- Updates on Schedule
- Final Master Plan
- Final Presentation to Commission

## CLOSING

We are truly excited at this opportunity and look forward to working with you on this exciting park project. Please do not hesitate to contact us if you need additional information or have questions.

Sincerely,

Stantec Consulting Services Inc.



**Jenny Horne PLA, ASLA**  
Senior Associate/Project Manager  
843.740.6344 | jenny.horne@stantec.com



**WOOD+PARTNERS**  
LANDSCAPE ARCHITECTURE  
LAND PLANNING



+ **Wood+Partners Response to Invitation**  
**RFP 2024-8 JASPER COUNTY PARKS & RECREATION MASTER PLAN**



**ETC**  
INSTITUTE



**WOOD+PARTNERS**  
LANDSCAPE ARCHITECTURE  
LAND PLANNING



Kimberly Burgess, Director, Administrative Services Division  
Jasper County Government  
358 3rd Avenue  
Ridgeland, SC 29936



**WOOD+PARTNERS**  
LANDSCAPE ARCHITECTURE  
LAND PLANNING

January 3, 2024

Re: WP Statements of Qualifications, Scope of Services, Approach to Project and Proposal  
RFP #2024-8 Jasper County Parks & Recreation Department Master Plan

Dear Mrs. Burgess,

**Wood+Partners (WP)** is pleased to submit our Team's Qualifications and Proposal to provide Parks & Recreation Department Master Planning Services to Jasper County. Our Firm was founded in 1988 and our Company President Mark Baker, PLA, ASLA along with Principals Eric Walsnovich, PLA ASLA; Kyle Theodore, PLA, ASLA; Todd Theodore, PLA, ASLA; Trey Griffin, PLA, ASLA lead a professional staff of landscape architects, recreation planners and park designers that specialize in providing professional services to public and private sector clients across South Carolina, North Carolina, Georgia and Florida. Our firm is a leader in the Parks and Recreation Planning industry and has completed numerous comprehensive park and recreation master plans throughout the Southeast including Master Plans for Beaufort County, Savannah, GA, Columbia County, GA, Richland County, SC, Columbia, SC, Augusta, GA, Moncks Corner, SC, Walterboro, SC, Dare County, NC and many others. In addition, WP is very familiar with park and recreation facilities across Jasper County as well as Beaufort County and have completed plans for several local passive and active use parks including Sgt. Jasper Park, Hardeeville Municipal Hub and Veterans Park, Beaufort County's New Riverside Park, Buckwalter Recreation Center and Athletic Complex, Bluffton's New Riverside Barn Park and Oscar Frazier Park. The scope of services outlined below for this project will be provided by our staff in our Hilton Head Island office, in addition to the consultant team members we have assembled for this important project.

With over 35 years of experience in providing award-winning Recreation Planning and Landscape Architectural services throughout South Carolina & the Southeast, Wood+Partners offers our Clients services that draw from the knowledge and insight gained. Some of our notable award-winning projects include Lowcountry Celebration Park on Hilton Head Island, USC's Gamecock Park and Williams-Brice Stadium in Columbia, SC, Heritage Park in Simpsonville, SC, Historic Fourth Ward Park in Atlanta, GA and many more. Creating memorable, authentic, and beautiful places is our primary mission! As a boutique firm with a staff of eleven, Wood+Partners has completed several assignments throughout the area and has previous and/or ongoing working relationships with Cities and Towns in Jasper and Beaufort Counties. Our Team is uniquely qualified for this assignment and offers a wealth of Park and Recreation Department Master Planning experience.

We have assembled a team of subconsultants that have extensive experience working together and have completed numerous projects together throughout the Southeast. Our Team includes Wood+Partners for recreation planning, park inventory and assessments, park modeling and capital improvement estimates and sub-consultants including ETC Institute for public opinion surveying and benchmarking, and Next Practice Partners for recreation programming, services, staffing, department assessment, maintenance and operations assessment. We are confident in our ability to assist Jasper County with this exciting assignment and provide a seamless process for managing all aspects of this project. In addition, our Firm believes in assigning dedicated teams with extensive experience to each of our projects to ensure continuity and overall success. Our team prides itself in being able to think "outside the box" and present creative, innovative, and cost-effective solutions for Jasper County.

We are pleased to submit our qualifications and proposal for this project and welcome the opportunity to meet with your selection committee to discuss our qualifications, planning approach and work plan and fee proposal in more detail.

Sincerely,  
Wood+Partners

Eric Walsnovich, PLA, ALSA  
Principal-In-Charge/Person of Contact  
843-681-6618 Ext. 243 | [Ewalsnovich@woodandpartners.com](mailto:Ewalsnovich@woodandpartners.com)

7 Lafayette Place + Hilton Head Island, SC 29926 + 843.681.6618 + [woodandpartners.com](http://woodandpartners.com)



## **TABLE OF CONTENTS**

- A. PROJECT APPROACH, CONTENT & TIMELINE**
- B. PAST PROJECT EXPERIENCE & CLIENT REFERENCES**
- C. QUALIFICATIONS & DEMONSTRATED COMPETENCIES**
- D. STAFFING CAPACITY & AVAILABILITY REFERENCES**
- E. PROJECT FEE STRUCTURE & COST ESTIMATE**



## WOOD+PARTNERS TEAM APPROACH & TIMELINE TO THIS PROJECT

In response to Jasper County's RFP, Wood+Partners Inc. (WPI) has assembled a Team that is uniquely qualified for this assignment. This Team includes Wood+Partners, Next Practice Partners and ETC Institute. Our Team will carefully coordinate our services with the Jasper County Parks and Recreation Department throughout the development of this Master Plan. Wood+Partners will serve as the Prime Consultant for this project. Our Firm's address and person authorized to legally represent our Firm is as follows:

**Wood+Partners**

7 Lafayette Place

Hilton Head Island, SC 29925

Phone: (843) 681-6618

Project Principal-in-Charge:

Eric Walsnovich

## PROJECT UNDERSTANDING & APPROACH TO PROJECT

Jasper County is located within the Hilton Head Island, Bluffton, and Beaufort Metropolitan Area and is ideally located between the Historic Cities of Beaufort, SC and Savannah, GA. The County serves as a gateway and bedroom community to the Coastal Resort Community of Hilton Head Island and Savannah, GA. As a result, the County is experiencing significant growth and from 1990 to 2020 experienced a population increase of 69%. The County spans a large land area including 655 square miles of land area with 44 square miles, or 6.3%, of coastal marshes, creeks and waterways. Jasper County's County has two significant Cities including the County's Seat of Ridgeland, SC and the City of Hardeeville, SC. In addition, the County has 13 unincorporated communities including Coosawhatchie, Gillisonville, Grahamville, Grays, Levy, Limehouse, Okatie, Old House, Pineland, Pocoligo, Point South, Robertville, Switzerland, Tarboro, Tillman, and Wagon Branch.

Jasper County benefits from several natural protected areas including the Savannah National Wildlife Refuge, Tybee National Wildlife Refuge, Kingfisher Pond Recreation Area, Tillman Sand Ridge Heritage Preserve, Turtle Island Wildlife Management Area and the recently designated Slater Tract. In addition, the County has seven Boat Landings providing residents and visitors access to the regions beautiful creeks and waterways and seven Community Centers and Parks in addition to the beautiful Sergeant Jasper Park.

Our Comprehensive Master Plan will recognize these qualities and characteristics and serve as a dynamic and forward-thinking "blueprint" to ensure an appropriate and equitable balance between park and facility needs, recreation programs and services, trails and open space needs, boat landings, passive use and athletic facilities, additional lands needed to fill current and future needs, and capital improvement costs that responds to both rural areas and rapidly growing regions. We will perform assessments of existing facilities, programs and services and provide benchmarking comparisons of the levels of service in similar size communities. We will develop unique park models reflecting the County's needs today and in the future. We will also provide funding recommendations including possible grants, SCPRT funds and PARD funding. Our process recognizes the importance of stakeholder engagement and includes numerous scope elements to ensure that recommendations are based on a comprehensive strategy for community engagement.

Our Team's Comprehensive Master Plan will include the following planning project tasks and timelines:

## PROJECT TASKS & PROJECT TIMELINE

### Task 1 - Project Administration and Data Review +/- 1 Month

- A. Kick-off Meeting, Work Plan Review, Data Collection & Project Admin. - 1 WP Meeting (NPP Virtual)
- B. Collect & Review Relevant Plans & Documents - 2 Virtual calls and data transfer
- C. WP Project Management - Entire Project

### Task 2 - Inventory & Assessment of Parks & Facilities +/- 2 Months

- A. Obtain & review detailed inventory information from County Staff
- B. Conduct a Site visit to Parks, Trails, Natural Protected Areas, Boat Landings & Facilities - 2 Days on Site
- C. Prepare Park & Facility Assessment & Conduct Good/Fair/Poor Assessments & Rankings
- D. Prepare Park Models with Recommended Parks & Facilities Required to Deliver Services
- E. Inventory Undeveloped Park Lands & Parks & Facilities by Others
- F. Review Findings with Staff - 1 Virtual Meeting

## PROJECT APPROACH, CONTENT & TIMELINE

A

### **Task 3 - Public Engagement & Statistically Valid Public Opinion Survey +/- 2 Months**

- A. Conduct Stakeholder & Focus Group Meetings & Resident Involvement Meetings to Identify Preferences for Programs & Services, Recreation Department Strengths, Weaknesses, Opportunities & Threats
  - 1) Prepare Meeting Agendas, Handouts and Coordinate Schedules w County Staff
  - 2) Conduct Meetings with Staff & Community Organization Leaders - 1 Meeting
  - 3) Public Stakeholder Interviews - 15 Meetings - 7-8 Meetings per Day - 2 Days
  - 4) Focus Group Meetings - 7 Meetings - 1 Day in Central Location
- B. Statistically Valid Public Opinion Survey with 300 Completed Surveys
  - 1) Prepare for & Attend Meeting with Staff to review draft survey questionnaire - 1 Virtual Meeting
  - 2) Conduct Survey & Tabulate Results
- C. Prepare Summary of Public Engagement Findings
- D. Review Findings with Staff - 1 Virtual Meeting

### **Task 4 - Programs & Services Assessment +/- 1 Month**

- A. Obtain Inventory Park & Recreation Programs & Services
- B. Assess Programs & Services
- C. Prepare Programs & Services Recommendations - Consider Collaborative Partnerships
- D. Review Recommendations with Staff - 1 Virtual Meeting

### **Task 5 - Park & Recreation Department Staffing, Maintenance & Operations Assessment +/- 1 Mo.**

- A. Obtain Parks & Recreation Department Staffing & Organization Chart
- B. Prepare Department Staffing & Operations Assessment & Recommendations
- C. Identify Differed Maintenance Needs (See below for Capital Cost)
- D. Recommendations for Maintenance Procedures
- E. Review Recommendations with Staff - 1 Virtual Meeting

### **Task 6 - LOS & Needs Assessment & Recommendations - (Current & 10Years) +/- 1 Month**

- A. Prepare Park & Facility Recommendations
- B. Prepare Level of Service Recommendations
- C. Prepare Land Acquisition Recommendations for Parks, Open Space, Trails and Facilities
- D. Prioritize Recommendations - Current and 10Yr. Needs
- E. Review LOS Recommendations with Staff - 1 Virtual Meeting

### **Task 7 - Benchmark Comparisons +/- 1 Month**

- A. Prepare Benchmark Assessments to Similar Counties of Parks, Facilities, Staffing, Programs & Services
- B. Review Benchmarking with Staff - 1 Virtual Meeting

### **Task 8 - Equity Mapping +/- 1 Month**

- A. Prepare Equity Maps to Illustrate Equitable Distribution of Parks & Facilities & Needed Lands to Acquire
- B. Review Equity Maps with Staff - 1 Virtual Meeting

### **Task 9 - Financial Analysis, Budget Recommendations & Capital Improvements Plan +/- 2 Months**

- A. Prepare Capital Improvement Cost Recommendations for New Parks & Facilities
- B. Prepare Capital Improvement Cost for Differed Maintenance & Improvements to Existing Parks
- C. Prepare Recreation Department Operations Budget Recommendations
- D. Prepare Funding Recommendations & Identify Alternative Funding Sources for Parks & Land Acquisition
- E. Prepare Earned Income & Revenue Generation Recommendations
- F. Review Cost & Financial Analysis with Staff - 1 Virtual Meeting

# PROJECT APPROACH, CONTENT & TIMELINE



## **Task 10 - Strategic Action Plan & Final Master Plan Report +/- 2 Months**

- A. Prepare Draft Strategic Action Plan & Master Plan Report with Priorities
- B. Submit Draft Report - 1 Day Meeting
- C. Final Master Plan Preparation & Production
- D. Final Master Plan Presentation to Council & Staff - 1 Meeting - 1 Day
- E. Deliver 1 Electronic PDF Version & 20 Printed/Bound Copies

## **PROPOSED PROJECT TIMELINE +/- 12 to 14 Months**

- Task 1** - Project Administration and Data Review - +/-1 Months
- Task 2** - Inventory & Assessment of Parks & Facilities - +/- 2 Months
- Task 3** - Public Engagement & Statistically Valid Public Opinion Survey - +/- 2 Months
- Task 4** - Programs & Services Assessment - +/- 1 Months
- Task 5** - Staffing, Maintenance & Operations Assessment - +/-1 Months
- Task 6** - LOS & Needs Assessment & Recommendations - (Current & 10 Years) - +/-1 Months
- Task 7** - Benchmarking - +/-1 Month
- Task 8** - Equity Mapping - +/-1 Month
- Task 9** - Financial & Budget Analysis & Capital Improvements Plan - +/- 2 Months
- Task 10** - Strategic Action Plan & Final Master Plan Report - +/- 2 Months

The WP Team members offer a data-driven approach built on national experience and local insights. Our team will assist the County with delivery of realistic and sustainable recommendations for park and recreation programs/services. This exceptional team offers the following strengths for your project:

- Local Team with ability to quickly respond to information requests; and a planning process that includes regular coordination with Jasper County's Parks and Recreation Department and Staff.
- Team with extensive Comprehensive Park and Recreation System Master Planning experience across the Southeast.
- Team with previous and/or ongoing working relationships with the City of Hardeeville and the Town of Ridgeland and the ability to effectively communicate opportunities for cooperative and shared use strategies.
- Team with proven track record and capability to assess facilities and assign realistic, equitable and achievable renovation costs and financial analysis.
- Team that has proven experience in designing a wide range of parks and facility types used as references for making system wide recommendations.
- Ability to provide a comprehensive strategy and methodology for public engagement to identify and manage the interests of stakeholders, leadership and the public through innovative and inclusive public input, resulting in a shared vision for Jasper County's Parks and Recreation system over the next ten years.
- Team with extensive experience with identifying strategies to determine unique Levels of Service that serve County Residents needs for current and future parks and recreation services.
- Ability to utilize a wide variety of data sources and best practices, including a statistically valid survey to predict trends and patterns of use. Our assessment will also address unmet needs in the County to provide accessible, diverse, and affordable offering of parks and recreation facilities and programs to all residents of the County.
- Team ability to provide financial analysis and recommendations through innovative and "next" practices.
- Ability to develop a dynamic and realistic strategic action plan that includes prioritized recommendations and phased funding to accomplish the needs of the community.
- Local firm with trusted Team members familiar with Jasper County.

Our Team welcomes the opportunity to review our proposed approach to the project, timeline and the tasks outline above with your selection committee to refine and finalize our planning process and project scope of services to meet your needs.



**WOOD+PARTNERS**

LANDSCAPE ARCHITECTURE  
LAND PLANNING

**WOOD+PARTNERS EXPERIENCE ON SIMILAR PROJECTS**

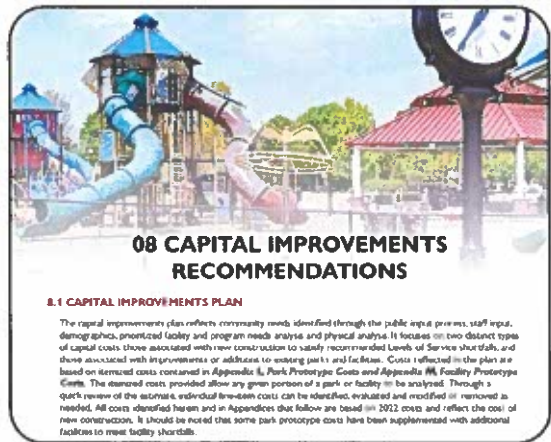
**BEAUFORT COUNTY RECREATION NEEDS ASSESSMENT**

Wood+Partners was commissioned by Beaufort County to prepare a Comprehensive Park and Recreation Needs Assessment which included a review of 22 county parks: 18 neighborhood parks and centers, and 4 athletic field complexes. WP's assessment provided a detailed Plan that ensured balance between park and facility needs, recreation programs and services, athletic facilities and aquatic needs while addressing capital improvement costs. Our Team for this exciting project included Next Practice Partners and ETC as sub-consultants.



**COLUMBIA COUNTY, GA PARKS & RECREATION NEEDS ASSESSMENT & GATEWAY, LAKESIDE & PATRIOTS PARKS**

WP worked with Columbia County to lead a team of consultants including Next Practice Partners and ETC to prepare a comprehensive parks and recreation master plan for the County. Services included public engagement and community outreach, demographic analysis, park and recreation facility assessments, a recreation programs assessment, a natural resource plan, capital improvements plan, an operational and financial assessment, and a strategic implementation plan. Following this assignment, WP led a Team to prepare master plans and construction documents for the simultaneous design and construction of three significant parks in the greater Augusta, GA area.



**RICHLAND COUNTY RECREATION NEEDS ASSESSMENT**

WP was commissioned by the RCRC to conduct this Comprehensive Parks and Recreation Needs Assessment for the purposes of developing a long-range plan that establishes priorities and directions for Richland County, South Carolina. The team of Wood+Partners Inc., Leisure Vision (a division of ETC Institute), Neelay Batt with PROS Consulting and the Boudreaux Group was hired to assist with preparation of the comprehensive plan which addresses parks, facilities, and recreation programs as well as funding and revenue strategies. The plan responds to existing gaps in current services and facilities, unmet needs and anticipated new facilities or services for the future.



**SGT. JASPER PARK MASTER PLAN, HARDEEVILLE, SC**

WP prepared a Conceptual Master Plan for Sgt. Jasper Park located in the City of Hardeeville for the Jasper County Parks and Recreation Department. Working closely with the Jasper County Parks and Recreation Department Director and staff, WP gathered all available data including surveys, GIS, previous master plans, and met with several focus groups and stakeholders to formulate a development program and base and prepared a Conceptual Master Plan and Capital Improvements Cost Estimate for this important Property.





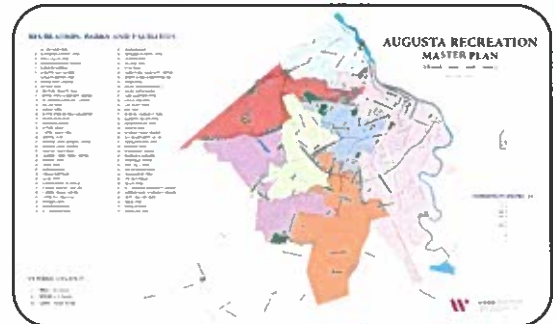
**WOOD+PARTNERS**

LANDSCAPE ARCHITECTURE  
LAND PLANNING

**WOOD+PARTNERS EXPERIENCE ON SIMILAR PROJECTS**

**AUGUSTA, GA RECREATION NEEDS ASSESSMENT**

The City of Augusta engaged WP & Cranston Engineering Group to develop a Comprehensive Master Plan for the Recreation and Parks Department. This multidisciplinary team of Wood+Partners, Cranston Engineering, Neelay Batt and PROS Consulting, APD Urban Planning & Management, and ETC LeisureVision, developed this master plan which will be used as a guiding document for park renovations, future new construction, and development for the Recreation and Parks Department.



**NEW RIVERSIDE BARN PARK, BLUFFTON, SC**

WP was hired by the Town of Bluffton to prepare a Conceptual Master Plan through Construction Documents for the New Riverside Barn Park located in the SW quadrant of May River Road/US Hwy 46/170 and New Riverside Road. This important new Town Park will become an iconic passive use park that will meet the growing recreation needs of Bluffton Residents. Plans include adaptation of the barn for weddings and events, open space meadows for community events, an iconic playground, trails, and pathways.



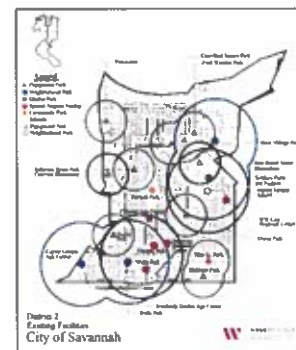
**BUCKWALTER RECREATION CENTER & ATHLETIC COMPLEX, BLUFFTON, SC**

Buckwalter Community Park is a 140-acre regional park with extensive youth athletic facilities. This park plan includes a seven-field soccer complex, a 25,000-square-foot community center, 16-court tennis center, skate park, walking trails, pavilions & picnic shelters, and other passive use facilities. The park was designed to provide active and passive recreation opportunities for the entire family. WP provided park master planning through construction phase services for Phase I and Phase II.



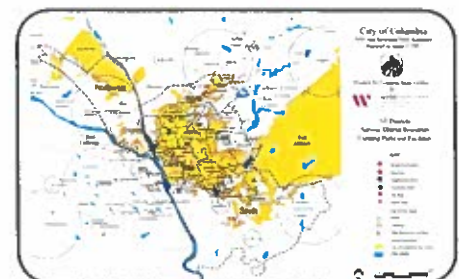
**SAVANNAH, GA RECREATION NEEDS ASSESSMENT**

The City of Savannah, GA engaged WP to develop a Comprehensive Master Plan for the Parks & Leisure Services Department. Wood+Partners developed this master plan which will be used as a guiding document for park renovations, future new construction, and development for the Department. The Plan includes a trends and demographics analysis, community input, a public opinion survey and an assessment of existing parks and facilities, capital improvement costs, shared use of other institution facilities, equity mapping and park modeling.



**CITY OF COLUMBIA, SC RECREATION MASTER PLAN**

WP was commissioned by the City of Columbia, SC to prepare a Comprehensive Parks and Recreation Needs Assessment to assess parks, facilities, and services capital improvement costs. The plan responds to existing gaps in current services and facilities, unmet needs and anticipated new facilities and establishes priorities for the future.





**WOOD+PARTNERS**

LANDSCAPE ARCHITECTURE  
LAND PLANNING

**WOOD+PARTNERS EXPERIENCE ON SIMILAR PROJECTS**

**LOWCOUNTRY CELEBRATION PARK, HH ISLAND, SC**

The Town of Hilton Head's Lowcountry Celebration Park is located on the Pope Avenue corridor and is part of the Coligny District's redevelopment. Wood+Partners led a team in providing master planning and design through construction phase services for the project. This much needed passive use park contains a destination playground designed to reflect the unique attributes of Hilton Head Island. Other facilities include a flexible use central event space; a children's museum; a pathway network with exercise stations; interpretive signage; a concert pavilion; rest rooms and an interactive water feature that is Lowcountry and nature themed.



**NEW RIVERSIDE PARK, BEAUFORT COUNTY, SC**

New Riverside Park is a 760 Acre site with extensive rice fields and coastal wetlands with 2 1/2 Miles of frontage on the New River bordering Jasper County. This large regional park was designed to provide passive recreation opportunities including paddle craft river access, miles of trails, camping and picnic venues. WP provided park master planning services for this exciting new park which includes partnerships between Beaufort County and the Town of Bluffton.



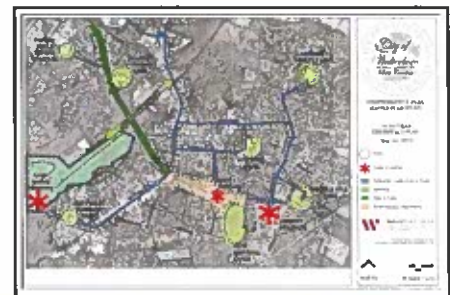
**MONCK'S CORNER PARKS & REC MASTER PLAN**

WP was hired by the Town of Moncks Corner, SC to prepare a Comprehensive City-Wide Parks and Recreation Master Plan to determine needs for parks, facilities, programs and services. Services included focus group meetings, a Public Opinion Survey with Levels of Service and Priority Rankings, Concept Master Plans for the City's 5 Largest Parks, Capital Improvement Cost Estimates, and a Final Report.



**WALTERBORO, SC PARKS & RECREATION MASTER PLAN**

WP was hired by the City of Walterboro, SC to prepare a Comprehensive City-Wide Parks and Recreation Master Plan to determine needs for parks, facilities, and recreation services. Services included focus group meetings, a Public Opinion Questionnaire with Levels of Service and Priority Rankings, Concept Master Plans for the City's 6 Largest Parks, Capital Improvement Cost Estimates and a Final Report.



**HARDEEVILLE MUNICIPAL HUB & VETERANS PARK**

WP was hired by the City of Hardeeville, SC to prepare a Master Plan for the City's Municipal Hub on Main Street followed by detailed designs for the first phase of this important site which included Veteran's Park. Plans for the Municipal Hub included concepts to transform this site to function as a central hub for activities surrounding the City's Public Library, Police and Fire Department HQ's a new visitor center and Veteran's Park.



**WOOD+PARTNERS**LANDSCAPE ARCHITECTURE  
LAND PLANNING

## WP PARKS & RECREATION CLIENT REFERENCES

Our Team members have completed numerous Parks & Recreation assignments. WP's client references are as follows:

1. **COLUMBIA COUNTY - Columbia County Parks & Recreation Master Plan; Gateway, Lakeside & Patriots Parks Master Plans and Construction Documents**

**Stephen Prather, AIA**

Director of Facilities Design and Construction

Columbia County, GA

(706).829.6335

sprather@columbiacountyga.gov

2. **TOWN OF HILTON HEAD ISLAND - Lowcountry Celebration Park Master Plan & Const. Documents**

**Erik Ladd, Project Manager**

Town of Hilton Head Island

(843) 341-4656

ErikL@hiltonheadislandsc.gov

3. **BEAUFORT COUNTY - Beaufort County Park & Recreation Master Plan; Buckwalter Park Master Plan & Construction Documents; Burton Wells Regional Park Master Plan**

**Mark Sutton**

Project Managers

Beaufort County

(843) 473-5802 & (843) 255-6684

mark.sutton@bcgov.net / sloper@bcgov.net

4. **TOWN OF BLUFFTON - New Riverside Barn Park**

**Pat Rooney**

Manager of Capital Improvements Program

843-706-4521

prooney@townofbluffton.com

5. **CITY OF HARDEEVILLE - Ten Mile Trails Master Plan; Municipal Hub Master Plan & Veterans Park**

**Jodie McMahon**

CIP Project Manager

843-784-2231

jcmahon@hardeevillesc.gov

**Matt Davis**

Deputy City Manager

843-784-2231, Ext. 7101

mdavis@hardeevillesc.gov

6. **TOWN OF MONCK'S CORNER & CITY OF WALTERBORO - Parks and Recreation Master Plans**

**Jeff Lord**

Town Administrator

(843) 719-7910

Jeff.Lord@twn-mc.com

## NEXT PRACTICE EXPERIENCE ON SIMILAR PROJECTS

The following projects bear testament to our team's work.

*Note: The Next Practice Partners team worked on some projects during their prior employment experience.*

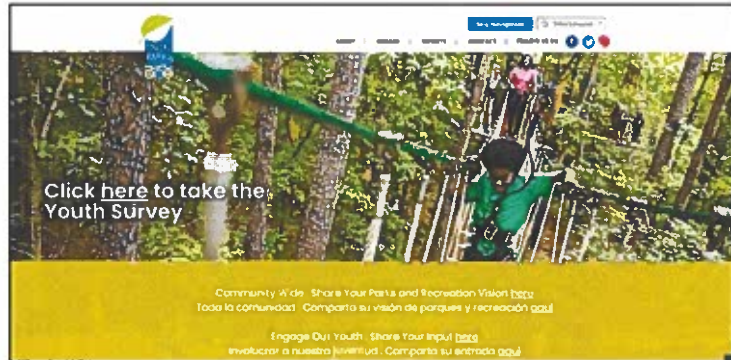
### INDIANAPOLIS, IN

**What:** Comprehensive Parks and Recreation Master Plan Update

**Who:** Next Practice Partners (Mr. Neelay Bhatt - Project Manager and Lead Consultant); Jason Elissalde (Asst. Project Manager); Engaging Solutions; The Learning Tree and The Immigrant Welcome Center

**Scope:**

- Stakeholders and Key Leadership Meetings
- Neighborhood Pop Ups (Libraries, Co-working spaces, Food courts)
- Community Listening Sessions with Immigrant communities including Hispanic / Latino, Chin (Burmese), Syrian and Afghan asylees, Southeast Asian and African diaspora
- Online Surveys (English and Spanish)
- Customized crowdsourcing project website / Community Input App
- Community Profile and Organizational Culture Assessment
- Recreation Trends Analysis
- Recreation Program Plan
- Funding and Revenue Strategies
- Level of Service Standards / Equity Mapping
- CAPRA Submittal Review
- Visioning and Strategic Action Plan
- All Staff Presentations



**Duration:** October 2022 - September 2023

**Reference:** Ms. Phyllis Boyd, Parks and Recreation Director; 512 619 9181; [Phyllis.Boyd@indy.gov](mailto:Phyllis.Boyd@indy.gov)

**Outcomes:** Unanimously adopted by the Park Board;

1. Largest single philanthropic gift from Lilly Endowment (\$80 million) towards upgrading the park system and implementing a program partners RFI resulting in 150+ new program ideas for the city.
2. Largest youth participation in Master Plan process: 25% or more of all responses
3. Developed new vision, mission and values to guide the organization forward
4. (Recommended) Building a staff culture on inclusion and accountability
5. (Recommended) Position parks as community resources and hubs
6. (Recommended) Tell the story of why Indy Parks matters





## NEXT PRACTICE EXPERIENCE ON SIMILAR PROJECTS

### TOWN OF WINDSOR, COLORADO

**What:** Strategic Master Plan, Open Space and Trails Strategic Plan, Strategic Plan Update and Organizational Culture Change assessments

**Who:** The Next Practice Partners team along with ETC Institute

**Scope:**

- Community Input (Focus Groups, Key Leadership Meetings, Public Forums, Statistically reliable survey)
- Demographic and Recreation Trends Analysis
- Parks Site Assessments
- Recreational Program Assessment
- Community Recreation Center Assessment and Staff Training
- Operations and Maintenance Review
- Funding and Revenue Strategies
- Level of Service Standards / GIS Mapping
- Outreach and Marketing Analysis
- Organizational Culture Assessment
- Detailed Strategic Action Plan



**Project Details:** Mr. Neelay Bhatt (Project Manager and Lead Consultant) / Jason Elissalde (Project Consultant) Original plan completed on time and within budget; Strategic Plan update ongoing.

**Duration:** 2020 Strategic Plan Feb 2019 – May 2020; 2022 Strategic Master Plan Update Sep 2021-Ongoing; Staff training and customer feedback app - Ongoing

**Outcomes:**

1. Successful CAPRA accreditation joining elite list of 200 agencies nationwide to have national accreditation
2. Developed unique branding and storytelling for the Plan – #RecreationLivesHere. It became so popular and is now the branding for the entire department including their website and displayed around the entire town on physical signage and even department vehicles
3. Provide multi-year Customer Service Training for the entire Department to continue its focus on serving the internal and external customers in the best way possible
4. Explore the expansion of Indoor Recreation Spaces to complement current recreation center, and add newer spaces for other uses e.g. Fieldhouse, Cultural Center and Arts facility
5. Identify dedicated funding sources and start a Parks Foundation to support the Department's funding goals (e.g. public funding, community support, partnerships etc.)

**Website:** <https://recreationliveshere.com/240/Parks-Recreation-Culture-Strategic-Plan>

**References:** Mr. Eric Lucas, Public Services Director, 922 North 15<sup>th</sup> Street, Windsor CO 80550 (970) 674 3523 [elucas@windsorgov.com](mailto:elucas@windsorgov.com)



**WP TEAM ORGANIZATIONAL CHART  
& STAFF ASSIGNED TO PROJECT  
JASPER COUNTY RFP  
PARKS & RECREATION MASTER PLAN  
LANDSCAPE ARCHITECTURE & RECREATION PLANNING SERVICES**



**WP - PRIME CONSULTANT & LANDSCAPE ARCHITECT -**

**Eric Walsnovich**, PLA, ASLA, Principal-in-Charge/ Primary Point of Contact  
**Mark Baker**, PLA, ASLA, Principal Advisor  
**Brad Hix**, PLA - Staff Landscape Architect & Recreation Planner  
**David McAllister** PLA - Staff Landscape Architect & Recreation Planner  
**Kyle Theodore**, PLA, ASLA - Principal Advisor



**BENCHMARKING & PUBLIC ENGAGEMENT -  
OLATHE, KS**

**Jason Morado**,  
Vice President | Director of Community Research  
**Ryan Murray**,  
Assistant Director of Community Research

**RECREATIONAL NEEDS ASSESSMENT  
SPECIALISTS-  
Carmel, IN**

**Neelay Bhatt**,  
Principal Consultant | CEO & Founder

## QUALIFICATIONS & DEMONSTRATED COMPETENCIES

C



**WOOD+PARTNERS**

LANDSCAPE ARCHITECTURE  
LAND PLANNING

**WOOD+PARTNERS TEAM** - We have assembled an exceptional Team of Sub-Consultants with long standing working relationships with our firm. These consultants offer a wide range of capabilities and strengths and include NEXT Practice Partners for recreation department, programs, and services assessments, and ETC for public opinion survey, benchmarking and levels of service assessments. This Team has completed numerous similar assignments together including the Beaufort County Parks and Recreation Department Master Plan. WP will work with Jasper County to ensure our Team's planning processes and approach offers the County professional services that meet and exceed the growing and dynamic needs of Jasper County. Wood+Partners, together with the exceptional Team Members we have assembled are capable and very interested in providing services to meet the needs outlined in the County's RFP and stand ready to begin work on this exciting assignment.



**WP FIRM BACKGROUND & QUALIFICATIONS** - Wood+Partners is a Southeast Regional Recreation Planning and Landscape Architecture firm located on Hilton Head Island, SC. The firm was founded in 1988 and company President Mark Baker, ASLA along with Principals Eric Walsnovich, PLA, ASLA; Todd Theodore, PLA, ASLA; Kyle Theodore, PLA, ASLA; and Trey Griffin, PLA, ASLA lead a professional staff of landscape architects, recreation planners and designers that specialize providing professional services to public and private sector clients across Virginia, Tennessee, Georgia, Alabama, Florida, South Carolina, and North Carolina. Our mission is to Create Great Places. For over 35 years, we have created places that are memorable, beautiful, functional, and authentic; places that connect people with each other, their environment and the places they live. Our solutions are artful and practical, balancing the needs of People, Economics, and the Environment. Wood+Partners provides innovative and creative planning solutions while offering practical and achievable recommendations with the least impact on the environment.



We have a family atmosphere that is engaging, fun and creative. We promote teamwork with a purpose that is focused on making a difference. Our culture inspires collaboration and innovation through mentoring, which leads to exceptional results. Our team provides an unparalleled approach while working with some of the best consultants in allied professions to support projects in the areas specified in Jasper County's RFP.

**PARK & RECREATION MASTER PLANNING EXPERIENCE** - The Wood+Partners Team has a long-standing tradition of assisting Cities and Counties with assessing Park and Recreation Department facilities, programs and services and have completed numerous similar assignments. Members of our staff bring more than 35 years of recreation planning experience to this assignment and offer Jasper County the benefit of extensive knowledge and insights into current trends and levels of service offered in similar communities. In addition to completing Comprehensive Park and Recreation Master Plans for communities across the Southeast, our Firm is recognized leader in the Park Planning and Design industry. Our park design experience enhances our ability to accurately assess existing park and recreation facilities and prepare capital improvement cost projections based on current project experience with recent bid information for Park Master Plans and Detailed Designs.

## QUALIFICATIONS & DEMONSTRATED COMPETENCIES

C



ETC Institute is our premier partner for community surveys and engagement, dedicated to empowering local governmental organizations with data-driven insights that transform community planning.

Founded in 1982 by Dr. Elaine Tatham, the Firm's mission is to gather valuable data from residents and drive meaningful community engagement to foster vibrant and inclusive neighborhoods. ETC Institute has a proven track record of successfully conducting research projects and surveys for clients in 49 states. Our comprehensive portfolio includes thousands of surveys, focus groups, and stakeholder meetings, all aimed at enhancing community planning and decision-making.

Over the past five years, ETC Institute has administered surveys in over 1,000 cities and counties across the United States, making us the preferred choice for anyone seeking reliable research solutions. ETC Institute is a market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include citizen satisfaction surveys, parks and recreation surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 4,000 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past ten years alone, ETC Institute has administered surveys in more than 1,000 cities and counties across the United States. ETC Institute has conducted research for more major U.S. cities and counties than any other firm and has a long standing working relationship with Wood+Partners.



Next Practice Partners have a vision to build a more inclusive and innovative world for all and have assembled a team that shares our values and the Firm's mission. The NP team, led by Neelay Bhatt, has been involved in 150+ Park System Master, Strategic and Business Plans from Anchorage, AK to Allentown, PA and everywhere in between. We bring private and public sector experiences from Fortune 500 companies such as Disney and Target to national gold medal and award-winning park agencies such as Broward County, FL, Carmel-Clay, IN, Carlsbad, CA, Durango, CO, Gurnee Park District, IL etc. These plans have been successfully implemented and generated significant funding through bonds and referendums ranging from a few million to a quarter billion dollars.

The Company is founded in 2022 and is headquartered in Carmel, Indiana and their project team members have vast experience in the parks, recreation, and sports industries in addition to working with national Gold Medal agencies. The Founder & CEO has been a national leader in the parks and recreation industry space having served on the Board of the National Recreation and Park Association, keynoted multiple national conferences including the Utah Recreation and Park Association most recently in 2023, and consulted with award winning and CAPRA accredited parks and recreation / community services agencies nationwide. The firm has the capacity and resources to undertake this project and has had no lawsuits or pending litigation over the past three years.

Next Practice believes that inclusion is not optional but rather the very foundation of our work. The Firm's entire team is committed to ensuring our approach is the most innovative and inclusive planning process so that everyone in Lehi who wishes to participate has a chance to share their vision for the future. With a combination of existing team members, your staff, and the community leaders, NP will craft an approach that meets people where they are and incorporates cutting edge technology and innovative next practices in this process. NP welcomes the opportunity to further share our approach to building this critical piece of the City's future and provide your fast-growing community with a vision and a plan to look forward to. Next Practice Partners has a long standing and successful working relationship with Wood+Partners.

# QUALIFICATIONS & DEMONSTRATED COMPETENCIES & RESUMES

C



## ERIC WALSNOVICH

PLA, ASLA  
Principal In Charge

### EDUCATION

Bachelor of Landscape Architecture  
The Pennsylvania State University

### REGISTRATIONS

SC License #1063  
CLARB Certified

### AWARDS

SC ASLA Award - Harbour Town Clubhouse  
SC ASLA Honor Award - Shelter Cove Towne Center

As a principal of the firm, Eric brings over 31 years of experience in both the public and private sector. His expertise encompasses a wide range of market sectors which include Parks & Recreation facility design, Urban Design, Planning & Zoning for Large Scale Mixed-Use Residential Communities, Commercial Town Centers, and Streetscape Planning. He utilizes a design methodology which encompasses creative and financially successful design principles in the fields of both art and science. His expertise encompasses a wide variety of projects, including master planning of urban commercial villages and town centers, parks and recreation facilities, downtown redevelopment master plans, hotel/commercial properties, and resort communities. Eric has been with our Hilton Head Island firm for over 9 years and will serve as the Principal-In-Charge & Primary Point of Contact for this project.

### RELATED PROJECTS

Moncks Corner Town Center & Unity Park, Master Plan, Moncks Corner, SC  
Columbia County Parks & Recreation Master Plan, Columbia County, GA  
Sgt. Jasper Park Master Plan, Hardeeville, SC  
Rifle Range Road Park, Mount Pleasant, SC  
Harrison Avenue Streetscape, Panama City, FL  
Liberty Hill, Mount Pleasant, SC  
Hampton Hall Club Bocce & Pickleball Courts, Bluffton, SC  
Buckwalter Recreation Athletic Complex Expansion, Bluffton, SC  
Richland County Recreation Master Plan

Augusta, GA Parks & Recreation Master Plan  
The Landings Club - Marshwood, Franklin Creek & Oakridge, Savannah, GA  
Dataw Island Club, Dataw Island, SC  
Marriott Monarch, Hilton Head Island, SC  
Marriott Heritage Club, HHI, SC  
Sea Turtle Marketplace, HHI, SC  
One Hampton Lake, Bluffton, SC  
Haig Point Community Master Plan, HHI, SC

### APPOINTMENTS

ASLA Member, American Society of Landscape Architects



## MARK BAKER

PLA, ASLA  
Principal Advisor

### EDUCATION

Bachelor of Landscape Architecture  
School of Environmental Design  
University of Georgia

### REGISTRATIONS

SC License #276  
NC License #805  
GA License #1121  
FL License #6666776

### AWARDS

SC ASLA Award of Excellence-Lowcountry Celebration Park  
SC ASLA - Shelter Cove Towne Center

Mark Baker is recognized as a leading authority in broad range of both public sector and private sector projects. He has completed numerous park and recreation projects throughout South Carolina, North Carolina, South Carolina, Georgia, and Florida over the past 46 years. His experience encompasses a wide range of projects, including parks and recreation projects, urban design, town squares and civic open spaces, residential community master plans and amenity design, resort planning, multi-family master planning, university campus master plans and athletic facilities, urban mixed-use development, city streetscapes, large-scale regional parks and recreation needs assessments. Mr. Baker has been with Wood+Partners for 25 years & will serve as the Principal Advisor on this project.

### RELATED PROJECTS

Walterboro Parks & Rec. Master Plan  
City of Hardeeville Municipal Hub Master Plan, Hardeeville, SC  
Moncks Corner Parks & Recreation Master Plan, Moncks Corner, SC  
City of Orangeburg Master Plan, SC  
Lowcountry Celebration Park, HHI, SC  
Augusta GA Recreation Park Master Plan  
New Riverside Barn Park, Bluffton, SC  
Heritage Park, Simpsonville, SC  
Columbia County's Lakeside, Gateway, & Patriots Parks, Columbia County, GA  
Savannah, GA Parks & Rec Master Plan  
City of Columbia Parks & Rec Master Plan

Columbia County Parks & Rec Master Plan  
Buckwalter Community Park and Athletic Complex, Bluffton, SC  
University of South Carolina Golf & Intramural Student Recreation Fields,  
Richland County Recreation Commission Master Plan, Richland Co., SC

### APPOINTMENTS

ASLA Member, American Society of Landscape Architects  
Member of the Urban Land Institute  
Community Foundation of Lowcountry Board of Trustees  
Chairman of Experience Green Board & Member of HHI Sustainability Task Force



## NEELAY BHATT \_PRINCIPAL CONSULTANT

Exec. Education Sr. Executives in State & Local Government - Harvard University  
 Masters in Sports Administration - Ohio University  
 Masters in Business Administration - Ohio University  
 Post Graduate Diploma in Advertising & Public Relations -



University of Mumbai  
 Bachelor of Psychology and Economics - University of Mumbai

Mr. Bhatt's career on five continents includes Disney, The Super Bowl, The Olympics, and years of consulting, public speaking, and training. He champions "Ideas Worth Spreading" as the curator for TEDxCollegePark, TEDxIndianapolis, and TEDxIndianapolisWomen, and his service as a trustee for the National Recreation and Park Association sought to ensure "no child was left indoors."

As the Founder & CEO of Next Practice Partners, he combines inclusion and innovation to help agencies prepare for "what's next" through planning, training, and technology solutions. Over his 25-year journey, he has developed business and operations plans for Los Angeles County serving 12 million people, trained Olympic Governing bodies, and co-created the world's largest municipal customer service and leadership training initiative for Chicago Park District's 3000 employees. His Master and Strategic planning work with Atlanta, Broward County, Charlotte-Mecklenburg County, Indianapolis, Las Vegas, and San Diego, among others have recommended facility development and infrastructure improvements totaling over \$2.5 billion, shaping a more equitable and accessible future for all. In addition, he has extensively worked all over Colorado and with National Gold Medal and CAPRA accredited agencies including City of Durango, CO, Town of Windsor, CO, Montrose Recreation District, CO, City of Carmel-Clay, City of Westerville, OH, Park District of Oak Park, IL, City of Carlsbad, CA among others. As a first-generation immigrant raised by three women and a father who always showed up, he hopes to model the same for his two kids. These life experiences are woven into his keynotes on next practices and trends, the art of storytelling, and magical customer service, and have inspired executives, professionals, startups, and students from Charlotte to China and from Switzerland to New Zealand.

## JASON ELISSALDE – ASSISTANT PROJECT MANAGER

Vice President

Education - BA Communication and Media Studies/ Cal State University, Sacramento

Mr. Elissalde has 25 years of experience in training, development, and management both in the private and public sectors. Within his work in the public sector with organizations such as Enterprise Rent-A-Car, and Target; Jason would lead multiple teams and processes; receiving awards and commendations for his work in customer service, operational excellence, data analytics, and fiscal growth.



Born and raised in Sacramento, he would finally find his "Why" in his seven-plus years at Willamalane Park and Recreation District, where he was a key part of their National Gold Medal-winning team and take the lead in their, now, successful CAPRA accreditation process. He championed the District's workplace culture, with a focus on staff development and a "mission" focused approach to problem-solving, goal setting, and personal accountability.

A consultant, a CAPRA accreditation visitor, and a passionate Disney fan (ask him about his Tinker Bell story someday) committed to being an ally for those not in the room, he routinely speaks nationally on workplace culture, change management, purpose-driven leadership, and the importance of developing an emotional connection to the work we do and the communities we serve.



**JASON MORADO –  
DIRECTOR OF COMMUNITY RESEARCH**

**EDUCATION**

M.B.A., Webster University, 2009  
B.S. in Business Administration – Marketing, Avila University 2000

**SUMMARY OF EXPERIENCE**

Mr. Morado has over 19 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 600 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics.

Mr. Morado has served as a project manager for over 250 parks and recreation surveys for local governmental organizations and has served as a project manager for over 250 citizen satisfaction surveys for local governmental organizations.

- Albemarle County, VA
- Atlanta, GA
- Arlington County, VA
- Boone County, KY
- Brownsburg, IN
- Broward County, FL
- Carmel-Clay, IN
- Casa Grande, AZ
- Charleston, SC
- Chatham County, NC
- Chesterfield, MO
- Cincinnati, OH
- Corpus Christi, TX
- Culpepper County, VA
- Dania Beach, FL
- Davie County, NC
- Denver, CO
- Downers Grove Park District, IL
- Durango, CO
- Maryland Heights, MO
- Mecklenburg County, NC
- Merriam, KS
- Miami, FL
- Milton, GA
- Milwaukee County, WI
- Mobile, AL
- Montpelier, VT
- Montgomery County, MD
- Morrisville, NC
- Oakland County, MI
- Ozark, MO
- Pleasant Hill, CA
- Prince George County, MD
- Prince William County, VA
- Roanoke, VA
- Rowan County, NC

**RYAN MURRAY –  
ASSISTANT DIRECTOR OF COMMUNITY RESEARCH**

**EDUCATION**

B.S., Public Administration, The University of Kansas

**SUMMARY OF EXPERIENCE**

Mr. Murray has over 12 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including parks and recreation, community planning, customer satisfaction, transportation, employee, library, comprehensive planning, parks and recreation master plans, water and utility, and business development.

His current role as Project Manager includes survey design, developing sampling plans, quantitative and qualitative data analysis, interpretation of results, and presentation of findings. In his previous role he planned, coordinated and supervised the administration of large-scale origin-destination transportation studies on over a dozen projects throughout the country. Mr. Murray has worked as a Project Manager on projects for over 50 state, county, local, and private sector clients. Below are some examples of the clients Mr. Murray has worked for. In addition, Mr. Murray has served as a project manager for over 100 parks and recreation surveys for local governmental organizations.



# STAFFING CAPACITY & AVAILABILITY D



**WOOD+PARTNERS**  
LANDSCAPE ARCHITECTURE  
LAND PLANNING

Wood+Partners members identified on this team are available to begin work immediately upon notice to proceed. With the resources of our firm and our Team members, we will always remain accessible to assure that project

tasks are efficiently completed and well communicated according to the project scope, schedule, and budget. Wood+Partners is dedicated to meeting the project objectives. We have assessed our team's current and future availability and are confident we can successfully implement tasks required for this assignment. Our Team is large enough to handle high volumes of work in short timeframes. We are structured to ensure each portion of a project receives quality and experienced assignments for design and review.

The following indicates our team's current and future capacity:

<b>Wood+Partners Team Members</b>	<b>Current Capacity/ Anticipated Capacity</b>
Eric Walsnovich.....	35% / 65%
Mark Baker.....	40% / 60%
<b>Next Practice Partners</b>	
Neelay Bhatt.....	40% / 60%
Jason Elissalde.....	35% / 65%
<b>ETC Institute</b>	
Jason Morado.....	40% / 60%
Ryan Murray.....	32% / 68%

### **WP PERSONNEL & PRIMARY POINT OF CONTACT:**

Firm Name: **Wood+Partners**  
Point of Contact: Eric Walsnovich, PLA, ASLA | Primary Point of Contact  
Address: 7 Lafayette Place, Hilton Head Island, SC 29926  
Phone Number: 843-681-6618, Ext. 243  
Email Address: EWalsnovich@woodandpartners.com

WP offers the following additional in-house Team members to work with you on this project:

- Eric Walsnovich, PLA, ASLA - Principal In Charge
- Mark Baker, PLA, ASLA - Principal Advisor

\*Additional Staff made be made available upon needs of the project

### **ETC INSTITUTE PERSONNEL & PRIMARY POINT OF CONTACT:**

Firm Name: **ETC INSTITUTE**  
Point of Contact: Jason Morado | Director of Community Research  
Address: 725 W. Frontier Circle, Olathe, KS 66061  
Phone Number: (913) 254-4514  
Email Address: jason.morado@etcinstitute.com

ETC Institute offers the following additional in-house Team members to work with you on this project:

- Ryan Murray, Assistant Director of Community Research

### **NEXT PRACTICE PARTNERS PERSONNEL & PRIMARY POINT OF CONTACT:**

Firm Name: **NEXT PRACTICE PARTNERS**  
Point of Contact: Neelay Bhatt | Principal Consultant | Founder & CEO  
Address: 1950 East Greyhound Pass Suite 18 #121, Carmel, IN 46033  
Phone Number: 740.591.0225  
Email Address: neelay.bhatt@BeNextPractice.com

Next Practice Partners offers the following additional in-house Team members to work with you on this project:

- Jason Elissalde, Assistant Project Manager



# PROJECT FEE STRUCTURE & COST ESTIMATE

## WOOD+PARTNERS TEAM FEE SCHEDULE & PROPOSAL

**CONFIDENTIAL**

In response to Jasper County's Request for Proposals for a Parks & Recreation Master Plan, our Team has prepared the scope services as outlined above in our Approach to Project and Scope of Services. Based on our preliminary understanding of scope of services reflected in the master plan for this assignment, we have prepared the preliminary assessment of fees outlined below

A. Task 1: Project Understanding & Data Review.....	\$16,600
B. Task 2: Inventory & Assessment of Parks & Facilities.....	\$15,300
C. Task 3: Public Engagement & Statistically Valid Public Opinion Survey.....	\$29,300
D. Task 4: Programs & Services Assessment.....	\$10,200
E. Task 5: Park & Rec, Dept. Staffing, Maintenance & Operations Assessment.....	\$19,200
F. Task 6: LOS & Needs Assessment & Recommendations.....	\$25,100
G. Task 7: Benchmark Comparisons.....	\$11,900
H. Task 8: Equity Mapping.....	\$ 9,500
I. Task 9: Financial Analysis, Budget Recommendations & CIP.....	\$23,800
J. Task 10: Strategic Action Plan & Final Master Plan Report.....	\$34,400
K. Estimated Project Reimbursable Expenses.....	\$ 3,000
<b>Total Proposed Project Fee Structure.....</b>	<b>\$198,300</b>

Our Team welcomes the opportunity to meet with members of the County's Staff and/or your selection committee to review our Team's Qualifications and negotiate a final scope of services and associated fees to meet your needs.





# JASPER COUNTY COUNCIL COUNCIL RETREAT

Jasper County Clementa C. Pinckney Government Bldg.  
358 3<sup>rd</sup> Avenue Ridgeland, SC  
29936

Thursday, January 25, 2024  
MINUTES

9:30AM – 4:30PM

**Officials Present:** Chairman L. Martin Sauls IV, Vice Chairwoman Barbara B. Clark, and Councilman Coy Garbade  
**Absent:** Councilman Pastor Alvin Adkins and Councilman John Kemp.

**Staff Present:** County Administrator Andrew Fulghum, Clerk to Council Wanda Giles, County Attorney David Tedder, Kimberly Burgess, Russell Wells, Danny Lucas and Videographer Jonathan Dunham.

#### **Call to Order:**

Chairman Sauls called the Council Retreat to order. The Report of Compliance with the Freedom of Information Act was noted for the record as follows: *In compliance with the Freedom of Information Act, notice of meetings and agendas were posted and furnished to all news media and persons requesting notification.*

Invocation was given and Pledge to the Flag was recited. Chairman Sauls and Administrator Fulghum gave opening remarks and that was followed with breakfast. Mr. Fulghum, Chairman Sauls and Council discussed the listed following topics below:

- Discussion of Ordinances:
  - Parks and Recreation Commission
  - Personnel Policy
  - Standard Operating Procedures – Detention Center
  - Procurement
  - Tax Collection Agreement
  - Council Administration
  - Elected and Appointed Officials Salaries
  - Animal Control
  - Noise / Nuisance
  - Board of Assessment Appeals
  - Allendale Hampton Jasper Commission on Alcohol and Drug Abuse
  - Jasper County Rural Water System Board
  - Former Economic Development Alliance (with Beaufort County only)
- Kim Burgess – ARPA Funding Priorities and Expenditures

**Executive Session SECTION 30-4-70.**

**(a) A public body may hold a meeting closed to the public for one or more of the following reasons:**

**(1) Discussion of employment, appointment, compensation, promotion, demotion, discipline, or release of an employee, a student, or a person regulated by a public body or the appointment of a person to a public body – [County Administrator, County Attorney and Clerk to Council](#)**

Council decided unanimously to go into Executive Session

**Motion to return to Open Session:** Vice Chairwoman Clark

**Second:** Councilman Garbade

**Vote:** Unanimous

The motion passed.

**Action coming out of Executive Session:**

Motion to approve that there be an increase in the County Administrator, County Attorney and Clerk to Council salaries due to their receiving a wonderful evaluation this year and they had not had one in 6 years. Move at this time that Mr. Fulghum be given a 24.5% salary increase, Mr. Tedder be given a 22% increase and Ms. Giles be given a 8% increase: Vice Chairwoman Clark

Second: Councilman Garbade

Vote: Unanimous

The motion passed.

Council agreed unanimously to move forward on the agenda:

Ms. Holt was present as Chairman Sauls discussed the County Social Media efforts in regard to HR and hiring of new personnel. Chairman Sauls directed Mr. Fulghum and Ms. Holt to work on this.

Chief Wells discussed, reviewed, and provided an EMS personnel update for Tillman and Grays locations. He reviewed and discussed qualifications of personnel and overviewed 2023 personnel staffing and social media efforts of that department. Chief Wells also provided an AED update.

Motion to amend the prior motion on the percentages to reflect that Mr. Fulghum be given 14, Mr. Tedder be given a 18% and Ms. Giles given a 6% increase: Vice Chairwoman Clark

Second: Councilman Garbade

Vote: Unanimous

The motion passed.

The meeting moved forward with discussion of the items below at this time:

County Project Updates and Policy Updates:

- Andrew Fulghum – Economic Development Projects and Interface with Auditor and Treasurer

- Andrew Fulghum - Capital Improvement Project and Investment Plan
  - Andrew Fulghum – Departmental Reporting
  - David Tedder – Update on River’s Reach
  - Danny Lucas – Affordable Housing
  - Moratorium Update
- Presentation and Discussion - Annual Comprehensive Financial Report FY Ended June 30, 2023, The Baird Audit Group, LLC
  - Potential Referenda

**Adjourn:**

There was no need to return to the Executive Session for this meeting. For additional information on this meeting please visit our website for the E-Packet or for the video go to [https://www.youtube.com/channel/UCBmloqX05cKAsHm\\_ggXCJIA](https://www.youtube.com/channel/UCBmloqX05cKAsHm_ggXCJIA)

**Adjournment:**

**Motion to Adjourn:** Vice Chairwoman Clark

**Second:** Councilman Garbade

**Vote:** Unanimous

The meeting adjourned.

**Respectfully submitted:**

---

Wanda H. Giles  
Clerk to Council

---

Barbara B. Clark  
Vice Chairwoman



# JASPER COUNTY COUNCIL COUNCIL MEETING

Jasper County Clementa C. Pinckney Government Bldg.  
358 3<sup>rd</sup> Avenue, Ridgeland, SC 29936  
Monday, February 5, 2024

## Minutes

**Officials Present:** Chairman L. Martin Sauls IV, Vice Chairwoman Barbara B. Clark, Councilman Pastor Alvin Adkins, Councilman John Kemp, and Councilman Coy Garbade.

**Staff Present:** County Administrator Andrew Fulghum, Clerk to Council Wanda Giles, County Attorney David Tedder, Kimberly Burgess, Russell Wells, Rose Dobson-Elliott, Danny Lucas and Videographer Jonathan Dunham. Also present John Wall.

### 1. Call to Order:

Chairman Sauls called the Council Meeting to order and read the Report of Compliance with the Freedom of Information Act was read for the records as follows: *In compliance with the Freedom of Information Act, notice of meetings and agendas were posted and furnished to all news media and persons requesting notification.*

### 2. Executive Session SECTION 30-4-70.

(a) A public body may hold a meeting closed to the public for one or more of the following reasons:

(2) Discussion of negotiations incident to proposed contract arrangements and proposed purchase or sale of property, the receipt of legal advice where the legal advice related to pending, threatened, or potential claim or other matters covered by the attorney-client privilege, settlement of legal claims, or the position of the public agency in other adversary situations involving the assertion against the agency of a claim –[Proposed Lease / Purchase Agreement for Fire Apparatus; Lease agreement #062-21-01-0001-J2; Tax Map # 087-00-05-008 And Tax Map # 087-00-05-009](#)

(5) Discussion of matters relating to the proposed location, expansion, or the provision of services encouraging location or expansion of industries or other businesses in the area served by a public body – [Prospect Update; Project Refurb](#)

ANY EXECUTIVE SESSION MATTER ON WHICH DISCUSSION HAS NOT BEEN COMPLETED MAY HAVE DISCUSSION SUSPENDED FOR PURPOSES OF BEGINNING THE OPEN SESSION AT ITS SCHEDULED TIME, AND COUNCIL MAY RETURN TO EXECUTIVE SESSION DISCUSSION AFTER THE CONCLUSION OF THE OPEN SESSION AGENDA ITEMS.

**PLEASE BE ADVISED THERE MAY BE VOTES BASED ON ITEMS FROM THE EXECUTIVE SESSION.**

**Motion to go into Executive Session:** Councilman Kemp

**Second:** Vice Chairwoman Clark

**Vote:** Unanimous

The motion passed.

**Return to Open Session:**

**Motion to approve:** Vice Chairwoman Clark

**Second:** Councilman Adkins

**Vote:** Unanimous

The motion passed.

**Action coming out of Executive Session:** None

**4. Pledge of Allegiance and Invocation:**

The Pledge to the Flag was given and the Invocation was given by Councilman Adkins.

**5. Approval of the Consent Agenda Items:**

Council discussed the removal of Item #'s 19 and 20 and to table them.

*Item #19. [Danny Lucas](#) – Consideration of the Request for Pratt Memorial Library Renovation-Change Order #2.*

*Item #20. [Danny Lucas](#) – Consideration of the Parks & Recreation Master Plan RFP Recommendation.*

**Motion to approve the Consent Agenda and remove Item #'s 19 and 20 from the Consent Agenda and table them:** Councilman Kemp

**Second:** Vice Chairwoman Clark

**Vote:** Unanimous

The motion passed.

**6. Approval of Agenda:**

**Motion to approve:** Councilman Adkins

**Second:** Councilman Garbade

**Vote:** Unanimous

---

## PRESENTATIONS AND PROCLAMATIONS

---

**7. [Smittie Cooler](#) - Presentation to Council of Old House Strategic Plan and Grant Match Request**

Mr. Cooler gave a presentation to Council regarding the Old House Strategic Plan and their Grant match request. He also discussed the benefit to the area and asked for a 30% cost share from the County. He discussed what the largest expense of this project was the archaeological dig and assessment.

## 8. **Senator Bright Matthews** - State Appropriations Funding process

Senator Bright Matthews addressed Council regarding the State Appropriations Funding process. She explained what the process was and how the procedures of the process worked. She discussed the timeframe of submittals and information necessary to complete the process.

---

### RESOLUTIONS

---

## 9. **David Tedder** – Consideration of Resolution #R-2024-03 Amending the Employment Agreement between Jasper County and Andrew P. Fulghum.

Mr. Tedder was present to review and address the consideration of Resolution #R-2024-03 amending the employment agreement between Jasper County and Andrew P. Fulghum. Mr. Tedder explained that this was a ratification resolution that increased the base salary of Mr. Fulghum. He said that since Mr. Fulghum has a contract this would amend the contract.

**Motion to approve:** Vice Chairwoman Clark

**Second:** Councilman Adkins

**Vote:** Unanimous

The motion passed.

## 10. **Kimberly Burgess** – Consideration of Resolution #R-2024-04 To Provide Preliminary Authorization For The Funding For Jasper County Fire-Rescue Pumper Trucks And Capital Improvements For The Pratt Memorial Library; To Declare The Intent Of County Council To Reimburse Jasper County For Expenditures Relating To Jasper County Fire-Rescue Pumper Trucks And Capital Improvements For The Pratt Memorial Library From Proceeds Of Tax-Exempt Obligations; To Authorize The County Staff To Proceed With Structuring The Financing For The Jasper County Fire-Rescue Pumper Trucks And Capital Improvements For The Pratt Memorial Library; And To Provide For Other Matters Relating Thereto.

Ms. Burgess was present to review and address the consideration of Resolution #R-2024-04 to provide preliminary authorization for the funding for Jasper County Fire-Rescue Pumper Trucks and Capital Improvements for the Pratt Memorial Library; to declare the intent of County Council to reimburse Jasper County for expenditures relating to Jasper County Fire-Rescue Pumper Trucks and Capital Improvements for the Pratt Memorial Library from proceeds of Tax-Exempt Obligations; to authorize the County Staff to proceed with structuring the financing for the Jasper County Fire-Rescue Pumper Trucks and Capital Improvements for the Pratt Memorial Library. She said they are still evaluating the financing and this resolution allows them to move forward with purchase and for additional renovations to the library.

**Motion to approve:** Vice Chairwoman Clark

**Second:** Councilman Adkins

**Vote:** Unanimous

The motion passed.

**11. John Wall – Consideration of Resolution [#R-2024-05](#) Committing To Negotiate A Fee-In-Lieu Of *Ad Valorem* Taxes Agreement Between Jasper County And [Project Install](#); Identifying The Project; And Other Matters Related Thereto (Project Install).**

Mr. Wall was present to review, address and explain this request for the consideration of Resolution [#R-2024-05](#) committing to negotiate a Fee-In-Lieu of *Ad Valorem* Taxes Agreement between Jasper County and Project Install, and to identify the Project.

**Motion to approve:** Vice Chairwoman Clark

**Second:** Councilman Adkins

**Vote:** Unanimous

The motion passed.

---

**PUBLIC HEARINGS, ORDINANCES AND ACTION ITEMS**

---

**12. Lisa Wagner – Public Hearing and **2nd reading** of the Consideration of Ordinance [#O-2024-02](#) to Amend the Official Zoning Map of Jasper County so as to transfer a property located at 951 Carolina Drive, bearing Jasper County Tax Map Number 067-00-01-003 from the Rural Preservation Zone to the Industrial Development Zone on the Jasper County Official Zoning Map. (*1<sup>st</sup> reading 01.16.2024*)**

Ms. Wagner was present to review and address the 2nd reading and consideration of Ordinance [#O-2024-02](#) to amend the Official Zoning Map of Jasper County so as to transfer a property located at 951 Carolina Drive, bearing Jasper County Tax Map Number 067-00-01-003 from the Rural Preservation Zone to the Industrial Development Zone on the Jasper County Official Zoning Map. The public hearing was opened but there were no comments, so the public hearing was closed.

**Motion to approve:** Vice Chairwoman Clark

**Second:** Councilman Adkins

**Vote:** Unanimous

The motion passed.

**13. Lisa Wagner – Consideration of the **1<sup>st</sup> reading** of an Ordinance to Amend the Official Zoning Map of Jasper County so as to transfer a property located at 8415 Speedway Boulevard, bearing Jasper County Tax Map Number 039-00-01-026 from the Community Commercial Zone to the Industrial Development Zone on the Jasper County Official Zoning Map.**

Ms. Wagner was present to review and address the 1<sup>st</sup> reading and consideration of an Ordinance to Amend the Official Zoning Map of Jasper County so as to transfer a property located at 8415 Speedway Boulevard, bearing Jasper County Tax Map Number 039-00-01-026 from the Community Commercial Zone to the Industrial Development Zone on the Jasper County Official Zoning Map. She noted that the



Planning Commission recommended denial as the Comprehensive Plan does not support the designation of Industrial.

**Motion to follow the Planning Commissions' request and to table:** Vice Chairwoman Clark

**Second:** Councilman Garbade

**Vote:** 4 votes for yes and 1 vote for no from Councilman Kemp

The motion passed.

**14. Ryan Romano – Consideration of the 3<sup>rd</sup> reading of Ordinance #O-2023-20 Authorizing and Approving a Loan from the South Carolina Transportation Infrastructure Bank; An Intergovernmental Agreement among Jasper County, South Carolina, The City of Hardeeville, South Carolina and the South Carolina Transportation Infrastructure Bank; and other related matters. (Exit 3 Finance Document) (*1<sup>st</sup> reading 11.06.2023; 2<sup>nd</sup> reading 12.04.2023*)**

Mr. Tedder was present to review and address the consideration of the 3<sup>rd</sup> reading of Ordinance #O-2023-20 authorizing and approving a loan from the South Carolina Transportation Infrastructure Bank; an intergovernmental Agreement among Jasper County, South Carolina, The City of Hardeeville, South Carolina and the South Carolina Transportation Infrastructure Bank (Exit 3 Finance Document). He noted that this allowed them to move forward.

**Motion to approve:** Vice Chairwoman Clark

**Second:** Councilman Kemp

**Vote:** Unanimous

The motion passed.

**15. John Wall - Consideration of the 1<sup>st</sup> reading of an Ordinance Authorizing The Execution And Delivery Of A Fee-In-Lieu Of *Ad Valorem* Taxes And Incentive Agreement By And Between Jasper County, South Carolina And Project Install To Provide For Payment Of A Fee-In-Lieu Of Taxes; Approving The Creation Of A Multicounty Park With Hampton County, South Carolina; Authorizing The Execution And Delivery Of A Multicounty Park Agreement By And Between Jasper County, South Carolina And Hampton County, South Carolina; Authorizing Certain Infrastructure Credits And; And Other Related Matters. (Project Install)**

Mr. Wall was present to review, address and explain this request for the consideration of the 1<sup>st</sup> reading of an Ordinance authorizing the execution and delivery of a Fee-In-Lieu Of *Ad Valorem* Taxes and Incentive Agreement by and between Jasper County, South Carolina and Project Install to provide for payment of a Fee-In-Lieu Of Taxes; approving the creation of a Multicounty Park with Hampton County, South Carolina; authorizing the execution and delivery of a Multicounty Park Agreement by and between Jasper County, South Carolina and Hampton County, South Carolina; authorizing certain infrastructure credits. He noted that this was the first of three readings.

**Motion to approve:** Councilman Kemp

**Second:** Vice Chairwoman Clark

**Vote:** Unanimous

The motion passed.

---

## CITIZEN COMMENTS

---

**16. Open Floor to the Public per Ordinance 08-17** Any citizen of the County may sign to speak in person at the Council Meeting (before the Council Meeting's 6:30PM start time on the Sign-In Sheet on the Podium), to address Council on matters pertaining to County Services and Operations. Presentations will be limited to three (3) minutes per person and total public input will be limited to 30 minutes.

Tony Gaston signed in to discuss the Coosawhatchie Community Center.

Hedy Frazier signed in to discuss the community debris.

Michael Gaston signed in to discuss the Beaufort Jasper Housing Trust.

Sandi Vito signed in to discuss the Pratt Library.

---

**17. Administrator's Report** - Mr. Fulghum reviewed his information from his report. There were no Action Items requiring a vote from the Council in the Administrator's Report. Mr. Fulghum did note that there would be a Joint Meeting on 2/22/24 at 1pm; the 2/20/24 Council Meeting had been cancelled and that the next Council; meeting would be 3/4/24. At this time Mr. Fulghum noted that Ms. Heather Rath was here to discuss Opioid Settlement Funds.

---

## CONSENT AGENDA

---

**18. Ryan Romano** – Consideration of the **3<sup>rd</sup> reading** of Ordinance **#O-2024-01** Authorizing The Execution And Delivery Of A Fee-In-Lieu Of *Ad Valorem* Taxes And Incentive Agreement By And Between Jasper County, South Carolina And Anhinga LLC, A Company Previously Known To The County As Project Showcase, To Provide For Payment Of A Fee-In-Lieu Of Taxes; Approving The Creation Of A Multicounty Park With Hampton County, South Carolina; Authorizing The Execution And Delivery Of A Multicounty Park Agreement By And Between Jasper County, South Carolina And Hampton County, South Carolina; Authorizing Certain Infrastructure Credits And; And Other Related Matters. (*Project Showcase*). (*1<sup>st</sup> reading 12.04.2024; 2<sup>nd</sup> reading 01.16.2024*)

*19. Danny Lucas* – Consideration of the Request for Pratt Memorial Library Renovation - Change Order #2. (This item was removed and tabled when the Consent Agenda was approved under Item #5)

*20. Danny Lucas* – Consideration of the Parks & Recreation Master Plan RFP Recommendation. (This item was removed and tabled when the Consent Agenda was approved under Item #5)

21. **Wanda Giles** – Consideration of the reappointment request by Chairman Sauls to appoint Ms. Libby Malphrus (Councilwoman for the Town of Ridgeland) to fill the unexpired term of Mr. Grady Woods to the 3-year term to the SouthernCarolina Alliance Board of Directors.

22. **Wanda Giles** – Consideration of the reappointment request by Mr. Danny Black of the SouthernCarolina Alliance to reappoint L. Martin Sauls IV, Chairman of the Jasper County Council, for another 3-year term to the SouthernCarolina Alliance Board of Directors.

23. **Approval of the Minutes 12.18.2023**

---

**END OF CONSENT AGENDA**

---

**24. Council Members Comments**

Councilmember Comments were given but there were no comments that required action.

**25. Possible Return to Executive Session to Continue Discussion on Matters Regarding Agenda**

**Item II.** There was no need to return to the Executive Session for this meeting. For additional information on this meeting please visit our website for the E-Packet or for the video go to

[https://www.youtube.com/channel/UCBmloqX05cKAsHm\\_ggXCjIA](https://www.youtube.com/channel/UCBmloqX05cKAsHm_ggXCjIA)

**26. Adjournment:**

**Motion to Adjourn:** Councilman Adkins Vice Chairwoman Clark

**Second:** Vice Chairwoman Clark

**Vote:** Unanimous

The meeting adjourned.

**Respectfully submitted:**

---

Wanda H. Giles  
Clerk to Council

---

Barbara B. Clark  
Vice Chairwoman

# AGENDA

## ITEM # 19

Councilmember Comments