

# GREENPLAY<sup>LLC</sup>

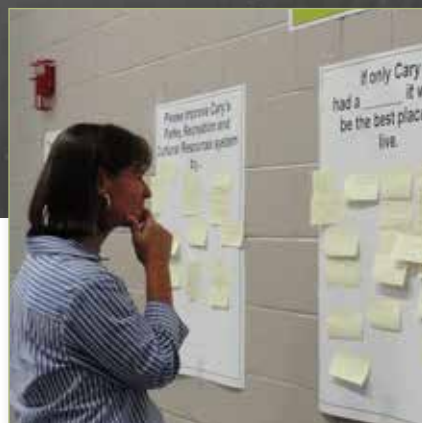
*The Leading Edge In Parks, Recreation,  
And Open Space Consulting*

Management  
Consulting  
for Parks,  
Recreation,  
Open Space,  
and other  
Quality of  
Life Agencies



## Statement of Qualifications

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# ***GREENPLAY*** LLC

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

## OUR HISTORY

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

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



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

**GreenPlay** works **nationwide** with 18 employees and over 75 technical consortium agencies and sub-consultants to complete projects for large and small agencies around the United States.

**Since 1999, GreenPlay has completed over 500 projects in 46 states for governmental agencies and private sector companies.**

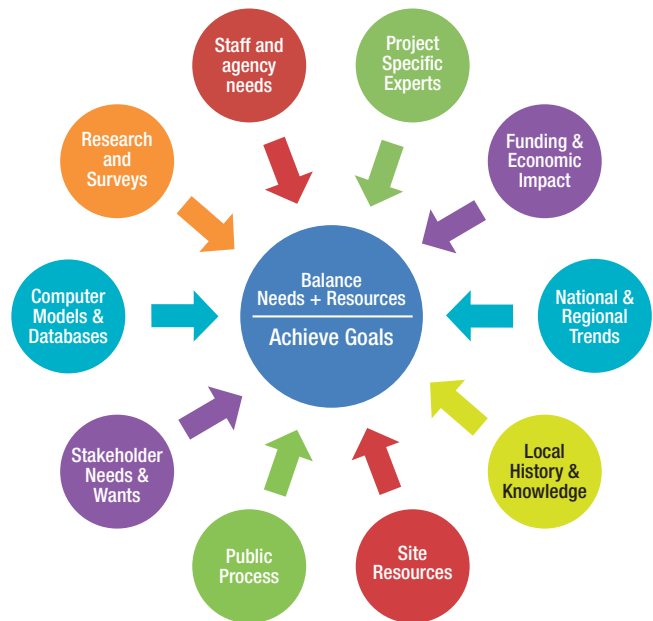
## GREENPLAY'S EXPERIENCE AND SERVICES

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



## OUR PHILOSOPHY

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



### Our Pledge

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

### Your GreenPlay Consulting Team is...

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

## OUR EXPERIENCE



### Over 175 Years of In-House Expertise

Your partners at **GreenPlay** bring to your organization many years of experience working with parks, recreation, and related community quality of life agencies. Our sole intention is to help you determine solutions that will assist your agency in achieving desired goals and outcomes. Our team members have diverse backgrounds in parks and recreation administration and management, business consulting, and academics, allowing us to analyze your unique situation from a multitude of perspectives. This advantage ensures that **GreenPlay** leaves “no stone unturned.”

**GreenPlay** operates as a consortium of experts, working closely with many nationally recognized management and technical professionals in a variety of fields.

**GreenPlay** develops consulting teams that consist of top industry professionals from around the country. We will personally evaluate your situation and determine which of our team specialists will work best for your staff and community to achieve success and meet your expectations in a timely fashion.

**GreenPlay is a 100% Woman-Owned Business  
and is WBE, DBE, and SBE Certified**

### Our Team of Experts

- Management specialists
- Experienced parks and recreation professionals
- Recreation program administrators
- Information technology experts
- Marketing and community relations specialists
- Media relations experts
- Sponsorship and partnership developers
- Governmental accountants and finance consultants
- Grant writers
- Landscape designers, architects, engineers
- Experts in public process and involvement
- Professionals working with youth, seniors, or special populations
- Public administration experts
- Environmental, conservation, and wildlife resources/management professionals
- Accessibility specialists
- Non-profit development specialists
- Public art, cultural, and historical resources
- Graphic Designers

**GreenPlay, LLC**, has been on the forefront in developing innovative and extremely useful tools that produce results for our clients and address **Today's Issues and Tomorrow's Needs**. We are able to enhance the quality of services through the implementation of these resources and encourage you to consider them as a part of your planning projects.

### Component-Based Methodology for Level of Service (LOS) Analysis GRASP®

*(Geo-Referenced Amenities Standards Process)*

#### **An Improved Approach**



Analyses of parks, open space, trails, and recreation systems determine how the current system effectively serves the community. Traditional level of service (LOS) analysis in master plans describes the capacity of the various components and facilities that make up the system to meet the needs of the public. The GreenPlay/Design Concepts team have adapted and built upon previous practices to create an improved approach using a **Component-Based Methodology** for analysis.

Using a component basis for analysis considers other factors including quality, condition, location, comfort, convenience, and ambience. To create GRASP® inventory and analysis, parks, trails, recreation, open space, and other relevant amenities and properties are examined as part of an overall infrastructure for a community made up of various components.

The methodology inventories characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component, they enhance its value.

**GRASP®** provides clear results, useful information, and stronger comparative data. This methodology was very difficult in years past, but with the capabilities of modern technology and Geographic Information Systems (GIS) products, this evaluation process is now achievable, reliable, and cost efficient.

The **GRASP®** based LOS is **accurate** and **dynamic**, and can be **uniquely implemented** and **benchmarked** for an individual community.

#### ***Specific outcomes of our GRASP® approach:***

- Using GIS mapping technology, **GRASP®** provides a better way of analyzing how any specific location, home, or business is being served by community amenities. Today's technology reliably accomplishes what used to be an extremely tedious task.
- **GRASP®** brings a **qualitative** component into the measurement of service that is not available with traditional capacity-based methods of LOS analysis.
- **GRASP®** looks at individual components such as pools, gymnasiums, utilities systems, street types, and/or other community amenities, then measures the level of service that each component provides to the neighborhood and the community. The results provide greater detail and accuracy than outdated classification systems that rely on broad, ambiguous facilities categorization.
- Components can be readily evaluated and displayed graphically, identifying gaps in service on a neighborhood, community, and/or regional basis. The methodology also combines population density factors into traditional LOS equations.

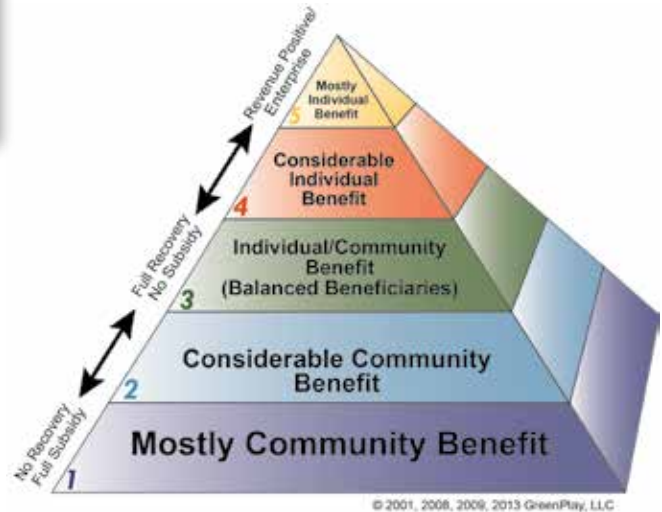
The **GRASP®** LOS approach can be incorporated into maps and provided in tabular format, becoming an effective management tool. The methodologies provide comprehensive information that helps guide decision-makers and is easily understood by staff, government representatives, and the general public.





## PYRAMID METHODOLOGY *An Important Foundation*

**GreenPlay** has established and improved the “**Pyramid Methodology**” to help agencies create an overall philosophy and process for pricing programs and evaluating cost recovery. This method is invaluable for creating strategies that are equitable, defensible, and can be implemented at all levels. The methodology is based on the **VALUE** of the services to the community, not on a comparative evaluation of “what has been done before” or “what others are doing.” It is an extension of “activity-based costing,” but takes the analysis further by assimilating the



values accepted and defined by your community and elected officials. We explain and document the methodology and evaluate your agency’s current and potential methods for fair pricing and increased cost recovery.

## ALTERNATIVE FUNDING & PARTNERSHIPS

### *Dollars That Make Sense*

Across the country, agencies are looking outside of traditional funding mechanisms and toward the use of alternative funding and partnerships to fund improvements and programming for public agencies. **GreenPlay** has extensive experience evaluating options for alternative funding that typically include grants, donor programs, and/or partnerships. Example collaborations may include partnerships with other businesses, governmental (federal, state, school, nearby agencies, etc.), and/or non-profit agencies. Such partnerships often require agencies to create policies and evaluation processes to help determine if they might be a “good fit.” If desired, our firm can identify key viable collaborations for your organization

### GreenPlay can ...

-  **Identify** key relationships and viable community partners.
-  **Develop** strategies to facilitate Public and Private Partnership opportunities and provide tools to minimize risk.
-  **Provide** recommendations and sample documents to formulate a Partnership Policy and to streamline partnership opportunities.

and can develop partnership strategies and policies to help support your community goals.

## PUBLIC PROCESS METHODOLOGIES



Our GreenPlay team believes deeply in creating an in-depth, efficient, and cost-effective, citizen focused community engagement process as part of all public projects. We utilize a detailed and well-developed methodology for public and key stakeholder input that helps identify all needs, issues, opportunities, and

priorities for your community. Most of our projects have included significant public processes, and all of our team members are experienced facilitators who are adept at encouraging discussion and active participation by all.

We utilize a formalized assessment matrix that evaluates feedback from key community participants through specified methodologies that provide measurable outcomes. We recognize that public involvement is a critical component in developing projects that realistically represent the public's opinion. Our methodologies provide easily understood information that help to guide staff and officials in decision making long after the project has been completed. In addition, the decided upon parameters become easily explainable to the public and can be used to provide presentations and justification as needed for managing lands and services.

## PUBLIC SECTOR SERVICES ASSESSMENT

Based on the MacMillan Matrix for Competitive Analysis of Programs, the **Public Sector Services Assessment Matrix** is based on the assumption that duplication of existing comparable services among public and non-profit organizations can fragment limited resources available, leaving all providers too weak to increase the quality and cost-effectiveness of customer services. This is also true for public agencies.

The **Public Sector Services Assessment Matrix** assumes that trying to be all things to all people can result in mediocre or low-quality service. Instead, agencies should focus on delivering higher-quality service in a more focused (and perhaps limited) way.

The Matrix helps organizations think about some very pragmatic questions.

- Q: Are we the best organization to provide this service?**
- Q: Is competition good for our customers?**
- Q: Are we spreading ourselves too thin, without the capacity to sustain ourselves?**
- Q: Should we work cooperatively with another organization to provide services?**

# Services Assessment Matrix

USING 4 CRITERIA: Fit, Market Position, Financial Capacity, and Alternative Coverage

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		FINANCIAL CAPACITY			
		ECONOMICALLY VIABLE		NOT ECONOMICALLY VIABLE	
		Alternative Coverage HIGH	Alternative Coverage LOW	Alternative Coverage HIGH	Alternative Coverage LOW
GOOD FIT	Market Position STRONG	AFFIRM Market Position 1	ADVANCE Market Position 2	Complementary Development 5	"Core Service" 6
GOOD FIT	Market Position WEAK	DIVEST 3	Invest, Collaborate or Divest 4	Collaborate or Divest 7	Collaborate or Divest 8
POOR FIT		DIVEST			

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# National Experience with a Local Focus



There is an ongoing renaissance in the development of parks, recreation, and open space in which unique and creative ideas are enhancing the services communities provide to their citizens. Local issues exist nationally. Yes, your community is unique – but we typically find that there are more similarities than differences across the country. The desire and challenge to **improve the livability of a community** on a local level is an integral part of planning efforts experienced throughout the country. Local planning efforts can reap effective benefits when the process encompasses the successful experiences of similar projects elsewhere. It is essential for local agencies to work with **experts who understand** the complexities of local issues but who also have a broader perspective and experience of how similar projects have fared in other comparable communities around the country. **Working with a non-local, national consulting firm can bring national perspectives to the tasks of a planning process and the delivered outcomes.**

We at **GreenPlay** provide the **breadth of information** needed to successfully complete planning projects and deliverables, as well as the **depth of knowledge** that is required to ensure that every pertinent issue is addressed and “no stone is left unturned.” In some instances, we choose to partner with local firms that complement our services so that we may offer our clients high level national expertise and local knowledge coupled with community understanding. As one of our primary responsibilities, we also value providing **personal service** and developing great relationships with our clients. We immerse ourselves in your community to identify your key values. We believe that this very important in our client/consultant relationship, and it forms the core of our firm’s philosophy.

Personalized Service  
+ Achievement  
Great Relationships

With this in mind, the professionals at **GreenPlay** are committed to developing great relationships with your staff, elected and appointed officials, and all project stakeholders (internal and external). We establish a strong local connection and **form a commitment**, ensuring that we learn, understand, respond, and produce results for the beneficial interests of your community.

**Our headquarters are in Colorado and we have offices in seven other states, so we can generally be in any U.S. location within four hours. With our strong experience, innovative tools, current technologies, and efficiencies, we can usually provide enhanced comprehensive services for a similar cost to using a less experienced local firm.**

**GreenPlay** professionals are always **very available**, and we communicate regularly and efficiently with project contacts through in-person, phone, email, and other communication tools.

*Today’s technology has substantially minimized the “separation factor” of working with non-local consulting firms. The capability of the Internet allows the ease of sharing project information between the client and the consultant. **E-mail** provides an effective means to communicate, share files, and maintain a record of discussions, and our use of **web file hosting sites** allows access to large documents developed during the planning process. **In-person, on-site meetings** are conducted efficiently and effectively to maximize the quality of relationship development and information gathering. Essentially, **communication** is the integral part of the planning project, and it is managed the same, regardless of where a firm is physically located. In essence, there is currently little practical difference now in how a non-local firm relates to a project as compared to a local firm.*



# Awards and Accolades



Over the years we been honored to be recognized for our success in business and awarded for outstanding projects. Here are a few:

- ★ **Top 100 Woman-Owned Businesses**  
*Colorado Biz Magazine* — 2005, 2006, 2007, 2008, 2012, 2013, 2015
- ★ **Top 250 Private Companies**  
*Colorado Biz Magazine*  
2003, 2004, 2013, 2015
- ★ **Mercury 100 Fastest Growing Companies**  
*The Boulder County Business Report*  
2002, 2004, 2006, 2012
- ★ **Wimberley Blue Hole Park Master Plan**  
(in conjunction with Design Workshop)  
2011 Honor Award for Excellence Texas ASLA
- ★ **Maryland National Capital Park Planning Commission, Montgomery County Maryland Strategic and 2030 Business Plan**
- ★ 2012 Award for an Outstanding Regional or Comprehensive Plan by the National Capital Area Chapter of the American Planning Association
- ★ 2013 Project Excellence Award Society of Recreation Professionals
- ★ **El Paso County, Colorado Parks, Trails, and Open Space Plan Update**
- ★ 2013 Merit Award for Outstanding Planning APA Colorado Chapter
- ★ 2013 Starburst Award for Excellence in Use of Lottery Funds, Colorado Lottery
- ★ **Lafitte Greenway and Revitalization Corridor, New Orleans, Louisiana**  
2013 National Award of Excellence Analysis and Planning, ASLA



## CONSULTANT RESUMES

- ✓ Teresa Penbrooke, PhD, CPRE  
*CEO and Founding Managing Member*
- ✓ Chris Dropinski, CPRE  
*Sr. Principal and Managing Member*
- ✓ Pat O'Toole  
*Principal*
- ✓ Art Thatcher, MPA, CPRP  
*Principal*
- ✓ Sylvia Allen  
*Special Projects Consultant*
- ✓ Kim Bailey, MA  
*Special Projects Consultant*
- ✓ Tom Diehl, CPRP  
*Project Consultant*
- ✓ Becky Dunlap  
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- ✓ Bob Easton  
*Special Projects Consultant*
- ✓ Daniel Hopkins, MBA  
*Project Consultant*
- ✓ Gareth Jones, PhD  
*Special Project Consultant*
- ✓ Keri Konold, CPRP  
*Project Consultant*
- ✓ Jill Krantz, MPA, CPRP  
*Special Project Consultant*
- ✓ Dylan Packebush, MBA, CPRP  
*Project Consultant, Manager*
- ✓ Dave Peterson, MS, PLA  
*GRASP® Team Leader*
- ✓ Dan Seder, MBA, CPRP  
*Project Consultant*
- ✓ Caylon Vielehr  
*GIS Technician*
- ✓ Lisa Wolff, MPL, CPRP  
*Project Consultant*









# Teresa Penbrooke, PhD, MAOM, CPRE

CEO and Founding Managing Member



## Experience

Teresa brings substantial career experience and planning expertise to parks, recreation, and related community quality of life projects for large and small communities on a national level. She founded GreenPlay in 1999, and has been integral in the research, quality, recommendations, and implementation of the innovations that GreenPlay contributes to the field. In addition to leading projects and the firm, Teresa teaches and researches best practices around the world. She is a Visitor Chair for the Commission on Accreditation for Parks and Recreation Agencies (CAPRA) and the Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT). She now divides her time between special projects, research, and administration of the firm.

- GreenPlay, LLC (Founder and CEO): 1999 - Present
- GP RED (Secretary of the Board, Faculty, & Researcher): 2008 - Present
- Affiliate Faculty & Curriculum Consultant, Metropolitan State University of Denver, Dept. of Health Professions/Dept. of Recreation Professions: 2018 - Present
- North Jeffco Park and Recreation District, Arvada, CO: 1996-1999
- City of Broomfield Parks, Recreation, and Senior Services, CO: 1993-1996
- City of Boulder Parks, Recreation, and Mountain Parks Department, CO: 1989-1993

## Representative Project Experience

Teresa has led the firm in completion of over 500 projects for communities of all sizes around the U.S. since 1999. The following are some of the key projects on which she has performed as the Project Manager:

- Director of the Healthy Communities Research Group for GP RED
- United States Antarctica Program – Recreation and Wellness Plan
- Maryland National Capital Park Planning Commission – Prince George's County 2010 and Beyond Plans 1-3; Montgomery County, Strategic and 2030 Business Plan
- Arlington County, VA – Public Spaces Master Plan
- Broward County, FL – Needs Assessment for the Parks and Recreation Division
- City and County of Denver, CO – Multiple projects, including the city-wide Game Plan, the master plan for the Stapleton Airport Redevelopment, and the detailed study of 29 indoor recreation centers
- National Recreation and Park Association, Ashburn, VA – National Inventory and USA Football Grant Project
- Washington DC, National Capital Planning Commission – Capital Space Master Plan for parks and recreation
- Along with many other plans for large and small communities, regions, and states

## Education For:

- American Society of Landscape Architects
- Athletic Business
- Colorado Open Space Alliance & Colorado Outdoor Recreation Resource Project
- Environmental Design Research Association
- Innovations Group – Transforming Local Government
- International Coastal and Marine Tourism Congress
- International Transportation and Public Health Symposium
- Metropolitan State College of Denver, Colorado
- National Association of Youth Sports
- National Executive Development School
- National Recreation and Parks Association
- North Carolina State University
- Reitz Pacific (Vice-Chair) & Rocky Mountain Revenue and Management Schools
- World Leisure Organization
- Numerous State and Regional Parks and Recreation Associations

Key Topics: Master and Strategic Planning; Trans-Disciplinary Alignment; Public Health; Cost Recovery, Traditional and Alternative Funding; Creating Community through Level of Service Analysis; Tools for Communication; Tourism; Leadership; Technology and Trends

## Education

- PhD, North Carolina State University, College of Natural Resources, Parks, Recreation, and Tourism Management, 2017
- Master of Arts, Organizational Management, University of Phoenix, Denver, 1998
- Bachelor of Science, Magna Cum Laude, Kinesiology, University of Colorado, 1993
- NRPA Revenue/Leadership Schools

## Professional Affiliations and Recognition

- Board of Regents, NRPA Reitz Pacific Revenue and Marketing School, 2006-2008
- Commission for Accreditation of Parks and Recreation Administration (CAPRA) Official Visitor, 2008 - present
- Council on Accreditation of Parks, Recreation, Tourism and Related Professions (COAPRT) Official Visitor 2018-present
- Top 100 Women-Owned Businesses, *Colorado Biz*, 2003, 2005, 2006, 2007, 2008, 2012, 2013, 2015, 2016
- Received "Outstanding New Professional" and "President's Award" from CPRA, 1997
- Professional Member of NRPA, CPRA, and eight other State Associations
- CitiProgram Certificate in Human Subjects – Social and Behavioral Research (from U.S. Dept. of Health & Human Services) 2018





# Chris Dropinski, CPRE

Senior Principal and Managing Member



## Work Experience:

Chris is a Certified Parks and Recreation Executive who has 24 years of Parks and Recreation administration and management and over 40 years in the field to support her current consulting role. Her passion for teaching and moving the field forward has led to many successful master planning and feasibility projects across the country. She served as Director of the City of Boulder, Colorado, Parks and Recreation Department for over a decade, providing leadership for the development and provision of parks, open space, trails and recreation services. Chris has a unique and respected approach toward addressing such challenging areas as policy development, organizational development, strategic management, revenue philosophy in the public setting, building relationships with alternative providers, partnership building, cost benefit analysis, developing board/staff relationships, and establishing an effective public engagement process. Chris is a well known speaker at the local, state, and national level on many of these topics.

## Management Consulting in Parks, Recreation, and Sports since 1995

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

## Representative Project Experience

Chris has led more than 200 projects for GreenPlay. Below is a representative sample:

- Baltimore Recreation and Park, MD – Services Assessment and Recreation Centers & Aquatics Study
- Colorado State Parks, CO – Colorado Front Range Trail Implementation Plan
- Denver Parks and Recreation, CO – Resource Allocation Priorities Study; Recreation Center Assessment
- Desert Recreation District, CA – Parks and Recreation Master Plan, Strategic Plan and Updates
- Erie County, NY – Parks and Recreation Master Plan
- Forest Preserve District of Cook County, IL – Recreation Master Plan
- Fraser Valley, CO – Parks, Recreation and Golf Master Plan Update
- Irvine, CA – Community Services Department Cost Recovery Analysis and Services Assessment
- Kirkland, WA – Cost Recovery Study
- Longmont, CO – Open Space and Trails Master Plan 2002 and 2018 Update
- Louisville, CO – Parks, Recreation, and Open Space Master Plan
- Manitou Springs, CO – Incline Project (Fitness Tourism)
- Raleigh, NC – User Fee Analysis Study
- Riverside County, CA – Regional Parks and Open Space District Master Plan
- Vancouver-Clark Parks and Recreation, Vancouver, WA – Organizational Assessment
- Virginia Beach Parks and Recreation, VA – Strategic Plan Update, Cost Recovery and Services Assessment
- Wimberley, TX – Blue Hole Regional Park Master Plan and Operations Plan

## Education

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

## Professional Affiliations

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



# Pat O'Toole

Principal

## Work Experience:

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

## Education

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

## Professional Affiliations

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

## Management Consulting in Parks, Recreation, and Sports since 1995

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

## Public Parks and Recreation Administration from 1979-1995

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

## Representative Project Experience

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

- Arizona State Parks – Cattail Cove Site Master Plan
- Bella Vista Village, AR – Comprehensive Amenities Needs Assessment and Action Plan
- Blue Springs, MO – Parks and Recreation Master Plan
- Chatham County, GA – Parks and Open Space Master Plan
- Colchester, VT – Parks and Recreation Needs Assessment
- Coppell, TX – Parks and Recreation Master Plan
- Dunwoody, GA – Parks and Recreation Master Plan
- Fargo, ND – Indoor Recreation Complex Feasibility Study
- Farmington, NM – Parks and Recreation Master Plan
- Laguna Hills, CA – Recreational Facilities Needs Assessment
- Lawrence, KS – Parks and Recreation Master Plan
- Lisle, IL – Pyramid Cost Recovery and Pricing Philosophy Methodology
- Meridian, ID – Parks and Recreation Master Plan
- Pearland, TX – Parks and Recreation Master Plan
- Spearfish, SD – Sports Complex Feasibility Study
- Wimberley, TX – Blue Hole Regional Park Master Plan
- Winter Park, FL – Community Center Feasibility Study



# Art Thatcher, MPA, CPRP

Principal



## Education & Certification

- Old Dominion University, Masters of Public Administration, 2005
- Christopher Newport University, Bachelors of Science, 1981
- Certified Parks and Recreation Professional, National Recreation & Parks Association (NRPA)
- NRPA Director School, 2010; NRPA
- Aquatic Facilities Operator, 2010; NRPA
- Certified Pool Operator, 2013; National Swimming Pool Foundation
- Aquatic Supervisor, 2009; Boy Scouts of America
- School of Sports Management, 1990; NRPA
- Leadership Training Institute, 2014; VRPS
- The Business Institute for Parks, Recreation and Leisure Services, 2002; NRPA
- LEAD, Weldon Cooper Center for Public Service (UVA), 1999
- Lifeguarding/Waterfront, American Red Cross
- CPR/AED/First Aid, American Red Cross
- Wilderness First Aid, Wilderness Safety Council

## Work Experience:

Art is a Certified Parks and Recreation Professional with 30 years of experience in public parks and recreation operations, programming and administration, volunteer board leadership, facility design and operations, and community engagement. Throughout his career, Art has concentrated on strategic and master planning, youth civic engagement and teen comprehensive planning, operations and facility management planning, outdoor adventure recreation development and programming, and community engagement facilitation. Art is a well known speaker at the local, state, and national level, and lecturer in the Parks, Recreation and Tourism Department at Old Dominion University. He was the 2014 President and Chair of the Board of the Virginia Recreation and Parks Society. He has become known as a national expert in working with coastal communities, including those that manage beaches as part of their parks and recreation systems.

- GreenPlay LLC, Project Consultant: 2013 - Present
- Bureau Manager of Recreation and Human Development – City of Norfolk, VA
- Information Technology Project Coordinator – City of Hampton, VA
- Superintendent of Parks & Recreation – City of Hampton, VA
- Operations Director, Norfolk FestEvents Ltd. – Norfolk, VA
- Director of Parks and Recreation – City of Poquoson, VA

## Representative Project Experience

- Amherst, NY – Recreation and Parks Master Plan Update
- Arlington County, VA – Sports Fields Use Study
- Bethlehem, NY – Parks and Recreation Master Plan
- Carbon Valley Recreation District, CO – Parks and Recreation Master Plan
- Caswell County, NC – Parks and Recreation Master Plan
- Chatham County, GA – Parks and Open Space Master Plan
- Clovis, CA – Parks Master Plan
- Darien, CT – Parks Master Plan
- Encinitas, CA – Parks and Recreation Master Plan
- Encinitas, CA – Financial Sustainability Project
- Erie County, NY – Parks and Recreation Master Plan
- Glenwood Springs, CO – Park, Recreation, Open Space and Trails Master Plan
- Gloucester County, VA – Needs Assessment for Parks, Recreation, and Tourism
- Greenbelt, MD – Recreation and Park Facilities Master Plan
- Maitland, FL – Parks and Recreation Master Plan
- Manassas, VA – Parks, Recreation, & Culture Needs Assessment and Facilities Plan
- Martin County, FL – Parks and Recreation Master Plan
- New Hanover County, NC – Department of Parks and Gardens Master Plan Update
- Oceanside, CA Parks and Recreation Master Plan
- Roanoke Regional Partnership, VA – Outdoor Needs, Operations Capital and Financial Analysis
- Rolesville, NC – Comprehensive Plan, Recreation Component
- San Diego County, CA – Parks and Recreation Master Plan
- San Gabriel, CA – Parks, Recreation, and Open Space Master Plan
- Santee, CA – Parks and Recreation Master Plan Update
- Sioux Falls, ND – Parks and Recreation Master Plan
- Wake Forest, NC – Parks, Recreation, and Cultural Arts Master Plan
- West Palm Beach, FL – Parks and Recreation Master Plan
- Williamsburg, VA – Parks and Recreation Master Plan
- Wilsonville, OR – Parks and Recreation Comprehensive Master Plan
- Winchester, VA – Needs Assessment





# Sylvia Allen

Special Projects Consultant

## Work Experience:

Sylvia Allen, President of Allen Consulting located in Holmdel, NJ has run her business for 36 years. Her marketing and public relations firm has produced more than 100 events per year and raises more than \$1 million worth of sponsorships for her clients each year. She was on the faculty at New York University for 20 years and has taught seminars on sponsorship and sales around the world.

Considered one of the world's sponsorship experts, she is the author of HOW TO BE SUCCESSFUL AT SPONSORSHIP SALES and A WOMAN'S GUIDE TO SALES SUCCESS. Allen has received numerous awards and honors, including being named to the International Festivals and Events Association Hall of Fame; honored as one of the Top 50 Women in Business in New Jersey; named Garden State Woman of the Year; and was recipient of the Humanitarian of the Year Award for her work with Sylvia's Children, a 501(c)3 organization she founded 11 years ago to help orphans in Uganda.

## Education

- MA, Empire State College, Culture and Policy, Cum Laude
- BA, University of Minnesota, Speech/Theatre Arts

## Academics

- New York University, Management Institute: Adjunct Associate Professor of Marketing and Program Advisor
- International Institute for Research: Workshop Leader
- International Festivals and Events Seminar Leader
- National Main Street Program: Workshop Leader
- Brookdale College: How to Build a Successful Consulting Business
- Speaker NJ Governor's Conference 2005; 2006
- New School for Social Research: Adjunct Assistant Professor
- Radio Advertising Bureau
- Developed Sports, Entertainment and Events Marketing program for Rutgers, New Jersey's State University
- Main Street State conferences: New Jersey, Iowa, Illinois, California; Michigan; Oklahoma; Indiana
- Professional Associations: Florida Festivals and Events Association, Michigan Festivals & Events Association, California Festivals and Events Association, International Association of Amusement Parks & Attractions, National Park and Recreation Association, Mississippi Main Street, New Jersey Society of Association Executives, Michigan Society of Association Executives, New Jersey Education Assn.

## Representative Experience

### Marketing Positions

Developed marketing, public relations, advertising and sponsorship programs for a diversity of clients including Qwest Dex, AT&T, Silver Fox Club, the Garden State Arts Center, Pan American Sports, Riverfest, and numerous New York and New Jersey Downtown Improvement Associations.

### Awards and Honors

- 2011 Outstanding Philanthropist of the Year AFP
- 2010 Holmdel Journal Business of the Year
- 2010 Top 100 in the Energizer Keep Going Hall of Fame
- 2010 New Jersey Governor's Award for Volunteerism
- 2009 MDA Visions of Hope award
- 2009 Girl Scouts Woman of Distinction award
- 2008 Senior of Distinction Award SCAN
- 2007 Top 50 Women in Business in NJ award
- 2007 Humanitarian of the Year award
- 2007 Garden State Women Owned Business of the Year
- 2006 ATHENA Award
- 2005 International Festivals and Events Hall of Fame
- Downtown New Jersey Awards: Highlands 2001, Keyport 2004
- 2003 CAMA Gold award Highlands' event marketing program
- 2003 Governor's Conference on Travel & Tourism Gold award
- Crystal Beacon Award, 2003, Business

Advocate of the Bayshore

- Pyramid award, 2000

### Board Positions (past & present)

- Co-founder, Women in Sports and Events (WISE)
- Past President, Jersey Shore Public Relations and Advertising Association
- Past President, Tower Hill Choir
- Chair, Marketing Advisory Committee, Family and Children's Service
- Board Member, Monmouth County Arts Council
- Chair, Sponsorship Committee, The Solomon R. Guggenheim Museum
- Treasurer, Mid-Atlantic Festivals and Events Association
- Past member, Business Advisory Committee, Guggenheim
- Past member, Advisory Board, National Sports Marketing Network
- Board of Directors, Bike New York, Inc.
- President, Asbury Park Repertory Theatre Company
- Founder and President, Sylvia's Children, Inc.
- Chairperson, Mission Committee, Holmdel Community United Church of Christ
- President, Assn. for Promotion of Tourism in Africa, NE chapter

### Publications

Sylvia has authored 5 books and has written numerous magazine and newspaper articles about marketing, management and sponsorship.



## Kim Bailey

### Project Consultant

#### Work Experience:

Kim has over 15 years of experience in public parks and recreation programming, planning, and management, has held leadership roles in both government and the non profit sector, and is known for her ability to identify strategic alliances, develop community partnerships, and drive innovation. Her public parks and recreation work began with the nationally renowned Chicago Park District where she built strategic partnerships with elected officials and community leaders, and was responsible for bringing the first urban high ropes course to the City. Bailey transitioned to Colorado as a member of the Mayor's cabinet to manage Denver Parks and Recreation (one of the larger public park systems in the country) with over 250 urban parks and parkways covering 4,300 acres and over 14,000 acres of mountain parks. In addition, she has been instrumental in leading Outward Bound Inc., the nation's foremost nonprofit delivering active-learning expeditions, implanting their strategic vision for growing program delivery sites (Centers) in urban communities.

#### Representative Project Experience

- GreenPlay LLC, Project Consultant: 2011 - Present
- Outward Bound USA, Vice President, Outward Bound Strategy and Centers: 2008 – 2011
  - Focused on program development, growth of the Outward Bound brand and presence nationally, and implementing the five year strategic plan.
- City and County of Denver, Manager Denver Parks and Recreation, 2003 – 2008
  - Appointee in the Mayor's cabinet, responsible for managing the acquisition, planning, development, operation, and maintenance of the City's parks and parkways, urban natural acres, 29 recreation centers, and seven municipal golf courses. Manage a \$65 million operating budget and a \$27.5 million capital improvement budget and in 2007 successfully secured \$91 million in bond funds for Parks and Recreation infrastructure improvements
- Chicago Park District, Region Manager, July 2001 – September 2003
  - Responsible for overseeing the overall operation (\$20 million budget) of Chicago Park District recreation programs, facilities, and grounds for all parks and recreation centers on the Southeast side of the city (approximately 1,400 acres in total).
- Area Manager, 1998 – July 2001
  - Responsible for ensuring the quality of leisure and recreation programming, facility and ground maintenance, staff recruitment and development, community outreach, and monitoring of capital improvement project for an assigned area of parks and playlots (approximately 700 acres in total).

#### Professional Publications

- 2008. "Mental Health Promotion in Children's Park Programs – Strategies for Success". National Recreation and Park Association Congress, Baltimore, MD.
- 2006. "Urban Parks and Recreation Forum: Issues Challenges and Lessons Learned– The Evolution of Recreation in Denver." National Recreation and Park Association Congress, Seattle, WA.
- 2006. "Is There Room for Youth in Our Parks? Will Youth Leave Their Room for Parks?" Urban Park and Recreation Summit, Chicago, IL.
- 2006. "The World Class Park System – An International Perspective". Parks and Greenspace Conference, Atlanta, GA.
- Kahne, J. & Bailey, K. (1999). The role of social capital in youth development: The case of "I Have a Dream" programs. Educational Evaluation and Policy analysis, 21(3) 321 – 343.
- Bailey, K. & Overstreet, J. (2006). "If we don't count, we don't count: Quantifying the Benefits of Denver's Park System." *City Parks Alliance* Newsletter.

#### Education & Professional Development

- University of Colorado, School of Architecture, Denver, Colorado | Ph.D. in Design and Planning. Graduate level courses in urban design and planning. 2006 - 2008
- University of Illinois, College of Education, Chicago, Illinois | Graduate level courses in Educational Policy. 1999 - 2003
- New York University, School of Education, Health & Arts Profession, New York, New York | MA in Counselor Education. Concentration: School and Community Counseling. May 1992
- Northeastern University, College of Arts & Science, Boston, Massachusetts | BS in Psychology. June 1990
- Harvard University, John F. Kennedy School of Government, Boston, Massachusetts
- Senior Executives in State & Local Government, June 2006
- University of Colorado, Graduate School of Public Affairs, Denver, Colorado
- Denver Community Leadership Forum, 2004



# Tom Diehl, CPRP

Project Consultant



## Work Experience

Tom is a Recreation and Athletics Management Professional with 35 years of experience at both public and private institutions. Tom has concentrated on program and facility enhancement, and his expertise includes strategic and master planning, feasibility studies, capital and operational planning, budgeting, resource management, procurement/contract administration, equipment specifications, construction management and historical renovations. He has extensive experience with recreation and athletics programming, community relations, and special events management. He has successfully overseen capital projects valued up to \$60 million.

## Representative Positions

- Project Consultant/Manager for GreenPlay with a focus on site operational planning and management, along with integration of stakeholder needs into overall systems success.
- Director and Associate Director of Recreational Sports at Virginia Commonwealth University.
- Assistant Athletic Director for Facilities at Marist College
- Intramural Director, Facility Director, HPE Instructor and Lacrosse Coach at Le Moyne College.
- Played Division I Lacrosse at Syracuse University.
- 13 years of experience coaching at the university level, high school coaching experience and experience coaching almost all sports at various youth levels.

## Representative GreenPlay Projects

- Aspen, CO – Recreation Center Expansion
- Bismarck, ND – Facilities Master Plan
- Bloomington, IL – Parks and Recreation Master Plan
- Colchester, VT – Needs Assessment and Master Plan
- Colchester, VT – Recreation Impact Fee Study
- College Park, MD – Duvall Field Master Plan
- Hesperia Recreation District, CA – Comprehensive Master Plan
- Lafayette, CO – Operation & Maintenance Study
- Leland, NC – Parks, Recreation, and Open Space Master Plan
- Loudon County, VA – Parks, Recreation, and Community Services Department Organizational Analysis
- Lynbrook, NY – Greis Park Master Plan
- Pleasant Valley Recreation & Parks District, CA – Senior & Community Recreation Facilities Needs Assessment
- Phelan Piñon Hills Recreation District, CA – Comprehensive Master Plan
- Prospect Heights Park District, IL – Comprehensive Master Plan
- Redmond Recreation & Parks District, OR – Recreation Center Feasibility Study
- Santee, CA – Master Plan Update and Site and Economic Analysis for Proposed Community Center
- Superior, CO – Pool Feasibility Study
- Vancouver, WA – Maintenance TCO and Alternative Analysis
- Walnut, CA – Walnut Ranch Park Expansion Project
- Waukesha, WI – Needs Assessment
- Williamsburg, VA – Master Plan
- Wilsonville, OR – Parks and Recreation Master Plan

## Education

- Master of Science, Syracuse University, August 1990
- Bachelor of Science, Syracuse University, December 1982

## Select Professional Affiliations and Development

- Long time NIRSA and NRPA member
- The Grace E. Harris Leadership Institute VCU Leadership Development - October 2013
- NIRSA School of Recreational Sports Management - June 1997
- Has been CPR/First Aid/AED certified, Certified Pool Operator, Certified Emergency Shelter Operator
- Active Shooter Training
- Cemetery Superintendent

## Areas of Expertise

- Master/Strategic Planning & Needs Assessments
- Feasibility Studies & Operational Programming
- Pricing Philosophy
- Organizational Structuring
- Alternative Funding & Partnerships
- Business Planning
- Policy Development
- Research Studies
- Marketing & Public Relations Strategies
- Accessibility Assessments
- Transition Plans
- Cost-Benefit Analysis
- Risk Management Evaluation



# Rebecca Dunlap, CPRP

Project Consultant, Research/Marketing Assistant



## Overview:

Instilled with a love for people and parks, Becky Dunlap embarked on a career in parks and recreation in the hopes that she could change lives through the power of play, health and wellness, and community relationships. While studying at the Warnell School of Forestry at the University of Georgia, she took an interest in developing her technical skills, learning website development, graphic design, and social media marketing on the side. Becky jumped into a management role shortly after joining the City of Boulder Parks and Recreation as a Facility Coordinator, supervising operations at the recreation centers and outdoor facilities. Her enthusiasm for the power of parks and recreation aligns naturally with Greenplay's mission to help organizations dedicated to parks, recreation, and open space achieve community goals through high quality, dynamic, creative, and functional solutions.

## Education

- Bachelor of Science of Forest Resources, Natural Resource Recreation and Tourism, University of Georgia, 2013

## Speaking Engagements

- National Recreation and Parks Association – 2017
- Colorado Parks and Recreation Association 2016
- Topics: Marketing Workshop, Productivity, Trello for Parks and Rec, Defining an Audience

## Publications

- "Defining an Audience" Parks and Recreation Business, December 2017

## Representative Project Experience

### GreenPlay LLC

- Research Assistant conducting nationally-focused and community specific trends and demographics analysis
- Project Consultant assisting in all planning elements, with a focus on social media, marketing, cultural context, project management and workflow software and innovative community outreach

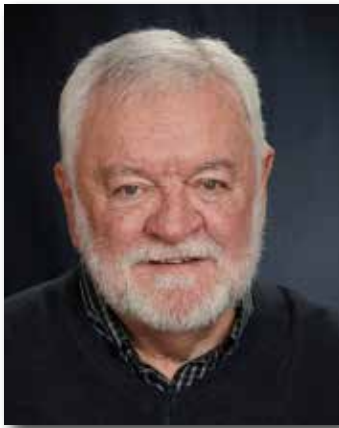
### Representative GreenPlay Projects:

- Alexandria, VA – Cost Recovery Policy
- Brush, CO – Parks and Recreation Master Plan
- De Soto, KS – Parks and Recreation Master Plan Update
- Henderson, NV – Parks and Recreation Master Plan Update
- Kirkland, WA – Cost Recovery Policy
- Lynbrook, NY – Greis Park Master Plan
- Newport News, VA – Mariners Museum and Park Needs Assessment
- Phelan Piñon Hills Park District, CA – Comprehensive Master Plan
- Pleasant Valley Recreation and Park District, CA – Comprehensive Master Plan
- Prospect Parks and Recreation District, CO – Master Plan Update
- San Bernardino, CA – Prado Park Master Plan
- San Luis Obispo County, CA – Parks Needs Assessment, Trends Analysis, and Cost Recovery Policy

### Public Sector

- Facility Operations Coordinator for the City of Boulder Parks and Recreation Department
- Marketing Assistant/Customer Service Specialist for City of Boulder Parks and Recreation Department
- Recreation Assistant for Athens Clarke County Leisure Services Department
- Water Conservation Assistant for Athens Clarke County Water Conservation Department





# Bob Easton

## Project Consultant

### Work Experience:

Bob has 31 years of experience in Parks, Open Space, and Recreation Management. His career history has involved all aspects of park and recreation administration with a focus on parks and open space development and management. Bob has been a lifetime resident of Arapahoe and Douglas Counties.

- GreenPlay, LLC, Management Consultant (part time), 2008-Present
- Bergen Ditch and Reservoir Company, Contracted Manager
- Foothills Park and Recreation District, Jefferson County, CO, Executive Director, 1994- 2007
- Foothills Park and Recreation District, Jefferson County, CO, Deputy Director, 1984- 1994

### Education

- NRPA Executive Development School, University of Georgia, 1985
- Bachelor of Arts, Park and Recreation Administration, Metro State College, Denver, 1976
- NRPA Planning and Maintenance School, and Western Revenue Management School Additional Industry-Related Skills and Affiliations
- Public process coordination and conflict resolution
- Bond/tax election management
- Open space policy development and review
- Government agency grant writing and strategic funding initiative development and implementation
- Capital development and land acquisition planning, appraisals review and negotiations
- Water use regulations and policies; irrigation ditch company operations
- Risk management, insurance, safety committee, claims review
- Legislative policy, political process, and lobbying experience

### Professional and Project Experience

As Executive Director for Foothills Park and Recreation District, Bob managed all aspects of the District, overseeing park and recreation operations that included 54 developed parks, 26 open space/greenbelt areas, 3 developed regional parks, 3 recreation centers, 2 golf courses, 6 swimming pools, an ice arena, indoor sports arena, and approximately 20 miles of multiuse trails. Bob directly supervised multiple departments, including Community Services, Parks and Planning, Construction, Finance, Human Resources, and Information Technology. Bob brings broad-based and extensive experience in Parks and Recreation supervision with a focus on park and open space management. As an experienced professional in the Parks and Recreation industry, Bob has joined the teams of GreenPlay, LLC and Bergen Ditch and Reservoir Company.

### GreenPlay LLC

- Carbon Valley Recreation District, Colorado – Operational Assessment
- Colorado Parks and Wildlife – Site Redevelopment Plans
- Eaton, CO – Recreation Center Business Plan and Operational Pro Forma
- El Paso County, CO – Operations and Maintenance Manual Review
- Erie, CO – Parks, Recreation, Open Space, and Trails Master Plan
- Evergreen Recreation and Parks District – Strategic Plan
- Lakewood, CO – Bear Creek Lake Park Plan
- Littleton, CO – Parks, Recreation, and Open Space Master Plan
- Louisville, CO – Parks, Recreation, Open Space, and Trails Master Plan
- Manitou Springs, CO – Parks, Open Space, and Trails Master Plan
- Widefield School District – Parks and Recreation Master Plan

### Additional areas of expertise:

- Feasibility study, implementation, construction and 5 year budget projections for an 80,000 sq. ft recreation center built in conjunction with BRS. The center included a lap/competition pool, therapy pool, and indoor water park with slides, lazy river, zero depth, etc.
- Feasibility study for a 2 sheet ice arena, developed and eventually built in a design/build approach by Saunders Construction, included 5 year budget projections that proved accurate and facility operates at a profit INCLUDING debt retirement
- Similar feasibility study for an indoor sports arena, also design/build by Saunders Construction, 5 year budget projection prepared by staff, facility met and actually exceeds budget projections, operating at a profit
- Feasibility study in conjunction with BRS for a proposed new recreation Center in the Conifer area, including budget and programming projections, election for inclusion into Foothills and tax increase was not successful, therefore the study was never implemented.





## Daniel Hopkins, MBA

### Project Consultant

For more than 30 years Danny has served in several leadership positions in the open space, parks and recreation profession since 1988. His experience includes management of open space, trails, and conservation lands, knowledge of park maintenance and operations, golf course, aquatic, and professional sports facility design, construction, maintenance, and operations, special event and athletic tournament production, grant writing and alternative funding initiatives.

Prior to coming to GreenPlay Danny worked as an independent private consultant providing services in master planning, financial planning, feasibility studies, staff training, and sports marketing. Danny has been successful in developing strong professional relationships with local government professionals and community leaders with the focus on finding creative solutions to each of their community's unique challenges.

#### EDUCATION

- Master of Business Administration Degree, University of Sarasota School of Business
- Graduate Studies in Education, Fordham University of New York School of Social Services
- Bachelor of Science Degree, State University of New York, Empire State College School of Human Services

#### PROFESSIONAL AFFILIATIONS:

- North Carolina Recreation and Parks Association
- National League of Cities
- International Northwest Parks and Recreation Association
- Washington Trust for Historical Preservation Association
- Washington Recreation and Parks Association
- Florida Beaches Preservation Association
- National Association of Counties
- National Recreation and Parks Association
- Florida Recreation and Parks Association
- United States Swimming Association
- Florida Swimming Association
- Gulf Coast Swimming Association
- Florida High School Coaches Association

#### Work Experience:

- GreenPlay LLC – Project Consultant, 2019–Present
- Quality of Life Consulting Services LLC – CEO & Founding Member, 2013–2018
- MANATEE COUNTY - Parks and Natural Resources, Bradenton, FL – Recreation Division/Capital Improvement Program Manager (2016-2018); Aquatics Director (2015-2016)
- TOWN OF CARY – Parks Recreation Cultural Resources, Cary, NC – Director, 2010–2012
- CITY OF ASHEVILLE – Parks Recreation Cultural Arts, Asheville, NC – Superintendent, 2008–2010
- TOWN OF MIAMI LAKES – City Manager's Office, Miami Lakes, FL – Community Planning & Capital Projects Director, 2007-2008
- TOWN OF MIAMI LAKES - Parks & Recreation, Miami Lakes, FL – Director, 2006-2007
- CITY OF REDMOND - Parks & Recreation, Redmond, WA – Director, 2000-2006
- MANATEE COUNTY – Recreation & Cultural Services, Bradenton, FL – Director, 1993-2000

#### Representative Project Experience

- Parks & Natural Resources Department \$65 million ½ sales tax initiative, Manatee County, FL
- Greenways & Trail Master Plan, Town of Miami Lakes, FL.
- Urban Tree Canopy Management Plan, Miami Lakes, FL
- Critical Facility and Operational Review, County Parks & Natural Resources Department, Manatee County, FL
- Quality Control Systems and Operational Audits, Town of Miami Lakes, FL
- Stadium Expansion Wake Med Soccer Park, Cary, NC
- Construction of Cary Arts Center, Cary, NC
- NCAA Division II National Baseball Championship, Cary, NC
- NCAA Division I College Cup Soccer Championship, Cary, NC
- International Northwest Parks and Recreation Association Award for Outstanding Parks Design, Redmond, WA
- National Parks Service Partnership Award, Lakes to Locks Trail, Redmond, WA
- Implementation of a comprehensive prescribed burn program for Conservation Lands, Manatee County, FL



## Gareth Jones, PhD

Special Project Consultant

### Education:

Gareth Jones graduated in 2016 from North Carolina State University (NCSU) with a Doctor of Philosophy (PhD) in Parks, Recreation, and Tourism Management. While at NCSU, he also earned his graduate certificate in Geospatial Information Science (GIS). Prior to entering NCSU in the Fall of 2013, Gareth earned his Bachelor of Science (BS) and Master of Science (MS) degrees in Sport and Recreation Management from Temple University. As an undergraduate at Temple University, he also earned a minor in General Business Studies.

### Work Experience

Gareth has experience with youth and community development efforts in a variety of sectors. He served as a regional representative for Play Rugby USA, a national non-profit organization pioneering the development of youth through rugby. As a research assistant at Temple University, he also provided summative assessment services for other non-profit organizations promoting positive youth development through sport. He has also interned and worked with parks and recreation departments in the public sector, functioning primarily within the areas of youth sport and youth development. In the private sector, Gareth has worked as a private contractor with SP Plus Gameday, a global event planning organization that specializes in mega-sport events including the Winter and Summer Olympics, Super Bowl, and Gold Cup. He is currently an Assistant Professor of Sport and Recreation Management with the School of Sport, Tourism, and Hospitality Management at Temple University.

### Research And Spatial Analysis

Gareth's research focuses on how sport and recreation contributes to youth and community health outcomes. In particular, he utilizes geospatial analysis to study the distribution of supportive recreation services. By gathering, classifying, and symbolizing spatial features and their categorical attributes, Gareth provides visual inventories of community assets and programs. He also utilizes analytical techniques such as hot spot analysis, grouping analysis, and high/low clustering to study the spatial distribution and locational characteristics of services and assets.

### GreenPlay Project Experience

- Calvert County, MD – Land Preservation, Parks and Recreation Plan
- Charles County, MD – Land Preservation, Parks and Recreation Plan
- Fraser Valley, CO – Parks, Recreation and Golf Master Plan Update
- Leland, NC – Parks, Recreation, and Open Space Master Plan
- Prospect Heights Park District, IL – Comprehensive Master Plan
- Roanoke Regional Partnership – Outdoor Recreation Operations, Capital, and Financial Analysis
- St. Mary's County, MD – Land Preservation, Parks, and Recreation Plan Update

### Analytical Software Proficiencies

- ArcGIS Desktop
- UCINET Software
- R: The R Project for Statistical Computing
- SAS
- SPSS
- QSR Nvivo

### Membership in Professional Organizations

- Academy of Leisure Sciences (ALS)
- National Recreation and Parks Association (NRPA)
- Society of Outdoor Recreation Professionals (SORP)
- North American Society for Sport Management (NASM)
- European Association for Sport Management (EASM)
- Ro Phi Lambda Honorary Society



# Keri Konold, CPRP

Project Manager



## Work Experience

Keri is a Certified Parks and Recreation Professional (CPRP) with experience in public open space, parks, recreation, golf course, and cemetery management for three Colorado public agencies since 2007. Keri has a passion for public land management, integrating roles for health and wellness, balancing conservation and recreational use, and improving working relationships for all involved. She also has served as a member of the City of Lafayette, CO's Open Space Advisory Committee. Keri received a BS in Anthropology at Kansas State University, with a focus in accounting. Keri's business acumen and abilities for quick discernment of key issues match with her professional people skills, making her an ideal consultant on a variety of types of projects.

- GreenPlay Project Consultant, 2018 - current
- Community Relations Officer, City of Boulder Open Space & Mountain Parks, CO, 2016-2018
- Budget Analyst, City of Boulder Parks & Recreation, CO, 2015-2016
- Recreation Programs Manager, Carbon Valley Parks & Rec. District, CO, 2014-2015
- Senior Administrative Assistant, City of Lafayette Parks, Open Space & Golf Department, CO, 2007-2014

## Representative GreenPlay Projects:

- Aurora, CO – Parks, Recreation, and Open Space Master Plan Update
- Brush, CO – Parks and Recreation Master Plan
- Lafayette, CO – Parks and Recreation Master Plan Update
- Longmont, CO – Wildlife Management Plan Policy Update
- Prospect Park and Recreation District, CO – Master Plan
- Santa Maria, CA – Leisure Needs Assessment and Action Plan

## Other Representative Project Experience:

- Led collaborative open space planning efforts including the 2013 Lafayette Parks, Recreation, Open Space and Trails Master Plan and the 2014 Lafayette-Pioneer Outdoor Play Yard Project Task Force
- Strategically planned and marketed large public events including Imagina Open Space and the grand opening of the Thomas Open Space Barn, a public building for the retail sales of locally grown produce and goods
- Managed a Prairie Dog Working Group consisting of 13 community members and 4 city staff charged with recommending consensus-based, innovative solutions to improve prairie dog management on city-managed lands
- Worked with Boulder Open Space Conservancy to meet organizational goals, including the development of a regional agriculture center to provide resources on sustainable practices and business needs
- Assisted with impact analysis on Community-Building Strategic Team and implemented internal guidelines for community events
- Led staff to comprehension of a department's financial plan and suggest long-term strategies for holistic programmatic evaluation and success
- Negotiated improved terms for intergovernmental, joint-use, and special-use agreements by working collaboratively with public agency leaders and gaining buy-in for the long-term vision

### Education:

- Bachelor of Science in Anthropology, Kansas State University, 1996
- Czech Studies, Charles University, Prague, 1997
- Program Graduate, University of Virginia's Weldon Cooper Center for Public Service Learning, Educating, and Developing, 2017
- Certified Parks and Recreation Professional
- Certificate - International Association of Public Participation Foundations in Effective Public Participation
- Certificate of Level 1, ArcGIS

### Publications:

- "For Lafayette Parks, Open Space and Golf: Recognition is Multi-Directional," Colorado Parks and Recreation Association Byline, Fall 2012



## Jill Krantz, MPA, CPRP

### Project Manager

#### Work Experience:

Jill brings extensive collegiate and municipal recreation career experience encompassing over 30 years in the profession. Most recently, she served as the Associate Athletics Director for the University of Virginia Intramural-Recreational Sports Department combining her passion and expertise leading the expansion and renovation of facilities, fiscal planning and management, strategic University collaborations, support of Varsity Athletics, and organizational development. Jill's expertise includes strategic master planning, capital and operational planning and execution, facility feasibility studies, program and facility enhancement, quality service delivery, and community engagement. Her experience features collegiate-level as well as municipal capital projects valued over \$34 million

#### Education

- Master of Public Administration, Phi Kappa Phi, School of Public and International Affairs, North Carolina State University
- Master of Parks, Recreation and Tourism Management, College of Natural Resources, North Carolina State University
- Bachelor of Science, Park and Recreation Administration, University of Wisconsin-LaCrosse
- NRPA Western Revenue Management School, Presenter and Graduate

#### Professional Affiliations

- Past Member of Atlantic Coast Conference (ACC) Rec Sports Directors Consortium
- Professional Member of NIRSA
- Past Chair and Member of Student Activities Committee, University of Virginia
- Past Member of University of Virginia Legislative Advisor Group, Arboretum and Landscape Committee, Critical Incident Management Team, State Managed Shelter Planning Team
- Facilities Design and Management School, CPRA, Organizational Committee and Presenter
- Athletic Business, Presenter and Participant
- Activating Your Firm's Service Culture, Arizona State University
- Aquatic Facility Operator (AFO) Certification

#### RECREATION AND PARKS ADMINISTRATION AND CONSULTING SINCE 1984

- University of Virginia Intramural-Recreational Sports Department, Associate Athletics Director and Assistant Athletics Director: 2010-2018
- City of Loveland Parks and Recreation, Colorado, Facility Manager, Chilson Recreation/Senior Center: 2003-2010
- GreenPlay LLC, Principal Consultant: 2001-2005; Present
- City of Loveland Parks and Recreation, Colorado, Assistant Facility Manager, Chilson Recreation/Senior Center: 1992-1998
- University of Colorado Boulder School of Business, Recreation and Tourism Director and Faculty Member: 1990-1992
- Onslow County Parks and Recreation, North Carolina, Recreation Supervisor: 1986-1988

#### REPRESENTATIVE PROJECT EXPERIENCE

##### University of Virginia Projects

- Recreation Center Facility Expansion/Renovation
- Natatorium Facility Audit; Natatorium Facility Renovations and Maintenance Improvements
- Recreation Center Facility Renovation (integrating Outdoor Recreation Center, Climbing Center, and Functional Training)
- Recreation Center Facility Interiors Improvements
- Facility Maintenance Shop Expansion/Renovation

##### Municipal and GreenPlay Projects

- Loveland, CO – Recreation Center Feasibility Study and Community Engagement
- University of Colorado, Boulder – Sports Facilities Needs Assessment
- Shoreline, WA – Parks, Recreation and Open Space Plan
- Prescott Valley, AZ – Parks and Recreation Master Plan
- Prescott Valley, AZ – Community Center Feasibility Study
- Arizona State Parks, AZ – Comprehensive Pricing Policy and Cost Recovery Philosophy
- Aberdeen, SD – Aberdeen Community Needs Assessment and Survey
- Peoria, AZ – Rio Vista Community Park Operations and Maintenance Plan
- Lake County, CO – Lake County Master Plan
- Boulder, CO – Valmont City Park Partnership Pilot Project
- Federal Way, WA – Community Center Planning and Preliminary Design
- Federal Way, WA – Community Center Operating Business Plan
- Macomb, MI – Management Operations and Program Components for a Community Recreation/Aquatics Center





## Dylan Packebush, MBA, CPRP

Project Consultant



### Work Experience:

Born and raised in Anchorage, Alaska, Dylan brings a wide-range of experiences to GreenPlay and GP RED. His career in recreation began in sports, building an expertise in logistics and operations through his work in collegiate athletics and the non-profit sector. He chose to earn his MBA at the prestigious Warsaw Sports Marketing Center at University of Oregon where he worked as a business and market strategy consultant. Since joining GreenPlay, he has been involved in a variety of projects ranging from master planning to feasibility studies for facilities. Dylan transformed his life through his own access to recreation, and he looks to provide those same opportunities to others. He holds a deep-rooted belief in improving communities through the access to arts, education, and sports. Dylan's passion for life, new experiences, and people is reflected in his commitment to his clients.

### Education and Certifications

- Certified Parks and Recreation Professional - National Recreation and Parks Association
- Master of Business Administration, Sports Marketing, Lundquist College, University of Oregon, 2013
- Bachelor of Science, Recreation, Harrah College, University of Nevada, Las Vegas, 2009

### Speaking Engagements

- Society of Outdoor Recreation Professionals Conference – 2017
- WRPA – 2017
- CPRA – 2015/2016
- Topics: Marketing Plan Development, Target Audience, Trends

### Committee Service

- Adaptive Sports Northwest, Board of Directors, December 2018 to Present
- Denver Urban Scholars, Marketing and Volunteer Outreach Committee, 2014 to 2016
- University of Oregon Movember campaign, Co-Lead, Fall 2012
- Women in Sports Business Symposium Organizing Committee, Relations, Spring 2012
- Anchorage Opera, Opening Night Gala Committee, Fall 2009 and 2010

### Project Experience

- Arizona State Parks – Cattail Cove Park Master Plan
- Berthoud, CO – Parks and Recreation Master Plan Update
- Bloomington, IL – Parks and Recreation Comprehensive Master Plan
- Commerce City, CO – Building Program Plan
- Commerce City, CO – Facility Feasibility Study
- Darien, CT – Parks and Recreation Master Plan
- Erie, CO – Marketing Plan Update
- Erie, CO – Parks and Recreation Master Plan Update
- Erie County, NY – Parks and Recreation Master Plan & Strategic Marketing Plan
- Golden, CO – Parks and Recreation Master Plan
- Greenbelt, MD – Parks and Recreation Facilities Master Plan
- Helena, MT – Parks and Recreation Master Plan
- Lewis and Clark County, MT – Parks and Recreation Master Plan
- Longmont, CO – Open Space and Trails Master Plan Update
- Loveland, CO – Recreation Center Feasibility Study
- Littleton, CO – Parks and Recreation Master Plan
- Lyons, CO – Land Use Management Plan
- Manitou Springs, CO – Parks, Open Space, and Trails Master Plan
- NRPA – Proximity and Awareness Analysis and Report
- Northeast Tennessee Regional Economic Partnership – Outdoor Development Master Plan
- Prospect Heights Park District, IL – Comprehensive Master Plan
- St. Louis County, MO – Parks and Recreation Master Plan
- Teton/Jackson, WY – Parks and Recreation Strategic Plan
- Tulsa, OK – Operations Consolidation Feasibility Study
- Virginia Beach, VA – Parks and Recreation Strategic Plan
- Widefield School District, CO – Parks and Recreation Master Plan
- Windsor, CO – Parks, Recreation, and Culture Master Plan

### Publications

“Developing a Strategic Marketing Plan” - *Parks and Recreation Business* 2017  
“Boomer and Millennial Generation Team Building Tips” - *Athletic Business* 2017  
“Effective Teams: Appreciating Generational Differences” - *CPRA Byline* 2017  
“Changing the Conversation” - *AZPRA Magazine* 2015; *WIPRA* 2015; *Alabama Recreation and Parks Association* 2015





# Dave Peterson, MS, PLA

Special Projects Consultant, GRASP® Team Leader

## Work Experience

Dave's leadership in the science of parks and recreation planning embraces innovative techniques for incorporating demographics data into GIS analyses and determining needs beyond traditional broad-brush allocation strategies.

Dave started his career in community development and planning but expanded to park and school design. This provided an excellent transition into park and recreation master planning. This variety of experience, as well as his diverse background in education and sports medicine make him a valuable team member.

Dave loves the latest in software and technology and is always looking for the newest computer graphic technique or process to incorporate into his projects. He also enjoys the opportunity to visit hundreds of parks each year as part of GRASP® inventory and assessment. Parks and recreation master planning and comprehensive GIS mapping using composite values methodology incorporates both detailed and broad thinking and therefore is a good match for his skills. Dave is a Registered Landscape Architect in Colorado and is a CLARB Certified Landscape Architect.

## Education

- M.S., Exercise and Sports Science, University of Arizona, Tucson, Arizona
- B.S., Landscape Architecture, Colorado State University, Fort Collins, Colorado
- B.S., Education, University of Nebraska, Lincoln, Nebraska

## Certifications

- Registered Landscape Architect in Colorado (#977), 2012
- CLARB Certified Landscape Architect

## Representative Project Experience:

### Park & Recreation Master Planning

- Bloomington, Illinois
- Cary, North Carolina
- Charleston County, South Carolina
- Cook County Forest Preserve District, River Forest, Illinois
- Desert Recreation District, Indio, California
- Encinitas, California
- Farmington, New Mexico
- Green Valley Ranch Metro District, Denver, Colorado
- Littleton, Colorado
- Louisville, Colorado
- North Clackamas District, Oregon City, Oregon
- Palm Springs, California
- Pearland, Texas
- Plainfield Park District, Plainfield, Illinois
- Springfield Park District, Springfield, Illinois
- Stafford County, Virginia
- Tulsa, Oklahoma
- Wake Forest, North Carolina
- Wilsonville, Oregon
- Wheat Ridge, Colorado

### Park & Recreation Master Plan Updates

- Commerce City, Colorado
- Corvallis, Oregon
- El Paso County, Colorado
- Lakewood, Colorado
- Tualatin Hills Park and Recreation District, Beaverton, Oregon
- Wheat Ridge, Colorado
- Windsor, Colorado

### Healthy Communities Assessment and Planning

- Arlington Heights Park District, Arlington Heights, Illinois
- Liberty, Missouri
- South Bend, Indiana

### Athletic Field Allocation Studies

- Arlington County, Virginia
- Stafford County, Virginia

### Statewide Comprehensive Outdoor Recreation Plan (SCORP)

- Maryland Department of Natural Resources
- State of New Mexico

### Parks Asset Inventory and Assessment

- City and County of Denver, Colorado



## Dan Seder, MBA, CPRP

Project Consultant



### Work Experience

Dan is a Parks and Recreation Professional with 25 years in the industry. Dan has extensive experience in facility operations and management, aquatics, community programming, special events, and recreation programming.

Throughout his career, Dan has had an emphasis on recreation facility and aquatic management. He has overseen and operated the grand opening of a multi-million dollar aquatic facility which won the URPA facility of the year award, organized and developed a new Parks and Recreation department from the ground up, coordinate the opening of a senior/community center and created multiple youth and adult recreation and aquatic programs in the community. Dan has participated on various community boards and local government agencies, been an active member Utah and Nebraska's state parks and recreation associations, and been a part of a community recreation facilities master plan collaboration group.

- Project Consultant – GreenPlay LLC
- Parks and Recreation Director – City of Fremont, Nebraska
- Interim Aquatics Manager – Kroc Community Center/Salvation Army, Omaha, Nebraska
- Parks and Recreation Director – Lindon City, Utah
- Operations Manager, CCMC Daybreak Community Association – South Jordan, Utah

### GreenPlay Project Experience

- Bloomington, IL – Parks and Recreation Comprehensive Master Plan
- Caswell County, NC – Parks and Recreation Master Plan
- Clinton, IA – Parks and Recreation Master Plan
- Clovis, CA – Parks Master Plan
- Fraser Valley, CO – Parks, Recreation and Golf Master Plan Update
- Kirkland, WA – Cost Recovery
- Leland, NC – Parks, Recreation, and Open Space Master Plan
- Redmond, WA – Cost of Service Methodology for Parks and Recreation Fees

### Other Representative Project Experience

- Responsible for the overall operation of the Parks and Recreation Department, including parks, facilities, swimming pools, recreation, cemetery, baseball/softball/soccer complex, three indoor/outdoor arenas
- Part of a community wide recreational facilities collaboration group, planning and developing future facilities for the city and partners in the community (private university, school district, YMCA, Chamber of Commerce)
- Responsible for the overall operation of the Aquatics Department of the Kroc Community Center, a 125,000 square foot facility, including programming, operations, staffing, customer service, and community awareness
- Enhanced and improved current programming and created new programs to increase revenue and services of the facility and department
- Applied a cost analysis for budgeting programs to maintain an awareness of expenses and project revenue for current and new programs
- Created and supervised leadership positions within the department

#### Education

- Masters of Business Administration – University of Phoenix, 2006
- Bachelor of Science – Health Education - Utah State University, 1995

#### Professional Affiliations/Expertise

- NRPA- National Recreation and Park Association
- NERPA- Nebraska Recreation and Park Association
- URPA- Utah Recreation and Parks Association
- CURPA- Central Utah Recreation and Parks Association

#### American Red Cross Certifications:

- LGI, LGT, First Aid/CPR

#### Ellis and Associates ILTP Instructor

- AFO Certification

#### Community Boards/Activities

- Park Board
- Cemetery Board
- Keep Fremont Beautiful
- Arboretum Committee
- Various Youth Sports Organizations/Coaching/Mentorship



# Caylon Vielehr

GIS Analyst/Project Consultant

## OVERVIEW:

Caylon has served in many roles throughout the last decade. His love for health and play have given Caylon a true appreciation for our public spaces and the role that they can play in our communal and ecological health. He applies a keen interest in geographic information science and the impacts it has on our human landscape, social justice, and equality. Through his experience in program leadership, Caylon has worked personally with diverse populations and gained valuable experience in communication and public relations. He provides a combination of technical analysis, people-oriented personality, and passion for the power that parks and recreation brings to quality of life in communities.

### Education

- Bachelor of Arts in Philosophy from Fort Lewis College, Durango, CO, 2015 Minor in Business Administration with strong focus in geology, GIS, natural and health sciences, accounting, and writing
- Environmental Development, Agriculture Extension, and Beekeeping training at Peace Corps - The Gambia, West Africa, 2015

## REPRESENTATIVE EXPERIENCE

### GP RED and GreenPlay LLC (2019 to present)

- GIS Analyst compiling geographic datasets and performing inventories, data interpretation, component-based levels of service analysis, and presentation, mapping, and informative rendering of intuitive models.
- Project Consultant assisting in planning elements, demographics analysis, public relations, and community outreach.

### Planning and Analysis Projects for GreenPlay

- Angleton, TX Parks and Recreation Master Plan
- Aurora, CO Parks, Recreation, and Open Space Strategic Plan
- Hamilton, TN Parks and Recreation Master Plan
- Henderson, NV Parks and Recreation Master Plan
- Sandpoint, ID Parks and Recreation Master Plan

### Other Relevant Experience:

- Land Surveying and Data Acquisition - Flatirons Surveying, Boulder, CO, 10/17 – 4/19
- Environment/Agriculture Services - Peace Corps Volunteer, The Gambia, West Africa, 11/15 – 11/17
- Information Technologies Lab Technician, Fort Lewis College, Durango, CO, 1/13 – 5/15
- Professional Recreation and Outdoor Programming, Instruction, and Tour Leadership
  - Holiday River Adventures, Multiple Rivers, UT, 7/18 - current
  - Arkansas Valley Adventures, Buena Vista, CO, 5/15-9/15
  - Mountain Waters Rafting, Durango, CO, 5/14 - 8/14
  - City of Durango Parks and Recreation, CO, 5/12 - 9/12
  - City of Broomfield Parks and Recreation, CO, 2007 – 2010



# Lisa Wolff, MSL, CPRP

Project Consultant



## Work Experience

Lisa is a Certified Park and Recreation Professional (CPRP) with broad experience in the field of local government, primarily in recreation and parks. Spanning a 30-year career, Lisa's foundation within the profession has developed partnership programs throughout her career in both financial giving and facility development across numerous spectrums. With a strong background in this area, Lisa has fostered projects and sponsorships exceeding \$2 million dollars in funding and additional partnerships. Recently, Lisa has worked closely to help develop and maintain community-based initiatives that are focused in the area of health and wellness. Her philosophy begins with building and investing in healthy environments within a community to create new conversations for stronger and more viable change for the quality of life!

In addition to the development of strong partnerships, she also focuses on staff organization and development, planning and programming, trail development, marketing and partnerships, facility operations and overall project management. Her true passion lies in building strategic organizations through innovative and creative leadership and guidance while focusing on internal and external collaboration and communication among all stakeholders.

Lisa has served as President of the North Carolina Recreation & Parks Association (NCRPA) and has been a long-term Senate Appointed Board Member to the North Carolina Parks & Recreation Trust Fund. Her role as Assistant Director of Recreation & Parks with the City of Burlington, NC has included oversight of the programming division including: aquatics, recreation centers, youth programming and specialized recreation services, park maintenance, youth and adult athletics, tennis, athletic turf maintenance, theater, and special events. Her skillset also includes:

- Fostering successful collaboration among teams and communities
- Knowledge of local government administration including Council and Manager format of leadership
- Creating innovative development processes for projects, programs and workforce development
- Developing branding, marketing and multi-media initiatives
- Encouraging employee development, recognizing the strengths and areas for improvement in others by providing opportunities and guidance to build skills and capacity

## Key Consulting, Education, & Leadership Roles

- GreenPlay LLC, Project Consultant
- Elon University – B.S. Leisure & Sport Management;
- Pfeiffer University – Master of Organizational Change & Leadership;
- UNC School of Government-Municipal Administration
- Assistant Director, Burlington Recreation & Parks
- Project Lead & Contact – Burlington, NC Greenways & Bikeways Plan
- Project Lead Quick-Hitter Trail Expansion, Burlington, NC
- Project Lead Paramount Theater & Expansion Plan
- NRPA Directors School, 2017
- North Carolina Tennis Association
- Downtown Corporation Board Member – Burlington NC
- North Carolina Recreation & Parks Scholarship Foundation Board

## Education

- Elon University – B.S. Leisure & Sport Management
- Pfeiffer University – Master of Organizational Change & Leadership
- UNC School of Government – Municipal Administration

## Accreditations, Awards, and Community

- National Recreation & Parks Association
- Certified Parks and Recreation Professional, National Recreation & Parks Association (NRPA)
- North Carolina Recreation & Parks Association
  - President 2012
  - 1st Vice President, 2011
  - 2nd Vice President, 2010
- Past National Recreation & Parks Association (NRPA) Representative
- Recipient of the North Carolina Recreation & Parks Association's Meritorious Service Award
- State of North Carolina Parks & Recreation Authority Member Appointed by the North Carolina General Assembly
- Former Leisure & Sports Management Search Committee Member - Elon University
- North Carolina Recreation and Parks Scholarship Foundation Board



## KEY CONSORTIUM ALLIANCES

*GreenPlay is committed to partnering with leading experts and firms to ensure the highest quality results for your individual community.*

*The following firms are just some of the agencies that we work with on a regular basis.*



- **Atkins (formerly PBS&J)** – Planning, Architecture, and Landscape Architecture
- **BRS Architecture** – Architects Specializing in Recreational Facilities
- **CPWG** – Landscape Architecture, Planning, and Engineering
- **Chen Moore and Associates** – Engineering, Landscape Architecture, and Planning
- **Clark Patterson Lee** – Architecture and Planning
- **Design Concepts** – GRASP® Analysis, Landscape Architects and Planners
- **Design Workshop** – Landscape Architecture, Land Planning, Urban Design and Tourism Planning
- **DHM Design** – Landscape Architecture and Planning
- **Kahler Slater Architects** – Architectural Services
- **KezziahWatkins** – Public Input Facilitation
- **KTUA** – Landscape Architecture and Planning
- **LandDesign** – Landscape Architecture and Planning
- **National Research Center, Inc.** – Statistically valid Surveys
- **National Service Research (NSR)** – Statistically valid Research Surveys
- **Public Research Group** – Survey Design and Implementation
- **RRC Associates** – Planning and Research Consultants
- **Sink Combs Dethlefs Sports Architecture** – Architects Specializing in Recreational Facilities
- **Tapis Associates** – Landscape Architecture and Planning
- **Tunnell-Spangler-Walsh & Associates** – Land and Urban Planning, Architecture, and Design
- **Vireo** – Landscape Architecture and Planning
- **Walker Macy** – Landscape Architecture and Planning
- **Water Technology** – Aquatics Design/Planning
- **Willdan Financial Services** – Economic Impact and Financial Assessments
- **Williams Architects** – Recreation Facility Architects

## What's in Our Name?

**Green** represents our passion for parks, recreation, and open space and our continued goal for environmental sustainability in all projects.

**Play** represents the recreation professional who actively demonstrates the joy of spending time doing things they love.

**GreenPlay** works together with organizations to help solve their problems and achieve unified goals. By performing these services, we simplify your job and make working together fun.

## KEY INDIVIDUAL CLIENT REFERENCES



**GreenPlay's leadership in our master planning process helped us set our priorities based on community input. We were particularly impressed with their GRASP® technology, expertise and facilitation process. I would highly recommend GreenPlay to other agencies who are considering a master plan for their community.**

**Mr. Mick Renneisen**, Director, Bloomington Parks and Recreation  
420 E. Front Ave., PO Box 848, Bloomington, IN, 47402  
(812) 349-3711; renneism@bloomington.in.gov

**Dody Erickson**, Recreation Director  
City and County of Denver  
201 W. Colfax Ave.  
6th Floor, Dept. 613  
Denver, CO 80202  
(720) 913-0663  
Dody.Erickson@ci.Denver.CO.US

**Dan Garvy**, Director  
Lisle Park District  
1925 Ohio Street  
Lisle, IL 60532  
(630) 964-3410  
dgarvey@lisleparkdistrict.org

**John Henderson**, Executive Director  
Park RX America  
Washington, DC  
(202) 549-8233  
john@parkrxamerica.org

**Cory Styron**, CPRP, Director of Parks, Recreation, and Cultural Affairs  
City of Farmington  
901 Fairgrounds  
Farmington, NM 87401  
(505) 599-1402  
cstyron@fmtn.org

**Cindy A. Curtis**, Deputy City Manager  
Municipal Center, Building 1  
2401 Courthouse Drive  
Virginia Beach, VA 23456  
(757) 385-4242  
ccurtis@vb.gov

**Dennis Dovel**, Parks and Recreation Director  
City of Blue Springs  
425 NE Mock  
Blue Springs, MO 64015  
(816) 228-0265  
ddovel@bluespringsgov.com

### Our Winning Formula

Personalized Service  
Achievement of Goals

Great Relationships

## SAMPLE PROJECT EXPERIENCE

Since 1999, GreenPlay has completed over 500 projects in 46 states for governmental agencies and private sector companies. Following is a list of these projects organized into the categories below.

- Master/Strategic Planning & Needs Assessments
- Feasibility Studies & Operational Pro Formas
- Cost Recovery, Pricing Philosophy, Organizational Audits, Structuring, and Special Projects
- Promotions, Marketing, Alternative Funding & Partnerships

“GreenPlay was instrumental in helping the Town of Bethlehem obtain a working Master Plan for our department. Our consultant spent most of his career as a Parks and Recreation professional which was especially helpful in working through the process. The GreenPlay team was excellent in facilitating public meetings, leading the project team, and offering solutions to some of our issues. We now have the tools that will help us set priorities, guide us through the budget process, and implement the plan. Our plan will not sit on the shelf!”

Nan Lanahan, Administrator, Parks and Recreation Department  
Town of Bethlehem, NY

“This master plan took an eagle’s eye approach to analyze all areas within the community and will provide for added collaboration and partnership with the City, as well as, some great ideas for enhancement of our internal services, as we implement some of GreenPlay’s recommendations over time. Thanks to the GreenPlay team for yet another quality Master Planning effort within the State of Colorado.”

Andrew Pimental, Manager  
Green Valley Ranch Recreation District  
Denver, CO

“We thoroughly enjoyed working with the team at Greenplay to develop our Parks & Recreation Master Plan. GreenPlay’s strength comes from three primary sources. First, they have a national perspective on trends in the parks and recreation industry that few can match. Second, they have a finely tuned process for public engagement, level of service analysis, and identifying key issues and recommendations. Third, their customer service is excellent and they respond quickly to questions and requests for information. Combined together, these elements of perspective, process, and customer service helped to build consensus around our new master plan and they completed our project on-schedule and on-budget.”

Steve Siddoway  
Director of Parks & Recreation  
Meridian, ID

## PROJECT SUMMARIES — Master/Strategic Planning & Needs Assessments

**GreenPlay** assists public agencies and other organizations throughout the nation with all aspects of the master and strategic planning process, including needs assessment, public process, level of service analysis, trends, benchmarking, demographics, financial and funding analysis, core services identification, operational and maintenance planning, strategic goal setting, and implementation for all quality of life services. **GreenPlay** primarily acts as a Prime Consultant when managing projects, but at times, we work in conjunction with other firms as a sub-consultant. Our past project experience is included on the following pages.

- **Aberdeen, South Dakota** – Parks and Recreation Needs Assessment
- **Albany and Dougherty County, Georgia** – Recreation Master Plan Update
- **Alexandria, Virginia** – Campagna Center Indoor/Outdoor Playspace Assessment - *in conjunction with Design Concepts*
- **Amherst, New York** – Recreation and Parks Master Plan Update
- **Angleton, Texas** – Parks and Recreation Strategic Plan
- **Apex Recreation District | Arvada, Colorado** – Community Needs Assessment
- **Arapahoe County, Colorado** – Four Square Mile Area Recreation Plan
- **Archuleta County, Colorado** – Recreation Planning Services - *in conjunction with Design Concepts*
- **Arizona State Parks** – Cattail Cove Master Plan - *in conjunction with Kimley Horn*
- **Arlington County, Virginia** – Field Use Master Plan
- **Arlington County, Virginia** – Public Spaces Master Plan – “Where the Community Comes Together!”
- **Arlington Heights, Illinois** – Healthy Communities Research Group Beta Site *In conjunction with GP RED*
- **Arlington, Texas** – Indoor Recreation Centers Assessment and Plan
- **Arvada, Colorado** – Parks and Open Space Public Process and Master Plan
- **North Jeffco Parks & Recreation District, Arvada, Colorado** – Strategic and Master Plans
- **Asheville, North Carolina** – Parks, Recreation, Cultural Arts, & Greenways Master Plan
- **Private Health Club, Aurora, Colorado** – Market and Revenue Program Assessment
- **Aurora, Colorado** – Parks, Recreation, and Open Space Strategic Plan
- **Austin, Texas** – Lamar Beach Park Site Master Plan
- **Barrington, New Hampshire** – Recreation and Parks Needs Assessment and Strategic Plan
- **Basalt, Colorado** – Parks, Open Space, and Trails Master Plan
- **Battle Creek, Michigan** – Parks and Recreation Master Plan - *in conjunction with ROWE, Inc.*
- **Bella Vista Village Home Owners Association, Bella Vista, Arkansas** – Comprehensive Needs Assessment and Action Plan
- **Bend Metropolitan Parks and Recreation District, Bend, Oregon** – Comprehensive Parks, Recreation, Open Space, and Trails Master Plan
- **Berthoud, Colorado** – Parks and Recreation Master Plan
- **Bethlehem, New York** – Comprehensive Parks and Recreation Master Plan
- **Bismarck Parks and Recreation District, North Dakota** – Facilities Master Plan
- **Bloomington, Illinois** – Parks and Recreation Comprehensive Master Plan
- **Bloomington, Indiana** – Parks and Recreation Master Plan Update
- **Blue Springs, Missouri** – Parks, Recreation, and Open Space Comprehensive Plan
- **Bismarck Parks and Recreation District, North Dakota** – Facilities Master Plan
- **Bonner Springs, Kansas** – Parks and Recreation Master Plan
- **Boulder, Colorado** – Parks and Recreation Department Management and Planning
- **University of Colorado, Boulder, Colorado** – Sports Facilities Needs Assessment
- **Brighton, Colorado** – Parks and Recreation Master Plan Update
- **Brookline, Massachusetts** – Parks and Recreation Master Plan
- **Brookline, Massachusetts** – Athletic Fields Needs Assessment
- **Broomfield, Colorado** – Open Space, Parks, Recreation, and Trails Master/Strategic Plan



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- **Broomfield, Colorado** – Broomfield Bay Aquatic Park Master Plan and Design Documents  
*In conjunction with BHA Design Inc.*
- **Broward County, Florida** – Needs Assessment for the Parks and Recreation Division
- **Brush!, Colorado** – Parks and Recreation Master Plan
- **Burien, Washington** – Community Center Master Plan
- **Calvert County, Maryland** – Land Preservation, Parks, and Recreation Plan Update
- **Carbondale, Colorado** – Parks, Recreation, and Trails Master Plan
- **Carbon Valley Park and Recreation District, Colorado** – Parks and Recreation Master Plan
- **Cary, North Carolina** – Parks, Recreation, and Cultural Facilities Master Plan
- **Casa Grande, Arizona** – Community Services Department Master Plan
- **Castle Rock, Colorado** – Parks, Recreation, and Public Properties Master Plan
- **Castle Rock, Colorado** – Phillip S. Miller Park Site Plan *In conjunction with BHA Design*
- **Caswell County, North Carolina** – Parks and Recreation Master Plan
- **Cedar Rapids, Iowa** – Recreation Needs Assessment and Master Plan
- **Cedar Rapids, Iowa** – Parks and Recreation Master Plan
- **Chandler, Arizona** – Needs Assessment, Spatial Analysis, and Programming Assessment for Senior Recreation
- **Charles County, Maryland** – Land Preservation, Parks, and Recreation Plan Update
- **Charleston County Park and Recreation Commission, South Carolina** – Parks, Recreation, Trails, and Open Space Comprehensive Plan
- **Chatham County, Georgia** – Parks, Recreation, Master Plan
- **Cherokee County, Georgia** – Comprehensive Parks and Recreation Master Plan
- **Cherry Hills Community Church, Highlands Ranch, Colorado** – Needs Assessment and Operational Pro forma
- **Clinton, Iowa** – Parks Master Plan
- **Clovis, California** – Parks Master Plan
- **Coconino County, Arizona** – Parks and Recreation Organizational Master Plan
- **Colchester, Vermont** – Bayside Park Master Plan – *In conjunction with Design Concepts*
- **College Park, Maryland** – Duvall Field Visioning
- **Colorado Parks and Wildlife, Colorado** – Boyd Lake and Eleven Mile State Park Redevelopment Plan – *In conjunction with Design Concepts*
- **Colorado Springs, Colorado** – Red Rock Canyon Open Space Park Master Plan
- **Colorado State Parks, Colorado** – Colorado Front Range Trail Implementation Plan
- **Commerce City, Colorado** – Strategic Plan for Recreation Programs, Services, and Facilities
- **Coppell, Texas** – Parks and Recreation Master Plan
- **Corvallis, Oregon** – Parks and Recreation Master Plan Update
- **Cripple Creek, Colorado** – Parks and Recreation Needs Assessment and Recreation Center Feasibility Study
- **Crown Mountain Park and Recreation District, Colorado** – Parks and Recreation Needs Assessment and Recreation Center Feasibility Study
- **Darien, Connecticut** – Parks Master Plan - *in conjunction with Weston & Sampson*
- **De Soto, Kansas** – Parks and Recreation Master Plan Update
- **Denver, Colorado** – Athletic Field Master Plan
- **Denver, Colorado** – Recreation Center Needs Assessment and Service Analysis
- **Denver, Colorado** – Parks and Recreation Program Planning
- **Denver, Colorado** – Parks and Recreation Master Plan
- **Denver, Colorado** – River North Park Plan  
*In conjunction with Civitas*
- **Denver, Colorado** – Athletic Field Utilization Analysis
- **Desert Recreation District, California** – Parks and Recreation Strategic Plan
- **Desert Recreation District, California** – Parks and Recreation Master Plan
- **Desert Recreation District, California** – Master Plan Update: Phase One Agency Survey and Data Gathering
- **Dillon, Colorado** – Parks and Recreation Master Plan

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- **Dublin, California** – Parks Master Plan
- **Dunwoody, Georgia** – Parks, Recreation, and Open Space Master Plan 5-Year Update
- **Eagle-Vail Metropolitan District, Colorado** Park and Recreation Needs Assessment
- **Eastern Rio Blanco Metropolitan Recreation District, Colorado** – Recreation, Parks, and Trails Master Plan
- **El Paso County, Colorado** – Parks, Trails, and Open Space Plan Update
- **El Paso County, Colorado** – Maintenance Plan
- **Elkhart, Indiana** – Parks and Recreation Master Plan Update
- **Encinitas, California** – Parks, Recreation, Open Space, Beaches, and Trails Master Plan
- **Erie, Colorado** – Parks, Recreation, Open Space, and Trails Master Plan Update 2008
- **Erie, Colorado** – Parks, Recreation, Open Space, and Trails Master Plan Update 2016
- **Erie County, New York** – Parks System Master Plan Update - *In conjunction with Wendel Company*
- **Essex, Vermont** – Recreation Needs Assessment and Strategic Plan
- **Estes Park, Colorado** – Park and Recreation Needs Assessment
- **Estes Valley Park and Recreation District, Colorado** – Stanley Park Master Plan *In conjunction with Design Concepts*
- **Evans, Colorado** – Open Space and Trails Master Plan
- **Evergreen Park and Recreation District** – Park and Recreation Master Plan
- **Farmington, New Mexico** – Comprehensive Parks, Recreation, and Cultural Affairs Master Plan
- **Federal Way, Washington** – Performance Benchmarking and Strategic Planning for New Community Center
- **Fitchburg, Wisconsin** – Program Needs Study
- **Florence, Arizona** – Parks and Recreation Comprehensive Plan and Park Site Master Plans
- **Florence, Massachusetts** – Look Park Master Plan
- **Forest Preserve District of Cook County, Illinois** Recreation Master Plan
- **Fort Collins, Colorado** – Parks and Recreation Policy Plan Update
- **Fort Lauderdale, Florida** – Long-Range Strategic Plan
- **Fort Morgan, Colorado** – Parks, Recreation, and Open Space Master Plan
- **Fraser Valley Recreation District, Colorado** Needs Assessment
- **Fraser Valley Recreation District, Colorado** – Parks Master Plan Update
- **Genesee Foundation, Golden, Colorado** Community Facilities and Recreation Study
- **Glenwood Springs, Colorado** – Parks, Recreation, and Open Space Master Plan
- **Glenwood Springs, Colorado** – Parks, Recreation, and Open Space Master Plan Update
- **Gloucester County, Virginia** – Parks and Recreation Needs Assessment
- **Foothills Art Center, Golden, Colorado** – Board of Directors Vision and Strategic Plan
- **Golden, Colorado** – Parks & Recreation Master Plan
- **Goleta, California** – Parks, Facilities, and Playgrounds Master Plan *In conjunction with KTUA*
- **Grand County Recreation District, Moab, Utah** Recreation Facilities Needs Assessment Study
- **Granby, Colorado** – Parks Master Plan
- **Grandview, Missouri** – Parks and Recreation Master Plan
- **Grandview, Missouri** – Citywide Trails Plan
- **Grapevine, Texas** – Meadowmere Park Site Plan - *In conjunction with MESA*
- **Great Plains Regional Medical Center, North Platte, Nebraska** – North Platte Recreation and Wellness Needs Assessment
- **Green Valley Ranch Metro District, Colorado** Parks and Recreation Master Plan
- **Greenbelt, Maryland** – Recreation and Park Facilities Master Plan
- **Greenville, South Carolina** – City Park Site Plan - *In conjunction with Seamon Whiteside + Associates*
- **Hamilton, Ohio** – Parks and Recreation Master Plan
- **Hamilton County, Tennessee** – Parks and Recreation Master Plan
- **Hampton, Virginia** – Parks and Recreation Master Plan
- **Hayden, Colorado** – Parks, Recreation, Trails, and Open Space Master Plan
- **Hays County, Texas** – Parks, Open Space, and Natural Areas Master Plan *In conjunction with Design Workshop*

## PROJECT SUMMARIES — Master/Strategic Planning & Needs Assessments

### Continued...

- **Helena, Montana** – Parks and Open Space Plan
- **Henderson, Nevada** – Parks and Recreation Master Plan Update
- **Hesperia Recreation and Park District, California** – Parks and Recreation Master Plan
- **Hot Sulphur Springs, Colorado** – Master Plan for Parks, Recreation, and Open Space  
*In conjunction with RG Engineers*
- **Houston, Texas** – Superblock Park Master Plan  
*In conjunction with Design Workshop*
- **Hunterdon County, New Jersey** – Strategic Plan for Parks and Open Space - *In conjunction with Maser Consulting*
- **Hutchinson, Kansas** – Park Development Master Plan - *In conjunction with Bartlett & West*
- **Hutchinson, Kansas** – Healthy Communities Research Group Beta Site Analysis - *In conjunction with GP RED*
- **Iowa City, Iowa** – Park and Recreation Master Plan
- **Keene, New Hampshire** – Recreation Management Plan
- **Keene, New Hampshire** – Wheelock Park Concept Plan - *In conjunction with Design Concepts*
- **Knoxville, Tennessee** – Ijams Nature Center Master Site Plan - *In conjunction with Ross Fowler*
- **La Mesa, California** – MacArthur Park Opportunities and Constraints Analysis - *In conjunction with KTUA*
- **La Quinta, California** – Community Services Master Plan
- **Lafayette, Colorado** – Parks and Recreation Master Plan Update (2013 and 2019)
- **Laguna Hills, California** – Recreation Center Needs Assessment
- **Lake County, Colorado** – Recreation Master Plan
- **Lake Oswego, Oregon** – Park and Recreation Facility Needs Assessment
- **Lakewood, Colorado** – Community Resources Master Plan
- **Lakewood, Colorado** – Bear Creek Lake Park Needs Assessment
- **Las Cruces, New Mexico** – Parks, Recreation, and Open Space Master Plan
- **Lawrence, Kansas** – Parks & Recreation Master Plan
- **Leesburg, Virginia** – Parks and Recreation Needs Analysis
- **Leland, North Carolina** – Parks, Recreation, and Open Space Master Plan
- **Lewis Clark County, Montana** – Comprehensive Parks Plan
- **Liberty, Missouri** – Healthy Communities Research Group Beta Site - *In conjunction with GP RED*
- **Lisle Park District, Lisle, Illinois** – Park District Master Plan
- **Littleton, Colorado** – Parks, Recreation, and Trails Master Plan
- **Lone Tree, Colorado** – Parks, Trails, and Recreation Master Plan
- **Longmont, Colorado** – Open Space and Trails Comprehensive Master Plan
- **Longmont, Colorado** – Open Space and Trails Comprehensive Master Plan Update
- **Louisiana Department of Recreation, Culture and Tourism, Office of State Parks** – Statewide Comprehensive Outdoor Recreation Plan Update
- **Louisville, Colorado** – Parks, Recreation, Open Space, and Trails Comprehensive Master Plan
- **Lynbrook, New York** – Greis Park Master Plan
- **Lyons, Colorado** – Parks and Recreation Master Plan
- **Lyons, Colorado** – Flood Recovery Land Use Plan - *In conjunction with Design Concepts*
- **Macomb Township, Michigan** – Parks and Recreation Needs Assessment
- **Maitland, Florida** – Parks and Recreation Master Plan
- **Manassas, Virginia** – Parks, Recreation & Cultural Needs Assessment and Facilities Plan
- **Manheim Township, Pennsylvania** – Needs Assessment and Operational Pro formas
- **Manitou Springs, Colorado** – Manitou Incline Plan
- **Manitou Springs, Colorado** – Parks, Open Space, and Trails Master Plan
- **Martin County, Florida** – Parks and Recreation Master Plan
- **Maryland Department of Natural Resources** – Recreation Component of the Land Preservation and Recreation Plan 2013 Update
- **Maryland Department of Natural Resources** – Recreation Component of the Land Preservation and Recreation Plan 2018 Update

## Continued...

- **Maryland National Capital Parks and Planning Commission | Montgomery County, Maryland** 2030 Vision and 10-Year Strategic Plan
- **Maryville, Tennessee** – Parks and Recreation Strategic Master Plan
- **Miami, Florida** – Parks and Recreation Long-Range Strategic Plan
- **Monte Vista, Colorado** – Ski-Hi Feasibility Study/ Parks and Recreation Master Plan
- **Montrose Recreation District, Montrose, Colorado** Parks and Recreation Master Plan
- **Moorhead, Minnesota** – Metropolitan Sports Facilities Framework Plan, Multiple Agencies
- **Nederland, Colorado** – Open Space, Trails, Parks, and Outdoor Recreation Master Plan Update and Gateway Park Plan
- **New Hanover, North Carolina** – Department of Parks and Gardens Master Plan Update
- **New Mexico Energy, Minerals, and Natural Resources Department – State Parks Division** – 2009 Statewide Outdoor Comprehensive Recreation Plan Update (SCORP)
- **New Orleans, Louisiana** – Lafitte Greenway Park Corridor and Trails Master Planning
- **Newport News, Virginia** – Mariners Museum and Park Needs Assessment and Community Engagement
- **North Clackamas County Park and Recreation District, Oregon** – Parks and Recreation Master Plan and Strategic Plan
- **North Miami Beach, Florida** – Tennis Center Plan
- **North Platte, Nebraska** – Community Wellness Needs Assessment
- **Oceanside, California** – Parks and Recreation Master Plan - *In conjunction with KTUA*
- **Oklahoma City, Oklahoma** – Aquatics Strategic and Marketing Plan
- **Oklahoma City, Oklahoma** – Indoor Recreation Facilities and Programs Strategic Plan
- **Oregon City, Oregon** – Parks and Recreation Master Plan Update
- **Otero County, Colorado** – Recreation Area Master Plan
- **Palm Springs, California** – Parks and Recreation Master Plan
- **Palm Springs, California** – Parks and Recreation Master Plan (update)
- **Parker, Colorado** – Needs Assessment and Strategic Plan for Senior Services and Therapeutic Recreation
- **Pearland, Texas** – Parks & Recreation Master Plan
- **Pflugerville, Texas** – Parks and Recreation Master Plan
- **Phelan Piñon Hills Community Services District, California** – Comprehensive Parks and Recreation Master Plan
- **Philadelphia, Pennsylvania** – FDR Park Master Plan *In conjunction with WRT Design*
- **Plainfield Park District, Illinois** – Comprehensive Master Plan *In conjunction with Design Perspectives*
- **Post Falls, Idaho** – Parks and Recreation Master Plan
- **Post Falls, Idaho** – Parks and Recreation Master Plan 2019 Update
- **Prescott Valley, Arizona** – Parks and Recreation Master Plan and Feasibility Analysis
- **Prospect Heights Park District, Illinois** Comprehensive Plan
- **Prospect Recreation and Park District, Colorado** Parks and Recreation Master Plan
- **Pueblo Area Council of Government, Pueblo, Colorado** – Recreation and Tourism Plan
- **Pueblo, Colorado** – Parks and Recreation Organizational Assessment & Implementation Plan
- **Pueblo, Colorado** – Plug Into Nature, *In conjunction with GP RED*
- **Rancho Cucamonga, California** – City-wide Recreation Needs Assessment
- **Storybook Island, Rapid City, South Dakota** – Needs Assessment and Business Model
- **Raymore, Missouri** – Parks and Recreation Strategic Implementation Plan
- **Riverside County Regional Parks and Open Space District, California** – Comprehensive Park, Resources, and Recreation Service Plan
- **Rolesville, North Carolina** – Comprehensive Plan, Parks & Recreation Element - *In conjunction with Stantec*
- **Roswell, New Mexico** – Parks, Recreation, and Open Space Master Plan
- **Salida, Colorado** – Parks, Recreation, Trails, and Open Space Master Plan



### Continued...

- **San Diego, California, Center City Development Corporation** – Downtown San Diego Needs Assessment for Open Space, Parks, and Recreation
- **San Diego County, California** – Parks and Recreation Master Plan
- **San Francisco, California** – Parks and Recreation Programming Assessment & Work Plan
- **San Gabriel, California** – Parks and Recreation Master Plan
- **San Luis Obispo County, California** – Parks Needs Assessment and Recreation & Leisure Trends Analysis
- **Sandpoint, Idaho** – Parks and Recreation Master Plan
- **Santa Maria, California** – Parks and Recreation Master Plan
- **Santa Maria, California** – Parks and Recreation Needs Assessment
- **Santee, California** – Parks & Recreation Master Plan
- **Saratoga Springs, New York** – Recreation Master Plan
- **Sherwood, Oregon** – Parks Master Plan
- **Shoreline, Washington** – Parks, Recreation, and Open Space Plan
- **Signal Hill, California** – Parks and Recreation Master Plan
- **Silverthorne, Colorado** – Recreation and Culture Department Long Range Strategic Plan
- **Sioux Falls, South Dakota** – Parks and Recreation System Master Plan
- **South Bend, Indiana** – Parks and Recreation Master Plan
- **South Jordan, Utah** – Parks, Recreation, Community Arts, Trails, & Open Space Master Plan
- **Spearfish, South Dakota** – Sports Fields Inventory and Analysis
- **Springfield Park District, Illinois** – Comprehensive Master Plan
- **St. Louis County, Missouri** – Parks and Recreation Master Plan - *In conjunction with Planning Design Studio*
- **St. Mary's County, Maryland** – Land Preservation, Parks & Recreation Master Plan
- **Stafford County, Virginia** – Park Utilization Analysis
- **Stapleton Development Corp., Denver, Colorado** – Needs Assessment and Program Plan and Park, Trails, and Greenways Master Plan
- **Steamboat Springs, Colorado** – Parks and Recreation Master Plan
- **Sterling, Colorado** – Parks and Recreation Master Plan Update
- **Strasburg Parks and Recreation District, Colorado** – Parks, Recreation, and Trails Master Plan
- **Superior, Colorado** – Parks, Recreation, Open Space, and Trails Master Plan
- **Metro Parks Tacoma, Tacoma, Washington** – Mission-Led Comprehensive Recreation Plan
- **Teton County and Jackson, Wyoming** – Parks and Recreation Strategic Plan
- **Tempe, Arizona** – Kiwanis Park Management Plan
- **Timberidge Adventure Center, Kansas** – Master Plan
- **Thornton, Colorado** – Recreation Center Feasibility Study - *In conjunction with BRS Architecture*
- **Tualatin Hills Park and Recreation District, Beaverton, Oregon** – Updated Inventory and Level of Service Analysis
- **Tulsa, Oklahoma** – Park and Recreation Master Plan
- **United States Antarctica Program** – Recreation and Wellness Master Plan
- **University Place, Washington** – Capital Strategies Study
- **Vail, Colorado** – Parks and Recreation Master Plan
- **Virginia Beach, Virginia** – Parks and Recreation Strategic Plan
- **Wake Forest, North Carolina** – Parks and Recreation Master Plan Update
- **National Capital Planning Commission, Washington, D.C. – CapitalSpace Initiative** – District of Columbia Integrated Master Plan
- **Waukesha, Wisconsin** – Department of Parks, Recreation, and Forestry Customer Needs and Satisfaction Survey
- **West Palm Beach, Florida** – Parks and Recreation Master Plan Update
- **Westminster, Colorado** – Standley Lake Park Master Plan and Brand Identity
- **Wheat Ridge, Colorado** – Parks and Recreation Master Plan
- **Widefield School District, Colorado** – Parks and Recreation Master Plan
- **Williamsburg, Virginia** – Parks and Recreation Master Plan

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- ***Williamson County, Tennessee*** – Comprehensive Parks and Recreation Master Plan
- ***Williston Parks and Recreation District, North Dakota*** – Parks and Recreation Master Plan and Strategic Plan for Recreation
- ***Wilsonville, Oregon*** – Parks and Recreation Comprehensive Master Plan
- ***Wilsonville, Oregon*** – Boones Ferry Park Master Plan *In conjunction with Design Concepts*
- ***Winchester, Virginia*** – Parks and Recreation Needs Assessment
- ***Windsor, Colorado*** – Parks, Recreation, and Open Space Master Plan Update
- ***Windsor, Colorado*** – Windsor Parks, Recreation, and Cultural Master Plan
- ***Ed and Ruth Lehman YMCA of Longmont/Town of Windsor, Colorado*** – Recreation Needs Assessment
- ***Winter Haven, Florida*** – Parks and Recreation Master Plan
- ***Winter Park, Florida*** – Strategic Recreation Facilities Programming Plan
- ***Woodburn, Oregon*** – Park & Recreation Master Plan

## PROJECT SUMMARIES — Feasibility Studies and Operational Pro formas

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

### Examples of past projects include:

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

## PROJECT SUMMARIES — Feasibility Studies and Operational Pro formas

### Continued...

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



## PROJECT SUMMARIES — Feasibility Studies and Operational Pro formas

### *Continued...*

- **Wimberley, Texas** – Management Planning, Operational Feasibility, and Financial Pro forma for the Blue Hole Regional Park
- **Williston, North Dakota** – Community Center Feasibility Study
- **Windsor, Colorado** – Community Center Expansion Feasibility Study
- **Fraser Valley Metropolitan Recreation District, Winter Park, Colorado** – Management Planning, Operational Feasibility, and Financial Pro forma

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

Julie VonWeller, ACi Architects  
Feasibility Study Project Manager

## PROJECTS – Cost Recovery, Pricing Philosophy, Organizational Audits, & Special Projects

GreenPlay performs a variety of projects that are specific to challenges occurring within organizations. We are, first and foremost, management consultants. If your organization has a challenge or needs solutions, we can help. We bring strong national expertise, but work one on one with you to help your community run more smoothly.

### Examples of past projects include:

- **Alexandria, Virginia** – Resource Allocation and Cost Recovery Philosophy, Policy, and Model
- **Arizona State Parks, Arizona** – Development of Comprehensive Pricing Policy and Cost Recovery Philosophy Facilitation
- **Arlington, Texas** – Cost Recovery Model, Pricing Philosophy, and Policy Development
- **Arlington, Virginia** – Pricing and Cost Recovery Philosophy and Plan Facilitation
- **Athens, Clarke County, Georgia** – Pricing and Cost of Service Plan Facilitation
- **Baltimore City Recreation and Parks, Baltimore, Maryland** – Professional Assessment and Financial Planning Services
- **Bend Metro Parks and Recreation District, Oregon** – Pricing and Cost Recovery Workshops - Senior Center Agreement Facilitation
- **Berks County, Pennsylvania** – Sponsorship Plan
- **Bismarck Parks & Recreation District, Bismarck, North Dakota** – Aquatic Program and Facility Review
- **Bismarck Parks & Recreation District, Bismarck, North Dakota** – Fees and Charges Analysis, Pricing Structure, and Strategies Review
- **Boulder County, Colorado Dept. of Parks and Open Space** – Construction and Maintenance Handbook *In conjunction with Design Concepts*
- **City of Boulder, Colorado** – Parks and Recreation Design Standards Manual - *In conjunction with Dig Studio*
- **YMCA of Boulder Valley, Boulder, Colorado** – YMCA Board Facilitation
- **Breckenridge, Colorado** – Public Involvement Process
- **Carbon Valley Recreation District, Colorado** – Organizational/Management Assessment
- **Carbon Valley Recreation District, Colorado** – Interim Director
- **Carlsbad, California** – Park Development and Operational Funding Options and Strategies
- **Colchester, Vermont** – Impact Fee Study
- **Commerce City, Colorado** – Parks and Recreation Department Organizational Capacity
- **Commerce City, Colorado** – Parks and Recreation Department Survey Design
- **Commerce City, Colorado** – Parks and Recreation Department GRASP Data Update
- **Commerce City, Colorado** – Parks and Recreation Department Existing and New Recreation Center Programming Plan
- **Consortium for Older Adult Wellness** – Partnership Facilitation
- **Coppell, Texas** – Cost Recovery Study
- **Corvallis, Oregon** – Cost Recovery Philosophy
- **Crown Mountain Recreation District, Colorado** – Executive Director Recruitment
- **Denver, Colorado** – Core Services and Cost Recovery Study
- **Denver, Colorado** – Cost Benefit Analysis for Recreation Services and Programs
- **Denver, Colorado** – Parks and Recreation History Project
- **Denver, Colorado** – Partnership Agreement Facilitation
- **Denver, Colorado** – Recreation Center Neighborhood Involvement Program
- **Denver, Colorado** – Resource Allocation and Priorities Plan
- **Desert Recreation District, California** – Agency Survey
- **Desert Recreation District, California** – Cost Recovery Study
- **Discovery Bay, California Community Services District** – Report and RFP Facilitation for Operational and Management Services Procurement Process Considerations
- **Discovery Bay, California Community Services District** – Board of Directors Workshop
- **Durham, North Carolina** – Program Evaluation
- **Encinitas, California** – Financial Sustainability Project
- **Evans, Colorado** – Park Impact Fee Study
- **Evergreen Park and Recreation District, Evergreen, Colorado** – Staff and Board Facilitation

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- **Evergreen Park and Recreation District, Evergreen, Colorado** – Community Survey - *In conjunction with National Research Center*
- **Fairfax, Virginia** – Master Planning Workshop Facilitation
- **Fraser Valley Metro District | Fraser, Colorado** Pricing & Cost Recovery Staff and Board Retreat
- **Glenwood Springs, Colorado** – Facilitation and Creation of a Cost Recovery Philosophy and Policy
- **Indiana University** – Healthy Communities Surveillance Tool Kit Research
- **Irvine, California** – Community Services Department Cost Recovery Analysis
- **Jefferson County, Colorado** – Community Services Department Cost Recovery Analysis
- **City of Kent, Washington Parks, Recreation, and Community Services** – Resource Allocation and Cost Recovery Philosophy, Model, and Policy
- **City of Largo, Florida** – Staff Planning Retreat Facilitation
- **Foothills Parks & Recreation District, Littleton, Colorado** – Pricing Philosophy Presentation and Workshop
- **Lisle Park and Recreation District, Lisle, Illinois** Cost Recovery Model, Resource Allocation, and Revenue Enhancement Study
- **Landmark Properties Group, Inc. | Littleton, Colorado** – Parks and Recreation Service Provider Research
- **La Porte, Texas** – Organizational Audit
- **Lochbuie, Colorado** – Analysis of Creation of a Special District
- **Lochbuie, Colorado** – Implementation Research for Parks, Trails & Open Space Master Plan
- **Longmont, Colorado** – Wildlife Management Plan and Policy Development Update
- **Loudon County, Virginia** – Organizational Development Study
- **Mariners' Museum, Norfolk, Virginia** – Business Plans for Lake Maury and Monitor Replica Space
- **Metro Parks Tacoma, Washington** – Nature Education, Outdoor Recreation, and Ecotourism Business/Program Plan
- **Mississippi Department of Wildlife, Fisheries, and Parks** – Fiscal Operations Assessment for State Parks
- **Montrose Parks & Recreation District, Montrose, Colorado** – Pricing and Cost Recovery Workshops
- **Mooresville, North Carolina** – Applying the Concepts of the Pyramid Methodology
- **Morgan Strong, Colorado** – District Formation Facilitation and Analysis
- **National Inventory for the National Recreation and Park Association** – National Football League and USA Football Community Football Assessment Partnership Fulfillment and National Strategies
- **State of New Hampshire** – Statewide Comprehensive Outdoor Recreation Plan Editorial and Writing Assistance
- **New Orleans, Louisiana** – Management Planning, Operational Feasibility, and Financial Pro forma for the Lafitte Greenway - *In conjunction with Design Workshop*
- **North Clackamas Recreation District, Oregon** – Cost Recovery Model and Resource Allocation Philosophy Development
- **City of Northville and Charter Township of Northville, Michigan** – Parks & Recreation Organizational Review and Long Term Strategy
- **Oak Park District, Oak Park, Illinois** – Trends Analysis for a Parks and Recreation Master Plan
- **Oakland County Recreation Commission, Michigan** Resource Allocation, Cost Recovery, and Services Assessment
- **Oklahoma City, Oklahoma** – Aquatics Strategic and Marketing Plan
- **Oswegoland Park District, Illinois** – Applying the Pyramid Methodology
- **Peoria, Arizona** – Management and Operations Planning
- **Three Rivers Park District, Plymouth, Minnesota** Pricing and Cost Recovery Policy Development
- **Raleigh, North Carolina** – Parks and Recreation User Fee Study
- **Redmond, Washington** – Cost of Service Methodology for Parks and Recreation Fees
- **Roanoke Regional Partnership** – Outdoor Needs, Operations, Capital and Financial Analysis Plan
- **Salt Lake County, Utah** – Organizational Development Study

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- ***San Diego County, California*** – Cost Recovery, Resource Allocation, and Revenue Enhancement Study of the Department of Parks And Recreation
- ***San Marino, California*** – Parks and Recreation Department Organizational Study
- ***South Jordan, Utah*** – Cost Recovery, Pricing Philosophy, and Policy Development
- ***South Jordan, Utah*** – Cost Recovery and Resource Allocation
- ***South Suburban Parks & Recreation District, Arapahoe County, and City of Centennial, Colorado*** Study of Parks and Recreation Services
- ***South Suburban Parks and Recreation District, Colorado*** – Parks and Recreation Expert Witness
- ***Superior, Colorado*** – Public Process Facilitation for Town 9 Park Development
- ***Spokane, Washington*** – Best Practices in Planning Facilitation and Presentation
- ***Three Rivers Park District, Minnesota*** – Pricing Philosophy and Cost Recovery Policy Development
- ***Tualatin Hills Park and Recreational District, Oregon*** – Financial Sustainability Analysis
- ***Tulsa, Oklahoma*** – Operational Consolidation Analysis
- ***Uintah Recreation District, Vernal Utah*** Board/Staff Retreat
- ***Valley Wide Park and Recreation District, San Jacinto, California*** – Partnership Assessment
- ***Vancouver-Clark Parks and Recreation Department, Washington*** – Organizational Assessment
- ***Vancouver, Washington*** – Special Event Management Total Cost of Operations and Alternatives Analysis
- ***Vancouver, Washington*** – Maintenance Total Cost of Operations and Alternative Analysis
- ***Virginia Beach, Virginia*** – Parks and Recreation Organization Assessment
- ***Westminster, Colorado*** – Citizen Survey Assistance
- ***Private Citizen, Wheeling, West Virginia*** – Expert Witness Eminent Domain
- ***Willamalane Park and Recreation District, Springfield, Oregon*** – Pricing Philosophy and Cost Recovery
- ***Willamalane Park and Recreation District, Springfield, Oregon*** – Cost Recovery Plan Update
- ***Wimberley, Texas*** – Blue Hole Regional Park Business Plan - *In conjunction with Design Workshop*
- ***YMCA - Windsor, Colorado*** – Recreation Programming and Service Assessment



## PROJECTS – Promotions, Marketing, Alternative Funding and Partnerships

GreenPlay participates in and supports ongoing research and innovations in alternative funding, core services identification, and communication methodologies. We often assist agencies with creating plans, policies, and consensus on philosophies related to funding, appropriate subsidies, budget creation and reduction, and partnership facilitation.

### Examples of past projects include:

- **Boulder, Colorado** – Parks & Recreation Partnership Process & Facilitation
- **Carlsbad, California** – Park Development and Operational Funding Options and Strategies
- **Federal Way, Washington** – Community Center Marketing, Management, and Operational Planning
- **Hillcrest Capital Consulting, Minneapolis, Minnesota** – Market Research Project – Recycled Plastic Lumber
- **MZI, Inc., Golden, Colorado** – Marketing and Business Plan
- **ECI, Loveland, Colorado** – Marketing Strategy and Plan
- **Mesa, Arizona** – Parks & Recreation Comprehensive Fundraising Feasibility Study
- **Northeast Tennessee Regional Outdoor Partnership** – Outdoor Development Master Plan, Branding, and Marketing
- **Superior, Colorado** – Public Process Facilitation for Town 9 Park Development
- **The Breakaway Center, Westminster, Colorado** – Indoor Inline Arena Management, Operations, and Planning
- **Windsor, Colorado** – Park Land Dedication and Impact Fee Costing Study Feasibility